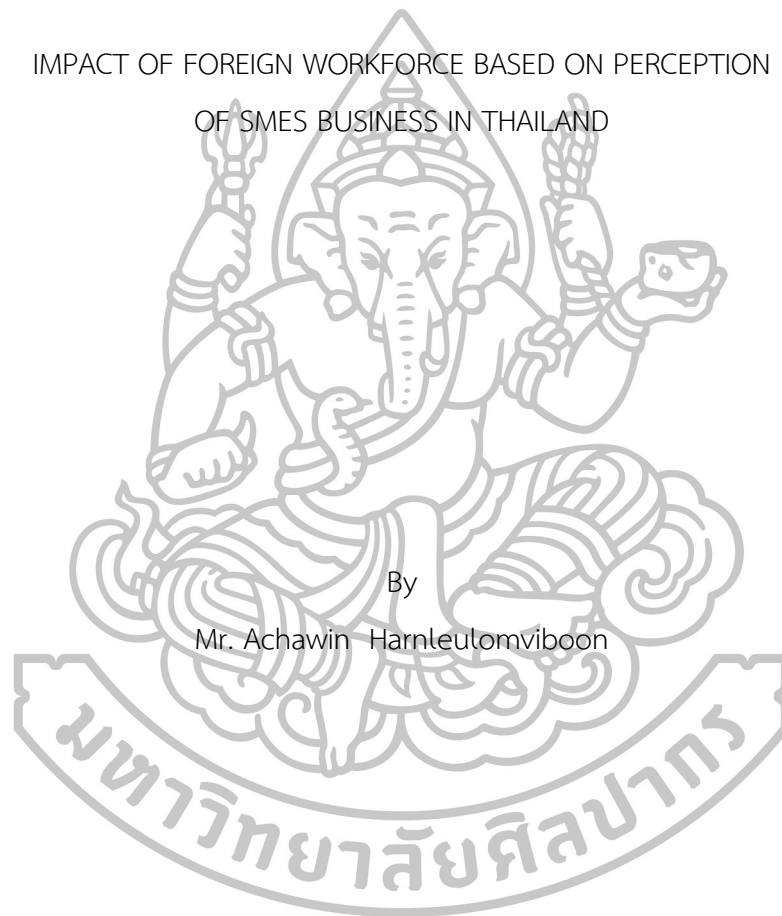




IMPACT OF FOREIGN WORKFORCE BASED ON PERCEPTION
OF SMES BUSINESS IN THAILAND



By
Mr. Achawin Harnleulomviboon

An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree

Master of Business Administration Program in International Business

International Program

Graduate School, Silpakorn University

Academic Year 2016

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KEYWORD: FOREIGN WORKFORCE MANAGEMENT, IMPACT OF COMMUNICATION BARRIER, CULTURAL DIVERSITY INTERVENTION, AND FOREIGN WORKFORCE MIGRATION

ACHAWIN HARNLEULOMVIBOON: IMPACT OF FOREIGN WORKFORCE BASED ON PERCEPTION OF SMEs BUSINESS IN THAILAND. INDEPENDENT STUDY ADVISOR: ARDIPORN KHEMARNGSAN, Ph.D. 171pp.

The purposes of this research were 1) Investigate the impact of foreign workforce that SMEs business might face when hire foreign workforce 2) Identify solutions for solving the impacts by SMEs business.

The research instruments were the study has used the qualitative method to collect and analyze the data of the studies. The process of the study has used the snowball technique to select the samples and collect the data by the structured interview.

The results of this research were as follow:

- There are still some complication of using foreign workforces like the language barrier, collectivism and the paperwork complication.
- Foreign workforces have migrated to Thailand for the better career opportunities.
- There is several method to solve the problem such as using the translator, providing on the job training, set a clear rule and regulation, and develop a selecting process

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Academic Year 2016

Independent's Study Advisors' signature 1.....

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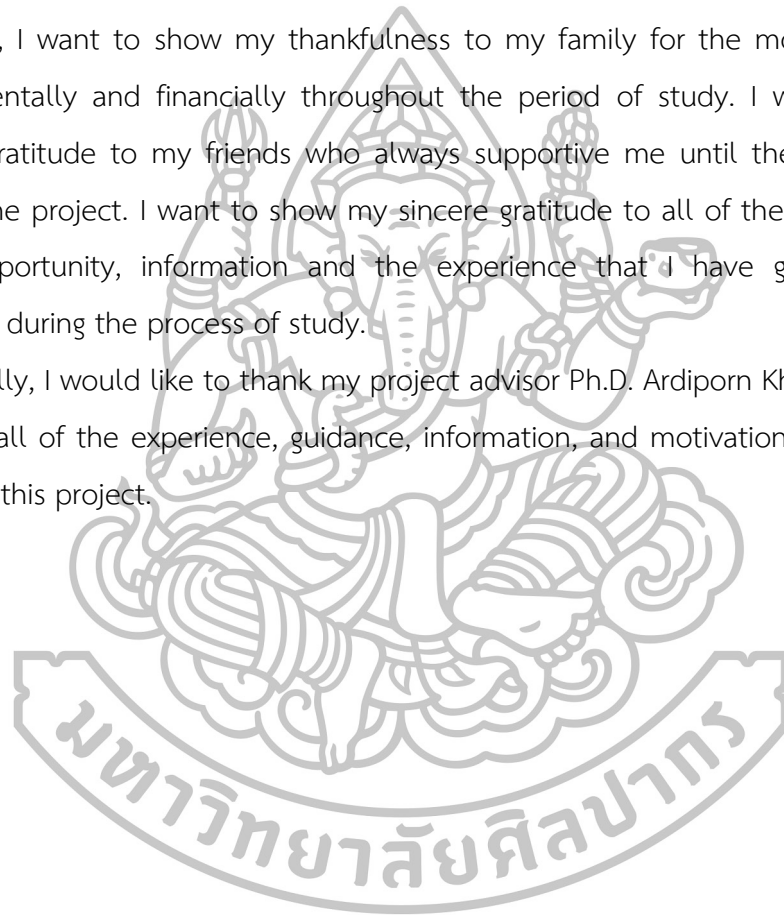
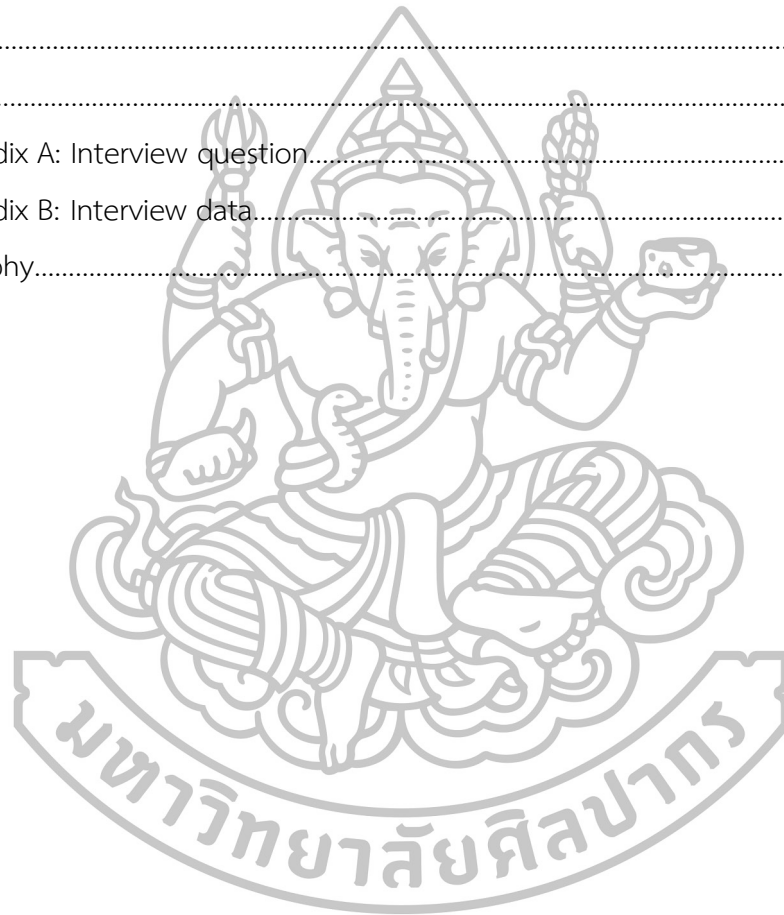


TABLE OF CONTENTS

	Page
Abstract.....	iii
Acknowledgments.....	iv
List of Tables.....	vii
List of Figures.....	viii
Chapter	
1 Introduction.....	1
History of workforce’s migration.....	1
Trend of workforce’s migration.....	2
Research outline.....	6
2 Literature review.....	7
The challenge of cultural diverse workforces.....	7
Ronan theory.....	9
Expatriate management.....	11
Six Factors of foreign workforces impact.....	12
3 Research methodology.....	29
Type of research.....	29
Population.....	29
Sample size.....	31
Process of Qualitative data analysis.....	32
4 Result.....	33
Characteristic of samples.....	33
Finding 1: Communication problem.....	34
Finding 2: Motivation problem.....	38
Finding 3: Productivity issue.....	43
Finding 4: Legal issue.....	46
Finding 5: Financial issue.....	50
Finding 6: Cultural issue	53

Chapter	Page
5 Conclusion, discussion and recommendation.....	56
Conclusion.....	56
Recommendation.....	59
Implication.....	60
Limitation of the study.....	61
Reference.....	62
Appendix.....	65
Appendix A: Interview question.....	66
Appendix B: Interview data.....	68
Autobiography.....	171



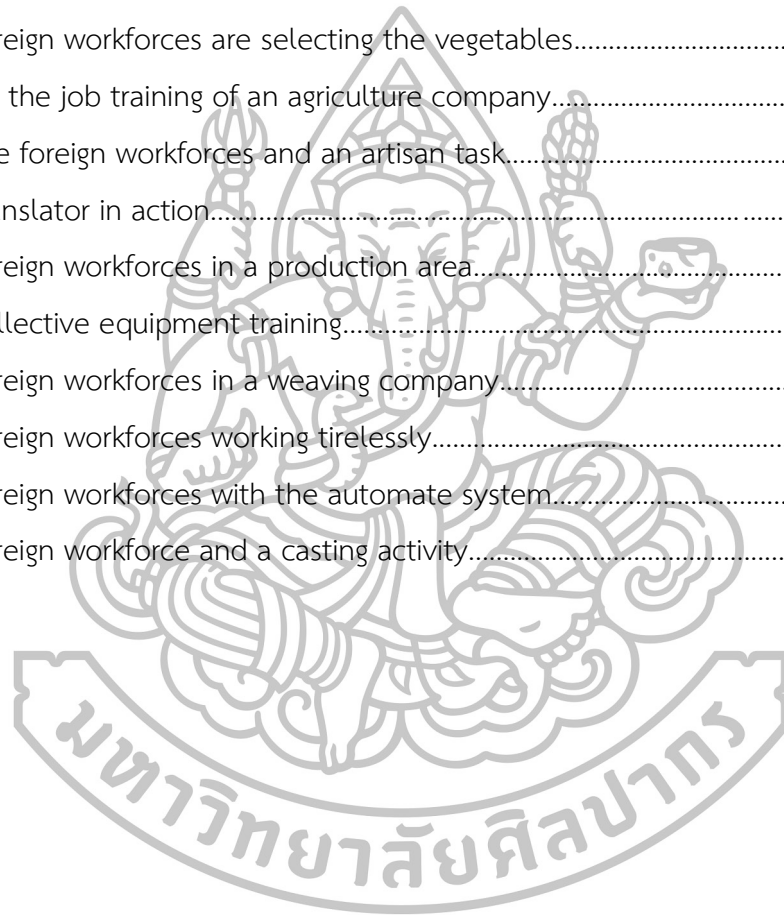
LIST OF TABLES

Tables		Page
1	Registered foreign workforces in the kingdom of Thailand.....	3
2	Top five popular business among the foreign workforces.....	4
3	The Selection of the expatriate.....	9
4	Sample Characteristic and Size.....	31



LIST OF FIGURES

Figures		Page
1	Foreign workforces with a casting pot.....	15
2	Many of the foreign workforces work in a weaving industry.....	20
3	Skilled workforces are able to train and use the dozer.....	30
4	Foreign workforces are selecting the vegetables.....	30
5	On the job training of an agriculture company.....	32
6	The foreign workforces and an artisan task.....	33
7	Translator in action.....	37
8	Foreign workforces in a production area.....	45
9	Collective equipment training.....	45
10	Foreign workforces in a weaving company.....	46
11	Foreign workforces working tirelessly.....	50
12	Foreign workforces with the automate system.....	52
13	Foreign workforce and a casting activity.....	54



CHAPTER 1

INTRODUCTION

Nowadays numbers of migrant workforce are becoming larger and larger around the globe. Thailand is one of the most attractive countries where many workers from neighbor countries such as Laos, Cambodia, and Myanmar migrate to the country (Paitoonpong, 2011). The fluctuation of migrant workers is resulted from Thailand's labor shortage as well as the improved minimum wages, which is much higher than the level of the neighbor countries. On the other hand, migrant workers, especially the unskilled, find it a good opportunity to gain new career opportunities for the betterment of their own and families. The migration and work registration procedures have been simplified in order to induce and legalize the workers (Thongjen, 2015). However, there are some obstacles that obstructed the success, such as the cost, the irregularities and most importantly – the fact that some workers want to remain illegal themselves. This is the difficult problems that governments have to solve urgently and attentively (Paitoonpong, 2011).

1. History of workforce's migration.

According to Pitayanon (2001), back in the past, the histories of workforce migration firstly showed in early Rattanakosin era. At that time, Bangkok faced a massive shortage of labor due to the growing period of Bangkok. A large number of Chinese migrated to work as foreign labors to fill up the shortage. The Chinese workforce increased rapidly which believed to be up to 600,000 workers at that time. After the World War 2, when Thailand's industrialization started and required many skilled and unskilled workforces, the government supported both domestic and foreign workforces to support the economic development.

Thailand faced the labor shortage once again in the 1990 decade, which was the economic boom period. The government and private sector supported both skilled and unskilled foreign workforce's migration to solve the problem. Consequently,

the number of legal and illegal workforce rise dramatically. Another big event of the labor migration was in the economic crisis period when many local workers were laid off. Governments wanted to solve the local unemployment by supporting firms to replace their foreign workforce with the local. However, according to Pitayanon (2001), the number of foreign workforce just slightly declined and after the economic recovery, a migration of foreign workers became notable again. Most of them were from neighbor countries such as Myanmar, Laos, and Cambodia. Thailand is one of the countries that have many migration activities. According to Chalamwong and Prugsamatz (2009), Thailand is more of the receiving country than sending country in term of workforce migration. As Thailand is the receiving country, it has attracted the labor from the neighbor countries like Myanmar, Laos, and Cambodia as their main migrating country while Burmese is the majority of the foreign workforce that has migrated to Thailand followed by Laotians and Cambodian respectively. Chalamwong and Prugsamatz (2009) have stated that the numbers of unregistered workforce are much higher than the registered. The total foreign workforce in Thailand is approximately 1.5 million people with the possibility to reach 4 million in the future. (Office of Foreign Workers Administration, 2016)

2. Trend of workforce's migration.

Migration is consist of the push and pulls factors, the push factors are likely to be the Political and economic factors. The pull factors include the better career opportunities, better livelihood, and the higher income, which the minimum salary rate of Thailand is higher than the amount that they have got in their countries. Therefore, it could be perceived that better lives and incomes are the factors that attract foreign workforce to Thailand (Chalamwong and Prugsamatz, 2009).

Even though Thailand is more to be the receiving country, it also has a fair performance in exporting workforces to many parts of the world. Many Thai workers have migrated abroad with the better opportunities and income. Since 1995, Thailand has a steady rate of sending workforce abroad. Moreover, during the economic crisis the number of Thai workforces that moved abroad rose significantly.

The main country that had received Thai workforces was Taiwan, Singapore, Japan, and Israel (Chalamwong and Prugsamat, 2009).

Table 1: Registered foreign workforces in the kingdom of Thailand

Area	Total (Worker)	Lifelong	General	Proved citizenship	MOU	Support Investment	Tribesman	Seasonal (Temporary)
All area	1,512,140	495	102,685	965,832	365,785	43,088	27,451	5,404
Bangkok	274,448	1	53,273	107,861	80,320	30,189	2,804	-
Provincial part	1,236,292	494	49,412	857,971	285,465	12,899	24,647	5404
Perimeter area	510,051	-	10,649	377,025	118,188	1,121	3,038	-
Central region	268,318	-	13,435	130,342	104,757	9,772	5,404	4,608
Northern part	150,058	3	7,789	115,114	10,659	1,051	15,442	-
Northeastern region	21,498	1	3,144	6,247	10,531	413	366	796
Southern part	286,361	490	14,365	229,243	41,330	542	397	-

Source: Office of Foreign Workers Administration

According to the Office of Foreign Workers Administration (2016), Thailand has approximately 1.5 million foreign workforces inbound. It is shown on the table 1 that the majority of foreign workers work in the provincial parts all through the country. They account approximately 1.2 million peoples. The most popular area is the perimeter area of Bangkok, which has a big industrial zone including the most popular industrial area like Mahachai area. The perimeter areas are followed by the southern part, Central region, Northern part, and Northeastern area.

As shown in the table, the majority type of the foreign workforce's registration is the proved citizenship, followed by MOU, General, Support Investment, Tribesman, Seasonal (Temporary), and Lifelong registration (Office of Foreign Workers Administration, 2016). According to the Office of Foreign Workers Administration (2016), the most popular nationality of foreign workforces is Myanmar, which has

approximately 800,000 out of 965,000 workforces that has registered by proved citizenship. The second and third are Cambodia and Laos's respectively.

Table 2: Top five popular business among the foreign workforces

Number	Type of business	Total workforce	Myanmar Total	Laos Total	Cambodia Total
1	Agriculture & Livestock business	134,580	120,787	5,891	7,902
2	Manufacturing & Construction business	180,826	145,455	6,165	29,206
3	Continuity agriculture business	82,501	73,175	2,400	6,926
4	Continuity fishery business	65,752	61,361	1,371	3,044
5	Servicing business	129,718	99,290	12,361	18,064

Source: Office of Foreign Workers Administration

The table 2, indicates the top five businesses that are most popular among the foreign workforces based on the number of the workforces that were industries. The manufacturing industries and the agricultural industry could have been struggle and could be extinct if they are short of labor to run the production lines in needed time (Paitoonpong, 2011). According to the office foreign workers administration (2016), the most popular business that the foreign workforce has worked in is the manufacturing business. It has 180,826 workforces, followed by the agriculture & livestock business with the total number of 134,580 workforces, servicing business with the 129,728 workforces, Continuity agriculture business with the 82,501 workforces and Continuity fishery business with the 65,752 workforces.

The fluctuation of migrant workforce is becoming more and more due to the economic growth, which led to the labor shortage. The shortage happens from the situation that the local workforce has no desire to do some particular work that they feel so unskilled or consume a lot of energy but low salary scale (Kumar et al, 2012). Dated back to the recent 2 decades, migrant workers have played important roles in Thailand's economic development. The fast industrial growth has encouraged the expansion of labor market and an acute of labor shortage, especially unskilled

labors. There were needs to employ migrant workers as lesser Thai workers entered the unskilled market due to higher education and a decline in birth rate of Thai population. In 2003, Thailand signed MOU with Laos, Myanmar, and Cambodia in relation to migrant workers legalization. Since then, the government has initiated various programs and actions to promote migrant workforce in Thailand.

According to the Ministry of Social Development and Human Securities (2008), migrant workers, even the unskilled, could make significant benefits to companies. This happens only when they can eliminate barriers such as communication and cultural upon their settlement. In the past, migrant workers majorly served the construction industry demands. However, it recently penetrated into other industries such as fishery, manufacturing, trading and so on.

As for the SMEs business, which now represents the backbone of Thailand's industrial infrastructure, the current government is giving this sector more attention and has injected a vast variety of initiatives to support the SMEs. One among the top priorities is the promotion of migrant workers in the labor market with the aim that they can help enrich the industrial growth, generate more income as well as encourage household consumption.

It could be conclude that migrant workers are essential for industries not only to supply the workforce with lower cost than the local, but for some industries the labor intensive is more economical than using machines or trying new innovation. Migrant workers are beneficial in the ways that they have good attitude towards work, energetic and passionate for better job - better lives. They are willing to work hard, even on extra hours with less demand (Kulkolkarn & Potipiti, 2007).

Therefore, it is necessary to have a better understanding on foreign workforce that employ by SMEs to reducing any problems by:

2.1 Investigate the impact: Investigate the impact and the problem of foreign workforce that SMEs business might face when hire foreign workforce.

2.2 Identify the solution: Identifying the solutions for solving the impacts by SMEs business

3. Research outline

This study is specially focused on the migrant workforce from neighboring countries employed in the SMEs business. It is divided into five chapters as follows:

3.1 Chapter 1: Introduction: The outline of the first chapter is about the current situation of the Labor market of Thailand, the shortage problem and the migration of the foreign workforces. It is also describing foreign workforce's trend in Thailand, which leads to the other part in the studies.

3.2 Chapter 2: Literature review: The literature review explored previous studies that describe six factors influencing foreign labor. They include the communication factors, motivation factors, productivity factors, legal factors, financial factors, and the cultural factors.

3.3 Chapter 3: Methodology: This chapter is about how the study has been conducted. It is about why the study has use the qualitative method and how the information has been collected and analyze, also it show the information about the samples of the studies.

3.4 Chapter 4: Result: This part of the study is contain the characteristics of the samples and the result of the study, which has represented six findings. The result is coming from the analyzing of the interview data of the respondents.

3.5 Chapter 5: Conclusion: The conclusion part is contain the summarized of the study. It is also included the recommendation and the implication for the others if they want to adapted to their businesses.

CHAPTER 2

LITERATURE REVIEW

There are several concepts for managing diverse workforce or handling foreign workforce (Baum; 2006, Qi and Lang; 2005, Aycan; 1997). Most of the researches on this topic would focus on expat rather than the unskilled labor. They either look at problems that might occur in managing expatriate which emphasize on selection of expats, or on how to make expats more adaptive in new environment. This research has looked at these concepts to identify the factors to be studied for unskilled or low skilled labor.

1. The challenge of cultural diverse workforces:

First, Baum (2006) stated that cultural diverse workforce has five challenges, which are:

1. Increased training costs.
2. Increase incident of conflict.
3. Mismatched diversity.
4. The need to accommodate a variety of religious and cultural expectation.
5. Reverse discrimination.

1.1 Increase training costs: One of the challenges in hiring and using the service of foreign workforce is the higher training cost due to the broader area of development covering language and cultural awareness as the basis of advance training. This will consume extra cost of the training while training for the local would not need this part.

1.2 Increase incident of conflict: Where there is more cultural diversification, there are higher chances of conflicts between two or more employees. Conflict will arise and affect the productivity when the two or more employee does not

shared the same idea. According to Baum (2006), the conflict commonly arises from the feeling of superiority, Fear, ignorance and the inappropriate gesture. If the company cannot highlight the problem and manage it, the company will suffer from the inside breakdown.

1.3 Mismanaged diversity: It is important for the company to spot the cultural problems in the organization since the initial stage. If it fails to manage the diversity, both local and foreign employees will be upset and gradually harm the harmony of the team spirits in the organization, which will finally result in lower performance and productivity.

1.4 The need to accommodate a variety of religious and cultural expectation: Hiring foreign labor has some challenges regarding religious and cultural expectation. For instance, the religious or national holidays of the foreign workers may not be the same as the local. There might be cases that groups of foreign labor would like to get back to their countries together for a week or a couple weeks to spend their national holidays when it is not the holidays of the host country. The company has to handle this incident with care.

1.5 Reverse discrimination: Reverse discrimination could be spot in many multicultural organizations. Many times the problems arise when the foreign labors claim that they are treated differently only because of their minority or the nationality status, not their ability or performance.

It can be concluded that according to Theory of Baum (2006) on the challenge for the multicultural organization, cultural management is important, as it will directly affect the productivity and the performance of the organization. The organization should understand the diverse culture and handle the problems properly from the beginning. Training is useful although the training cost maybe higher than usual as it includes the language and culture factors but it is the basis of other training and will pay off at the end.

The other concept is about the expatriate management. Qi and Lang (2005) stated that most of the expatriate failed because of the inability to adapt into new environment. One of the failures has impact both direct and indirect to the

individual. First is the salary of the workforce and the second is bonus and incentives. The indirect cost is the relation with the friends and partners for instances.

2. Ronan theory:

To prevent the expatriate failure, first, the problem should be categorized. The “Ronan” model has been used to categorize the attribute of the expatriate to resolve the problem.

Table 3: The Selection of the expatriate

Job Factor	Relational Dimension	Motivational State	Family Situation	Language Skills
Technical Skills	Tolerance for ambiguity	Belief in the Mission	Willingness of spouse to live abroad	Nonverbal communication
Familiarity with host country and headquarter operation.	Behavioral flexibility	Congruence with career path	Adaptive and supportive spouse	Host country language
Managerial skills	Non-Judgmentalism	Interest in specific host country culture	Stable marriage	
Administrative Competence	Cultural empathy and low ethnocentrism	Interest in specific host country culture		
	Interpersonal Skills	Willingness to acquire new patterns of behavior and attitudes.		

Source: Chew, J. (2004). Managing MNC Expatriates through Crises: A Challenge for International Human Resource Management. *Research and Practice in Human Resource Management*, 12(2), PP. 6.

2.1 Job Factor: Job factor is one of the most important attributes because it is job related. It covers technical skills, managerial skills and administrative competences. This job relation attribute will take into account when the multinational company is commencing the selection process.

2.2 Relational Dimensions: The relational dimension is relevant to the personal aspect and the cultural aspect in this framework. The relational dimension has categorized into several aspect included

1. Tolerance for ambiguity
2. Behavioral flexibility
3. Non judge mentalism
4. Cultural empathy
5. Interpersonal skills

2.2.1 Tolerance of ambiguity: The tolerance of ambiguity is the ability to tolerate the uncertainty when the workforce is coming to work aboard. This type of workforce can stay calm when the cultural and environmental uncertainty attacks them.

2.2.2 Behavioral flexibility: Behavioral flexibility is the ability to adapt in a new environment. The more flexible they are, the easier they can adapt themselves. If the workforce wants to get success and have the better performance, they may have to focus on this attribute and obtain it.

2.2.3 Non-judge Mentalism: Non- judge mentalist will have no bias attitude when facing different culture abroad. They will open themselves for the comments and ideas of everyone regardless of their countries and status.

2.2.4 Cultural empathy: Cultural empathy is one of the attribute that help the expatriate in resolving their new country. It is about the ability to understand and feeling of empathy to the people from the other country.

2.2.5 Interpersonal skills: The Interpersonal skill is one of the effective way to reduce the culture shock. It is the skill of getting along with other people. It is how well the workforce can get along with the other people in the new environment.

2.3 Motivational State: The motivational state is the willingness or the drive to relocate to work in another country. Generally the more of the drive will be likely to reflect the more of the chance to create a better working performance. The workforce who is willing to work would perform the task with more pleasure and easier to push them harder to get the better performance.

2.4 Family Situation: Family situation is also one of the important component, which could create a high impact on the expatriate failure. For example if the workforce themselves is able to adapt to the new environment, however their spouse or family are struggle had failed to adapt. This could be one of the major problem to the expatriate and could end up in the expatriate failure.

2.5 Language Skills: Language is the biggest obstacle of an expatriate, which leads to the cultural shock, and to the worst, it could lead to the expatriate failure in the end. Regardless of the position of the expatriate, it is still important to learn the host country language in order to get success.

In conclusion, the dimensions above could help the expatriate evaluate him or her and spot the area of improvement to get better success in the new country.

3. Expatriate management:

Another concept has been talking about the adjustment. According to Aycan (1997), there are three dimension of adjustment included:

1. Psychological adjustment
2. Socio cultural adjustment
3. Work adjustment

3.1 Psychological adjustment: The Psychological adjustment is the ability maintains good physical and mental health in the different environment. This reflect the feeling that being adjusted, Relax and satisfy with the host country environment in compared to the others that may not be able to adjusted (Aycan, 1997).

3.2 Socio cultural adjustment: The socio cultural adjustment is related to the ability to handle problem in non-work situation. It has also included the ability to commence a positive interpersonal with the other member from the local country

which the interpersonal and communication may not be related to the work (Aycan, 1997).

3.3 Work adjustment: The work adjustment of an expatriate is generally measured by the good performance, commitment, and motivation to work. It is also included the positive attitude towards work. Generally, that the expatriate is able to adjust to their work related to life, it is able to work with high productivity and high efficiency without any worries refers to the new working environment.

It could be concluded that adjustment is about the ability to blend in with the new environment. If it is successful, the expatriates are able to live with positive mentality and work efficiently in their host country without any worries.

In regards of the impact of foreign workforce on business, the SMEs in particular, there are several literature reviews. According to the reviews, the impacts of migrant workers on SMEs businesses are based on six different factors including:

4. Six Factors of foreign workforce's impact:

According to above concepts, it seemed that there were a few main factors that all concepts had mentions, which were communication, cultural, productivity, and motivations. Some other factors that also have been discussed particularly for foreign workforce are financial and legal factors. The impacts of migrant workers on SMEs businesses are based on six different factors.

The followings are:

1. Communication factor
2. Cultural factor
3. Motivation factor
4. Productivity factor
5. Financial factor
6. Legal factor.

They are explored in more details below.

4.1 Communication Factor: Globalization has somewhat forced entrepreneurs and employees to communicate and interact to each other across the communication barrier (Lauring, 2008). However, sometimes the communication barrier or the

language barrier is too high for workers to crossover. They finally failed to adapt into new environment, or even worse, it could lead to injury in workplaces. (Da Silva et al, 2004). Communication in this case is much about verbal interaction between migrant workers and their coworkers or supervisors. Higher work skills sometimes are overlooked by lower language skill, ended with low performance and short-term employment.

The impacts of communication barriers over migrant workers are explored as follows:

1. Impact on the Settlement process and adaptation to the new work environment
2. Impact on staff productivity
3. Impact on loss of money
4. Impact on occupational safety and security
5. Impact on career opportunities

4.1.1 Impact on the Settlement process and adaptation to the new work environment: In the event that workers who migrate from their countries and cannot speak a common language like English or the local language like Thai and they do not try to develop their communication skill, they will surely have a hard time in settling in the new country. Therefore, migrant workers have to put much effort to learn and develop their communication skill fast to overcome the disadvantages (Mohamad et al, 2012). These migrant workers not only seek for jobs but also aim for better career opportunities (Peterson & Buss, 1998). Language is the base of daily life (Handerson, 2005) Living in a new country without the knowledge of the local language will cause certain difficulties and hard experiences to the migrant workers as they have to limit themselves to only a few activities until they can develop the communication skill and adapt themselves to the new settlement.

4.1.2 Impact on staff productivity: Failure in communication between employers and migrant workers will involve misleading, misunderstanding and finally lead to the matter of trustworthiness. From the employers' view, they are not able to fully trust these workers and may hire a new worker once they can find a new replacement and the problem of shortage is solved. Meanwhile, workers who failed

to communicate with the employers, managers or supervisors find it hard to gain trust from the employers and be able to go further in their career paths. Loss in trust, followed by loss in motivation is such a discouragement that causes the workers to gradually put less effort than required, decrease their productivities, and finally show an unfavorable performance (Terry, 2007). Thus, it is essential for employers and workers to join hands in breaking down this communication barrier from the start (Kim et al, 2015).

4.1.3 Impact on loss of money: According to Paitoonpong (2001), the entry of migrant workers requires a large amount of money. The Thai government has enacted laws and laid down a policy to convince alienate workers to get into the legal systems. This involves processes and procedures. Although there are, agents to do the business, workers still have to go through certain complicated procedures by themselves. It takes time, effort, and money to prepare for the application and be able to stay legal.

The majority of migrant workers enter to Thailand is unskilled and a lot of them are uneducated. Moreover, they cannot speak Thai. Therefore, they have to hire an agent to undertake the entering process. In the case that there occurs a misunderstanding from miscommunication between the two parties, it can end up with the overpaid money by the workers. Adding insults to injuries, they may be expelled from the country without work. In other cases, when the workers are already legalized employed, they still face some overpaid expenditure resulted from the miscommunication. The lack of knowledge about laws, rules, and regulations because of the language barrier make them easily be cheated by the disloyal agent or mischievous local people (Paitoonpong, 2001).

4.1.4 Impact on occupational safety and security: Miscommunication by language barrier also has a drastic impact on the migrant workers' wellbeing in relation to the occupational safety and security. Imagine if they are employed in the new work environment such as construction sites or manufacturing production lines with a lot of machines and mechanical equipment and unable to understand the work manuals or communicate with their managers or supervisors, what will happen. The wrong use of machines could be the cause of accidents with casualties and

deaths. This is noted the most serious issue among all of the communication barriers. In terms of safety and security, they do not include only injury that happens from the machine in the manufacturing production lines but cover all of other occupational safety and security issues such as health and hygiene, which can happen to the migrant workforce as well (Da Silva et al, 2014). Hence, it should be aware that the more miscommunication from language barrier, the more risks in the working environment both the employers and workers will have to tackle.

Figure 1: Foreign workforces with a casting pot



Source: Achawin Harnleulomviboon, Taken on 2/8/2016

4.1.5 Impact on the career opportunities: According to Peterson, Buss (1998), migration to a new environment without knowledge of local language will be tough for the migrants. The more knowledge of the local language means the more chance to be employed. Employers tend to choose new workers who are able to communicate with them because it will be safer if the employee understand the work instruction and how to use the machine. Moreover, if the candidate can speak local language they will be more likely to gel in with the current employees and easier to build trust, which leads to the higher efficiency and productivity. Some migrant workers are employed due to the labor shortage, which puts the employer more desperation to employ the new workers, those workers will certainly be put into the less important positions and do not have to communicate or interact with

others. This will not be good in term of career opportunities because it will decrease a chance to get promotion or wage raise because their work does not attract anybody.

It could be noted that communication barrier is one of the priorities to be overcome by the good cooperation of employees and employers in order to put the company forward as far as the wellbeing of the individuals. For the employees, the communication skill is the top priority to help them gain promising career success. Communication training or socializing is seen as the most effective solutions for the communication problem. One of the activities to improve the communication skill is a monthly meeting with managers who will encourage them to talk about their background. The managers will explain about the corporate culture, how things are done in Thai and let them explain how things are done in their countries (Terry, 2007).

4.2 The Cultural factor: One among the top factors that could be the challenge for both employers and employees along with the communication is culture. For the Migrant worker, cultural issue is quite a big obstacle since they were born and raised in one country and then move and work in a whole new, unfamiliar place where people speak unfamiliar language (Choi et al,2000). Although the migrant workers in Thailand mostly came from neighboring countries whose cultural gap is not as wide as those of the Asia – European are, still there are certain cultural barriers that will result in lower efficiency and lower productivity (Tubadji et al, 2014). As cultural difference is a delicate issue, therefore, both employees and employers should understand and handle it with the right approaches. The cultural factor can be explained by the following.

1. Perception on migrant worker
2. Migrant worker and the corporate culture
3. HR relation impact on cultural issue
4. Employment justification

4.2.1 Perception on migrant worker: According to Paitoonpong, (2011), people always eye migrant workers negatively as troublemakers who bring bad things to the countries such as prostitutions, crimes, and drugs. As many workers have

entered the country illegally and could not be identified, when they commit a crime it is hard or almost impossible to find and arrest them. However, there are times that a migrant worker becomes a scapegoat, partly because of the negative perception. According to Thongjen (2015), people of some countries believe that working illegally is better than being a migrant worker and cannot find a good job. That is why many workers flooded to Thailand whether it is legal or not.

4.2.2 Migrant worker and the corporate culture: According to Giglio (1994), one of the most urgent and important thing that migrant workers have to learn and adjust themselves to is the corporate culture. Every organization has its own culture, which normally even the local has to adapt. To be successful in adapting in with the corporate culture, the close relationship and teamwork are the keys. Migrant workers have to adapt their cultures to the local's first in order to create good relationship with the coworkers and supervisors (Da Silva et al 2014). Accepted as a part of the team, absorbed with the team spirits, they can later easily gel in with the corporate culture. This will ultimately result in higher productivity and nicer performance of the workers and the company as well. The faster means more chances for better career opportunities for the workers (Tubadji et al, (2014) Kim et al, 2015).

4.2.3 HR relation impact on cultural issue: According to McCartney (2011), it is rather hard for migrant workers who come from very different culture to adapt to the new one. Besides, they have to adapt with the new corporate culture at the same time. This is the time for the management or the HR people to step in for the sake of the workers and the organization. However, the HR must firstly understand the core culture of the employees before engaging to help and convince them to be prepared for the change. For example, in some culture to ask the workers if they have done their jobs well or to examine their actions mean lack of trust. Meanwhile, in some culture this seems to be normal (McCartney, 2011). Other example is that in some culture speaking directly in a meeting reflects courage and sincerity but in most Asian culture this might be perceived as a bit rude, lack of respect and humiliating others. It can break down relationship (McCartney, 2011), even worse end up in losing trust just because of the miscommunication in cultural

difference. Regretfully, it may led to lower efficiency, productivity or injury (Tubadji et al, 2014) Kim et al, 2015) which is not profitable to the organization.

According to Terry, 2007), the best approach to handle the cultural issue should start with the openness of the employees or the HR. Openness means closer relation. For instance, if workers have problems they can talk with the HR. It could be that the supervisor or the organization representative will attentively help them solve such problems. This creates trust and positive relationship between workers and the management. Moreover, the HR should create something to be a “Happiness check “to the workers and review the list from time to time. Following the open communication is the cultural training, which is very important to help multicultural workers settle in with the local and corporate culture. Kim et al (2015) .The management should initiate training programs and implant the multicultural sensitivity onto every worker in order to cultivate a better relationship in the workplace.

4.2.4 Employment Justification: Generally, the main objective of doing business is to gain profit. Nevertheless, moral obligation is also important (Pierlott, 2008). Bylaws employers have to pay at least minimum wage to the workers; still many employers ignore to do so or pay the unfair wage, apart from the poor working condition.

The fair wage is the amount of payment, which covers the proper living expenditure. It should cover individual living cost such as food, shelter, health and educational needs plus the proper working condition, which includes occupational safety and security as well as the proper working time for instance (Peterson &Buss, 1998). In Thailand, there are migrant workers that do not get the minimum wage and a lot of them have to work in an extra working time with low payment. There are calls for equal payment between the local and the migrant workers but it is not responded as numbers of the migrants are oversupply and their wage demand is not as high as the local is. However, it is noted that the gap should be narrower. Meanwhile, from the business point of view, managing with too many moral obligations could put company finance in doubt. Thus, it is necessary to find the

proper solution and it seems that the right answer is to act according to the law and regulations (Pierlott, 2008).

4.3 The motivation factor: In general, migrant workers are seen as the cheap labor. According to Thongjen, (2015), this is the reason why migrant workers become attractive and needed. Many companies choose to use the migrant workers to reduce cost and increase profitability. The factors that induce and motivate migrant workers to work abroad are explored as below.

1. Motivations push and pull factor
2. Motivation impact on productivity
3. Non-monetary benefit

4.3.1 Motivations push and pull factor: There are two sides of factors that lure foreign workforce inbound, push, and pull. Push factor contains the reasons that most foreign workforces try to evade (Choi et al, 2000). First of all, it is poverty. Most of the migrant workers come from the neighbor countries as Myanmar, Laos, and Cambodia seek new jobs in Thailand with the hope of better lives. If they are unskilled labor, it could be very tough to stay in their countries with lowest wages and living condition. Therefore, a lot of them decided to seek a better career opportunities out of their home countries. Moving to Thailand is one of the attractive choices to make because Thailand is more modern and the labor cost is higher even though they choose to stay illegal. Besides, the technology, expertise, and innovation of Thai industry are higher than the CLM countries (Cambodia, Laos, and Myanmar). Some workers are long for success and build up a better life in the destination countries, which is good for the company and employee because the employee with a high motivation and drive will be more likely to obtain high efficiency and more likely to create a high productivity which could result in high profitability for the company (Thongjen, 2015).

Figure 2: Many of the foreign workforces work in a weaving industry



Source: Achawin Harnleulomviboon, Taken on 15/9/2016

Other than evading poverty, some migrant workers also evade political unrests and wars. They hope that the new refuges will also provide new jobs and better lives so that they can support their families better.

The pull factor that mainly attracts migrant workers into Thailand labor market is generally the income.

According to Paitoonpong (2011), the recent economic boom in Thailand has created many labor opportunities for both skilled and unskilled labor. However, many Thai workers refused to do labor jobs, so a labor shortage occurred in the market. The situation has opened doors for the migrants especially when the Thai minimum wage was declared at 300 Baht per day for the unskilled. While many migrant workers have enjoyed the equal minimum wage with the local, there is a lot that does not receive the same amount and some still stays illegal. However, they find it good enough to remain so than going home and talking with the tough live.

4.3.2 Motivation impact on productivity: According to Terry, (2007), high motivation directly affects the willingness to work. When the migrant workers work willingly, they can easily gain good relationship and trust from the co-workers, supervisors, and employers. This will improve productivity and performance of both company and the individuals. According to Kim et al, (2015), for employees, higher performance will render more opportunities to get a better career advancement, in

particular financial terms. For the employer, the higher the efficiency and productivity means the more chance of gaining higher profits. Hence it could be concluded that the higher motivation and relationship level, the more likely to end up with the higher productivity.

4.3.3 Non-monetary benefit: Actually, a fair wage and employment is the most important key success factor of a company since it is where the migrant workers can work without worries. The company that focuses on employment justice will put much attention on the good working condition with safety and security facilities, a sustainable living wage, proper working hours, and a fair health welfare package (Peterson & Buss, 1998). Although people generally believe that migrant workers are that they require good payment the most, they are also looking for better lives and better working condition. According to Ang et al, (2003), other things than the monetary benefit motivates many migrant workers. The non-monetary benefit may come in the form of the experiences. The experience benefit is that they have had a chance to work and develop their skill in the better developing environment. The better developing environment includes the sophisticated machines, high experienced supervisor with new working techniques or the company training and development program which they could have a chance to develop themselves in terms of communication skills, working skills and the cultural skills. Experience does not only mean the experience of skill development but it also includes the experience to explore the world and to live a life in another country with another language skill and the culture exchange is the bonus.

4.4 Productivity factor: Generally, high productivity is the employers' most requirement. Employers expect their workers to perform well and have the high efficiency and productivity. A lot of high productivity group is likely to make a positive impact for the company and having more chance to create a higher profitability.

There are certain components that could make an impact whether it is positive or negative on the productivity. The components include as follows:

1. Cultural diversity impact on productivity
2. Attitude impact on productivity

3. HR relation impact on productivity
4. Motivation impact on productivity

4.4.1 Cultural diversity impact on productivity: According to Terry, (2007), if the company fails to manage the cultural diversity in the organization, the cultural breakdown will happen; it may be followed by vulnerable trust and relationship. If the relationship and trust are not so good, it will be hard to raise the productivity or keep the workers with the company. If the company uses only money to lure foreign workers, there is a chance that they will leave for other companies or even competitors when offered higher payment. The more cultural activities or cultural trainings, the closer relation between the employers and employees and the more willingness latter will do for the company. If the company could understand and unite the diversity of workers' cultures, it will be easier to manage and create a high productivity. (Tubadji et al, 2014)

4.4.2 Attitude impact on productivity: There are several attitudes that could affect productivity. According to Da Silva et al 2014, migrant workers tend to work fast but low in quality. They work very hard and do not mind working extra hours. Workers' attitude is important for every company. Many workers are very efficient and have good work skills but they have a bad attitude. This kind of workers may find it tough to work in certain work places. Employer should pay attention in the workers' attitude because bad attitude could destroy the team harmony in the workplace. Some employees may have an attitude of working fast and finish quickly, but the outcome is poor and substandard. This is a wrong attitude that could have an effect on the company productivity (Da Silva et al, 2014). Another bad attitude is the self-center attitude that will destroy team works. HR or the supervisors must engage and try to change the individualist attitude to the collectivist attitude as well as to encourage their workers to share the team spirits.

4.4.3 HR relation impact on productivity: In developing the workforce to reach the company's expectation in terms of productivity and efficiency, HR has to work in co-operative with the management to design a suitable training and development program for both the local and migrant workers. The key to success is to set a clear goal and means and make known to the participating employees.

Monitoring is the key to keep the development on the right track. Finally, the program should be evaluated to check how far the employees could go (Giglio, 1994). Open-mindedness to the employees is also considered the easiest and the most effective way to gain trust from the workers and after they trust the supervisors or HR, it could lead to higher productivity (McCartney, 2011).

4.4.4 Motivation impact on productivity: Motivation and willingness to work is the initial key to the long-term success. According to Mohamed et al (2012), foreigners are more willing to devote themselves to the job. They are ready and willing to do the hard work and work extra time while majority of the locals do the different way. Kulkolkan&Potipiti (2007) supported the findings and added that migrant workers beat the local unskilled workers with higher productivity but lower pay. However, Ang et al (2003) argued that when workers get a low pay, the performance could be lower too.

However, productivity is sensitive to working conditions. It can be created, boosted and controlled or vice versa. Only the right approach can raise the productivity and eliminate the disadvantage of the migrant workers as fast as strengthening their power to bring the company to the goal.

4.5 The Financial Factors: A lot of business entrepreneurs have recently decided to hire migrant workers from the neighbor countries (Thongjen, 2015). According to Mohamad et al (2012), the main reason is the financial issue. Migrant workers are more likely to accept a lower wage and accept the work that the local ignored. Lee & Wang (1996) supported the idea and added that wages of unskilled migrant workers are cheaper and they are easier to find than the locals are.

The financial factors could be explored as follows:

1. Financial impact on the productivity & Profitability
2. Financial issue on labor shortage
3. Financial issue on Training investment
4. Financial injustice

4.5.1 Financial impact on the productivity & Profitability: Generally, companies decide to hire foreign workers due to their less wage demand. Moreover, a lot of them have high motivations and drives to work hard even in extra hours.

Mohamad et al (2012). According to Tubadji et al, (2014) the foreign workforce could increase a productivity in both short run and long run with the less cost. This will turn productivity to the company's profitability in less time. Therefore, the lesser demand and the more energy to work is the reason why a foreign workforce can make an impact on productivity and profitability.

4.5.2 Financial issue on labor shortage: During the recent economic boom, many industries had to encounter the labor shortage problems due to the local ignorance and the increased local labor cost. The shortage was particularly severe in the unskilled labor market. Some industries almost faced extinction due to the delay in production and delivery processes. Therefore, opportunities for foreign workers to work in Thailand were wide opened. It was a win-win situation when the migrant workers got a better wage and working condition and the company got sufficient labor supply to run the business with not too high labor cost (Paitoonpong, 2011). It could be considered as an efficient alternative to tackle the labor shortage whereas the employer pays lower wages and gains more productivity (Kulkolkan&Potipiti, 2007).

4.5.3 Financial issue on Training investment: Generally, migrant workers are known as people who have strong drives and can be highly motivated. Therefore, if they are properly developed, they can work efficiently and become valued asset to the company. According to Terry (2007), a training in the area that the employees need to develop is a "must" investment. For example, in the case that the workers work hard with very high motivations, however they are still struggle with language barrier or the cultural barrier. This could make them find it harder to settle down (Peterson & Buss, 1998), the company should think of a training course whether it is a communication, cultural or even the skill training to help them feel more comfortable. The special training or on-the-job training when it is rightly organized, the reward will be returned to the company in the term of higher productivity, which could lead to higher profitability and financial outcomes.

4.5.4 Financial injustice: Although migrant workers are low cost and over supply (Lee &Wang, 1996), many companies still look for more profit ahead of ethical matters. This kind of company might use the service of illegal workforce agents,

which is cheaper than the legal because it requires less document and registration fees in comparison to the legal workforce. Besides, wages for the illegal are lower and the working condition and welfares are out of consideration. Some illegal workers are also happy to be illegal because they will pay the agent less and have more freedom to change the job as they like (Thongjen, 2015). However, according to Ang et al (2003), though it is cheaper to hire the illegal workers, the increase in productivity is still in doubt.

4.6 Legal factor: As mention above, there still are a lot of employers and employees who ignore labor laws and regulations (Thongjen, 2015). According to the Ministry of labor (2559), the so doing company could be charged up to 100,000 Baht if the illegal worker has been caught. Meanwhile, the illegal worker can be imprisoned or deployed immediately. The legal factors could be grouped into the following sub components:

1. Government policy impact on the foreign workforce control.
2. Legal impact on the employment justification.
3. Foreign workforce policy impact on the company productivity.
4. Bribery impact on illegal employment.

4.6.1 Government policy impact on the foreign workforce control:

Workforce migration has become global trend, the labor movement is everywhere around the world. In many countries, the floods of migrant workers convince the governments to control the migration in order to reduce the local workforce unemployment (Ang et al, 2003). According to Mohammad et al (2012), to control the number of migrant workers, governments have adopted several measures, one of which is to collect the annual registration fee from registered migrant workers. This is in line with the effort to legalize the workforce and to control the number of the migrants. (Lee & Wang, 1996), supported the study and added that the present governments are focusing more on the written contracts and documents from the companies regarding the existence of the foreign workforce.

4.6.2 Legal impact on employment justification: Abide by international laws and conventions pertaining to labor, countries around the world have enacted laws and regulations to offer sustainable living wage to the employees both locals

and foreigners. The sustainable living wage is the wage that individuals could afford the basic living necessities such as food, shelter, health care or whatever is needed in the common everyday life. In addition, the non-monetary justice is provided such as the safe and security working condition, uniforms and the overtime payment. However, in many countries there are still no written law and regulation to force employers to treat the workers with fairness. Nonetheless, based on good governance best practice, employers should manage the business with the moral obligation to the employees (Pierlott, 2004).

4.6.3 Foreign workforce policy impact on the company productivity:

While some governments are trying to control the number of migrant workers, according to Thongjen (2015), there are several government policies trying to prevent their own labors to stay permanently in the new countries. These policies are seen as obstacles for businesses' improvement. For example, the policy that allows migrant workers to stay and work for only 4 years and then they have to go back to their countries for several years before allowed to migrate again. This is completely not beneficial to the Thai business owners because they have invested quite a lot on engaging and developing their migrant workers. For example if they have trained their workers for 4 years until they become skillful or better becoming a supervisor that can play a key role in the company, then their passports are expiring and they have to go home. This will be the loss for parties, the business owners, and the workers.

4.6.4 Bribery impact on illegal employment:

Ministry of social development and human security (2008) informed that the number of foreign workforce raised to over 1.5 million labors but not all of them are legal. Although there are a lot of the legal actions and penalties for illegal employment, there is still a lot of illegal workforce in the labor market. Thai government has laid down a policy to control the exploitation of the foreign workforce by establishing several measures. They have been translated into actions such as to enlarge the quota of foreign workers, to facilitate the registration procedures and to force companies to legalize the workforce. However, according to Thongjen (2015), Thailand still has a weak migration policy to force the company to legalize their alien workforce. The reason behind the failure is the irregularities in law and regulation enforcement. For

instance, if the company is caught of hiring illegal workers, there are times that the punishment can be void or bargained to the lower rate than the actual. The gap between the legal engagement and the low rate punishment is attractive enough to induce companies to do wrong. (Paitoonpong, 2011) supported the finding and added a comment that Thai immigration regulation is still inconsistent, the policy is still not working properly because it could be easily avoid by bribery. Unless the government can eliminate corruption in foreign workforce registration and enforce laws and regulations strictly, the effort to legalize and promote the migrant workforce to help develop Thailand industry will not be successful.

In conclusion, there are a large number of migrant workers in Thailand working in all industrial sectors. A lot of them have entered the SMEs businesses and accepted that they have certain impacts over the businesses. Hiring migrant workers are beneficial in terms of ample labor force, lower cost, active, and strong drive. However, there are certain obstacles to promote the migrants such as high and complicated registration procedures, communication barrier, and cultural barrier, financial and legal issue concerning the foreign workforce. Thus, it is important that the government as the key man must join hands with both parties: the employers and employees to turn the promotion measures into reality. This will bring benefits to all and help speed up economic development as a whole.

5. Research problem:

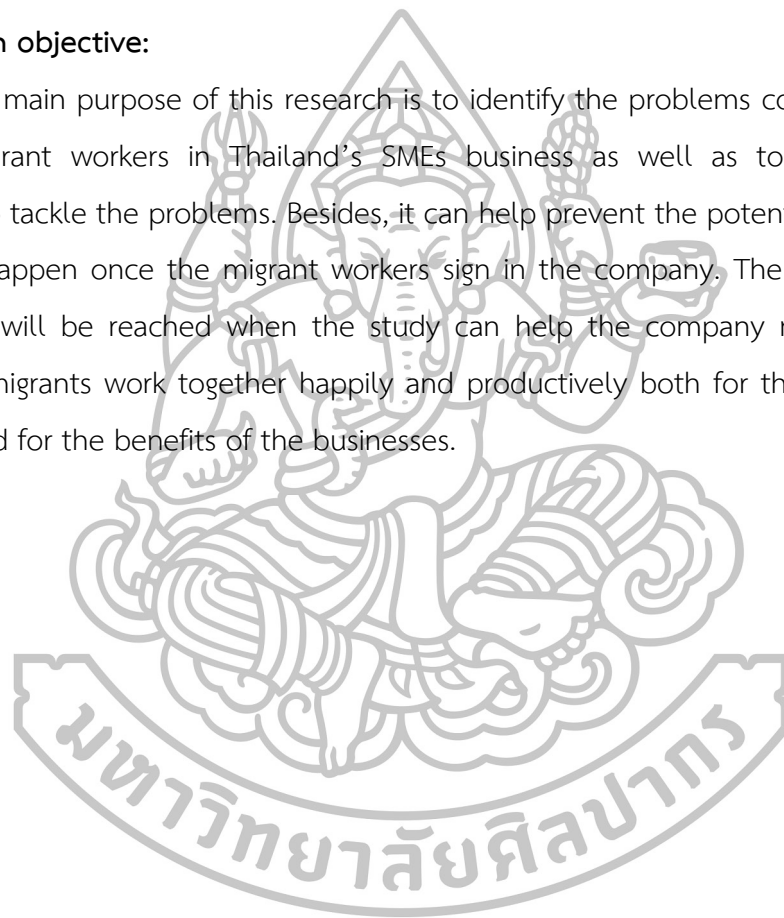
Globalization has recently allowed the workforce to move freely in numerous areas, especially within ASEAN. Due to the founding of ASEAN Economic Communities, many workforces have moved to other countries for the better career opportunities. Thailand is one of the popular destinations for the foreign workforces due to the high demand of the workforce in the manufacturing industry and the higher minimum wage in comparison to several of the neighbor countries.

Since the SMEs businesses have grown up, the migrant workers have diverted from big industries to the SMEs, which is great for the business owners in terms of workforce quantity and quality selection. However, there are some gaps in communication, cultural difference and so on that remains obstacles for the business

owners to deal with and consolidate the entire workforce together as one quality unit. The matters of communication, perception, and culture have to be managed properly to eliminate the obstacles in order to push the businesses forward. Therefore, this topic is interesting to research on and be adapted into Thai SMEs businesses.

6. Research objective:

The main purpose of this research is to identify the problems concerning the use of migrant workers in Thailand's SMEs business as well as to find proper solutions to tackle the problems. Besides, it can help prevent the potential problems that may happen once the migrant workers sign in the company. The final goal of this report will be reached when the study can help the company manage both local and migrants work together happily and productively both for their individual benefits and for the benefits of the businesses.



CHAPTER 3

RESEARCH METHODOLOGY AND DATA COLLECTION

1. Type of research:

This study applied qualitative method in collecting the in-depth data about the business owners' perception on the foreign employees as it generally emphasizes words rather than numbers in the process of collecting and analyzing. In addition, it needed to have requisite information specific on the foreign workforce related to certain SMEs business. The method helped the study obtain sufficient in-depth information concerning the business owners' points of views as many as the ways of doing business with migrant workforce. In the process of the qualitative method, the study used the structured interview to obtain the required information by interviewing both the management level staff and the owners of SMEs businesses.

2. Population: Management level and the supervisor level of the SMEs Business:

The population of the research is focusing on the management level and the supervisor level of the SMEs business. In order to classify the type of SMEs business, it is depending on the type of business, which could be classified into three type of business, which included Manufacturing business, the business that will included in the SMEs must not have the value of the fix asset exceed 200 million baht for the mid-size business and 50 million baht for the small size business. In term of employee number, the ceiling for mid-size business is 200 peoples and 50 people for the small size business.

Figure 3: Skilled workforces is able to train and use the dozer



Source: Achawin Harnleulomviboon, Taken on 28/9/2016

Servicing business, the fix asset ceiling is 200 million baht for the mid-size business and 50 million baht for the small size business. In term of employee number, the ceiling for the medium size business is 200 peoples and 50 peoples for the small size business.

Merchandising business, For the Merchandising business, the value of the fix asset of the mid-size business must not exceed 100 million baht and 50 million baht for the small size business. In term of employee number, the ceiling of the employee number for the mid-size business is 50 and 25 for the small size business.

The characteristic of the population are: 1) the respondent must be in the management level, which could be either owner or supervisor, 2) the business must be SMEs business and 3) the company must have foreign workforce.

Figure 4: Foreign workforces is selecting the vegetables



Source: Achawin Harnleulomviboon, Taken on 19/8/2016

3. Sample size

Table 4: Sample Characteristic and Size

SMEs business	Scale of business	Type of business	Respondent ID	Total Workforce	Nationality of Foreign workforces	Foreign workforce	Percentage of Foreign workforce in a company
1	Mid	Water work	A	61	M,L	31	50.82
2	Small	Agriculture	B	8	M	7	87.5
3	Small	Textile	C	40	M,L	25	62.5
4	Mid	Cloth dyeing	D	80	M,C	50	62.5
5	Mid	Textile	E	52	M,L	21	40.38
6	Mid	Plastic	F	70	M	45	64.24
7	Mid	Water work	G	90	M,L	41	45.56
8	Small	Tractor part	H	15	M	6	40
9	Mid	Steel	I	40	M,L	11	27.5
10	Small	Steel	J	32	M,C	15	46.88
11	Mid	Glassware	K	102	M	73	71.57
12	Mid	Water work	L	140	M,L	63	45
13	Mid	Equipment	M	300	M,L,C	120	40
14	Small	Textile	N	32	M	21	65.6
15	Small	Cloth dyeing	O	18	M	13	83.3
16	Mid	Molding	P	72	M	52	72.22
17	Mid	Furniture	Q	86	M,C	49	56.9
18	Small	Textile	R	25	M	12	48
19	Mid	Water work	S	95	M	63	66.31
20	Small	Agriculture	T	6	M,L	4	66.66
21	Mid	Steel	U	150	M,C	96	64
22	Small	Car care	V	7	M,L	4	57.14
23	Small	Agriculture	W	14	M	9	64.28
24	Mid	Water work	A2	60	M,L	30	50
25	Small	Water work	G2	90	M,L	41	45.56
26	Small	Water work	L2	140	M,L	60	42.8
27	Small	Water work	S2	95	M	63	66.31

Source: Interviewed data

Remark* C is Cambodia workforces, M is Myanmar workforces and L is Laos workforces

In this study, the data collection process was aims to study 30 SMEs businesses. However, according to the time constraint and difficulty in gaining access of SMEs business, the sample of 23 SMEs business has been collected. , the snowball technique has been used to approach respondents (Bryman, 2008). However, among the 23 samples consist of 27 respondents. Among the 23 business, 13 of them are mid-size business and 10 are small size business. There are three main group of business, which included Manufacturing business, Agriculture business, and servicing business. Nineteen of the samples are from the Manufacturing Business, two of the samples are from the agriculture business, and two of the samples are from the servicing business.

4. Process of Qualitative data analysis:

There are four steps in analyzing these data: 1) the data is being categorized by answers of all respondents. 2) It furthers unitizing the data through grouping by using the key word or codes. 3) Through analyzing the keys words or codes, patterns from the data have been identified, and 4) the results of patterns has been used to answer the objective.

Figure 5: On the job training of an agriculture company



Source: Achawin Harnleulomviboon, Taken on 19/8/2016

CHAPTER 4

RESULT

1. Characteristic of Samples:

According to table 4, it shows that SMEs businesses generally use foreign workforce and many of them have the foreign workforce more than half of the overall staff in the company. The range of percentage for the mid-size business varies from 27.5% - 72.22% while the small size business percentage varies from 40%-87.5%.

Figure 6: The foreign workforces and an artisan task



Source: Achawin Harnleulomviboon, Taken on 16/9/2016

Another characteristic of the samples are that all of the foreign workforce are generally work as low skilled workforce. The evidences could be seen from the examples of responses below:

Respondent B, “Generally we assigned foreign workers to do the carrying job or other, general low skilled labor task”

Respondent D, “Usually we assign an easy job in term of understanding but hard in term of strength and labor force.”

Respondent E, “In general, our company uses the foreign workforce in craftsman tasks like a needle job and a carry job.”

Respondent F, “The foreign workforce normally works in the production line in the part which does not require skills so much.”

Respondent G, “They are workers and low skilled craftsmen.”

Respondent H, “lathing, and assembling workforce”

However, some of the evidences show that some of the foreign workforce is supervisors, or mid-skilled workforce.

Respondent A, “Normally the company assigns some foreign workforce to do skilled labor craft’s work and the low skilled labor work such as lathing, cutting or casting work.”

Respondent C, “Normally a mid to low skilled craftsman work”

Respondent M, “Skilled work and Supervisor in Production lines,”

Respondent P, “Machine officer, mid to low skilled work”

Respondent U, “Low to mid skilled craftwork and can be promoted to be supervisors”

It can be concluded that generally the majority of the SMEs business use a lot of foreign workforce. Moreover, many companies use the foreign workforce more than they use the local. However, most of the foreign workforce is low skilled labor and mid skilled artisan. They require more skills to add value to their abilities in order to gain more opportunities in promotion and higher pay.

2. Finding 1: Communication problems:

The first finding is that there is a communication problem within the SMEs business. Most of them are from the language barrier, which causes problems in assigning work. This will cause a problem during production. However, there are many solutions for this problem such as find a translator from the workers that can speak Thai, developing interview selection, customize training program and assign the foreign workers in a not too complex positions that require less communication. Most of the respondent has faced the communication problems and have their own

solutions for each of their own problems. It could be seen from the examples of the respondent below:

Respondent A, “The foreign workers who fail in communication will delay the work progress, get confused in paperwork, and quit the job without informing the company. Our main solution is to find a translator from our workers that can speak both Thai and foreign language to solve the communication problems. It works well most of the time”

Respondent B, “The Company used to face the problem when the labor workers get miscommunicated and caused a mistake in working process which caused damage to the company. However, currently we’ve changed our recruitment process to ensure that the one who can’t communicate will not be able to work with us, which is highly productive”

Respondent C, “The Company hasn’t faced a major communication problem. However, the minor problem of communication is the language barrier. It could slower the work progress sometimes. We used a translator to solve the problem and generally it worked”

Respondent D, “The problems will rise when the company assigns a little complicated task or a multi task to the foreign workers. We normally have the language training for the foreign workforce and we believe that the problem could be solved”

Respondent E, “The problem will occur when the foreign workers miscommunicate with their supervisors which lead to the misunderstanding of the task. This will cause damage to the working progress and loss for the company. We have decided to use a translator as an intermediary to communicate between the foreign workers and the supervisors. If the foreign workers are still not productive as we expect, we may have to replace them”

Respondent F, “Sometimes the foreign workers do not understand the assignment, but they act as if they understand it well. When they do their jobs, the results do not come out as expected. This will result in the loss of the company. The solution that we use is to communicate via a translator, use body language, and

keep on repeating to make sure that the foreign workers understand correctly. Generally we believe that the problem could be solved”

Respondent G, “We do have a bit of communication problems. As the root of the foreign workers is the Karen tribe, they speak neither Burmese nor Thai because they have their own dialect, which will harder to find a translator. However, the situation is better after we’ve found a translator from the workers themselves”

Respondent J, “We do have communication problem when the workers misunderstand their assignment and the results have gone on the wrong track. The company supervisors have used their body languages to show how to work and make sure that the foreign workers can do as they say. By doing so, the problems could be solved”

Respondent K, “The language barrier takes the company more time to train the foreign workforce. Therefore, we have set new criteria for the recruitment process, which require the communication skill of a foreign worker. If it still does not work, the company may have to replace the particular foreign worker by a new one”

Respondent L, “Yes, when the supervisor has assigned one thing but the result is another thing that will cost a lot of time to resolve problem. To solve the problem the company will explain the worker how to do the task and monitor until the worker is able to perform. We believe that the communication problem could be solved”

Respondent N, “The problem is that some of them didn’t understand Thai language, moreover sometimes they don’t get the body language as well, if so, it will take a long time to communicate until we got what we want. If that happen, then we’ll use the current employee that could speak both language to translate the message, the reason that use translator the last is that we don’t want to interrupt the working time of the translator, that will effect on productivity”

Respondent O, “The problem happens when we hire a foreign worker who has just migrated to Thailand and cannot speak Thai, The language barrier is quite clear. The solution is depend on how desperate that we need an employee at that time, if not, right now; we generally use a selection process, pay higher, and select

more. But if we desperate for an employee we may hire some of them that may not be able to speak Thai and use translator”

Respondent Q, “Yes we do. Sometimes we cannot select much so we have to hire the ones who cannot speak Thai. They need time to understand what we’re trying to say.”

Respondent G.2 “We do have the communication problem. There are sometimes that we ask them something but what we got is another thing. Our solution is that, we will have to use the employee that could speak both language to translate the order and message to them. However we prefer the foreign worker to be able to be able to communicate by themselves therefore we’d provide a language training and also we’ll make sure that every single time that we assign a task, they’d understand”

Figure 7: Translator in action



Source: Achawin Harnleulomviboon, Taken on 28/9/2016

However, some respondents do not face the communication problems.

Respondent H, “Most of our foreign workers already have experiences from other workplaces in the country. They can make sure that communication will not be obstacles for them and the company. In case we’re desperate for the workforce and are necessary to hire foreign workers who could not communicate we’ll assign the work through the current foreign workers.”

Respondent I, “The Company doesn’t face any communication problems because we’ve selected only the ones who can communicate. The company is quite sure that the foreign workers who could not communicate will not pass the interview and won’t be recruited.”

Respondent M, “The Company tries to minimize the communication problems since the initial process which is the interview; therefore we’ve not faced many communication problems.”

Respondent S, “We don’t really have the communication problems.”

Respondent U, “We didn’t face any communication problems”

Respondent W, “We’ve got no communication problems due to the qualifications we set in a selection process.”

Respondent A.2, “Sometimes, but not that often, a few linguistic barrier however it’s not a big deal”

In conclusion, many Thai SMEs business have experienced communication problems. The majority of communication problem is from the language barrier, which is the obstacle to perform the task effectively. This supports Kim et al (2015), which stated that communication barrier could result in lower productivity. Most companies use their current foreign employees as intermediaries of communication. The second frequently used solution is to change the recruitment criteria to that the company will recruit only the ones who could communicate in Thai. Many companies also use training to develop the communication skill or increase the understanding by on the job training and language training, then monitor until the workers could do the jobs by their own. Therefore, generally most of them believe that the communication issue could be solved.

3. Finding 2: Motivation:

The second finding is about the motivation of the foreign workforce. The motivation of the foreign workforce could be categorized by Push factor and Pull factor. The push factor is generally that the career opportunities in their home countries are poor when compared to Thailand. In the neighbor countries like

Myanmar or Laos, many people are still unemployed because there are not many job vacancies. Besides, the wage rate is not high. The pull factor is that the wage rate in Thailand is fairly higher than neighbor countries. Thailand also still has many job vacancies. In addition, the Thai government supports the migration of the foreign workforce. Moreover, as Thailand is not too far it is a chance for them to gain new experiences abroad and live near the family and friend in a mean time (Choi et al, 2000). In this study, the majority of the respondents has commented that the reasons for the workforce migration is the higher basic salary and wages of Thailand, more job vacancies, opportunities to gain experienced abroad respectively. It could be seen from answers below:

Respondent A, “Wage, we think it’s the key factor that attracts the foreign workforce to come into Thailand because the basic salary of Thailand is higher than their home countries’. The reason that they chose our company is that we are paying them higher than the average of other companies in this area. That’s why we think that money is the main motivators.”

Respondent B, “It’s the money issue. Personally, I think that it is the matter of a basic salary. Thailand has a higher basic salary that could attract them here. Moreover, the reason that our company has attracted a quality foreign workforce is because we are paying higher. Our work is not labor intensive so we are able to hire an expensive workforce with high efficiency. ”

Respondent C, “I think that it’s about the basic wage and welfare that attracts the foreign workforce inbounds. Moreover, it is the family and friends matter. They like to stay closed to each other. The company could recruit a lot of foreign workers by recruiting their families or friends too even we do not pay them higher than other companies.”

Respondent D, “Usually we assign an easy job in term of understanding but hard in term of strength and labor force. The way that we use to attract foreign workforce is the equality. There is no discrimination between the local and the migrants. The equality includes the financial aspect and livelihood aspect.”

Respondent E, “In general, our company uses the foreign workforce in a craftsman task like a needle job and a carry job. The company uses the wage to attract the foreign workforce because we pay equal or higher wage than Thai workers up to their performances.”

Respondent F, “The main motivation for the foreign workforce is the higher basic salary and the chance to obtain the experience abroad. The new experience could drive the career forward as well. The company has attracted the foreign workforce by paying the same or higher rate with the Thai labor.”

Respondent G, “One of the motivations is that Thai government has encouraged the migrant workforce because Thailand still needs a lot of foreign workers. Therefore, there are many opportunities for the labor due to the high job vacancy. The company could attract the foreign workforce by paying the same amount as the Thai workers.”

Respondent H, “The main motivation is that Thai basic salary is higher than the neighbor countries and also the career opportunities are high because the demand for the labor is high. The cutting edge of our company to others is the chance to work with their families; also, the wage is in the similar amount with the others.”

Respondent I, “The main attractive force is the higher wage rate of Thailand. The main attraction of our company to the foreign worker is that their families are here, so if they want to work with their families they should come here to work for us.”

Respondent J, “The chance to get higher income is the main motivation of the migrant workers. We also provide a quality shelter to many foreign workers.”

Respondent K, “The higher salary is the main motivation. Being with families and friends is also another reason that many foreign workers have come and work for us.”

Respondent L, “There are not many labor demands in neighbor countries. Therefore, the labor decided to move to another country for their career

opportunities. For our company, the higher wage, good welfare and the connection of their families and friends are the main motivation to lure them to work with us.”

Respondent M, “Mostly, it’s about the average rate which is higher than those in their countries. Besides, there are not many job vacancies in countries from where they come. Our company uses the equality package and treatment to attract them to the company; we treat them like Thai workforce.”

Respondent R, “Thailand has more job opportunities, and the basic salary is higher.”

Respondent T, “Income, especially if they’re skilled labor and worked in the capital city area, their income will be double.”

Respondent L2, “Income is one thing, but many countries have a surplus workforce, much higher than the demand. So the surplus flows to Thailand.”

In this study, it is also found that motivation of Thai workforce and foreign workforce are different. They are both looking for money but it is a bit more complicate than that. Foreign workforce is motivated by wage that is higher than the basic wage rates of home countries, better welfare, and the connection with friends and families. They will be more willing to work in the same companies with their families or friends. However, the Thai workforce prefers the stability of the organization than the connection. According to the study, majority of the respondent commented that the salary and incentives are the common motivators of Thai and Foreign workforces. However, foreign workforce is more focusing on the relationship with their families and friends while Thai workforces are more focusing on the security and stability of the organization. It could be seen from the answers of respondents below:

Respondent F, “Thai workforce is focusing on the basic salary and the stability of the company which reflects their career security, while the foreign workforce is focusing on the financial benefits and the relationship with their families and friends.”

Respondent I, “Thai worker is focusing on the organization security because if the company is not secure it means that their careers are not fully secure too. While

the basic salary is the main motivator for both Thai and foreign workforces, the foreign workforce will be more attracted by the companies that could provide the place where they could work with their friends.”

Respondent K, “Thai workers will focus on salary, bonus and overtime payment whereas; the foreign workforce will be more focus on the basic salary and working with their friends.”

Respondent L, “Foreign workforce is very interested in working with familiar groups and caring about relationship, while Thai workforce is focusing on the security of the jobs which ensure long engagement because it may be harder for them to find new jobs.”

Respondent N, “Both of them might be motivated by money, but the foreign workforce is also looking for chances to work with their families and friends.”

Respondent A.2, “Money, bonus, and incentives are basic requirements, but foreign workforce wants the chance to live with their friends or families too.”

Respondent L2, “For Thai people, I think, apart from money are incentives and promotion.”

However, some respondents ignored the differences and thought both workforces shared the same motivations. It could be seen from the comments below.

Respondent B, “Both Thai and foreign workforces are motivated by the same things. That is money, which comes in the form of salary and welfare.”

Respondent G, “I think that the Wage and Incentives are enough to persuade both Thai and foreign workforces to drive the company to the goal.”

Respondent M, “From my point of view both local and the foreign workers are mainly motivated by the same thing which is the money.”

Respondent Q, “They’re motivated by money, incentives and living conditions”

It could be concluded that both local and foreign workforces are both motivated by the basic wage, bonus, and incentives as the basic of human needs. However, the other requirements or desires are different. From many Thai SMEs

companies' points of view, Thai workforce is a bit more concerned about the security of the company because it could directly affect their individual job securities and the chances to promote into the higher levels. Meanwhile, foreign workforce prefers a more of collectivism. They would love to work with their families and friends. This issue is one of the major factors along with the salary.

4. Finding 3: Productivity: The third finding is about the productivity. The qualification of good workers that SMEs businesses look for when hiring foreign workers are hardworking, willing to learn, easy to understand, able to communicate, high responsibility and able to perform the work well. However, if the requirement has not been met initially, many companies have provided training to drive the productivity forward. It could be seen from the examples of the respondents below:

Respondent F, "Our desired worker is the one who is able to perform multiple tasks, easy to understand the assignment and minimize the defects of the work. To achieve so, we will have to provide training to develop the workforce. The training will be the on the job training, language training and the task related training."

Respondent G, "The qualification of the worker that our company wants is somebody who is hard working, willing to learn new things, able to solve the urgent problems and has a high responsibility. The company thinks that training is the best way to develop workforce. The training that we provide is the safety and security, equipment and machine operation."

Respondent H, "The effective worker in the company's opinion is the one who is able to perform the assigned job and hardworking. The key to develop the productivity is that we used the experienced workers to run on- the- job trainings until the newcomers are able to perform by themselves till the end of the process."

Respondent J, "I'd like to categorize the effective workforce into 1.The workers that can perform a high productivity. 2. The workers that have good attitudes towards works. These two groups are the ideal workforce for us. To achieve that I

have to set and communicate clearly of our goal from the start and then drive the workforce to develop themselves by training.”

Respondent K, “The characteristics of an effective workforce for our company are hardworking, able to communicate, able to perform good job and patient. Generally we provide several trainings such as safety and security training and machine usage training.”

Respondent R, “The good employee is the one who could communicate, work with high responsibility and could work with high work efficiency in terms of quality control. Normally we do have on the job training by supervisors and also an assistant from the translators in case that the foreign worker can’t communicate.”

Respondent S, “The type of employee that I like most is the one who is very flexible, hardworking and high responsible. Normally this kind of employee will have a lot of energy and positive attitude toward works. The company normally conducts on the job trainings, teambuilding and the safety and security training.”

Respondent A.2, “The type of employee that the company expected is the Passion or the willing to develop themselves, tireless effort, and responsibility. Our company give a lot of important on the training and development, normally we provide on the job training, equipment training like the use of the dozer and a fork lift, safety and security training like the fire drill or evacuation training and teambuilding activities”

Respondent L2, “Our desired employee is the one who is hard working and willing to learn with the supervisor. In addition, the good worker should be able to solve the emergency problems. For the training, we normally provide the work process training through the work instruction and also on the job training.”

Figure 8: Foreign workforces in a production area



Source: Achawin Harnleulomviboon, Taken on 4/10/2016

From these employers' point of views training is necessary and be one of the key success factors. However, some companies do not provide training. It could be seen from examples below:

Respondent B, "The ideal foreign workers for the company are anybody who can be responsible for their assigned tasks till the end of the process. They will have to understand and know their duties well plus having good communication skill. Currently, we've got the employees that we desire by changing the recruitment criteria, no training is needed."

Figure 9: Collective equipment training



Source: Achawin Harnleulomviboon, Taken on 28/9/2016

Therefore, it could be concluded that the “Effective” workforce that most SMEs companies desire are the hard-Working, able to understand and perform the assigned task, high responsible, able to communicate, able to solve the problems, very flexible and highly motivated to work. Moreover the company could raise the productivity by provide training. This has supported (Terry, 2007), which stated that training is a must investment whether it is communication or whatever. The training could be organized in many types such as the safety and security training, machine and equipment operation training, working process training, on the job training or the language training. However, other than training there is still another solution such as a tailor made recruitment process, which could also be an effective way to boost up productivity.

5. Finding 4: Legal aspect:

Many legal aspects have impacts on SMEs business in employing foreign workforce.

Aspect1

There are three reasons that most SMEs employers choose to hire foreign workforce. They are the facts that Thai workforce is rare, foreign workforce is more hardworking and the need for cost reduction.

Figure 10: Foreign workforces in a weaving company



Source: Achawin Harnleulomviboon, Taken on 15/9/2016

Respondent B, “The main reason that we use foreign workforce is that we can’t find Thai workforce. Financial issue is not taken into account because we pay foreign worker the same rate as the Thai’s.”

Respondent E, “First of all we have to say that we would love to have a Thai workforce, but there are not many of them in the labor market. Therefore, we have to hire foreign workforce to serve our demand for labor. Luckily, they’re very hard working and we’re impressed”

Respondent K, “Using a foreign workforce will benefit the firm in terms of cost reduction. Although we pay the foreign workforce higher than the minimum wage, but when compared to Thai labor cost, the foreign workforce’s still requires less cost.”

Respondent P, “Foreign workforce is harder working than the Thai, whereas the salary demand is lesser.”

Respondent G.2, “Because a lot of Thai workforces have ignored the labor forces, or if they’re willing to, they would go abroad”

Respondent S2, “Right now our company has a labor shortage and it is hard to find sufficient labor, we still need a lot of regardless of nationality.”

Aspect2

Thailand’s system to recruit and register foreign workforce is complicated and costly as it always changes, has no clear information, no proper quality and quantity control. Here are some comments.

Respondent B, “From my experiences, I think that foreign workforce system changes all the time, it’s too often. It still does not work properly and has many loopholes, which is easy for the foreign workforce to avoid the legal system. The loopholes plus the complicated documents and the high cost is the main reason why the foreign workers refuse to become legal.”

Respondent C, “The government should have a clear and stable policy about foreign workforce. Also, they should provide clear information and manuals for managing the foreign workforces to employers without changing again and again.”

Respondent D, “In my opinion the government should focus more on controlling the quality as well as the quantity of the foreign workforce so that when they obtain higher skills they could have better career opportunities. This will help drive them to learn and develop work skills. Currently, many foreign workers are desperate to work in Thailand but they lack legal and document knowledge. Therefore, they choose to migrate illegally and work illegally. This wrongdoing doesn’t benefit any parties.”

Respondent M, “The Ministry of labor should realize and be concerned about the document complication and the fast and always changing of the law pertaining to foreign workforce. They also should’ve added more officials to speed up the process because right now our staff has to wait all day to complete the process which is too long.”

Respondent P, “The process under the labor law flows very slowly, and the law itself is too strict. It also changes so often that sometimes we have to pay double cost without necessity.”

Respondent S, “The labor law is quite complicated. It takes time to understand and sometimes it has been changed already without advance and proper inform.”

Respondent W, “The labor law has too many details, which cost the company an extra money when being fined”

Respondent G.2, “I believe that they’re many of the company that is not able to completely follow the law by a hundred percent, there must be some detail missing because it’s complicated and changing too much and often”

Aspect 3

When the government enforced the law that employers are to pay Thai and foreign workforce equally, most SMEs business are willing to follow the law. Most of them have already paid the foreign workers the equal or even higher than locals. Here are some answers for the respondents:

Respondent C, “Our Company always follows the government laws. We currently pay the foreign workers an equally salary to the Thai workers or even higher if their performance are higher.”

Respondent D, “Now the company is paying a way higher from the minimum wage according to the workforce performance, regardless of their nationality. Therefore when the government forced companies to pay at the same rate, we have no problems at all.”

Respondent M, “There are no differences because our company has paid a lot more than the basic average rate.”

Respondent O, “We don’t use a lot of labor so we’ve already paid a higher rate than the requirement. So it shouldn’t affect anything.”

Respondent T, “Now we’re paying the workforce at a very high rate, so the minimum wage requirement will not affect anything.”

Respondent A2, “We paid the base salary at the same rate for both local and foreign workforce. However, those who show more skills will get higher pay.”

Respondent L2, “We pay the workforce according to their positions not nationalities, so it’ll not be a problem regarding equalities.”

However, according to some respondents they will replace some foreign workers by automatic machines or Thai workers.

Respondent I, “Even though the foreign workforce is hard working, but if the law says we’ve to pay equally, I’d rather use Thai workers to avoid the paperwork complication and communication problems.”

Respondent J, “Recently, the company has started replacing the labor work to an automatic system. Therefore, I think we will continue to replace the labor work as much as possible. However, as it may not be completely replaced in a short time, we may have to follow the rules for some time before we completely replace the labor work.”

Figure 11: Foreign workforces working tirelessly



Source: Achawin Harnleulomviboon, Taken on 2/8/2016

It could be noted that owing to the labor shortage, there is a need for foreign workforce to serve the rising demand. In order to manage and promote foreign workforce to Thailand, the Government has enacted new labor laws and regulations. However, companies found that they are complicated, costly, and fast changing. Besides, there is a lack of clear information and proper control. The finding also supports the comment of Paitoonpong (2011) that immigration regulation of Thailand is still inconsistent, the policy still does not work properly and easy to avoid by bribery.

6. Finding 5: Financial aspects:

There are two financial aspects in this finding. First, there are no advantages in labor cost, since most of the SMEs businesses currently pay foreign workers the same rate as Thai workers.

Respondent B, “Hiring foreign workers may affect other issues like productivity, but there are no effects on the investment because currently the company pays an equal salary rate with the Thai workers and higher than the minimum wage already.”

Respondent F, “There are no effects on investment because the company has paid according to the skills and performances which have no differences between Thai and foreign workforce”

Respondent P, “Using local might face a high salary demand. However, the foreign workforce total cost might be higher when the companies have to pay the foreign workforce registration fees fully or partially.”

Respondent Q, “It won’t affect anything because we already paid at the same rate with the local workforce after that it’ll be up to the skills”

Respondent R, “There aren’t any significant financial impacts. They’ve been hired at the same rate.”

Respondent T, “There are not many financial advantages because we’re paying them at a high salary rate.”

Respondent W, “They have been paid at the same rate, so there aren’t any financial advantages in hiring foreign labor in this day.”

Respondent S2, “There are some impacts. We hire the local and foreign workers with the same rate but the local demand is higher than the minimum.”

However, some respondents said that the hiring of the foreign workforce could affect the investment positively.

Respondent D, “Hiring the foreign workforce may affect the investment positively as when the human workforce is sufficient there will be less demand for the machine investment.”

Respondent J, “Even though hiring foreign workers is not be so cheap this day, it’s still cheaper than hiring the local workers who have higher salary demand”

Respondent S, “It partly helps financial conditions positively because it’s not worth putting massive investment on machines which can be worked by human labor force. Foreign workers are the right and cheaper alternative.”

Respondent S2, “It some part, it affects the financial status positively because company needs not invest in machines where foreign workers can do the job”

Figure 12: Foreign workforces with the automate system



Source: Achawin Harnleulomviboon, Taken on 2/8/2016

Secondly, the cost of recruiting foreign workforce is expensive because of high agent fees resulted from the loopholes and complications in the labor laws.

Respondent A, “The cost of foreign workforce recruitment is quite high. The agent fee is too high and it seems that the agent is taking advantage from the foreign workforce.”

Respondent H, “The policy is quite good but not practical. There are still a lot of loopholes for the agents and the government officials to take advantage from the foreign workforce and the employers.”

Respondent L, “In my opinion, I think the recruitment cost is very expensive. Many foreign workers that want to be legal but couldn’t afford the price will end up being illegal.”

Respondent Q, “Changing all the time, and when we’re not able to adapt in time we’ll be fined.”

Respondent T, “There are a lot of loopholes for the government officials to charge extra money.”

Respondent U, “There are a lot of loopholes for the government officials to take advantage from companies.”

Respondent W, “Too many details in labor law which could cost the company extra cost “

It could be noted that for the majority of the SMEs businesses, hiring foreign workforce does not affect much regarding investment due to the similar wage range between Thai workforce and foreign workforce. Foreign workers are more likely to accept a lower wage and the company could save a lot of expense by hiring foreign workforce instead of purchasing machines. However, the recruitment cost for the foreign workforce is quite expensive due to the high documentation fee, agent fee and the loophole and complication in the labor laws.

7. Finding 6: Cultural factors:

As for cultural factors, three concerns that are raised by some respondents involve hygiene, safety ignorance, and collectivism.

Respondent A, “Our Company haven’t faced any major problems regarding cultural issues, However, there are some minor problems like personal hygiene of the foreign workforce which is still a problem. For example, they do not know how to use the toilet properly. What we could do to resolve the cleanliness problem is providing some comments and advices to them.”

Respondent E, “There are some problems about the collectivism. They are more likely to do things together. They love to stay as a group, communicate only in their groups and avoiding blending with Thai people. This will affect the productivity because if the relationship is not good there will be lack of teamwork and lack of teamwork will affect productivity. However, we’ve decreased a cultural barrier by making comments and holding activities for them to work as a team which is better.”

Respondent L, “The foreign workforce generally has a problem with cleanliness. They are not likely to take a bath and do not know how to use the toilet properly. The thing that we could do is to teach them and set a penalty for the cleanliness issue.”

Respondent J, “There are problems when the foreign workers stay only with their groups. They are more likely to work within their groups and not working with the Thai. The solution that we’ve used is giving those comments and advices and if they don’t improve themselves, we may have to think about replacement.”

Respondent Q, “They don’t like to use safety equipment that the company has provided because they think it’s not convenient. This is not good because it’ll be a risk to the company if an accident happens.”

Respondent U, “Most foreign workers ignore to use the safety equipment like Safety shoes and helmets. This will cause more injuries when accidents happen and company has to take more responsibilities.”

Respondent W, “They love to form a group and talk to each other. The most severe case is that they’ve been caught by the police in drug case that they shared in the group.”

Respondent A2, “Sometimes they went back to their countries together for a month which has a hard effect on the productivity of the company.”

Respondent G2, “Many times a lot of them left without informing the company.”

Figure 13: Foreign workforce and a casting activity



Source: Achawin Harnleulomviboon, Taken on 2/8/2016

However, there are some respondents said that there are no major cultural problems.

Respondent F, “There is no problem.”

Respondent G, “There is no cultural problem until now”

Respondent R, “No, we haven’t faced any cultural problems yet.”

Respondent L2, “There haven’t been such cultural issues yet.”

It could be concluded that using foreign workforce may face cultural impacts to some extent. Most of the SMEs businesses have faced the problems about the collectivism and personal hygiene, which could have impacts on the individual productivity and the company respectively. The most frequent practices that have been used to solve the cultural problems are to make comments and giving advices to the foreign workers about how things are done in Thailand. Training is also needed in some cases. In this study, the cultural factor has only a minor impact to the company and could be tackled without any difficulties.

This research is aim to investigating the impact of the foreign workforces that the SMEs business has face when hire the foreign workforces and to identify the solution for solving the impacts by SMEs business. The research has found out that, first, there is an impact from hiring the foreign workforces and the most impact are related to the Communication, Cultural, and Legal respectively. Second, the finding could conclude that the solution for the communication is to use the translator, develop a selection process, change position, or provide a training, the solution for the cultural issue is to provide training, use the proper approach, and clarify rules and regulation.



CHAPTER 5

CONCLUSION AND RECCOMENDATION

1. CONCLUSION

There are several reasons that attract foreign workforce to Thailand. In this study, it is found out that, foreign workforce has migrated to Thailand because they need a better career opportunities due to the higher basic salary rate and job vacancy according to the labor shortage. The study has found out that a lot of neighbor country has a lot of labor supply but the labor demand is still low, this will be one of the reason that Thailand becomes a land of opportunities for the foreign labor. Generally, most of the foreign workforce has worked as a low skill labor even though some of them could develop into a mid-skilled labor.

However, there are still some complications about using foreign workforce like the 1) legal factor complication (i.e. Complication about the paperwork and inconsistence foreign workforce system), 2) communication factor complication (language barrier) 3) Cultural factor complication (i.e. collectivism or the hygiene issue).

First, the complication about legal factors has an impact on both foreign worker and employer. According to the studies, it has been found out that the complication process of the paperwork has create a lot of a duplicate cost to the employer and the foreign workforce. Moreover, the high cost of registration make a lot of foreign worker choose to stay illegal because they could not effort the registration fee if the employer does not offer help. A complication in the laws has also create a problem to the firm human resource because the law has change too often and has a lot of small detail which is really hard to completely comply with the law which will provide the loophole for the authorities and police to charge the money. The government office also has a very slow working process, this make a lot of problem to the employee and employer because it is a waste of time. Therefore,

it could be conclude that the laws are still not practical and there is a big area to improve to simplify the process of managing the foreign workforce.

The next complication is about the communication factor. Language barrier is the main obstacle in the communication problem. Communication is the main problem that many of the SMEs business have faced.it may led to the lower in productivity of the company or even worse, it could create the injury or death. According to the difference in the language of the native country and the host country, a lot of foreign workforce has struggle to adapt in the working environment because they cannot communicate with their co-worker or supervisor. This is a problem for many SMEs business management faced. This problem will need the cooperative many parties start with the top management level, supervisor level and the workforce has tried to try to develop their communication and destroy the communication barrier. According to the findings, a lot of firm has used the body language in communication with their foreign employee. Some firms try to ask their current foreign workforces to be a translator for the new foreign workforces or move that foreign workforce that could not speak Thai to work at the role, which may not so complicated. Some of them might hire Thai-speaking worker only. Most of the companies have to invest in training courses such as language, security and safety, and machine through classes or on-the job training. Some firm might not want to tolerate with the lack of language fluency skills workforce but the majority think that the company could use something from that employee even though they might not be able to communicate well because they think that nowadays the workforces is hard to find regardless of their nationality. Therefore, it could be conclude that, it will be great if the company can destroy the communication barrier, however, if the company could not eliminate the problem, the best way is to find the way to use that foreign workforce to generate the highest efficiency for the company.

Next, the complication from the cultural factor, the main problem about cultural issue is the collectivism. It is normal to feel good and prefer to stay around the friends and family in the foreign country. However, if the collectivism is too much, it will affect the productivity and company. According to the findings, a lot of company has faced the crucial impact, which cause by a collectivism of their foreign

workforce. What happen is that when one employee left, their friend and family also follow them to another company. This situation is happen more than once. Sometime collectivism is good, collectivism make the foreign worker settle down in the host country easier, it could also help to raise the productivity as well if their friend and family help them in communication.

The other complication, which cause by the cultural is the hygiene issue. According from the finding, a lot of company has faced the hygiene problem with their foreign workforces. Some of the company said that sometimes it could destroy the working environment. The example is that some of the foreign workforces do not like to take a bath; this will destroy the working environment because it will cause an unpleasant smell and other workforces might not want to work with this employee. The other example is that many foreign workforces do not know how to use the toilet properly. When they want to use the toilet, it will cause dirt and cause a negative impact on the working environment and the image of the company. The possible reason is that sometimes a foreign worker that does not know how to use the toilet properly is because they come from a tribe and normally they did not use the proper toilet, which could be why they do not know how to use the toilet properly. The solution to the problem according to the study is that the company should establish a proper training and after they have trained, then set a rule and regulation to control them in the right direction.

Moreover, it also found that hiring foreign workforce is rarely affecting the cost of the company because most of the company comments that the wage of the foreign workforce nowadays is similar to hiring the Thai workforce. Moreover, hiring the foreign workforce must involve a cost of recruitment such as agent fee and work permit. However, the study has found out that most of the foreign workforces are likely to have a lower wage demand than local workforce. Which make the foreign workforce is the best choice to fulfill the vacancy of the country labor demand.

Conclusively, hiring foreign workforces has created a lot of impact to the SMEs business. First, it solves the shortage of workforce. This is crucial, because if there were enough workforces the company would be able to focus with the other concern rather than the concern with workforce shortage. Next, the massive number

of foreign workforces may reduce the cost in some aspect for example; they could use some of the workforces instead of invest a lot on machine which in some part may not be necessary. Another aspect is that the lower salary demand of the foreign workforces compared to the local workforces may provide more option to the firm in the financial management aspect. Another impact of the foreign labor according to the study is that generally the foreign worker will be more motivated and hardworking than the local in labor work so this will help the firm increasing their productivity to the higher level. However, in order to make the foreign workers work with the highest efficiency, the firm should have a well management of their staff for example; the firm should generate a proper training. They should try to eliminate the communication and cultural barrier as fast as possible, and then the foreign workforces should be able to focus on their job and perform their best for the company. Therefore, it could be conclude that foreign workforces are creating impact and act as the backbone of the SMEs business and if there are no foreign workforces, a lot of business and company might be on verge of closing down.

2. RECCOMMENDATION

2.1 Always prepare a translator to improve the communication problem.

First, the company should prepare the translator to solve the communication problem. If the company could not afford the full time translator, the current foreign employee that is able to speak both languages is fine. It is important to have one of the people who could pass through the message to the others because in the manufacturing business or others, working without knowing things is lack of productivity and safety in the workplace.

2.2 Develop the selection process to qualify the workforce that matches the requirement for the company.

The company should develop their selection process to select the employee that could match the company's requirement such as language fluency, specific skills, or health. However, this recommendation is due to the possibility, which related to the company's demand of the labor.

2.3 Training is a great way to develop both local and foreign workforce.

The best way to develop both local and foreign labor is training. Thus, make sure that the company has clarified its objectives and procedures with both the workforce and supervisor to have the same expectation when the training is over. While on the job - training is the most favorite type, other training could also benefit if the company could effectively highlight the workforce's area of improvement and choose the proper training.

2.4 The most important thing is to make a clear understanding about the rule and regulation.

The company should communicate and clarify the rules and regulations with the entire employee in the company. After stating the rules and regulations, the company should inform the penalty in case of not complying. It is important to state clearly about the rules and regulations because if it is not, when the employees do something wrong it will be difficult to punish them without breaking the relationship with those employees.

3. IMPLICATION

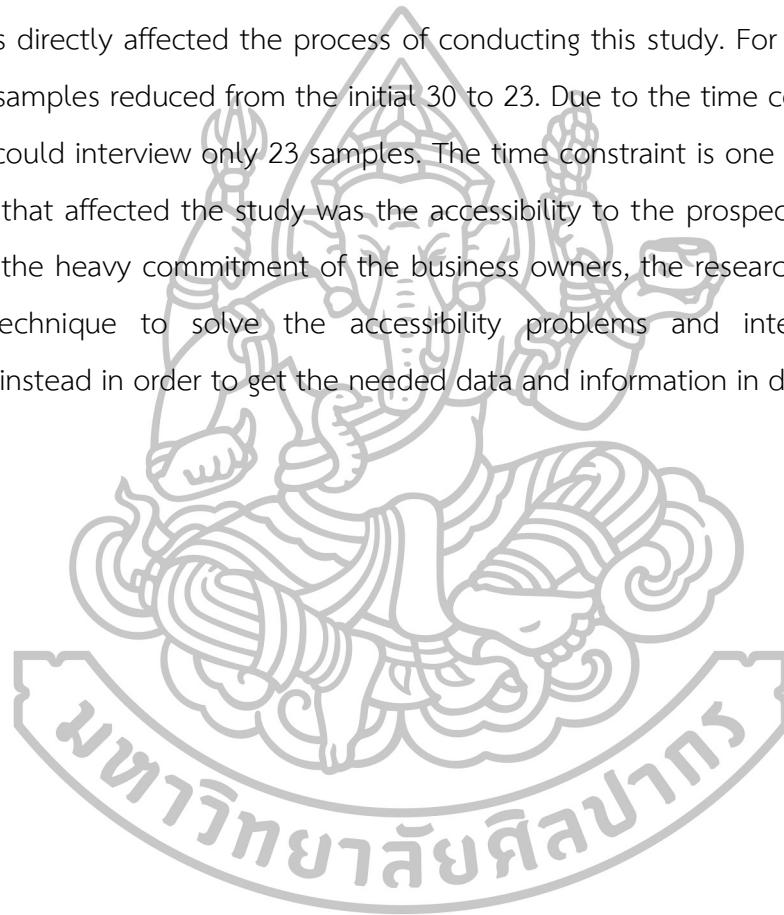
Small and medium size businesses are welcome to apply this research information to adapt with their businesses. The problems that the SMEs business owners have faced may not be completely the same as those mentioned in the research but the scope of the problems and the solutions should be to some extent adapted to their problems.

Although this research is focusing on the SMEs businesses but the large-scale business can apply as well. However, if the large-scale business is willing to apply, some details may require a few adjustments due to the higher number of employees. The financial resource is also richer so the larger scale firm could adapt the solution, which requires a higher cost that SMEs business cannot afford. For examples, they are able to hire a full time translator, set up a high standard selection process (good language fluency), and provide proper training program and higher training facilities as well as the proper and clear work instruction in foreign

languages. This is applicable particularly with larger scale companies with a large number of foreign workforce.

4. LIMITATION OF THE STUDY

There is certain limitation of the study. First is the time constraint. According to the university academic schedule and regulations, the period of this study is very limited. This directly affected the process of conducting this study. For instance, the number of samples reduced from the initial 30 to 23. Due to the time constraint, the researcher could interview only 23 samples. The time constraint is one thing but the other thing that affected the study was the accessibility to the prospected samples. Because of the heavy commitment of the business owners, the researcher used the snowball technique to solve the accessibility problems and interview many supervisors instead in order to get the needed data and information in due time.



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Retrieve on 20/8-2016 from Ministry of labor website.http://www.mol.go.th/en/anonymouse/labour_law

Retrieve on 15/8/2016 from ISMED (Institute of Small Medium Business Development) website <http://www.ismed.or.th/%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%B2%E0%B8%A1-smes/>

APPENDIX

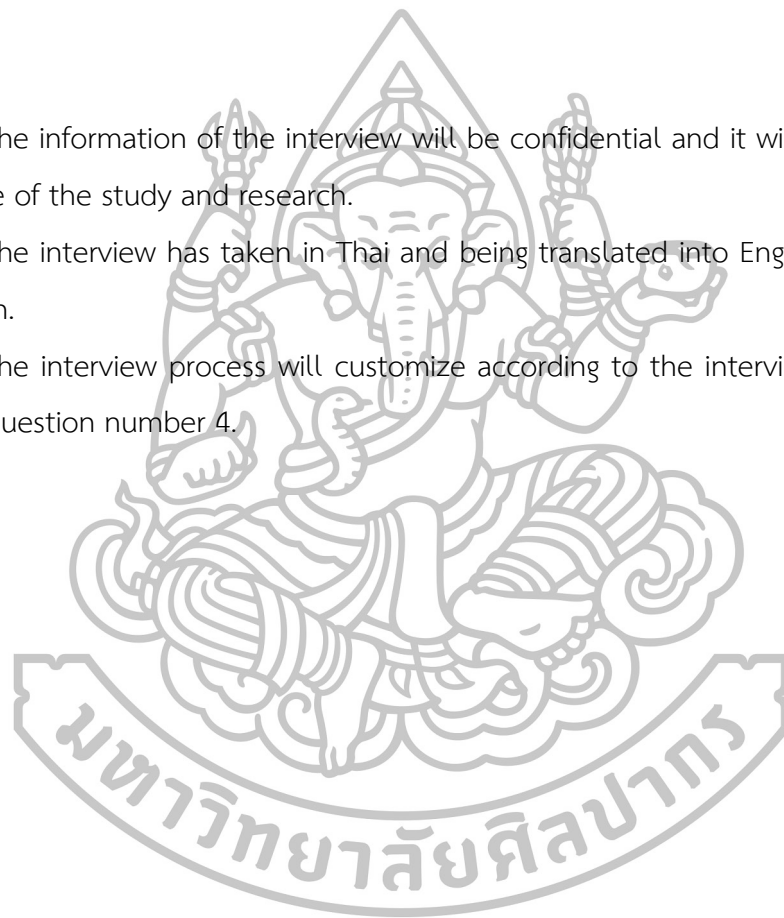
Appendix list

Appendix A: Interview question

Appendix B: Interview data

*Remark

1. The information of the interview will be confidential and it will only use in the purpose of the study and research.
2. The interview has taken in Thai and being translated into English to use in the research.
3. The interview process will customize according to the interviewee answer in general question number 4.



Appendix A: Interview Question

Introduction question

1. How many workforce in your company?
2. How many foreign workforce in your company?
3. If there is a foreign workforce, what of job description they have been assign? What is their position in the company?
4. What is the main problem of hiring foreign workforce?

Factor 1: Communication

1. What is the main problem in communication issue? (Da Silva et al, 2014)
2. What is the solution to prevent or solve the communication issue with foreign workforce in the SMEs organization? (Kim et al, 2015)
3. What will you do if the foreign worker cannot manage to destroy the language barrier? (Terry ,2007)
4. In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Factor 2: Motivation

1. From your opinion, what are the reason that attract foreign workforce inbound? (Choi et al, 2000)
2. What factor does affect the decision of a foreign workforce to choose a company to work? (Thongjen, 2015)
3. Could you compare the motivation of local workforce and foreign workforce in the SMEs organization? Money? Friend? (Ang et al, 2003)

Factor 3: Productivity

1. What is the most efficient way to boost up the foreign workforce productivity in Your Company? (McCartney, 2011)
2. In term of productivity, could you compare between Local and foreign workforce? (Pierlott, 2004)
3. What is the term of “high productivity” in your opinion, how much do you expect from a foreign workforce? (Da Silva et al, 2014)

4. Do you give them training? (Terry, 2007)

Factor 4: Legal

1. How do you recruit workforce? (Paitoonpong, 2011)
2. Do you have any illegal workforce? (Paitoonpong, 2011)
3. From your opinion, why many foreign workforce choose to be the illegal workforce? (Kumar et al, 2012)
4. From your opinion, why many of Thai SMEs employer choose to hire the foreign workforce? (Paitoonpong, 2011)
5. What is your opinion on Thai foreign workforce law? (Paitoonpong, 2011)
6. What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Factor 5: Financial

1. What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)
2. What is the factor that affects the foreign workforce employment decision of your company? (Kulkolkarn & Potipiti, 2007)
3. What is your opinion on foreign workforce entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Factor 6: Cultural

1. Do you have a cultural barrier? (Tubadji et al, 2014)
2. What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)
3. What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)
4. What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Appendix B: Interview Result

Respondent A

Introduction question

- **How many workforce in your company?**
Ans. “61 persons”
- **How many foreign workforce in your company?**
Ans. “31 Persons”
- **If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?**
Ans. “Normally the company has assign the foreign workforce to be a low skill labor or the low skill craftsman’s work like lathing, cutting or casting work.”
- **What is the main problem of hiring foreign labor?**
Ans. “Communication”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
Ans. “The foreign workforce that can’t communicate will cause a problem in slow down the work progress, miscommunicate about the paperwork, and quit the job without informing with the company which is from the fail to communicate.”
- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**
Ans. “Our main solution is to find a translator from our worker that can speak both Thai and foreign language to resolve the miscommunication problem and its work most of the time.”
- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**
Ans. “Generally the problem could be solve. If not we may find the replacement.”

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “They could, since every workforce knows their role and responsibility and with the guidance of their supervisor in the work process this problem should be solved.”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “Wage, we think it’s a main factor that attract the foreign labor to come into Thailand because generally the basic salary of Thailand is higher than the country that they’ve come from.”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “The reason that they’ve choose our company is because we’re paying them a higher rate than the average of the company in this area that’s why we think that money is the main motivators.”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “I think it’s about the wage bonus and other incentives, no difference between local and the foreigner.”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Our company use both on and off the job training, we also make sure that every employee know their responsibility.”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “Foreign workforce is more motivated to work than locals.”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “The high productivity in our company opinion is about the capability that could work by themselves until the end of the working process.”

- Do you give them training? (Terry, 2007)

Ans. “Yes, the training generally included the on the job training and the safety and security training.”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Recruiting website, advertisement, and use labor connection”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “Can’t afford the legalize process”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Shortage of local workforce”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “The law and regulation is changing too often, difficult to follow”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “Follow the laws. It’ll not affect much of the cost because currently we’re paying at the same wage with the local workforce”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “Not so much impact on the financial area”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Complete paper and document and also able to do the assign task”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The cost of foreign labor recruitment is quite costly. The agent fee is too high and it seems like the agent is taking advantage of the foreign workforces”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Our Company haven’t faced any major problems regarding cultural issues, However, there are some minor problems like personal hygiene of the foreign workforce which is still a problem. For example, they do not know how to use the toilet properly”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “The only problem is the hygiene of the foreign workforce”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “What we could do to resolve the cleanliness problem is providing some comments and advices to them”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “There isn’t any major negative impact regard the cultural issue. The minor problem is that the foreign workforce might make the dirtiness to the facility of the company. ”

Respondent B

Introduction question

- How many workforce in your company?

Ans. "8"

- How many foreign workforce in your company?

Ans. "7"

- If there is a foreign labor, what of job description they've been assign?

What is their position in the company?

Ans. "Generally we assigned foreign workers to do the carrying job or other general low skilled labor tasks."

- What is the main problem of hiring foreign labor?

Ans. "Communication & Collectivism"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "The Company used to face the problem when the labor workers get miscommunicated and caused a mistake in working process which caused damage to the company."

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "Currently we've change our recruitment process to ensure that the one who can't communicate will not work with us, which is highly productive."

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "The worker will be replaced"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "No, and they'll be replaced"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "It's the money issue. Personally, I think that it is the matter of a basic salary. Thailand has a higher basic salary that could attract them here."

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. "The reason that our company has attract a quality foreign workforce is because we're paying high. We didn't use many workforce in term of quantities so we're able to hire an expensive workforce with a high efficiency."

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "Both Thai and foreign labor are motivated by the same thing called money, which come in a form of salary and welfare."

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "We currently refuse to recruit the workforce who couldn't speak Thai."

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "Foreign workforce can coup with a higher workload however many of them can't communicate well. While Thai workforce has no communication problem but the result might be lower."

- What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. "The ideal foreign worker for the company is somebody who could responsible their assigned task till the end of the process. They'll have to understand and know their duty well plus the communication skill."

- **Do you give them training? (Terry, 2007)**

Ans. “Currently we’ve got the employee that we desire by changing the recruitment criteria, no training is needed.”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We tell our employee to bring their friends and families to work.”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “The law is a bit too strict. If they go back it’s hard to comeback in term of both financially and law.”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce. (Paitoonpong, 2011)**

Ans. “The main reason that we use foreign workforce is that we can’t find Thai workforce. Financial issue is not taken into account because we pay foreign worker the same rate as Thai workforces.”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “From my experiences, I think that foreign workforce system changes all the time, it’s too often. It still does not work properly and has many loopholes, which is easy for the foreign workforce to avoid the legal system. The loopholes plus the complicated documents and the high cost is the main reason why the foreign workers refuse to become legal.”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “won’t impact anything because nowadays we’re paying equal to the local workforce.”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. "Hiring the foreign worker may effect on other issue like productivity, However there are no effect on the investment because currently the company has paid an equal to higher wage than Thai workforce and the minimum wage rate already."

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Ability to communicate, Work hard and well connection"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "The loophole plus the document complication and the costly price is the main reasons that make the illegal workforce refuse to become legal."

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. "Collectivism like they're always talk on the phone with their colleague all the time and always hangover which affect the working process."

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. "Collectivism"

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. "Set the rule and regulation and also penalties for those who break the rules. We can do this because we didn't use a lot of workforce plus we're paying higher than others."

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. "Collectivism may effect in lower productivity."

Respondent C

Introduction question

- How many workforce in your company?

Ans. "40"

- How many foreign workforce in your company?

Ans. "25"

- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?

Ans. "Normally a mid to low skilled craftsman work"

- What is the main problem of hiring foreign labor?

Ans. "Legal paperwork difficulty"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "The Company hasn't faced a major communication problem. However, the minor problem of communication is the language barrier. It could slower the work progress sometimes"

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "We used a translator to solve the problem and generally it worked"

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "In the end, if they can't communicate and didn't work efficiently we may replace them."

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "If they can work, yes"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. I think that it's about the basic wage and welfare that attracts the foreign workforce inbounds. Moreover, it is the family and friends matter. They like to stay closed to each other”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “The company could recruit a lot of foreign workers by recruiting their families or friends too whether we paid them higher than other companies or not. Because they want to work with their friends and family”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “Basically, wage and security, for foreign workforces might add a bit of feeling that they want to work with their friend and family.”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training and bonus goal”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “it's depends on person individually”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “Hardworking and willing to learn and develop”

- Do you give them training? (Terry, 2007)

Ans. “Yes, on the job training”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**
 Ans. “We told our foreign workforces to ask their friends or family if they want to work here and job advertisement”
- **Do you have any illegal workforce? (Paitoonpong, 2011)**
 Ans. “No, we don’t want to take any risks”
- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**
 Ans. “Because it’s cheaper and they may not know the consequence if they got caught”
- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**
 Ans. “There are not much local workforces available.”
- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**
 Ans. “The government should have a clear and stable policy about foreign workforce. Also, they should provide clear information and manuals for managing the foreign workforces to employers without changing again and again”
- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**
 Ans. “Our Company always follows the government laws. We currently pay the foreign workers an equally salary to the Thai workers or even higher if their performance are higher.”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**
 Ans. “There is not much effect because now we’re paying the same or higher wage than the local already.”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Paperwork and can work as the company told them to do"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "The fee was understandable but the policy and clarification must be improve, if they're going to change, they should inform clearly."

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. "No"

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. "in my perception, I don't think there is any"

Respondent D

Introduction question

- How many workforce in your company?

Ans. "80"

- How many foreign workforce in your company?

Ans. "50"

- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?

Ans. “Usually we assign an easy job in term of understanding but hard in term of strength and labor force.”

- **What is the main problem of hiring foreign labor?**

Ans. “Paperwork of the foreign workforces and a bit of communication problem”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “The problems will rise when the company assigns a little complicated task or a multi task to the foreign workers.”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “We normally have the language training for the foreign workforce and we believe that the problem could be solved.”

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. “Normally they do understand, it just depends on how fast”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “Sure”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Usually we assign an easy job in term of understanding but hard in term of strength and labor force.”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “The way that we use to attract foreign workforce is the equality. There is no discrimination between the local and the migrants. The equality includes the financial aspect and livelihood aspect”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "Income and livelihood in-outside of the working place, It's a basic human needs"

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "Training"

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "It's quite the same unless we can't find a local workforces"

- What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. "Know their scope of responsibility and can control the amount of the defect"

- Do you give them training? (Terry, 2007)

Ans. "Mostly is on the job training. The others are language training, safety and security and equipment training."

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. "We normally use the agency in recruiting workforces"

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. "No"

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. "Currently, many foreign workers are desperate to work in Thailand but they lack legal and document knowledge, therefore, they choose to migrate illegally and work illegally. This wrongdoing doesn't benefit any parties."

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. "Maybe because they're more hard working."

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. "In my opinion the government should focus more on controlling the quality as well as the quantity of the foreign workforce so that when they obtain higher skills they could have better career opportunities. This will help drive them to learn and develop work skills"

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. "Now the company is paying a way higher from the minimum wage according to the workforce performance, regardless of their nationality. Therefore when the government forced companies to pay at the same rate, we have no problems at all."

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. "Hiring the foreign workforce may affect the investment positively as when the human workforce is sufficient there will be less demand for the machine investment."

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Basically is the document, the ability we could train later"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "It's high because of the duplication of the fee which is come from the complication of the process"

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)
Ans. “No”
- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)
Ans. No answer.
- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)
Ans. No answer.
- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)
Ans. “There is no negative impact”

Respondent E

Introduction question

- How many workforce in your company?
Ans. “52”
- How many foreign workforce in your company?
Ans. “21”
- If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?
Ans. “In general, our company uses the foreign workforce in craftsman tasks like a needle job and a carry job.”
- What is the main problem of hiring foreign labor?
Ans. “Communication and foreign workforces document”

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)
Ans. “The problem will occur when the foreign workers miscommunicate with their supervisors which lead to the misunderstanding of the task. This will cause damage to the working progress and loss for the company.”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “We have decided to use a translator as an intermediary to communicate between the foreign workers and the supervisors.”

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. “If the foreign workers are still not productive as we expect, we may have to replace them.”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “If they're not too bad we rather keep them, nowadays even a foreign labor is harder to find than the past”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “I think it's about the higher income and better living that attract the foreign workforces here.”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “The Company uses the wage to attract the foreign workforce because we pay equal or higher wage than Thai workers up to their performances.”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Basically is the money. For local, sometimes it's about the chance to promote”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Training, Individually if possible”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “Foreign worker work with more productivity if they understand clearly of their responsibility and know how to do it, moreover we couldn’t find enough local workforces to serve our demand”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Work at highest capacity and always looking to increase the level of productivity”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes, Normally we provide on the job training on how to use the sewing equipment”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Advertisement board and workforces agency”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “Cost and complication of the legalize system”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “First of all we have to say that we would love to have a Thai workforce, but there are not many of them in the labor market. Therefore, we have to hire foreign workforce to serve our demand for labor. Luckily, they’re very hard working and we’re impressed”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “There are still a lot of change in the document requirement and process, also the law still has a loophole to take advantage of the foreign workforces.”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “We’ll have to follow the rule to avoid the potential problem that might occur later”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “There are not affects because it’s now force the company to pay equally to the minimum wage.”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Document and the ability to understand the scope of work”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The complication in the process make the cost look high, personally I think that the work process is appropriate but the agent fee is too high”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “There are some problems about the collectivism. They love to stay as a group, communicate only in their groups and avoiding blending with Thai people. They are more likely to do things together”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “This will affect the productivity because if the relationship is not good there will be lack of teamwork and lack of teamwork will affect productivity”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “we’ve decreased a cultural barrier by making comments and holding activities for them to work as a team which is better”

- **What is the negative impact of the foreign workforce in your perception?**
(Paitoonpong, 2011)

Ans. "I don't know about the others, but for the company there are still no affect"

Respondent F

Introduction question

- **How many workforce in your company?**
Ans. "70"
- **How many foreign workforce in your company?**
Ans. "45"
- **If there is a foreign labor, what of job description they've been assign?**
What is their position in the company?
Ans. "The foreign workforce normally works in the production line in the part which does not require skills so much."
- **What is the main problem of hiring foreign labor?**
Ans. "The biggest problem is the language barrier"

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
Ans. "Sometimes the foreign workers do not understand the assignment, but they act as if they understand it well. When they do their jobs, the results do not come out as expected. This will result in the loss of the company."
- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**
Ans. "The solution that we use is to communicate via a translator, use body language, and keep on repeating to make sure that the foreign workers understand correctly."
- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**
Ans. "Generally, we believe that the problem could be solved"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “It’s depend on how bad they don’t understand. If they can’t understand anything they’ll not be able to work well”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “The main motivation for the foreign workforce is the higher basic salary and the chance to obtain the experience abroad. The new experience could drive the career forward as well”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “The Company has attracted the foreign workforce by paying the same or higher rate with the Thai labor”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “Thai workforce is focusing on the basic salary and the stability of the company which reflects their career security, while the foreign workforce is focusing on the financial benefits and the relationship with their families and friends”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training is the great way to develop the workforce.”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “I could said that foreign worker is a harder working, but local has strength in understanding the task faster”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Our desired worker is the one who is able to perform multiple tasks, easy to understand the assignment and minimize the defects of the work.”

- **Do you give them training? (Terry, 2007)**

Ans. “The training that we provide will be the on the job training, language training and the task related training.”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “The Company normally uses the agent, sometimes we also use the employee recommendation which normally they would bring their friend and family to work with us. However all of them must be legal”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “May be it’s cheaper or sometimes they might not know how to legalize”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “We prefer the foreign worker because they’re more hardworking and more endurance. They do whatever the task that the company has assign with less complain”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The policy is sound reasonable itself, however, practically it still has a lot of loophole to take advantage of both the employer and employee.”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “The Company already has the policy to pay equally regardless of the nationality”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “There are no effects on investment because the company has paid according to the skills and performances which have no differences between Thai and foreign workforce”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Able to understand the scope of work that has been assign, pass the medical test and health checkup and also have full document that has been require”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The agent fee is too high, however the process of legalize is understandable.”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “There is no problem.”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception?
(Paitoonpong, 2011)

Ans. “No effect”

Respondent G

Introduction question

- How many workforce in your company?
Ans. “90”
- How many foreign workforce in your company?
Ans. “41”
- If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?
Ans. “They are workers and low skilled craftsmen.”
- What is the main problem of hiring foreign labor?
Ans. “Legal difficulty and communication”

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)
Ans. “We do have a bit of communication problems. As the root of the foreign workers is the Karen tribe, they speak neither Burmese nor Thai because they have their own dialect, which will harder to find a translator”
- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)
Ans. “The situation is better after we’ve found a translator from the workers themselves”
- What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)
Ans. “We use the body language along with the translator, this should be enough”

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “If the method that has been explain still don’t work, that employee is not suit to work here and may be replaced”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “One of the motivations is that Thai government has encouraged the migrant workforce because Thailand still needs a lot of foreign workers. Therefore, there are many opportunities for the labor due to the high job vacancy”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “The Company could attract the foreign workforce by paying the same amount as the Thai workers.”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “I think that the Wage and Incentives are enough to persuade both Thai and foreign workforces to drive the company to the goal.”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “The Company thinks that training is the best way to develop workforce.

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “It’s an individual stuff”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “The qualification of the worker that our company wants is somebody who is hard working, willing to learn new things, able to solve the urgent problems and has a high responsibility.”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes the training that we provide is the safety and security, equipment and machine operation”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We always tell our employee to bring their friends and family to work here”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “I think they’re lack of the proper knowledge of being illegal, the pro, and cons of being illegal”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “Local workforce is hard to find, they normally ignore the labor work”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “It’s changing too often and not manages well. It’s still not strict as it should and still easy to avoid through the loopholes.”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “We’ll follow whatever the law said”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “No effect because we normally use the standard of measuring capability not nationalities”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Document and their willingness to get the job”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “Not appropriate, the higher the fee is the higher of the employee demand, if that so, it'll be the cost of the company.”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “No”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “There is no negative effect in my perception”

Respondent H

Introduction question

- How many workforce in your company?

Ans. 15

- How many foreign workforce in your company?

Ans. 6

- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?

Ans. "lathing, and assembling workforces"

- What is the main problem of hiring foreign labor?

Ans. "High turnover of foreign workforces due to their collective departure"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "Most of our foreign workers already have experiences from other workplaces in the country. They can make sure that communication will not be obstacles for them and the company"

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "In case we're desperate for the workforce and are necessary to hire foreign workers who could not communicate, we'll assign the work through the current foreign workers."

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "They might be replaced"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "If we doesn't really desperate for a workforces I would say no"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "The main motivation is that Thai basic salary is higher than the neighbor countries and also the career opportunities are high because the demand for the labor is high"

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “The cutting edge of our company to others is the chance to work with their families; also, the wage is in the similar amount with the others”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “Money, Both type of the workforces”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “Thai worker is easier to understand to task but the problem is they ignore to do this type of work while the foreign worker doesn’t”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “The effective worker in the company’s opinion is the one who is able to perform the assigned job and hardworking”

- Do you give them training? (Terry, 2007)

Ans. “The key to develop the productivity is that we used the experienced workers to run on- the- job trainings until the newcomers are able to perform by themselves till the end of the process”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Agent and employee recommendation”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “Cheaper in term of registration fee, easier to change job without have to change the document”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Thai workforces doesn’t like the manufacturing work in a hot working place.”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “Too much detail and changing all the time”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “We didn’t use a lot of workforces and so we’re paying higher than local workforces already.”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “No effect because we’re hiring at a high rate already”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Strong physically, not too ole or too young willing to work and have the correct paperwork”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The policy is appropriate but not effective practically, it still has a lot of loop hole and the process is working very slow”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “They work well but they finish the job on time with no compromise this is the different from local workforces and also they will be likely to quit the job if their family or friend move to the other company”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “I think it’s the attitude barrier because sometimes the task is quite urgent but the workforces still has no compromise it will affect the job”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “Improve our time management and task management so their work will finished on time plus explain the Thai culture to the foreign employees”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “Only the a little and collectivism problem which is not having a lot of negative effect”

Respondent I

Introduction question

- **How many workforce in your company?**

Ans. “40”

- **How many foreign workforce in your company?**

Ans. “11”

- **If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?**

Ans. “Normally, the foreign workforces work as a packaging staff and low skills craftsman”

- **What is the main problem of hiring foreign labor?**

Ans. “Legal problem”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
 Ans. “The Company doesn’t face any communication problems because we’ve selected only the ones who can communicate.”
- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**
 Ans. “The Company is quite sure that the foreign workers who could not communicate will not pass the interview and won’t be recruited”
- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**
 Ans. “We will not accept them initially”
- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**
 Ans. “No”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**
 Ans. “The main attractive force is the higher wage rate of Thailand”
- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**
 Ans. “The main attraction of our company to the foreign worker is that their families are here, so if they want to work with their families they should come here to work for us”
- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**
 Ans. “Thai worker is focusing on the organization security because if the company is not secure it means that their careers are not fully secure too. While the basic salary is the main motivator for both Thai and foreign

workforces, the foreign workforce will be more attracted by the companies that could provide the place where they could work with their friends.”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Training and keep observing at the first stage until they can do it”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “We prefer Thai worker because of less document complication however if they’re not enough local people we may have to consider the foreign worker”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Able to do the job till the end of the process and could control individual mistake”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes, normally we provide on the job training”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We use only employee recommendation”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “They couldn’t effort the registration process or else they might have no idea how to legalized by themself”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “The local workforces are rare because they ignore the hard work”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The document and the process are too complicate, which make a loophole for an authority to take advantage of the employer and foreign workers”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “Even though the foreign workforce is hard working, but if the law says we’ve to pay equally, I’d rather use Thai workers to avoid the paperwork complication and communication problems.”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “No because the rate is quite similar nowadays”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Paperwork, Communication and some working experiences in Thai”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The official fee is appropriate but the loophole make it higher by the fine that the company have to paid”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Yes”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “The foreign worker is quite collective, They love to form a group of themselves and work well with only themselves, it effect the work when they’ve been assign to work with Thai people sometimes they might not cooperate well”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “First we talk to them about how the company works, next we set rule, if it’s still not work it’ll be a punishment”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “The separation due to the collectivism limit the work productivity, this is the only negative impact that I’ve faced”

Respondent J

Introduction question

- **How many workforce in your company?**
Ans. “32”
- **How many foreign workforce in your company?**
Ans. “15”
- **If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?**
Ans. “General labor work like carrying steel and packaging”
- **What is the main problem of hiring foreign labor?**
Ans. “Communication”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
Ans. “We do have communication problem when the workers misunderstand their assignment and the results have gone on the wrong track.”
- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**
Ans. “The company supervisors have used their body languages to show how to work and make sure that the foreign workers can do as they say. By doing so, the problems could be solved.”

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "We'll train until they can, normally the c=problem could be resolve"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Yes"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "The chance to get higher income is the main motivation of the migrant workers."

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. "We provide a quality shelter to foreign workers with a reasonable prices"

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "All worker need a higher income to make a better livelihood"

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "I have to set and communicate clearly of our goal from the start and then drive the workforce to develop themselves by training."

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "From my experiences, foreign worker has more drive to work"

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “I’d like to categorize the effective workforce into 1.The workers that can perform a high productivity. 2. The workers that have good attitudes towards works. These two groups are the ideal workforce for us.”

- Do you give them training? (Terry, 2007)

Ans. “We do, normally we provide on the job training and a safety and security training”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Advertisement in the foreign language, ask employee to bring their friends and family”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “They might not understand how to register themselves, in the mean time they can’t afford the agent”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Because they’re hardworking and less complaining”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “The labor law is not so strict, it’s easy to avoid”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “Recently, the company has started replacing the labor work to an automatic system. Therefore, I think we will continue to replace the labor work as much as possible. However, as it may not be completely replaced in

a short time, we may have to follow the rules for some time before we completely replace the labor work.”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “Even though hiring foreign workers is not be so cheap this day, it’s still cheaper than hiring the local workers who have higher salary demands.”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Paperwork, Physically appearance and communication fluency”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The work permit registration fee is too high”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Yes”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “There are problems when the foreign workers stay only with their groups. They are more likely to work within their groups and not working with the Thai.”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “The solution that we’ve used is giving those comments and advices and if they don’t improve themselves, we may have to think about replacement”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “The collectivism will affect the cooperation and result in the lower productivity of the company”

Respondent K

Introduction question

- How many workforce in your company?

Ans. "102"

- How many foreign workforce in your company?

Ans. "73"

- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?

Ans. "General workforces, unskilled to low skilled craftsman"

- What is the main problem of hiring foreign labor?

Ans. "Communication"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "The language barrier takes the company more time to train the foreign workforce."

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "We have set new criteria for the recruitment process, which require the communication skill of a foreign worker"

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "The Company may have to replace the particular foreign worker by a new one."

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Yes"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “High salary base”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “First thing is the opportunity to work with their friends and family, next is higher income”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “Apart from the net income, for local worker, they’ll care about the overtime, bonus and promotion, however for foreign worker they’ll care about the chance to work with their relatives and friends”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “It’s depends on person, can’t be compare as a group. However, generally foreign workforces is hardworking”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “The characteristics of an effective workforce for our company are hardworking, able to communicate, able to perform good job and patient.”

- Do you give them training? (Terry, 2007)

Ans. “Generally, we provide several trainings such as safety and security training and machine usage training.”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Job advertisement, employee recommendation, or contract the department of employment”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “The fee is high and also they may not know the regulation of the registration process”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Because there are not enough local workforces”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “It’s changing often and it’ll be too complicate to follow the law 100%”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “we’ll evaluate individually, if they’re good no problem we pay a higher salary but if they’re not good enough, they might get replaced”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “Using a foreign workforce will benefit the firm in terms of cost reduction. Although we pay the foreign workforce higher than the minimum wage, but when compared to Thai labor cost, the foreign workforce’s still requires less cost.”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Able to communicate, physically strong and complete paperwork”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The registration fee is too high, sometimes the burden is on the employer”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “There is no problem about cultural issue”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “From my point of view there are no negative impact from foreign workforces”

Respondent L

Introduction question

- How many workforce in your company?

Ans. “140”

- How many foreign workforce in your company?

Ans. “63”

- If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?

Ans. “Unskilled to Low skilled workforces, they’ll do a general labor work”

- What is the main problem of hiring foreign labor?

Ans. “Communication difficulty”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
 Ans. “Yes, when the supervisor has assigned one thing but the result is another thing that will cost a lot of time to resolve problem”
- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**
 Ans. “To solve the problem the company will explain the worker how to do the task and monitor until the worker is able to perform.”
- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**
 Ans. “We believe that the communication problem could be solved”
- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**
 Ans. “Yes”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**
 Ans. “There are not many labor demands in neighbor countries. Therefore, the labor decided to move to another country for their career opportunities.”
- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**
 Ans. “For our company, the higher wage, good welfare and the connection of their families and friends are the main motivation to lure them to work with us”
- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**
 Ans. “Foreign workforce is very interested in working with familiar groups and caring about relationship, while Thai workforce is focusing on the security of

the jobs which ensure long engagement because it may be harder for them to find new jobs.”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Provide training about the working process”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “Generally, foreign workforce has more motivation in working”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Able to perform the task that has been assign with low defect and could responsible till the end of the process”

- **Do you give them training? (Terry, 2007)**

Ans. “Normally we provide on the job training and safety & security training and equipment training”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We put a job advertisement in front of the company and also in the area of the company, we also ask the employee to recommend their relatives of friends”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “In my opinion, I think the recruitment cost is very expensive. Many foreign workers that want to be legal but couldn’t afford the price will end up being illegal.”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “Because there are not much local workforces that willing to work in a manufacturing like this”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The law and regulation is too complicated, each time they’ve change there will be a problem and chaos”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “It’s make no impact because right now we’re paying the same minimum rate, the higher the capability the higher the salary”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “Not impact anything because nowadays the salary base of Thai workforces and the foreign workforces is not so differences”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Document and Physical attribute because at the company the work is quite hard and require some physical strength”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The registration fee is too expensive, therefore many employee choose to stay illegal”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “The foreign workforce generally has a problem with cleanliness. They are not likely to take a bath and do not know how to use the toilet properly.”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. "Hygiene and cleanliness"

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. "The thing that we could do is to teach them and set a penalty for the cleanliness issue"

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. "its affect the company image, the foreign workforces might not be able to work with others because of dirtiness and smell that could create a lower cooperative and might result in lower productivity"

Respondent M

Introduction question

- How many workforce in your company?

Ans. "300"

- How many foreign workforce in your company?

Ans. "120"

- If there is a foreign labor, what of job description they've been assign? What is their position in the company?

Ans. "Skilled work and Supervisor in Production lines,"

- What is the main problem of hiring foreign labor?

Ans. "The main problem that we have is the paperwork"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "The Company tries to minimize the communication problems since the initial process which is the interview; therefore we've not faced many communication problems."

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. No answer.

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "They might not be able to pass the screening process, if they could make it through the interview and can't communicate well enough, we might assign them the non-complicate task"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Maybe, yes if the skill is very good"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "Mostly, it's about the average rate which is higher than those in their countries. Besides, there are not many job vacancies in countries from where they come"

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. "Our company uses the equality package and treatment to attract them to the company; we treat them like Thai workforce"

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "From my point of view both local and the foreign workers are mainly motivated by the same thing which is the money."

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “If the communication is no longer a problem then we’ll use the training to develop the employee to perform with more productivity”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “Local might got the advantage in the language but in term of productivity, generally, the foreign workforces is more active and higher productive”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “They should able to do the task that they’ve been assign, obey the order, willing to learn and motivated to work”

- **Do you give them training? (Terry, 2007)**

Ans. “We do, normally the company human resources will establish the training like on the job training, safety and security, teambuilding, the equipment use and the training of using a dozer or truck”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We’ve put a job advertisement in several place like market and in front of the company, we also use the employee recommendation”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “Generally I think that they cannot effort the high registration fee, at the company sometimes we have to help them with the advance payment, the other thing is they might not understand the complicate procedure.”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. "Because they can't find the local workforces, majority of the local workforces are not interested in a labor work"

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. "The Ministry of labor should realize and be concerned about the document complication and the fast and always changing of the law pertaining to foreign workforce. They also should've added more officials to speed up the process because right now our staff has to wait all day to complete the process which is too long."

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. "There are no differences because our company has paid a lot more than the basic average rate."

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. "No impact because we pay equally with local workforces"

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. "Skills of communication, the paperwork must comply with the regulation, physical strength"

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. "Too high, a lot of foreign workforces couldn't afford the fee. Many times the cost is on the company"

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. "yes but it is not a major problem"

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. "Sometimes they chew a betel nut and split it to the ground which impact on the cleanliness in the company"

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. "Set the place for them to spit and set the rule and regulation of anyone spit outside the place that has been prepared they'll be punished"

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. "The problem that we've faced has impacted in term of the cleanliness of the company facility, by doing this the coworker will be less likely to work nearby"

Respondent N

Introduction question

- **How many workforce in your company?**

Ans. "32"

- **How many foreign workforce in your company?**

Ans. "21"

- **If there is a foreign labor, what of job description they've been assign? What is their position in the company?**

Ans. "Unskilled to low skilled craft man, both type of the foreign labor will work in a production line"

- **What is the main problem of hiring foreign labor?**

Ans. "Mostly is about the labor law related like the document or work permit, next is the communication respectively"

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “The problem is that some of them didn’t understand Thai language, moreover sometimes they don’t get the body language as well, if so, it will take a long time to communicate until we got what we want”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “Normally, if the foreign worker can’t speak Thai and take time to understand the body language, next we’ll use the current employee that could speak both language to translate the message, the reason that use translator the last is that we don’t want to interrupt the working time of the translator, that will effect on productivity”

- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**

Ans. “We didn’t face that yet because normally they’ll understand it if we use the translator”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “Definitely, as long as they could benefit to the company”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Higher salary, better career opportunities and better quality of life”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “Sometimes they want to work with their family or friends while the salary may equal to the other company, which we could provide that”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Both of them might be motivated by money, but the foreign workforce is also looking for chances to work with their families and friends.”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “On the job training and also keep asking to check if they’re understand or not”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “There is not much difference in both type of the workforces in term of productivity, however foreign workforces may seems to be more motivated”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Willing to learn and develop, responsible for the assigned task and obey an order”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes, most of them is on the job training”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “We use only the employee recommendation, which is quite effective because many of them want to work with their family and friends, sometimes we give some money to the employee that recommend as an agent fee but it is cheaper than the actual agent fee”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. "I think that maybe the registration fee is too high for them, if lucky the company may help partially of the fee or pay in advancement but if not some of them may have to stay illegal"

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. "I have no choice, there are not enough local workforces to serve the demand, most of our local workforces work in an offices"

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. "The process is quite complicate in my opinion, and very slow"

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. "Currently we pay at the same minimum wage"

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. "No impact at all"

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Paperwork and if they can communicate will get an extra consideration"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "Due to the amount of detail in the process it will result in a lot of money will be collected"

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. "No"

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. "In my opinion, no"

Respondent O

Introduction question

- How many workforce in your company?

Ans. "18"

- How many foreign workforce in your company?

Ans. "13"

- If there is a foreign labor, what of job description they've been assign? What is their position in the company?

Ans. "Normally an unskilled labor which normally do the carrying work"

- What is the main problem of hiring foreign labor?

Ans. "Communication and cultural"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "The problem happens when we hire a foreign worker who has just migrated to Thailand and cannot speak Thai, The language barrier is quite clear"

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "It's depend on how desperate that we need an employee at that time, if not, right now we generally use a selection process, pay higher and select

more, if we desperate for an employee we may hire some of them that may not be able to speak Thai and use translator”

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. “Use the translator if we really need a worker at that time, however if we are not, we may have to find a replacement”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “No, they'll be replaced”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Higher income”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We paid higher than others”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Higher wage, incentive, bonus, and the security of the company (For local workforces)”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Motivate them with the bonus goal, then they'll be more motivated to train”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “If only in term of productivity, foreign labor is more productive”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “Work hard and high responsibility”

- Do you give them training? (Terry, 2007)

Ans. “Yes, on the job training”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “We use the employee connection to attract their friend or families”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No, it’s too risky”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “I think they don’t know how to be legalize and they don’t know the consequence of being illegal”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “I don’t know, maybe Thai workers don’t want to do the hard work, however in my opinion foreign worker is more motivated and hardworking”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “The law has a loophole so we have to paid a lot of fee and fine because many times the authority has something to charge”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “It’s not effect anything, we’re already paid higher than the minimum fee”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “We don’t use a lot of labor so we’ve already paid a higher rate than the requirement. So it shouldn’t affect anything.”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “They must have all of the required document and their health must be ready to work”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The annual fee is appropriate but the initial fee is too high, some of the foreign worker might not have that much of the money”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Yes, we’ve a collectivism problem which many times they form a group and chat”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “I think that the collectivism of the foreign workforce is a double-edge sword, sometimes it’s good to build a teamwork, but if it’s too much, it’ll reduce the productivity”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “Talk to them that grouping is fine but if it’s too much it’ll impact the work, I don’t care if you’re talking but the assigned task is done but if not, we should have a talk”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “I don’t think they have a negative impact”

Respondent P

Introduction question

- How many workforce in your company?

Ans. "72"

- How many foreign workforce in your company?

Ans. "52"

- If there is a foreign labor, what of job description they've been assign?

What is their position in the company?

Ans. "Machine officer, mid to low skilled work"

- What is the main problem of hiring foreign labor?

Ans. "Communication and legal related issue"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. "There are a lot of time that it seems like they're understand, but the result go into the difference way"

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "We could use a translator and we'll have to ask the direct supervisor to confirm the understanding with the foreign employee more often"

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "We'll try to train them until they could, since nowadays it's not easy to find a foreign labor as before"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Yes they're"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “Higher wage and for the foreign workforces maybe included the willing to work with their friends”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “They want to stay with their family and friends, we provide a quality rental room with a cheap fee which will give them a better quality of living if they could work well for us”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “Some of the foreign workforces follow their family to work here which also gain a higher money, for local workforces it’s not that important to work in the same place with their family or friends just their income and promotion that concern them ”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Mostly with training”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “Most of the foreign worker work harder than Thai but Thai worker is easier to understanding which is also related to the productivity”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “could make the result reach the expectation and goal that inform the employee”

- **Do you give them training? (Terry, 2007)**

Ans. “We provide them several training like the teambuilding, on the job training, and the safety and security training”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Through the agent, job advertisement and employee recommendation”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “Being illegal is cheaper because it doesn’t have the registration fare”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “Foreign workforce is harder working than the Thai, whereas the salary demand is lesser.”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The process under the labor law flows very slowly, and the law itself is too strict. It also changes so often that sometimes we have to pay double cost without necessity.”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “Our Company always complies with the law to minimize all potential risks”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “Using local might face a high salary demand. However, the foreign workforce total cost might be higher when the companies have to pay the foreign workforce registration fees fully or partially.”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “We’re quite strict with the paperwork and also if the candidate has the working experience in Thailand it will be great”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The registration fee and the agent fee has put a of burden to the company and the foreign employee”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “Yes”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. “The main cultural problem is the cleanliness problem because some of them don’t like to take a bath and also throw a garbage onto the ground”

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. “Talk to them about this matter, try to talk nice with them about what is right what is wrong”

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “About cleanliness I think it’s quite a negative impact because a lot of employee might not happy to work with”

Respondent Q

Introduction question

- How many workforce in your company?

Ans. “86”

- How many foreign workforce in your company?

Ans. “49”

- **If there is a foreign labor, what of job description they've been assign? What is their position in the company?**

Ans. "Low to unskilled labor, the workforces are normally a carrying workers"

- **What is the main problem of hiring foreign labor?**

Ans. "Document complication, labor shortage, and ignorance of safety and security"

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. "Yes we do. Sometimes we cannot select much so we have to hire the ones who cannot speak Thai. They need time to understand what we're trying to say."

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. "We normally use the body language and sign in a foreign language initially, if it's still not work we'll assign the current employee to work as a translator"

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. "We'll make sure they can, if they still can't they'll be used as an unskilled labor which the salary rate are different from the skilled workforces"

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. "Yes, we could use them in many area that didn't use Thai language much"

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. "They're motivated by money, incentives and living conditions"

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “We provide the equal treatment with Thai people in the term of livelihood and financial, we make sure that they have a good quality of living so they’ll have a focus on work”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “They’re all motivated by money and quality of living”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “I think it’s depend on individual”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “I expect them to work and able to responsible their assign task till the end of the process on their own”

- Do you give them training? (Terry, 2007)

Ans. “Yes, normally is the routine work training and safety and security training”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Normally we use the internal connection, job advertisement, and agent sometimes”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No, if the times that law has change and we didn’t adapt it on time doesn’t count”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. "Maybe the registration fee is too high"

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. "Because there are no local workforces"

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. "Changing all the time, and when we're not able to adapt in time we'll be fined."

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. "It won't affect anything because we already paid at the same rate with the local workforce after that it'll be up to the skills"

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. "Actually we're preferring a local workforces, however there are very less of the local workforces available. However it's didn't have any financial impact"

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Paperwork, Strong and if they can communicate it would be nice"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "The agent fee is very high, maybe this could make them decide to be an illegal workforces"

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. Yes

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “They don’t like to use safety equipment that the company has provided because they think it’s not convenient. This is not good because it’ll be a risk to the company if an accident happens.”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “We’ve set the rule, if they’re still not wearing the safety equipment that has been provided they’ll be punish”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “Foreign workforce has ignore the severe matter for several times, safety ignorance is one of them, because if they were injury, the thing will gone worse in term of quality control, there will be an investigation which is the long story dealing with the government authorities”

Respondent R

Introduction question

- **How many workforce in your company?**

Ans. “25”

- **How many foreign workforce in your company?**

Ans. “12”

- **If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?**

Ans. “Low skill- unskilled workforces”

- **What is the main problem of hiring foreign labor?**

Ans. “Document and communication”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “Some of them are not able to communicate in Thai.”

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. “Normally we use an experienced employee to translate”

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. “The labor force are difficult to find, I'm willing to train them until they could work than find the new one, or it could be both of them at the same time”

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “In the situation that the labor is hard to find I would say yes, they're still have benefits”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “Thailand has more job opportunities, and the basic salary is higher.”

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. “Higher salary than others in the same areas, also we have a room to rent with a cheap prices”

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. “They are both motivated by higher money and incentives”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. “Training”

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "I think they're all quite the same in this matters, maybe it's depends on individuals"

- **What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. "The good employee is the one who could communicate, work with high responsibility and could work with high work efficiency in terms of quality control."

- **Do you give them training? (Terry, 2007)**

Ans. "Normally we do have on the job training by supervisors and also an assistant from the translators in case that the foreign worker can't communicate."

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. "Our Company told a lot of our employee to ask their family and friends to join the company"

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. "No"

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. "Cheaper for a foreign worker at initial state"

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. "Local workforce doesn't enough to serve the demand, even a foreign workforces is hard to find currently"

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. "The process is complicate and slow"

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. "Right now the minimum wage is equal"

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “There aren’t any significant financial impacts. They’ve been hired at the same rate.”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “No, there are not any positive financial impact, they’ve been hiring at the same rate”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The agent fee is so high, we’ve experienced as high as a 30% of the labor wage per day”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “No, we haven’t faced any cultural problems yet.”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “in my opinion, there is no negative impact from the foreign workforces yet”

Respondent S

Introduction question

- How many workforce in your company?

Ans. “95”

- How many foreign workforce in your company?

Ans. “63”

- If there is a foreign labor, what of job description they’ve been assign?

What is their position in the company?

Ans. “Low skilled labor and unskilled labor, normally they do the carrying task, packaging task, and painting task”

- What is the main problem of hiring foreign labor?

Ans. “Legal and paperwork”

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. “We don’t really have the communication problems.”

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. “Normally we hire only the one who is able to communicate, we may allow some of the employee’s friend and family to work regardless of their language barrier because we know that our employee can translated to them”

- What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)

Ans. “If the language barrier is not destroy but we still communicate in other ways its fine”

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “Yes, but it going to take some time”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “Salary base is a lot higher than the neighbor country”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We hire the employee at the higher rate than the others and we also give their family a work if they want to and if they could do it”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Money and incentives, some of the employee want to work with their families or friends”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “First we inform them about our goals, then motivate them with extra incentives, also guide them along the way till the goal”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “In my opinion foreign workers are more hard working despite complicate paperwork and linguistic barrier, if it's a labor work I'd prefer the foreign workforces”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “The type of employee that I like most is the one who is very flexible, hardworking and high responsible. Normally this kind of employee will have a lot of energy and positive attitude toward works.”

- **Do you give them training? (Terry, 2007)**

Ans. The company normally conducts on the job trainings, teambuilding and the safety and security training.

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Mostly we use the employee recommendation, we also create a job advertisement board”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “I assume that they might think that it’s an easier way because they could avoid high registration cost and complication procedure at the start of the process”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “I don’t know if the other company face the same problem or not but from our experiences, there are not much local workforces in the labor market that willing to do the hard work like this”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The labor law is quite complicated. It takes time to understand and sometimes it has been changed already without advance and proper inform”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “We will have to follow it, If the law said so”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “It partly helps financial conditions positively because it’s not worth putting massive investment on machines which can be worked by human labor force. Foreign workers are the right and cheaper alternative.”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Communication skills, full document as the company has required”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The annual fee is acceptable but the registration fee is too high. If the company doesn’t support part of it, it’ll be harder for the foreign workforces to afford, if they can’t they may stay and worked as an illegal”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “No”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. .No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “No impact”

Respondent T

Introduction question

- How many workforce in your company?

Ans. 6

- How many foreign workforce in your company?

Ans. 4

- If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?

Ans. “Qualifying vegetable, carrying job, they’re low skill labor”

- What is the main problem of hiring foreign labor?

Ans. “Cultural (Drug usage) and communication problem”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “We used to have some of the communication problem, when it happen, assigning things take a longer times”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “We only use a few workforce so actually we could pay higher to get the one that can communicate”

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. “After we've change our selection process, the communication problem is no longer exists”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “Not for our company”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Income, especially if they're skilled labor and worked in the capital city area, their income will be double.”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We paid a high money to ensure that we get the workforces that we want, we also provide an advance payment if they need”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Money and incentives, both of them”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "Training"

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "Foreign worker is working harder"

- What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. "High responsibility, high workload and could be able to do the job that assigned with less mistake"

- Do you give them training? (Terry, 2007)

Ans. "Yes, on the job training, but once they're able to do it, then no training is needed because it's the same every day and not so complicated"

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. "Employee recommendation, sometimes we use the agent"

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. "No"

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. "Maybe because it is cheaper and no complication"

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. "No Thai workers"

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. "There are a lot of loopholes for the government officials to charge extra money."

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “Now we’re paying the workforce at a very high rate, so the minimum wage requirement will not affect anything.”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “There are not many financial advantages because we’re paying them at a high salary rate.”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Can communicate, strong appearance and fully legal”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “For our company it’s fine because we didn’t use much of the workforces I think its worth, however if it’s the individual fee in my opinion it’s quite high initially”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. “Yes”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. “There is one situation in the past that the foreign worker has been involve with the drug usage which later it’s found out that it’s also involve with several foreign workers in that area”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “The only choice is to fired them and always inform the current employee that the company will not tolerate to the drug usage, it found we’ll inform the police”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “I don’t want to make a stereotype of drug use to all of the people from neighbor country because it’s an individual stuff, apart from that I don’t think there is any impact”

Respondent U

Introduction question

- **How many workforce in your company?**

Ans. “150”

- **How many foreign workforce in your company?**

Ans. “96”

- **If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?**

Ans. “Low to mid skilled craftwork and can be promoted to be supervisors”

- **What is the main problem of hiring foreign labor?**

Ans. “Document complication and the safety ignorance”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “We didn’t face any communication problems because we’ve use the employee connection in attracting the foreign workforces so we’re quite sure that we’ve filtered only the one that could speak Thai”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. No answer.

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "We could use them in an unskilled area, foreign labor is not easy to find, even engineer is easier to find for our company, so I rather put them in an unskilled area, if once they're getting better and develop they may move to the skilled area which will earn a higher income"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Yes"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "Money, they'll definitely earn more income if they working here because the salary base is higher"

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. "Here we paid a high salary and also provide a chance to growth regardless of the nationalities"

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "They're all motivated by the money and growth however normally a lot of the foreign workforces think that they have no chance to growth which is not true in this company"

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "Training and motivating"

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. “It’s depend on individual, it’ll not fair if I presume that all of them are like that”

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “Able to take the responsibility to the assigned task on their own and always ready for an observation, hardworking and have a good quality control of the work”

- Do you give them training? (Terry, 2007)

Ans.”Generally we provide a safety and security training, teambuilding and on the job training”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Internal connection, recruitment agent, and job advertisement board”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “They might not know how to do it by their own and might not be able to afford the agent to handle it for them”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Shortage of labor and local people ignore the manufacture labor work”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “There are a lot of loopholes for the government officials to take advantage from companies.”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “Now we’re paying at the similar rate as the local, anyway both foreign and local workforces has been paid over the minimum wage”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “Actually the foreign workforces may require more cost, however it’s not about the salary but the company has to support some part of the registration fee for the foreign workforces, sometimes we have to pay all of the registration fee in advance”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “They must have all of the paperwork and the work permit that comply with the law, they have to pass the health checkup and finally if they could communicate it would be nice”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The agent fee is too high, some of the agent is taking advantage of the foreign workforces which I think that sometimes it’s not appropriate”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “We do”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “Most foreign workers ignore to use the safety equipment like Safety shoes and helmets. This will cause more injuries when accidents happen and company has to take more responsibilities.”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “Educate them about the risk of getting injury and how to use the safety equipment, then told them that we has a rule and regulation, ask the supervisor to keep looking on them to use the safety equipment”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “It’ll be a negative impact if they’re injury and the company will be investigated which is wasting a lot of time which, all of this could happen because of the cultural of the foreign workforces which generally follow their friends”

Respondent V

Introduction question

- **How many workforce in your company?**
Ans. “7”
- **How many foreign workforce in your company?**
Ans. “4”
- **If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?**
Ans. “Car cleaner, skilled workforces”
- **What is the main problem of hiring foreign labor?**

Ans. “Communication problem which could cost a damage to the company”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**
Ans. “We’re the business that the foreign workers is working very close to the customers, it’ll be a big problem if the foreign workforces don’t exactly understand the assigned task”

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. "In the current time we've change the selection process so we choose only the one who could communicate in Thai to minimize the problem about language misunderstood"

- What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)

Ans. "They will not working to us according to our new selection process"

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. "Not for the company like us"

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. "It's about a higher income"

- What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)

Ans. "We pay them quite high in compare to the other foreign employee"

- Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)

Ans. "I think it's the same, which is income"

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "Training"

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "Foreign worker is more motivated"

- What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. “High workload, understand and obey the assigned task”

- Do you give them training? (Terry, 2007)

Ans. “Yes we do provide on the job training”

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. “Connection and job advertisement in foreign language”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No because it’s risky, our company is quite small and very easy to investigate”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “Because they can’t afford the legalize fee”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Not many of Thai people are willing to do the labor work”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “A bit too complicate”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “Not much difference because nowadays the minimum rate is equal, our company has paid higher than the minimum already”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “I think that they’re no impact because we’re already paying a high salary”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. "Ability to communicate and the paperwork must match the law requirement"

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. "In my opinion it's appropriate"

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. "We didn't face any cultural issue with the foreign workforce yet."

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. No answer.

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. No answer.

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. "in my opinion there are no negative impact yet"

Respondent W

Introduction question

- How many workforce in your company?

Ans. "14"

- How many foreign workforce in your company?

Ans. "9"

- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?

Ans. "Low skills workforces"

- **What is the main problem of hiring foreign labor?**

Ans. “Foreign labor has been busted for several times for drug used”

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. “We’ve got no communication problems due to the qualifications we set in a selection process.”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “We’ve choose only the one who could communicated in the selection process to eliminate the communication problem”

- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**

Ans. “There wills no problem because of our selection process”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “No”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Higher salary base, worth to move despite the higher cost of living”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We have a very high ceiling wage for a foreign labor which I think that it could be enough to attract the foreign labor”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “It’s quite the same because they’re all need a higher income the rest is only a minor stuff which I think that the majority of them is money ”

Factor 3: Productivity

- What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)

Ans. "Training"

- In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)

Ans. "The foreign workforces is higher in workloads"

- What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)

Ans. "High workloads, high responsibility, and can understand their assignment"

- Do you give them training? (Terry, 2007)

Ans. "Yes, we've provided an on the job training and also some teambuilding"

Factor 4: Legal

- How do you recruit workforce? (Paitoonpong, 2011)

Ans. "Through connection, like tell our employee to ask their colleague if they want to work here"

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. "No"

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. "The registration fee is too high for them, sometimes they might be cheated by the agent which cost them a lot of money and can't afford the second attempt"

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. "There is literally not enough local workforces, Thai people want to work in the offices or somewhere convenient and comfortable, unlike the foreign workforces, they want to survive in this country, with the less of salary demand, they want to get a better life, which make them more motivated"

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The labor law has too many details, which cost the company an extra money when being fined”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “Our company pay both foreigner and the local workforces at the same level, the thing that define the promotion or rises is the performance“

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “They have been paid at the same rate, so there aren’t any financial advantages in hiring foreign labor in this day.”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “They should be able to communicate, strong physically and mentally for the hard work and the most important, the paperwork must match the requirement”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “Too many details in labor law which could cost the company extra cost”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Yes, normally the collectivism issue”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “They love to form a group and talk to each other. The most severe case is that they’ve been caught by the police in drug case that they shared in the group.”

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. “We’ll definitely fire them, drug use is a serious matters, we may have to educate and inform them about the information and regulation regarding the drug”

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “The negative impact is the risks of the people around the people that use the drug, plus the company didn’t want to involve in any issue regarding drug use”

Respondent A2

Introduction question

- How many workforce in your company?

Ans. “60”

- How many foreign workforce in your company?

Ans. “30”

- If there is a foreign labor, what of job description they’ve been assign? What is their position in the company?

Ans. “Unskilled to Low skilled workforces, they generally do the craftwork like lathing, support casting activity and painting”

- What is the main problem of hiring foreign labor?

Ans. “Cultural, Legal and communication problem”

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. “Not the main problem but we’ve face some of the linguistic barrier sometimes”

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “Normally we ask some of the foreign employee to translate, sometimes we use the body language, however if we have an option we’ll choose to select the workforces that’s able to speak Thai”

- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**

Ans. “Actually the work in our company is not so complicate, if the employee is not so bad in the communication, they’ll make it, it’s just depend on how long”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “Yes, but I still believe that anyone could be adapt and develop, if they’re willing to”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “I think that the minimum wage is higher than the country that they came from, and they want to develop their quality of life”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We use the financial factor as a cutting edge to attract them here”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “I would say it’s money, a bit of foreign workforces may want to work with their friends and family but the main think is income, especially from this situation of economic”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Training is the best way, also inform them about the evaluation, if the performance is good we may consider to raise their salary as a bonus”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “I think the foreign labor is more passionate to work and they will be more active, generally, however, not all of them are motivated as mention before, therefore I think this should be evaluate individually”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Passion or the willing to develop themselves, tireless effort, and responsibility”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes we do, our company give a lot of important on the training and development, normally we provide on the job training, equipment training like the use of the dozer and a fork lift, safety and security training like the fire drill or evacuation training and teambuilding”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Normally if the local employee we will post on the job advertisement website, however, for the foreign workforces we’ll use the employee recommendation, or sometimes we’ll use the agent to find the foreign workforces for us”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No, It’s not worth it if the company got investigate”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “In my opinion some of them might not have an intention to be illegal but without the knowledge of the legal some of the process or document is missing or lacking so they’ll become an illegal workforces, however some of them might not be able to afford the fee of registering themself”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “Because Thai workforces is very rare, in our company, the local workforces is the workforces that work for the company for a long time, the new employee in the production line is mostly the foreign workforces”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “The process of the authority is very slow, the process also require too much of the document which create a complication, moreover the requirement and laws are changing all of the time”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “We paid the base salary at the same rate for both local and foreign workforce. However, those who show more skills will get higher pay.”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “There is not much impact because right now we’re paying at a similar level to the local”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “The employee must have all of the paperwork that the company required including the medical checkup document, if the employee could communicate it’ll be great”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The agent fee and the registration fee is too high for someone who’ll work as a labor”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “Yes”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “Sometimes they went back to their countries together for a month which has a hard effect on the productivity of the company.”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “Inform them that if they want to go back home as a temporary, not quit the job, they’ll have to inform the company for at least two month, so that we could find the replacement in time, if not, they ‘ll lose their job once they get back”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “Sometimes they’re stick together too much, if they’re doing a good thing like help each other settle in or do the job related it’s fine, but if it’s a bad thing it could make a double impact to the company”

Respondent G.2

Introduction question

- **How many workforce in your company?**

Ans. “90”

- How many foreign workforce in your company?

Ans. “41”

- If there is a foreign labor, what of job description they’ve been assign?
What is their position in the company?

Ans. “Low skilled labor, supporting the production process”

- What is the main problem of hiring foreign labor?

Ans. “Communication and legal issue (Document)”

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)

Ans. “We do have the communication problem. There are sometimes that we ask them something but what we got is another thing”

- What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)

Ans. “Generally we’ll have to use the employee that could speak both language to translate the order and message to them, however we prefer the foreign worker to be able to be able to communicate by themselves therefore we’d provide a language training and also we’ll make sure that every single time that we assign a task, they’d understand”

- What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)

Ans. “Normally we could solve the communication”

- In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)

Ans. “Yes”

Factor 2: Motivation

- From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)

Ans. “Normally money is the main motivation, in Thailand the salary base is higher than their country, it’s like some of Thai workforces will go to work abroad like Taiwan, Singapore or United State”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “We paid a high salary, also the redemption of the registration fee after 2 years of work”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “Basically the money that they’ve got will worth more for the foreign workforces because they’re came from the lower salary based country. For the local employee they might have the other factor that raises their career opportunities like the chance to promote or the security and the reputation of the company”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “Training, on the job training”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “I think local workforces has a better understanding in assigned task, which I considered as one of the productivity, the thing that the foreign workforces has as an advantage is the willingness and the motivation to work”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Ability to understand the order and task, hardworking, good damage control”

- **Do you give them training? (Terry, 2007)**

Ans. “Yes, on the job training, some of the fire drill and safety in using equipment”

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Through connection or the employee recommendation only”

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. “No”

- **From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)**

Ans. “It’s cheaper and no complicated procedure, however, I believe that it’s harder to find the job nowadays”

- **From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)**

Ans. “Because a lot of Thai workforces has ignored the labor forces or if they’re willing to, they would go abroad”

- **What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)**

Ans. “I believe that they’re many of the company that is not able to completely follow the law by a hundred percent, there must be some detail missing because it’s complicated and changing too much and often”

- **What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)**

Ans. “There will be no problem because we’re paying them higher than the minimum wage that the law has recommended”

Factor 5: Financial

- **What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)**

Ans. “About the wage, we’re paying them a lot of money as much as a local workforces, however it’s worth because many of them are more hard working than some of the local worker individually”

- **What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)**

Ans. “Attitude, physical (Strong), have all of the paperwork according to the company requirement”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “Registration fee is quite high, however I think it’s necessary to the foreign workforces”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)

Ans. Respondent G2, “Many times a lot of them left without informing the company.”

- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)

Ans. “I think that maybe because of the cultural difference that they might not know how we do it here”

- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)

Ans. “We’ll have to tell them about how we do it here and inform them that if they didn’t inform us 1 month before they left, they will not get a discharge document which will automatically make them an illegal workforces”

- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)

Ans. “I think that there are no big impact, just about how they think and act like if they inform us before it’ll be fine, if not it’ll impact a lot to the company”

Respondent L2

Introduction question

- How many workforce in your company?

Ans. “140”

- How many foreign workforce in your company?

Ans. “60”

- **If there is a foreign labor, what of job description they've been assign? What is their position in the company?**

Ans. "Unskilled to low skilled craftsman"

- **What is the main problem of hiring foreign labor?**

Ans. "Communication, which the language barrier will leads to the problem when training"

Factor 1: Communication

- **What is the main problem in communication issue? (Da Silva et al, 2014)**

Ans. "The communication problem that we have is that there are many times that we're asking them to do one thing but the result that we got is another thing"

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. "Our communication problem is mostly when we're about to train them but it's not work properly, taking more time and not efficiency as we wanted"

- **What will you do if the foreign worker can't manage to destroy the language barrier? (Terry ,2007)**

Ans. "After struggling for sometimes we've decided to use the translator and body language, while translator is a priority. We also assign the experienced employee to teach them off the job about the language and some of the cultural and norms here"

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. "Yes, I think that they'll benefit the company in some ways"

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. "Income is one thing, but many countries have a surplus workforce, much higher than the demand. So the surplus flows to Thailand."

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “Here in this company they could stay with their family and still get the income equal to work with the other company, which I think it’s a win-win situation”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “For Thai people, I think, apart from money are incentives and promotion.”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. “In my opinion, the best way to develop them is training”

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. “In my opinion it’s quite the same motivation, normally money stuff, for foreign workforces working with their friend might add a bit more satisfaction”

- **What is the term of “high productivity” in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. “Our desired employee is the one who is hard working and willing to learn with the supervisor. In addition, the good worker should be able to solve the emergency problems.”

- **Do you give them training? (Terry, 2007)**

Ans. For the training, we normally provide the work process training through the work instruction and also on the job training.

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. “Normally, most of them come from the employee recommendation, however we also use the service of the agent and place the advertisement in the area around the company”

- Do you have any illegal workforce? (Paitoonpong, 2011)

Ans. “No”

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “They might think that sometimes it’s too hard to go through a confusing and complicating process”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “No Thai workforces available and a lot of company have faced a lot of labor shortage”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “The procedure is hard to understand and once we understand it’s updating again, also sometimes the update didn’t being informed clearly”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “We pay the workforce according to their positions not nationalities, so it’ll not be a problem regarding equalities.”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “It’s creating only a very little impact because you can’t ignore that the company have to pay some part of the registration process to the foreign workforces”

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “Paperwork”

- What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)

Ans. “The registration fee is too high”

Factor 6: Cultural

- Do you have a cultural barrier? (Tubadji et al, 2014)
Ans. "There haven't been such cultural issues yet."
- What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)
Ans. No answer
- What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)
Ans. No answer
- What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)
Ans. "I think there is no negative impact, it's only a positive impact that I could think of"

Respondent S2

Introduction question

- How many workforce in your company?
Ans. "95"
- How many foreign workforce in your company?
Ans. "63"
- If there is a foreign labor, what of job description they've been assign?
What is their position in the company?
Ans. "low skilled craftsman, labor supporting the production work"
- What is the main problem of hiring foreign labor?
Ans. "Communication and shortage of legal issue of the foreign workforces"

Factor 1: Communication

- What is the main problem in communication issue? (Da Silva et al, 2014)
Ans. "Sometimes they're confuse with the task that they've been assign due to them"

- **What is the solution to prevent or solve the communication issue with foreign labor in the SME organization? (Kim et al, 2015)**

Ans. “Normally we use the translator and also we’ve provide some of the language training to them as well”

- **What will you do if the foreign worker can’t manage to destroy the language barrier? (Terry ,2007)**

Ans. “I think they could, even though they didn’t communicate in Thai but if they could communicate with their relative or friends or to our translator it’ll be fine because we could still teach them how to do their job”

- **In your opinion, if the foreign worker has a great working skill but fail to obtain a communication skill, could this employee turn to be a great employee? (Da Silva et al, 2014)**

Ans. “For me, sure”

Factor 2: Motivation

- **From your opinion, what are the reason that attract foreign labor inbound? (Choi et al, 2000)**

Ans. “Generally they want a high income and work with their relatives, there are once that the foreign workforces has come as a group but we assign one person to be a housemate for the owner house, that employee refuse because they want to work near their friends in the production lines”

- **What factor does affect the decision of a foreign labor to choose a company to work? (Thongjen, 2015)**

Ans. “The high salary, because used to ask out employee to ask their friends in the other company how much did they’ve paid and the result is that our company salary base is quite high in this area”

- **Could you compare the motivation of local workforce and foreign labor workforce in the SME organization? Money? Friend? (Ang et al, 2003)**

Ans. “I think that the local worker also cares about the chance to growth in the company, like the promotion and also how did we consider the rises of salary and how they could develop their career path”

Factor 3: Productivity

- **What is the most efficient way to boost up the foreign labor productivity in Your Company? (McCartney, 2011)**

Ans. "I think that the training is the most effective ways, however we'll have to set the expectation first and we also motivate them like if they could train and develop to reach the expectation, we'll give some of the reward to that employee"

- **In term of productivity, could you compare between Local and foreign labor? (Pierlott, 2004)**

Ans. "I'll compared them in a big picture, in my view foreign worker are more willing to work hard, which I don't say that local worker is not but in the big picture, local workforces is lower in term of productivity, but they're easier when we're giving order or training in term of understanding."

- **What is the term of "high productivity" in your opinion, how much do you expect from a foreign labor workforce? (Da Silva et al, 2014)**

Ans. "In my opinion, High productivity means high capability to work hard and able to responsible of all of the work till the end of the process"

- **Do you give them training? (Terry, 2007)**

Ans. "Yes, we provide a language training, working process and procedure training both off the job and on the job, Teambuilding and equipment training like the forklift driving session"

Factor 4: Legal

- **How do you recruit workforce? (Paitoonpong, 2011)**

Ans. "Generally, we use our employee to ask their friend or someone they know to work for us, sometimes we pay them some bonus as an unofficial agent fee"

- **Do you have any illegal workforce? (Paitoonpong, 2011)**

Ans. "No"

- From your opinion, why many foreign labor choose to be the illegal workforce? (Kumar et al, 2012)

Ans. “Because they’re really need a job and maybe because they want to stay with their families, but the registration fee or the cost of legalize is too high”

- From your opinion, why many of Thai SME employer choose to hire the foreign workforce? (Paitoonpong, 2011)

Ans. “Right now our company has a labor shortage and it is hard to find sufficient labor, we still need a lot of regardless of nationality.”

- What is your opinion on Thai foreign labor law? (Paitoonpong, 2011)

Ans. “Actually the labor law regarding the foreign labor employment has a lot of an impact on the productivity of the company It’s hard to following the law without lowering the productivity , SMEs company is not benefiting anything from the labor law”

- What will you do if the legal require the company to pay equal term of workforce condition and wage to both local and foreign workforce? (Thongjen, 2015)

Ans. “There are some impacts. We hire the local and foreign workers with the same rate but the local demand is higher than the minimum.”

Factor 5: Financial

- What is the positive impact of using the service of a foreign workforce for your company in term of cost? (Tubadji et al, 2014)

Ans. “It some part, it affects the financial status positively because company needs not invest in machines where foreign workers can do the job.

- What is the factor that affects the foreign labor employment decision of your company? (Kulkolkarn & Potipiti, 2007)

Ans. “They must pass the health checkup, the paperwork must be comply with the company policy (Must not be illegal), they must be motivated to work”

- **What is your opinion on foreign labor entry fee (Initial fee ex. Agency fee, Work permit, etc.)? (Thongjen, 2015)**

Ans. “The legalize process is costing the company too much, I think that the foreign worker whose salary base is not so high could be very hard to afford it”

Factor 6: Cultural

- **Do you have a cultural barrier? (Tubadji et al, 2014)**

Ans. “We do have some of the minor problem regarding the cultural problem”

- **What is the main obstacle that occurs by a foreign worker in term of Cultural? (Choi et al, 2000)**

Ans. “The problem is that sometimes they love to play their music which sometimes the taste of the music is different from Thai plus they’re singing quite loud in the company while working which maybe interrupting the other workers”

- **What is the approach that you choose to manage the multicultural diversity in your business? Peterson & Buss (1998)**

Ans. “Normally we inform them to keep the noise down, try to compromise first, like if they want to play their music fine but lowering their noise, it’s not work we’ll set the rule and punishment later”

- **What is the negative impact of the foreign workforce in your perception? (Paitoonpong, 2011)**

Ans. “This cultural issue might impact the happiness and satisfaction of the coworker that might not enjoy the sense of music of the foreign employee which might affect the long term relationship of the company”

AUTOBIOGRAPHY

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Academic Background	
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