

How employee satisfaction influences the attitude towards innovation between Thailand and Austria

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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Abstract

This thesis aims at evaluating the affiliation between the satisfaction of employees and their attitude towards innovation within Thailand and Austria. Throughout my research, I analyze the major differences of employee behavior with context to innovation between Thailand and Austria. Furthermore, I assess how employees are likely to engage in an innovational way based on their satisfaction regarding the culture of the organization they are working for. I was interested in determining the difference of the propensity concerning innovation between those in Austrian and Thai companies. I created a strong overview regarding the research study, especially companies where data connected to the topic of the research was collected. In the methodology part significant strategies were used for completing the study. The research study encompassed a sample size of 117 participants. It was identified that Austrians were a lot more satisfied compared to Thai employees, which increases their probability to engage in a way that fosters innovation.

The findings of the research study indicate that even though Thai employees are likely to have more free time during workdays to pursue their innovational strengths, their freedom is nowhere near that of the Austrians. Therefore, this validates the existence of the findings that Austrian employees are more likely to engage in innovation as opposed to Thai employees. However, another test discovered that the results of the employees in these two countries are not statistically significant. Therefore, the trend indicates that the employees from both of the countries have the same response regarding employee satisfaction and their resulting attitude towards innovation. The use of Jackson's theory validates that it all trickles down to analytical nature of the employees, as they are likely to become more tolerant to organizations that value their readiness to innovate. However, the overall aim of this thesis is to gain insight whether employees in Thailand and Austria have major differences when engaging in innovation based on their job satisfaction

Key Words: Employee Satisfaction, Job Satisfaction, Employees and Innovation, Organizational Culture, Hofstede Analysis.

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1 Introduction

1.1 Background of the Study

Innovation is an important contemporary aspect that plays a significant role in enhancing the competitive advantage of modern organizations. According to Chen, Zhao, Liu and Dash Wu (2012, p.151) organizations that create a culture of innovation are highly likely to succeed in the market, as they gain a competitive advantage compared to their rivals. There are various factors that influence employees' innovative behaviors within an organization. Shanker, Bhanugopan, Van der Heijden and Farrell (2017, p.68) argue that creating an innovative organizational climate is essential when motivating employees to engage in innovative work behaviors. Furthermore, Tsai and Yen (2018, p.1) note employees' levels of job satisfaction, especially their perception towards specific actions of the organization, such as downsizing induces direct force on the levels of commitment towards innovation. Employee satisfaction has been noted to be a significant factor in influencing the behaviors and attitudes of employees towards innovation in an organization. Auer Antoncic and Antoncic (2011, p.593) argue that employee satisfaction plays an essential role in enhancing employees' levels of creativity and innovation within an organization. Employees who are highly satisfied with their work environment, such as working conditions, salaries, and other benefits tend to be committed towards the attainment of an organization goal.

In order to become more profound in the matter, corporate culture plays an essential role in determining the degree of innovation. An organization that builds an innovative culture by setting up innovation-promoting structures, such as a research and organizational unit, has a high chance of attracting employees to innovation (Dedahanov, Rhee & Yoon, 2017, p. 335). The goal of the research study is to determine whether employee satisfaction leads to better innovation within a company by using views from employees from two different countries, Austria and Thailand. The study will also investigate whether different companies and cultures of the people involved also have an impact on innovation. In order to achieve the objective of the study, data was collected from various companies in Thailand and Austria. The findings provide new insights into how today's businesses can leverage

employee satisfaction, organizational culture and the climate as the foundation for building a highly innovative workforce.

1.1.1 Research Objectives

The research study is also highly important as it plays a significant role in enabling the various stakeholders to take the issue of employees' satisfaction with the seriousness it deserves. Its findings are geared towards encouraging bodies such as human resource management, relevant government and international units in charge of employees' affairs to come up with more amicable solutions. Findings of the research are enlightenment to the industrialization bodies as they help them to understand the importance of boosting employees' experience in order to strengthen innovation. It acts as a mechanism for proposing the proper legislation policies. Therefore, the following, research questions are central to this thesis;

What are the levels of employee motivation and satisfaction within Thai and Austrian companies?

In doing so the study objectives are:

- To examine how employee satisfaction influences the attitudes of innovative employee behaviors in Thai and Austrian companies
- To determine the innovative culture and organizational climate in Thai and Austrian companies
- To evaluate how innovative culture and organizational climate within companies of Thailand and Austria, affect employees' innovative behaviors
- To examine whether job satisfaction affects the attitudes of employees towards innovation in the case of Thai and Austrian companies
- To determine how employees' satisfaction influence worker's innovational behaviors in an organization, especially in the context of Thai and Austrian companies.

1.2 Structure of the Thesis

The research study is divided into various sections. First, there is the introduction section, which is followed by the literature review. This part evaluates different study materials concerning employee's satisfaction on innovation. The third part will be about the development of the hypotheses. The fourth chapter is about various research methods that have been used and additionally the primary research method is indicated. The fifth chapter concerns the interpretation of the research findings prior to the actual discussions in chapter five. The final chapter concludes relevant coherences where the researcher highlights important aspects that lead to the actual conclusion, the limitations and recommendation sections.

2 Literature Review

The section focuses on identifying important information related to the research study. It contains a detailed description of employee satisfaction, job satisfaction and innovation. In this section, the researcher aims to specify the meanings of the three terminologies. The researcher refers to innovation as the idea or new method that is used in the provision of services or products. In addition, the research study aims to define the relationship between organizational culture, climate and innovation. The research approach will also show how a positive organizational culture promotes the exchange of knowledge among employees and further enhances the ability to innovate within the organization. The literature review serves as a medium how motivation, job satisfaction, innovative behavior and attitudes can be integrated to enhance employee experience.

2.1 Employee motivation, Employee satisfaction, Job satisfaction, Corporate and Organizational culture and its impact on innovation

The concept of innovation has multiple meanings. During the nineteenth-century economists established that technological improvements are the outcome that reinforces economic expansion (Trott, 2008, p. 34). However, according to Trott (2008, p.29), innovation involves the translation of an idea or new method into

services or products that customers are willing to pay. This means that innovation involves individuals generating ideas, methods, and approaches for making life more valuable. Innovation of new technologies means enhancing the way individuals access healthcare services in remote places, which can be termed as a form of innovation. Employee innovation is, therefore, the act of employees engaging in behaviors that contribute towards the development of novel concepts and techniques (Trott, 2008, p.86).

2.1.1 Motivation

“Motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal,” (Tsai & Yen, 2018). In order to stimulate the performance set by an objective a motivational process starts with a physiological or psychological need (Tsai & Yen, 2018). Due to this fact, motivation is an essential coefficient that causes people to pursue a particular goal. According to Armstrong & Taylor (2014, p.254), motivation is associated with the energy, commitment and creativity, which individual workers oppose towards work. The goal of employee motivation is to enhance productivity as well as commitment of the workforce within an organization (Armstrong & Taylor, 2016, p.253).

2.1.1.1 Employee Motivation

Motivation, job satisfaction, estimations, education and evolution are determinants for accomplishing good employee performance (Tsai & Yen, 2018). It has also been shown that organizational performance is impacted by the employee's motivation. Eva Prajogo & Cooper (2017, p. 279) state, that the motivational aspect of an employee should be consistent with the goals of an organization and therefore must be aligned with the greatest possible effort. Furthermore, the success of these organizations is guaranteed due to the willingness of employees to constantly ameliorate. It is a great challenge to get employees to realize their full potential at work under stressful conditions. However, this can be reached when motivating them.

Employee motivation is regarded as a critical phenomenon that improves workplace performance. Leaders in different departments of an organization need to ensure that employees remain motivated (Dedahanov et al., 2017, p. 334). The

motivation process should be made a routine, as all employees need to feel appreciated at all times. Shanker et al. (2017, p. 72) describe employee motivation as the result emanating from interaction between employees and the manager. Therefore, this means that positive employee interaction is highly important in hastening the realization of the set goals. A motivated workforce helps to avert different organizational risks that may be emanating from dissatisfied employees. Motivated employees help to improve the productivity of a company as they accelerate attaining higher level of output within an organization. It also helps to affirm the commitment of employees towards the organization, as they are more likely to improve the efforts in handling different tasks assigned to them.

Motivated employees, on the other hand, also assist in improving positive organizational growth. Such employees are likely to put more effort in the improvement of set goals. The motivation of employees also plays a critical role in the development where an employee is able to attain his/her personal goals easily (Chen et al., 2012, p.154). The creation of a positive environment enables employees to achieve their own objectives. Apart from that, employee motivation helps to increase the overall efficiency, especially when developing a positive attitude towards the performance of a task.

2.1.1.1.1 Enhancing Employee Motivation

Employee motivation can be maintained through improvements of the communication process. Therefore, there is a need to maintain positive communication channel within the workplace environment (Eva, Prajogo, & Cooper, 2017, p. 281). Leaders should not only ensure they are emailing their employees, but also talk to them in person to understand their challenges. They should enshrine sympathy by ensuring that they have allocated some time to interact with employees. Aside from this, such leaders should also demonstrate the recognition of value contributed by different individuals. They should try to reward employees who have tremendous improvements or those who have made important contributions at work. This will help to continue maintaining a high morale among the employees.

2.1.2 Job satisfaction

Job satisfaction is concerned with measuring whether employees are content with their jobs or not. Based on Armstrong and Taylor's (2014, p.263) opinion, job satisfaction takes place when an employee is satisfied with their achievements. An employee who is content with their working environment, due to their salary or the support received from the senior leadership, can be termed as having high job satisfaction.

2.1.2.1 Employee satisfaction

Employee satisfaction like Shanker et al. (2017, p. 68) indicates is the extent to which employees are determined to be happy and to fulfill their needs and desires at work. Satisfied employees are likely to have a high level of morale, feel motivated, and be more responsible when it comes to achieving their goals more easily. Satisfied employees are willing to bring positive results for the company as they are generally satisfied with their work environment. As an employer, one should be prepared to pay great tribute to the junior staff (Sanz-Valle et al., 2011, p. 1011). The researcher should also recognize them regularly and initiate problems that empower them. They should also offer employees attractive salaries and other compensation. The management process should also be carried out correctly in order to achieve a positive perception of the organization.

Employee satisfaction is an extremely important factor as it determines whether employees are able to maintain morale to achieve their goals. A slight dissatisfaction of the employee therefore leads to the lack of defined organizational goals (Sanz-Valle et al., 2011, p. 1011). Some of the critical areas for determining whether an employee is satisfied are corporate governance, vision and mission, teamwork, employee interaction, communication, and the general empowerment program (Sanz-Valle et al., 2011, p. 998). , Employee satisfaction elements are very important because they determine whether or not a company can retain talented employees. Dissatisfied employees in some cases leave organizations that have better working conditions and provide them with an appropriate environment.

2.1.3 Corporate culture

The management is tasked with establishing an appropriate corporate culture that will entice the employees to be innovative (Chen et al., 2012, p.151). An organization structure of bureaucracy discourages employees from becoming innovative. This is because this organizational structure entails a lot of processes and formalities that consume a significant amount of time (Chen et al., 2012, p.153). Furthermore, the employees cannot directly pass their ideas to the management since they have to report to their supervisor who will, in turn, pass the information to the top management (Ahmed et al., 2013, p.91). Consequently, the employees will feel like their supervisors may take credit for their ideas and will thus prefer not to present their ideas that may otherwise be very productive in the long run (Eva, Prajogo, & Cooper, 2017, p. 279). On the other hand, an organizational structure of integration or employee involvement is effective as it makes the employees feel important to the business. The management seeks the opinions of employees before engaging in critical decisions. By doing so, the management motivates employees more to improve their productivity and also their innovation capability.

A culture with a good work-life policy will also encourage employees to be more innovative. Thanks to a favorable work-life policy, employees can effectively reconcile their work and their private lives (Chen et al., 2012, p.156). Management grants employees appropriate holidays that are paid either fully or partially by the company (Dedahanov et al., 2017, p. 336). In this way, the management increases employee engagement, which later translates into innovation. A flexible work schedule is also an element of corporate culture, which is linked to the policy of working life. In many countries, there is a standard number of hours that employees should work per day.

A company complying with this rule is unlikely to generate great employee engagement (Trott, 2008, p. 57). However, companies with flexible working hours motivate employees. An example of this scenario is a company where employees have to come to work at 8:00 am and leave at 5:00 pm. The number of working hours of the employees is 8 minus the lunch break. If the company sticks to these hours, then a normal boring workflow is applied. However, if the company allows

employees to enter at 11:00 pm and leave later at night, employees are more motivated as they work to the hours they are most productive.

2.1.4 Organizational culture

Various studies reveal that organizational culture has an impact on levels of innovations within an organization. According to Chang & Lee (2007, p.297) organizations that have embraced a culture of innovation are helping to facilitate the process of knowledge sharing among employees, leading to a high performance in the area of innovation. This shows that organizational culture that encourages learning within a firm through knowledge sharing among employees, which is essential when it comes to building innovative behaviors among employees (Sanz-Valle, Naranjo-Valencia, Jiménez-Jiménez & Perez-Caballero, 2011, p.997). Büschgens, Bausch and Balkin (2013, p.768) indicate that for an organization to achieve high levels of innovation, it should embrace the culture of innovation, where employees are supported by the management to engage in innovative behaviors.

An organization that offers resources to employees to engage in research and development activities have a high likelihood of building a workforce that is committed to innovation. Sarros, Cooper and Santora (2008, p.153) point out that transformational leadership and organizational culture are key to improving the innovation climate in a business. Company executives should therefore adopt transformative leadership to encourage employees to engage in innovative behaviors. A culture that promotes creativity and supports it through resource-sharing and fighting spirit will be able to have innovative employees (Sarros, Cooper & Santora, 2008, p.148).

2.1.4.1 Organizational culture and its effect on innovation

The spirit of innovation needs a lot of nurturing, as it is not easy. It is believed that several factors play a crucial role in defining an organization's innovative capacity. Some of these factors include the exchange of knowledge, innovational climate, the anticipated demands for an innovative workplace, the capacity of employees and the actual management practices that are anchored in the HR department (Sarros et al., 2008, p. 148). The type of leadership in an organization is considered to be the most influential factor that determines the type

of innovative behavior that is used in an organization. Therefore, leadership style of an organization can determine whether an organization remains innovative and creative or not.

Transformational leadership, paternalistic leadership, and ethical leadership are some of the significant leadership styles that promote and support innovativeness within an organization (Sanz-Valle et al., 2011, p. 1011). They promote the upholding of uniqueness, openness, and inclusiveness, which are crucial to an innovative culture (Sanz-Valle et al., 2011, p. 1011). As a result, this is a clear demonstration that innovative behavior is an imperative factor towards the establishment of a positive innovative culture.

An organizational culture that gives employees a certain amount of freedom promotes innovation. The Maslow hierarchy of needs suggests that a person is happiest when it reaches self-fulfillment (Eva, Prajogo & Cooper, 2017, p. 279). This claim also applies in the business environment. An employee can be satisfied with the company if it has an appropriate culture (Chen et al., 2012, p.151). However, this employee cannot be happy if the organization does not pave the way for personal goals. In the recent past, companies have sought to ensure employee satisfaction by hiring employees whose personal goals are aligned with the organization's goals (Dedahanov et al., 2017, p. 345). This method is only partially effective. By giving employees the freedom to pursue their individual goals the company might have found the ultimate method to please the employee.

Multinational companies like Google have committed to this strategy, which has allowed them to experience a high level of innovation in the workplace. The company has a top 100 list of tasks that employees can choose from. Employees will focus on their chosen task four days a week. Google's management deliberately left one day free for employees to pursue their individual goals. The employee might be trying to develop his application and can do so by using the resources of the company to try to develop his chosen mission. This culture has kept Google one step ahead of the innovation process. The company has introduced many novel products and services that have benefited people and businesses in various industries (Eva, Prajogo & Cooper, 2017, p. 279). This innovation is due to the organizational culture that keeps employees happy at all times.

2.1.4.2 Transformational leadership

On the other hand, transformational leadership also contributes to the improvement of innovation within the workplace (Trott, 2008, p. 46). This leadership style consists of the leader, who is working with dedicated teams to identify the changes required. These teams will then be tasked with specific tasks that will help to make the changes. Transformational leaders trigger intrinsic motivation amongst their employees (Chen et al., 2012, p.167).

The majority of the employees try to find a way to embrace the opportunity and therefore exhibit higher productivity. As a result, the organization achieves better results. Transformational managers involve employees in the decision-making process. In this way, employees feel important to the company and are committed to improving their productivity (Ahmed et al., 2013, p.88). This executive practice is called employee ownership. Normally, bureaucratic processes are rejected, which often lead to inefficiency in the workplace.

Sainsbury, the UK's third largest supermarket chain, has acquired one of the most efficient employee engagements worldwide. The company's CEO has launched an initiative called Tell Justin where employees send their feedback and opinions directly to the CEO. The CEO, for his part, answers all the feedback by writing a letter to the employees. This proposal scheme received over 65,000 ideas from the staff, many of which were implemented. The initiative boosted sales by 9.5 billion pounds. Additionally the profit achieved by the organization had also tripled.

2.1.4.3 Telecommuting

This practice implies that employees can work from home at least one or two days a week. Some of the job descriptions of workers allow them to work from home (Chen et al., 2012, p.168). For example, a programmer who has the task to improve the current processes in an organization or to develop innovative products for customers. This worker can work effectively from home, this only implies for the researcher having a computer and being subscribed to the internet (Ahmed et al., 2013, p. 93). If such an employee can work from home one day a week, he is offered the much needed comfort that helps to increase his capacity for innovation. The employee is not exposed to the hustle and bustle that he experiences during rush

hour when people go to work. This allows the researcher to spend more time on productive activities.

In addition, telework reduces operating costs because employees do not have to regularly spend money on gasoline (Dedahanov et al., 2017, p. 341). Increased worker productivity at work from home has been supported by several studies showing that 13% of employees are more productive when working from home (Dedahanov et al., 2017, p. 341). Companies like Apple have picked up on this trend and then taken advantage of it. The idea behind of teleworking is to enable employees to take care of their domestic needs, which can lead to stress at work and thus to a restriction of their productivity.

2.1.4.4 Innovative Performance based on Organizational culture

According to Dedahanov et al. (2017, p. 334), it is evident that a positive relationship between organizational structure and perceived innovational performance exists. Innovative behavior is deemed to be highly significant as it plays a mediating role where it is regarded as an ingredient for strengthening centralization, integration, as well as bolstering innovative performance of an organization. Therefore, innovative organizational culture is regarded as a powerful tool for improving the survival rate of a company, especially in today's dynamic world (Eva, Prajogo, & Cooper, 2017, p. 276). It is considered one of the most effective ways for attaining competitiveness and success in an organization. The use of an innovative culture helps to create a competitive advantage over rivals. It is also an essential motivation for employees as they are assured of the maintenance of their rights as the primary inventors of a product or service. Upholding a positive innovative culture as part of an organizational culture also plays a critical role in developing a proper product portfolio.

2.1.5 Innovation

Dedahanov et al. (2017), avers that innovation is an overarching factor that enables firms to flourish in an increasingly competitive world. For that reason innovation is of utmost significance in multiple settings within a firm. Innovation is the acquisition of raw materials, processing, storing, marketing, and supply of

products that can aid a business to outperform its rivals, entice customers, and add novel products to the existing portfolio.

2.1.5.1 Employees and their impact on innovation

Employees are able to elevate the level of innovation and play a significant role in the innovation of new products (Dedahanov et al., 2017). Most companies nowadays have a research and development department that is tasked with innovative activities. Nonetheless, as Cingoz and Akdogan (2011) argue, all employees can contribute to innovation of new products. This is mainly because employees interact with different stakeholders. Thus, they have insight on how they can develop and improve current products. The customers voice their concerns, opinions, complaints, and feedback when interacting with an employee during a conventional employee-customer interaction. Therefore, employees interact with customers more often than the administration does. Meaning, these employees can forward ideas to the management, which can then be turned into innovative products.

Shahzad et al. (2017, p. 69) note that an ever-increasing transformation of organizations in terms of technological innovation requires the application of sustainable development plans. This means establishing strong and positive cultural values that can help protect such a company from fierce global competition. As an employee, you have to understand that the organizational culture has to be developed in order to be able to carry out various innovations. The software industry is one of those sectors where a positive organizational culture needs to be identified as part of promoting a positive, innovative culture.

It is noteworthy that the performance of an organization depends to a large extent on the cultural aspects that are anchored in an organization (Shahzad et al., 2017, p. 71). This means that creating positive organizational culture is likely to foster an influential, innovative culture and subsequent performance. Negative organizational culture, on the other hand, promotes low performance and lack of innovation among employees (Dedahanov et al., 2017, p. 334). As a result, they are likely to underperform, as their wellbeing is not adequately taken into account.

According to Antoncic & Antoncic (2011, p. 591), the inclusion of innovative performance in corporate cultures should have a tremendous impact on promoting sustainable development. This means that organizational culture is an important ingredient that promotes employee innovation. By creating a positive culture of innovation, employees not only feel motivated, but also content with the internal culture of an organization (Dedahanov et al., 2017, p. 334). As a result, they will likely continue to implement a number of innovative practices that are always designed to enhance the company's image.

2.1.5.2 Impact on the company as a whole

Innovation introduced into the business does not only benefit management. It benefits all stakeholders engaging in the business. Management will experience a reduction in operational costs and thus attain more revenue. On the other hand, customers will acquire innovative products that will satisfy their needs. Employees will be subjected to efficient procedures and will thus complete their tasks with ease and within a shorter timeframe. Therefore, innovation is directly linked with motivation and employees exhibit higher innovational strength when they are motivated.

Providing the necessary support and a flexible work structure are crucial for improving the culture of innovation and later creativity (Sanz-Valle et al., 2011, p. 999). These two factors enable an organization to create a positive organizational climate and the possible desirable changes. This means that a company's ability to take both factors into account enables it to maintain a positive culture of innovation (Eva, Prajogo & Cooper, 2017, p. 283). It is critical if an organization has the acumen to maintain competitive survival tactics or not. A high-performance culture means creating a solid foundation for the company while creating a suitable platform for employees to engage in innovation

It is worth highlighting that the manifestation of an innovative culture is critical as it helps organizations to conform to today's demand where novelty and innovativeness are fundamental principles (Sanz-Valle et al., 2011, p. 1011). Many organizations have learned how to use and retain innovative people as a reward. They are well aware that such individuals are likely to create a positive social network system that promotes the creation of an innovative social circle (Sanz-Valle

et al., 2011, p. 1008). A larger percentage of organizations that manage to retain their top talents will likely withstand the current waves and may even stay longer. Such organizations have probably preserved a positive working culture that is likely to attract other talents from rivals.

2.2 Hofstede Culture Analysis of Thailand and Austria

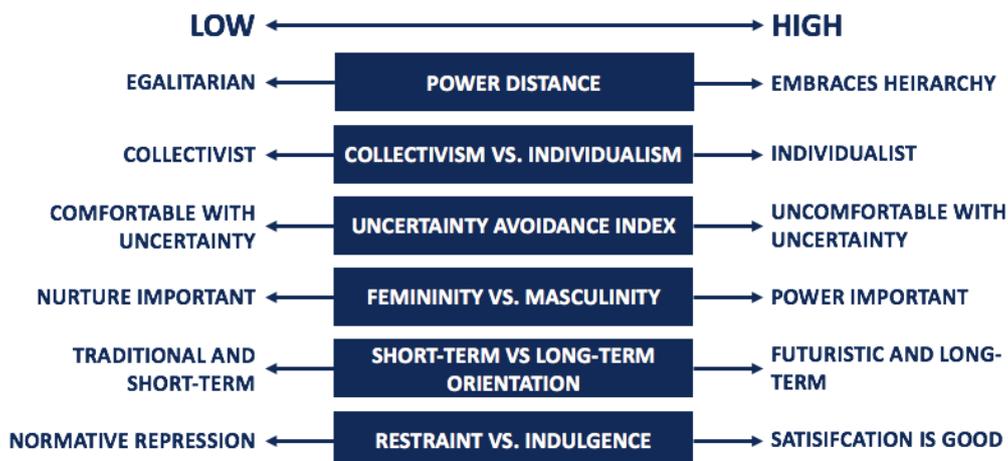


Figure 1: Hofstede dimension by Corporate Finance Institute

Hofstede refers to a cultural dimension analysis tool that identifies the impact of different cultural dimensions and tools for its members. It is a cultural analysis method that determines the affiliation between different cultural behaviors using a factor analysis mechanism. Some of the instruments used to measure the manifestation of such cultural differences are power distance, collectivism versus individualism, uncertainty avoidance, femininity versus masculinity, short-term versus long-term orientation, and restraint versus indulgence.

Comparison between Thailand and Austria through Hofstede Analysis

Dimensions	Thailand	Austria
Power Distance Index (PDI)	Power distance is high between those in power; power unequally distributed	Lower power distance; leaders can be approached easily
Individual vs. Collectivism (IDV)	Act as a collective group	Acts Individually
Uncertainty Avoidance (UAI)	They are not very good in avoiding uncertainty	They are very good in avoiding uncertainty
Masculinity vs. Femininity (MAS)	Feminine society	They are almost gender neutral
Long-term Orientation vs. Short-term Orientation (LTO)	They are more oriented in the short-term outcomes; normative culture	They are more oriented to the positive outcomes in the long-term
Indulgence vs. Restraint (IND)	This dimension cannot be determined for Thailand due to an intermediate score	They are more skeptical and unlikely to engage in anything easily; tendency towards optimism

Table 1: Hofstede Comparison Analysis of Austria and Thailand

Hofstede Insights (n. A) shows that in Thailand the power range is high while in Austria it is low. This implies that people in Austria are always ready to question the existence of social gaps in the society, while people in Thailand accept social differences between them and their leaders. Based on this analysis, there is a high likelihood of cultural innovation in Austria, since questioning those in power is

preferred to when comparing with Thailand. When it comes to individualism, Thailand has a low level as individuals worry about others' interest in society. On the other hand, Austria is a very individualistic society. Hofstede Insights (n.a) shows that Thailand is a female society, while Austria is a male society. People in Thailand and Austria like to avoid uncertainty. After all, Austria is strongly oriented in the long term compared to Thailand.



Figure 2: Country comparison

2.3 Key Aspects Observed in the Literature Review

It is evident that throughout the development of the literature review, some key findings were made. Employees need to be regularly motivated for them to remain innovative. Lack of motivation means that such employees are likely to be disinterested with the organization and its affairs and thus, having minimal chances of embracing an innovative trend. Employees are likely to maintain a low profile whenever they are called to demonstrate their innovative competencies (Dedahanov et al., 2017, p. 334). However, such motivation cannot be attained without the deriving of a satisfaction framework. Employees need to feel satisfied which involves making them feel appreciated at all times. Organizations need to have a constant rewarding structure, as well as promotional strategy in order for employees feel

appreciated. Creation of such a rewarding structure will promote the formation and existence of a positive organizational culture. Therefore, it is beyond a reasonable doubt that there is a strong affiliation between an innovative framework and held organizational culture (Eva, Prajogo, & Cooper, 2017, p. 279). The organizational culture plays a critical role in the establishment of innovative products. A company with a positive organizational culture is likely to benefit from high innovation because its employees will feel motivated and satisfied.

3 Hypothesis Development

The study aims at investigating three primary hypotheses associated with the research topic. These hypotheses included;

Hypothesis 1: There is no difference in the satisfaction and subsequent influence on innovation between employees in Thailand and Austria

According to Chen et al. (2012, p.153), employees who are satisfied with their jobs, develop positive attitudes towards innovation. Employees record high performance in the area of innovation if they are satisfied with their jobs (Chen et al., 2012, p.151). The purpose of this hypothesis was to determine whether employee satisfaction influences positively or negatively attitudes of employees regarding innovation in Austria and Thailand.

Hypothesis 2: There is no difference between the level of innovation of varying levels of satisfaction between employees in Thailand and Austria

Kang, Matusik, Kim and Phillips (2016, p.628) believe that organizations that create an innovative climate for employees motivate them to have a passion for innovation. The goal of this hypothesis led to analyzing whether employee satisfaction is associated with positive workers' innovative behaviors within Thailand and Austria.

Hypothesis 3: Differences in job satisfaction between employees in Thailand and Austria does not lead to varying levels of attitude towards innovation

Ahmed, Rehman and Amjad (2013, p.87) point out that job satisfaction contributes to employees having positive attitudes towards innovation within an organization. Employees, who come from a work environment where levels of satisfaction are high, tend to show high levels of creativity and innovation (Ahmed et al., 2013, p.88). The study compared the case of Thailand and Austria to determine whether in these countries job satisfaction, positive or negative, led employees having positive attitudes towards innovation.

4 Methodology

The methodology chapter is divided into four major sections, research design and strategy, data collection process and survey and sampling procedures. The investigation began by first describing the meaning of the research methodology and its significance throughout the study. The methodology is meant to maintain as an effective conduit for developing the required original data (Olsen, 2011). This enables one to gain a clearer insight into the methodology and how it plays a major role in the development of the study. The research philosophy is being described and portrays how it can be applied in the research study. The survey and sampling section aims at demonstrating the size of the sample and how it was obtained. On the other hand, the sampling section shows how the researcher came up with appropriate mechanisms for building his sample size. In the research ethics section the demonstration of various ethos and values are shown by the researcher in order to improve the validity of the results.

4.1 Research Design

Throughout the research study the author makes use of correlational design. Bell, Bryman and Harley (2018, p.58) point out that correlational research is concerned with a study being carried out with an objective of establishing relationships between two or more variables, mainly on their effects on one another. Bryman (2016, p.58) indicates that to carry out a correlational research successfully it is essential for the researcher to establish relationships that prevail between two or more entities. The use of correlational research design is appropriate for this study, as it aids in the observation of trends, relationships, and

patterns associated with dependent and independent variables for the study. Correlational research aims at understanding whether employee satisfaction and different cultures, Thai and Austrian have an affect on innovative behavior of employees.

The author employs a descriptive research design, and uses a systematic review of the literature and information (Axinn & Pearce, 2006). The researcher focuses on conducting the research based on a series of different approaches. The use of a systematic literature review approach portrays that the researcher was interested in using secondary sources of information to examine the validity or to augment findings made in the primary research (Dwyer et al., 2012). On the other hand, the use of the survey is meant to aid in collection of data from target respondents, who act as a representation for the population. It is specifically used to create a picture and representation of the population where several variables are used to carry out the data collection practice (Creswell & Creswell, 2017). It entails the conduction of an online interview in order to collect an appropriate and desirable set of data.

In particular, the SPSS software program was used to help generate processed information from raw data (Dominguez, 2014). The researcher succeeded in deriving several graphical and tabular interpretations of such data. The data collected in this study was analyzed using statistical methods. Bryman (2016, p. 320) states that quantitative data can be analyzed using inferential or descriptive statistical methods. In this case, the data collected in this study was analyzed using both inferential and descriptive techniques.

Quantitative Research Approach

According to Dwyer et al. (2012), a quantitative analysis of data refers to the collection of numerical data, which helps with analyzing and converting them into useful information. It entails measuring, as well as counting various attributes bestowed in a research study (Dwyer et Al., 2012). Therefore, as a researcher, one delved on finding evidence that can be used to support derived objectives or the hypotheses. The mechanism involves carrying out a number of frequencies and calculations of different variables, which were developed throughout the research

study (Snelson, 2016). As a researcher, one is interested in coming up with a range of evidence that can be used to either reject or support the positions held in the hypotheses section.

It is also worth highlighting that the researcher aims at using findings made in primary data to analyze, as well as objectively interpret those findings made in the other related research (Axinn & Pearce, 2006). It is highly essential to keep on referring to the findings made in the literature review section before coming up with general viewpoints related to the issue of the study. According to Snelson (2016), using quantitative analysis does not mean that the author has to solely depend on the interpretation of information derived from the analysis of primary numerical data. Instead, this information needs to be augmented with secondary sources of data to come up with a logical, as well as an unbiased conclusion (Zikmund et al., 2013). The researcher relies upon earlier information, which was found in the related research work and has helped to come up with the conclusion.

4.2 Research Strategy

The research strategy refers to as the major approach assumed by a researcher when defining the general trend of information and data (Gomez & John Paul Jones, 2010). The researcher uses the analytical software called SPSS. This tool enables the researcher to convert raw numerical data into quantitative information that can be used to make important deductions (Axinn & Pearce, 2006). This mechanism allows the researcher to come up with a broad range of statistical routines and formulas. Which helped in selecting the most relevant statistical data to define various trends and relationships observed in the data.

This also means that the research primarily focuses on the demonstration of accuracy of the population and dynamics related to it (Aguinis & Vandenberg, 2007). Some of the major objectives of using the survey method are collecting data that depicts contemporary elements derived from respondents' opinions, knowledge, as well as experiences (Gomez & John Paul Jones, 2010). As a result, the study enables the researcher to utilize both a systemic plan and survey to help in outlining the ways in which employee satisfaction influences the attitude towards innovation. The

use of survey techniques also facilitates the researcher to acquire power that enables the identification of different ways in which satisfaction is generated.

Research Philosophy

According to Snelson (2016), a research philosophy is an important descriptive phenomenon that portrays the nature of knowledge. It stresses the need to maintain a good viewpoint even as the researcher seeks at maintaining reality of perspective under the study. The perspective of the researcher is highly important as it creates different assumptions that can elaborately prove how the research study is conducted. Olsen (2011) also highlights that a research philosophy can be considered as an opinion on how data is collected, employed, as well as assessed (Axinn & Pearce, 2006). There are many different philosophies where this study made use of constructivism philosophy (Zikmund et al., 2013).

The adopted research philosophy alluded that there was no existence of any insight into the research phenomena. Therefore, as the author, one had powers to initiate an open approach in defining the study approaches depicted by different respondents (Snelson, 2016). The writer was able to gain a clearer picture of satisfaction of employees and how this influenced their attitude toward innovation in the two countries. As a result, it became even easier to come up with appropriate suggestions on how apparent differences were depicted between Thailand and Austria.

Research Ethics

Research ethics refers to the norms that must be adhered to by the researcher when conducting a research study (Axinn & Pearce, 2006). They are also acceptable or unacceptable research principles that must be met to improve the validity of the research findings (Dwyer et al., 2012). Therefore, research ethics can be regarded as a general principle that provides a guideline for conducting the research in a highly responsible manner (Gomez & John Paul Jones, 2010). It acts as a conduit through which scientists and other professionals conduct a research study ensuring maintenance of high standards of morals.

Therefore, this research study was based on a set of research morals such as honesty, objectivity, integrity, carefulness, openness, confidentiality, responsible monitoring, publication, and legality principles among other aspects. The research study also operated in a number of rules and guidelines to ensure no one was offended. First, respondents were assured of their anonymity status, as their names were not required in the first place. Filled out data were also kept a secret and never revealed to a third party. Respondents were made to understand that the data collected was meant for research purposes.

The whole research process was based on the general respect for individuals involved (Crowther & Lancaster, 2012). This meant that the researcher had no authority to reveal details of respondents even in an instance where the researcher felt it was possible doing so without being detected by respondents. The research was also strongly based on the principle of beneficence where the author intended to come up with information that helps employees derive satisfaction and improve capability to embrace innovation in the process. Findings are also beneficial to employers as the researcher suggested some ways in which employee satisfaction and capability to participate in invention activities could be boosted.

The research study also allowed prevailing justice by giving respondents to initiate legal proceedings in the case of feeling unfairly treated. As a result, this compelled the researcher to embrace a high level of integrity to ensure that everybody felt fairly treated. Fairness started from the recruitment of participants to analysis and handing over research findings. This helped to ensure that participants could not be exploited in any way even after completion of the data collection process. In case of any violation of the initial agreements, they had freedom of initiating legal proceedings and could be liable for compensation.

According to Saunders, Lewis and Thornhill (2009, p.168), when conducting academic research, it is essential for the researcher to ensure that various ethical research principles are observed. In the case of this research, various ethical principles were observed with an objective of increasing reliability and credibility of study findings and inferences. First, the researcher ensured that the rights of the participants were respected by making sure that they have read and understood the informed consent before being allowed to take part in the study.

Bryman (2016, p.129) points out that the informed consent information is essential in helping study participants to understand their rights before they can commit themselves to take part in a particular research process. Second, the researcher will ensure that all data collected from secondary sources are cited adequately to avoid plagiarism as well as a violation of copyright laws. Additionally, the researcher ensured that integrity is maintained during the process of collecting as well as analyzing data, which was derived from the field. In this case, the research team ensured that no manipulation of data collected from various sources occurred, and data was presented as collected from the field or secondary sources.

4.3 Data Collection Processes

During the development of the research study, both primary and secondary data sources were used. The primary data sources were mainly from interviews with target individuals (Cumming, 2007). The researcher also made important observations on topics within the research study and kept records of the data. The use of primary data is extremely important as it can provide explicit and trusted data (Creswell & Creswell, 2017). It was compiled by interviewees and target individuals, allowing the researcher to develop a system for operationalizing the variables.

Secondary data, on the other hand, required the use of databases, journals, and online research sources to extend what had already been obtained during the primary research (Gomez & John Paul Jones, 2010). The author had to resort to related information, most of which came from the work of other related researchers. The resolution helped to improve the validity of the results obtained.

4.3.1 Survey Design

The study involved collecting data using an online survey methodology. Bryman (2016, p.231) points out that a survey includes the development of research questions. Online questionnaires were created and then sent to the selected participants in both of the countries. One of the benefits of using an online questionnaire is that it is less time-consuming and costly compared to using interviews as a mean of collecting data from the field. Surveys additionally help to collect detailed data related to the research subject of the study participants.

In the data collection process of this study, certain steps had been followed. The first step involved a selection of study participants. The selected participants were contacted via their work e-mails and sent questionnaires. In the next step, the participants answered the research questions and sent them back within three weeks. After the questionnaires were received by the participants, the researcher analyzed them and recorded the most important results in a descriptive and inferential statistical manner to facilitate the provision of various conclusions.

The research study involved conducting an in-depth survey using both closed and open questions. The amount of closed questions played an important role in the development of quantitative data (Aguinis, 2006). It was a series of questions that allowed the researcher to find a set of data that could be quantified. However, the open questions gave respondents the opportunity to form their own opinion on the questions submitted to them (Gomez & John Paul Jones, 2010). In this way, the author was able to produce a set of qualitative data that could also be used to conduct the research study.

The researcher was keen on observing some important elements related to the conducted survey. In addition, the researcher was able to provide all the necessary information to reflect the importance of the interview process (Cumming, 2007). The author was also successful in observing ethical aspects of the data collection process. It should be emphasized that the use of the interview method has its advantages.

It empowers the researcher by ensuring that the author is able to answer even the most comprehensive question in the most appropriate way (Dwyer et al., 2012). It also allowed the author to address all elements related to the research topic. The researcher was also able to produce a list of suitable candidates who could comment on the research topic. Besides, the researcher managed to obtain a wealth of data and information that would allow the author to better understand the subject.

4.3.2 Sampling

The target group for this study included employees who worked in various companies in Thailand and Austria. Individuals who participated in the study came

from both countries. Employees of all levels working in these two countries were selected to participate in the study. A sample of 100 employees was selected to participate in the study. A sample of 64 participants was drawn from Thai companies and the remaining 53 participants from Austrian organizations.

The researcher employed a simple random selection, even though it was majorly based on purposive sampling as the researcher made decisions on which companies were deemed feasible for data collection. According to Saunders, Lewis and Thornhill (2009, p.210-249), a random sampling technique is one where all individuals within the study's target population are given an equal opportunity of being selected to be part of the author's data collection process. All employees working in these companies were given an equal probability of being selected to take part in the study.

The study used targeted samplings because the author was well positioned to understand employee satisfaction and its impact on attitudes towards innovation in the two countries. Therefore, the process of selecting respondents was done with the utmost care to ensure that minimal distortion was detected (Crowther & Lancaster, 2012). It was considered a non-probability sample in which the researcher had only minimal influence. Therefore, the method was extremely reliable, since there were only minimal chances for the expression of distortions. In addition, this also means that the data that had been collected is very reliable and competent.

The procedure was a non-probability sample in which the selection of appropriate participants depended on the objectives and characteristics of the population were taken under study (Gomez & John Paul Jones, 2010). It should be noted that this was an expert sample in which the researcher was interested in collecting data from employees in Thailand and Austria of certain companies. This enabled the researcher to get a better look at general aspects that the researcher should cover in the main study. Axinn & Pearce (2006) state that targeted sampling is very important, especially to be able to assess the study itself. A good example can be shown, in the case of an incident in which the researcher intends to select a suitable research population to be included in the study.

Sampling played an important role in improving the efficiency of the entire research process. Not only was it timesaving, it was also cost-effective to increase comfort (Gomez & John Paul Jones, 2010). It was also important to use the data as a method that could only be derived from two countries without being able to source it from other countries. It also paved the way for a more stable anthropological pathway so that researchers could benefit from the intuitive research approaches.

However, the method has its own challenges. Dwyer et al. (2012) indicated that earmarked samples are usually very vulnerable to errors made during the assessment process. In this awareness, the author made sure that the researchers make an appropriate judgment before making decisions to reduce bias. This has also helped to eliminate the "low reliability" of this data.

Dependent and Independent variables

The dependent variable for this study is the attitude to innovation engagement / behavior compared to Thailand and Austria. The independent variables are organizational culture, climate, employee satisfaction, work satisfaction and innovation culture.

The data has been transformed into useful information through a series of meaningful statistics. This allowed the author to examine and describe different responses from respondents. In addition, it has helped the researcher to understand the content derived from respondents and to analyze it appropriately. According to Dwyer et al. (2012), the use of content analysis is of great importance because it allows the researcher to design a valid interpretation of the derived data. In this way, the author can define important ways in which employees can achieve satisfaction and eventually develop an interest in innovation.

5 Data Analysis and Interpretation

5.1 Descriptive analysis

This chapter aims to reflect on analyzed data to obtain different interpretations of employee satisfaction in both countries. As a result, the employee represented a percentage with various elements that were considered important during the investigation. Both tabular and graphical representations were used to illustrate how employees felt about matters related to innovation. On the other hand, the researcher also considered it imperative to use individual opinions on the research topic. How important this is, is shown by the differing opinions of employees in Thailand and Austria on questions of their satisfaction.

The percentage representation of workers from each country:

The goal is to determine the number of respondents from each country. For this reason, the researcher demonstrates this by creating a tabular representation of the actual number of employees from each country. The results were given as shown below.

	Frequency	Percentage (%)
Austria	53	45.3
Thailand	64	54.7
Total	117	100

Table 2: Country

It is obvious that Thailand had more representatives than Austria, with more than half of the respondents coming from the Asian country. Employees from Thailand had a percentage representation of 54.7%, considering that 64 respondents came from the vast Asian nation. On the other hand, Austria had a share of 45.3%, which corresponded to a total of 53 respondents. Thus, 117 respondents were represented in both countries, which also represents a total percentage of 100%.

The percentage representation of workers from each country can be explained by the JPI principle. Thailand was probably cooperative and socially self-confident, making it easily accessible to the poll (Jackson, 1996, p. 36). They were also very sensitive in contrast to those from Austria. The Austrian employees were rather skeptical and could not easily pass on the relevant information.

Country of respondents:

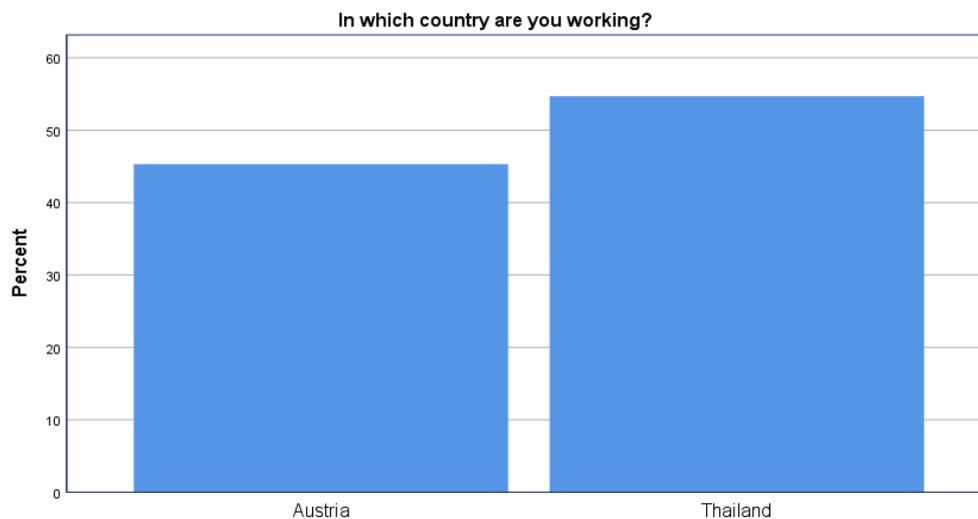


Figure 3: In which country do you work?

It was observed that more than 50% of respondents worked in Thailand while the others worked in Austria. So Thailand had more representatives than Austria. According to Jackson (1996, p. 41), extroverts are likely to be more sociable and willing to share information. Thai employees are likely to be extroverted.

Percentage representation of the industry for which a respondent works:

	Frequency	Percentage (%)
Arts & Culture	5	4.3
Government, Politics etc.	8	6.8
Computers & Technology etc.	23	19.7
Management, Business, Finance & Science etc.	48	41.0
Architecture, Planning & Environmental Design	8	6.8
Health Care & Medicine	14	12.0
Law & Public Policy etc.	4	3.4
Education & social services etc	3	2.6
Sciences - Biological & Physical	4	3.4
Total	117	100.0

Table 3: Industry

The aim was to determine the percentage representation of workers in each category. Therefore, the results are listed in the following table. The staff employed to conduct the research study came from nine different industries. The number was unevenly distributed, with the highest number in the management, business, financial and scientific sectors, with a total of 48 respondents interviewed. The share represented a total percentage of 41.0%, the highest percentage. The high percentage of participants in this table could also be explained by the use of the Jackson Personality Inventory model. According to Jackson (1996, p. 44), being cooperative is an important aspect that defines how well people can relate to each other.

Therefore, in this case those in management and business positions should have adopted a spirit of cooperation. As a result, they did not find it difficult to work with respondents because they were used to interacting with different people. In second place was the computer and technology industry with a percentage of 19.7% or a numerical representation of 23 respondents. The third category was health care and medicine, with a total of 14 respondents or 12.0% of total respondents. Education and social services had the lowest number of respondents at 3. This was just a percentage of 2.6%. Other industries in which only one respondent had been taken part in the survey were science, biology and physics, law and public order, and art and culture.

It should be noted, however, that science, law and public policy were equally represented, with a 3.4% rate each. The low percentage in science and law could be due to the lack of tolerance of respondents in these areas. They would probably entertain respondents with opinions and questions that coincided with their work (Jackson, 1996, p. 51). The category of arts and culture surpassed them with only one respondent, with the total of 5 respondents, which corresponded to 4.3%. Government and politics have the same number of respondents compared to architecture, planning and environmental design. Both categories had 8 respondents, which was 6.8%.

Industry in which the respondent operates:

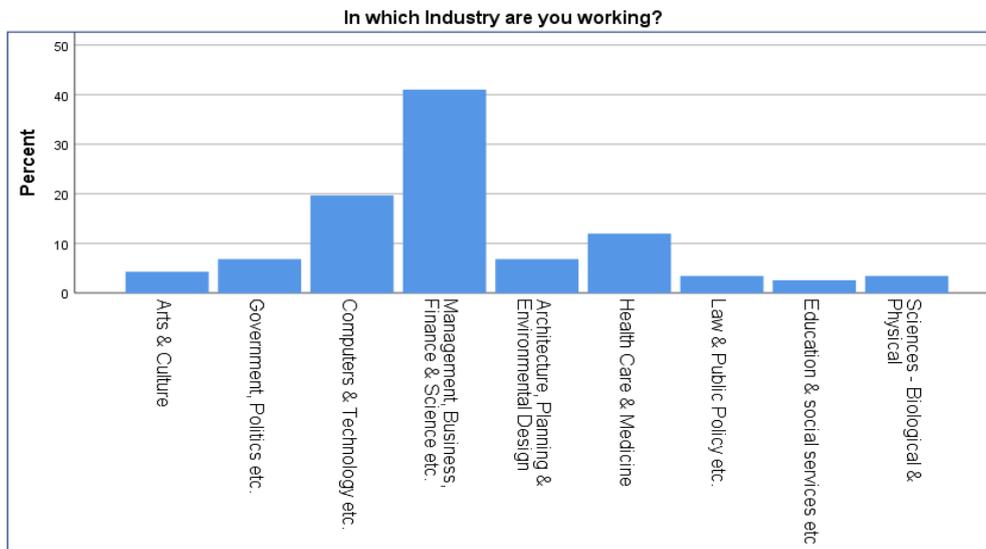


Figure 4: Industry of the employees

It was noted that the management, business and finance departments had the most respondents as they employed more than 40% of the total respondents. Education had the lowest percentage, followed by the legal and academic sectors, each with the same percentage. The small number of governmental and political participants may have been influenced by the analytical nature of the workforce in this category, as described in the Jackson analysis (1996, p. 36). Such employees are likely to be more complex and willing to share important information.

Percentage of employee representation in corporate or non-corporate companies:

The research objective was to determine the number of respondents from each category. Respondents were considered to be working in a corporate or non-corporate organization. Therefore, the results are shown in the table below.

	Frequency	Percentage (%)
Corporate company	84	71.8
Non-corporate company	33	28.2
Total	117	100.0

Table 4: Corporate or Non-corporate company

The corporate company recorded the highest number of respondents as it estimated 84 respondents. This represented a total percentage of 71.8%, which was more than two-thirds of the total respondents. On the other hand, only a small percentage of 28.2% of respondents were in the non-corporate sector. The percentage represented a total of 33 respondents, which was also significant.

Corporate companies had the highest number of respondents, with an estimation of 84 respondents. This corresponds to a percentage of 71.8%, which is more than two-thirds of the total number of respondents. On the other hand, only a small percentage of 28.2% of respondents were in the non-corporate sector. The percentage corresponded to a total of 33 respondents, which anyhow was also significant.

Respondent Working in a Corporate or Non-Corporate Company:

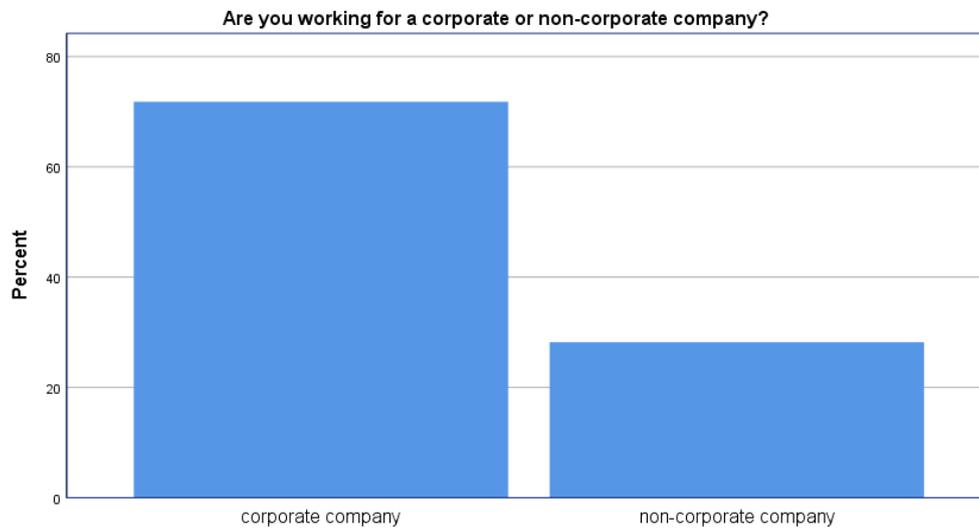


Figure 5: Are you working for a Corporate or Non-Corporate Company?

Employees working in corporate companies far outperform those operating in non-corporate companies. More than 70% of the respondents said that they are employed at a corporate business, while the rest works in the non-corporate business sector. Employees in the corporate sector were probably more emotional (Jackson, 1996, p. 35), which is why they were available for the survey.

Percentage representation of the length of time that respondents had worked for their respective companies:

The goal of the study was to determine the number of years an employee has worked for his company. The results are shown in the following table.

	Frequency	Percentage (%)
1-2 years	20	17.1
2-4 years	23	19.7
28 years	1	0.9
4-6 years	20	17.1
8-12 months	8	6.8
Less than 8 months	14	12.0
More than 6 years	31	26.5
Total	117	100.0

Table 5: Work duration

Those who worked longer than six months had the highest number of respondents at 31, which equates to a total of 26.5%. The second highest category was recorded in the 2-4 years group. This corresponded to 19.7%. Those who were employed for 1-2 years and 4-6 years had the same number of respondents, each with 20 respondents. It is noted that this corresponds to 17.1% for each category. This is a clear representation of a well-distributed data.

However, it should be noted that only one respondent admitted to having worked for his organization for more than 28 years, which was 0.9%. The sole representation of a worker who served for 28 years showed the nature of non-cooperativity. According to Jackson (1996, p. 34), non-cooperative people are likely to think independently, although the majority has their will. Most likely, employees

in this category had seen everything and were probably not interested in participating in the study.

Those who worked less than eight months also had a significant number of people, considering that 14 respondents were in this category, which was 12.0%. Only eight respondents indicated having worked for 8-12 months for their respective companies. This was the second lowest score, corresponding to a 6.8% percentage.

Duration of Working in a Company:

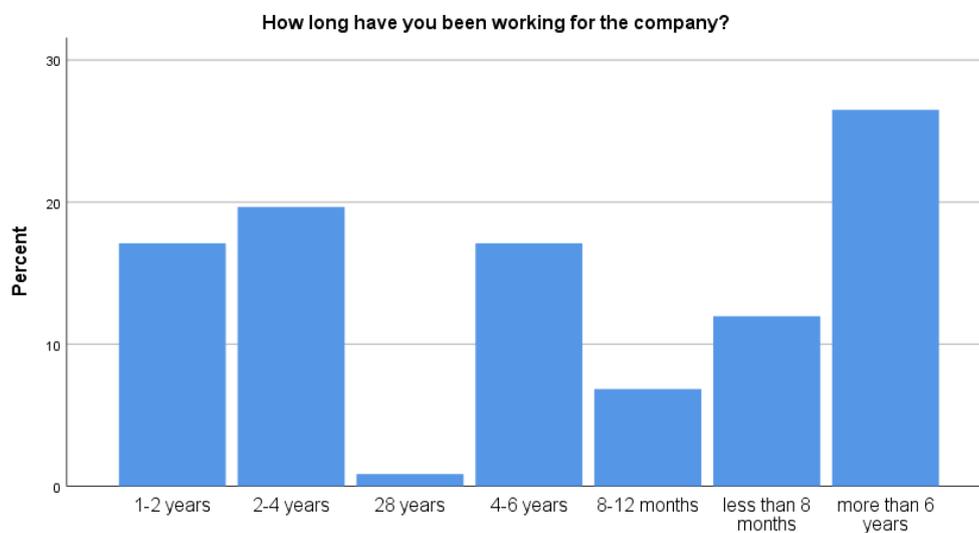


Figure 6: How long have you been working for the company?

The highest percentage was observed among employees who had worked longer than 6 months, while the lowest percentage was observed among employees who had worked in a company for more than 28 years. Those who worked more than 6 months, but less than a year, could be considered emotional because they also might have very high expectations of their respective organizations (Jackson, 1996, p. 35). The percentage of workers who have worked for 1-2 years correlated in the same result as that of workers who had been operating for 4-6 years.

Percentage representation of the highest educational level:

The aim of this question was to determine the number of respondents at each level of education. It should be noted that a clear picture of the percentage

representation of people in each category should be made. The results are shown in the following table.

	Frequency	Percentage (%)
High school	11	9.4
University	100	85.5
Vocational school	1	.9
None of the above	5	4.3
Total	117	100.0

Table 6: Highest Level of Education

There were four different education categories. The highest number of respondents has a university degree. This corresponds to a very high percentage of 85.5%. The high representation of workers with university degrees reflects the important aspect of social trust, as they probably understand how to deal with different people, as Jackson (1996, p. 33) notes. They were probably more enlightened about the importance of the research, which forced them not to be skeptical. Eleven interviewees indicate having reached a high school level. This is the second most popular category with a share of 9.4%. Only one respondent specified having attended a vocational school. This corresponded to 0.9%. On the other hand, five employees did not register the level of education, which was 4.3%. It should be noted that this high representation of people with a university degree is a clear indication of the existence of a high percentage of intellectuals in the respective organizations.

Percentage Representation of the Highest Level of Education:

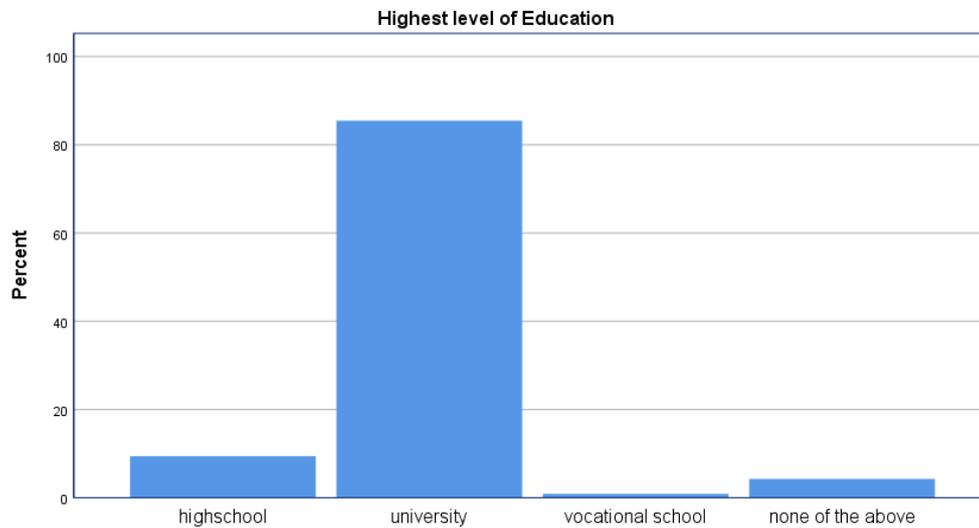


Figure 7: Highest Level of Education

Those who have a university degree had the highest percentage of over 80%. A lower percentage was observed in the vocational training category. There is still a significant number of employees who did not fit in any of the indicated training levels. The high number of university graduates willing to participate in the research represented a population of analytical individuals who had a huge "breath of interests" (Jackson, 1996, p. 38). So they understood the importance of the research study and its results.

Proportion of employee representation Gender:

The aim was to portray the actual representation of employee's gender in the selected companies as indicated below.

	Frequency	Percentage (%)
Male	55	47.0
Female	62	53.0
Total	117	100.0

Table 7: Gender

Out of the 117 respondents, 62 were female employees. This was a clear indication that more than 50% of respondents were female. In fact, they had a representation of 53%. Male employees had a percentage representation of 47.0% as the survey drew only 55 of them. The high number of females could have lead to the result of the respondent's choice. Most of the women were likely to be employed as managers, which had their number surpassed those of males. The high representation of female employees could be better explained by the sociability aspect, as they are likely to develop positive affiliations with others more often than men (Jackson, 1996, p. 42). Therefore, more of them were willing to participate in the study.

Percentage Representation of Gender:

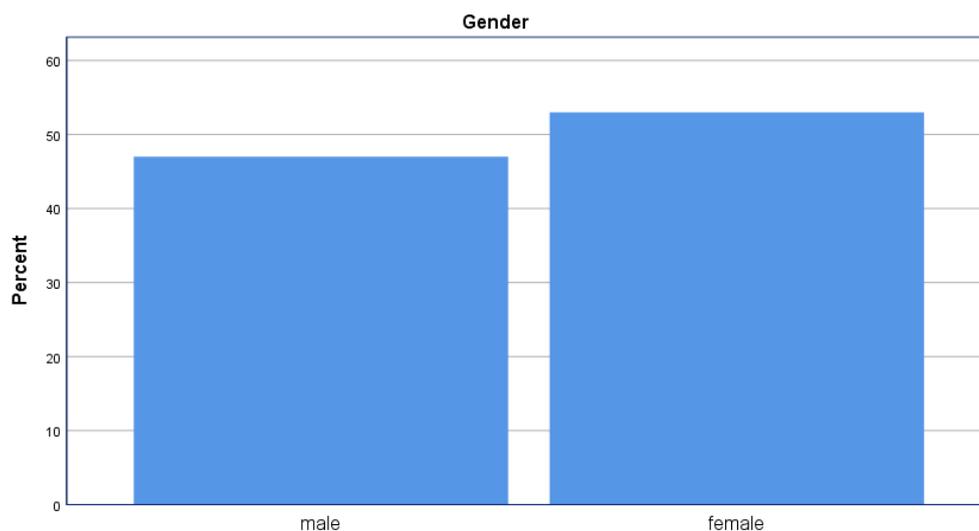


Figure 8: Gender

There were more female respondents than male. In fact, the number of female employees has exceeded the 50% mark. The male respondents were therefore less than half of all respondents. As Jackson (1996, p. 36) believes, the high number of female employees could be linked to the woman's emotional nature, as they are likely to be empathic towards the survey.

Percentage Representation of the Current Job Position:

The question aimed at demonstrating the current job position for each employee. Therefore, the results were indicated in the table below.

	Frequency	Percentage (%)
Employee	68	58.1
Higher than those mentioned	27	23.1
Manager	18	15.4
Trainee	4	3.4
Total	117	100.0

Table 8: Current job position

Respondents in the Employee category had the highest representation as 68 people choose this option. Which corresponds to more than half of the respondents with a share of 58.1%. The labour was probably less involved in their social activities (Jackson, 1996, p. 41) than the managers. The trainee category has the lowest number of respondents with 4. This corresponds to an actual percentage of 3.4%. The leadership position had the second lowest number of respondents. Only 18 respondents said they are employed as managers. This corresponds to an actual percentage of 15.4%

On the other hand, a considerable number of people admitted to work in higher positions than those indicated or proposed. In fact, this category had the second highest level of representation. A score of 27 people was recorded, representing 23.1% of the total respondents. The figure shows that more than a fifth of the representatives have received more leadership responsibility.

Percentage Representation of the Current Job Position:

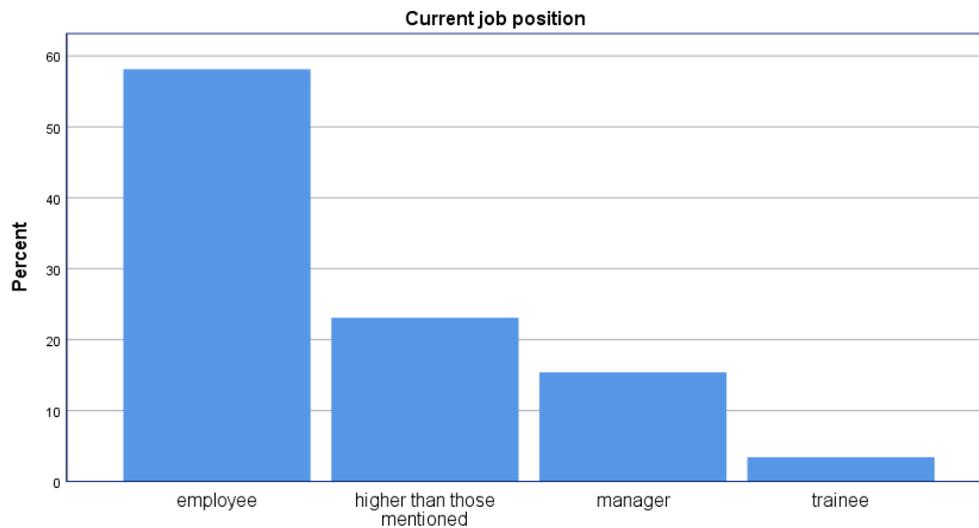


Figure 9: Current Job Position

The employee category respondents reported the highest percentage as more than 55% has been identified. The high number of employees required a population of responsible people to rely on because they understood the traditional values of their organization (Jackson, 1996, p. 54). Those in the trainee category have the lowest percentage of less than 5%. Respondents in leadership positions were found to have a percentage of just a little bit over 10%. However, there is a significant number of respondents who did not identify with any of the three specified positions. More than 20% considered it very important to hold higher offices.

Percentage of Representation of Employee Contract:

The question is concerned with the determination of the percentage representation of workers in any form of employment contract. Three categories were used to determine the nature of the employee contract.

	Frequency	Percentage (%)
Full-time	93	79.5
Internship	4	3.4
Part-time	20	17.1
Total	117	100.0

Table 9: Employee contract

79.5% of respondents said they were working full-time. This is a clear indication that 93 of the respondents were permanent employees. The full-time workers were likely to have a high level of energy, which made them more spirited and active in their participation in the research study (Jackson, 1996, 49). Only four respondents were identified as interned. The interned category only registered a percentage of 3.4%. The part-time category had a significant score of 20 respondents, which was 17.1%. It should be noted, however, that a significant percentage of respondents were enrolled in the full-time category.

Percentage of representation of employment contract:

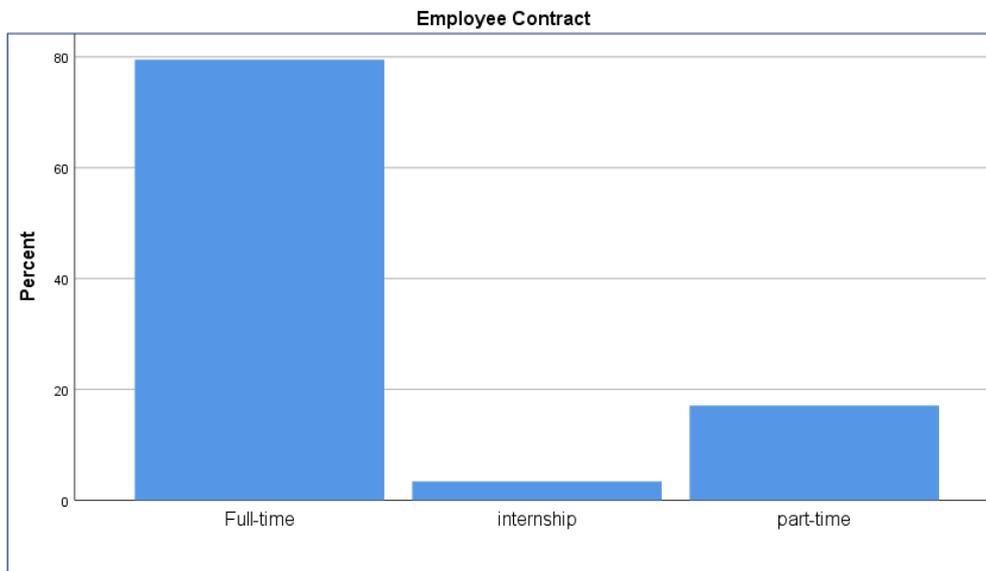


Figure 10: Employee contract

Approximately 80% of all respondents are full-time employees. This category recorded the highest percentage, whereas employees in the internship position were deemed to have the lowest percentage. The high number of employees with a permanent contract also showed the presence of a reliability factor (Jackson, 1996, p. 54). Part-time workers also recorded a significant percentage, although it was found to be below 20%.

Analysis of Opinions on What Makes a Company Innovative:

This objective aims at identifying the main ingredient that help to enhance a company's innovative power. Therefore, the researcher had to rate the respondents' personalized opinions as shown below.

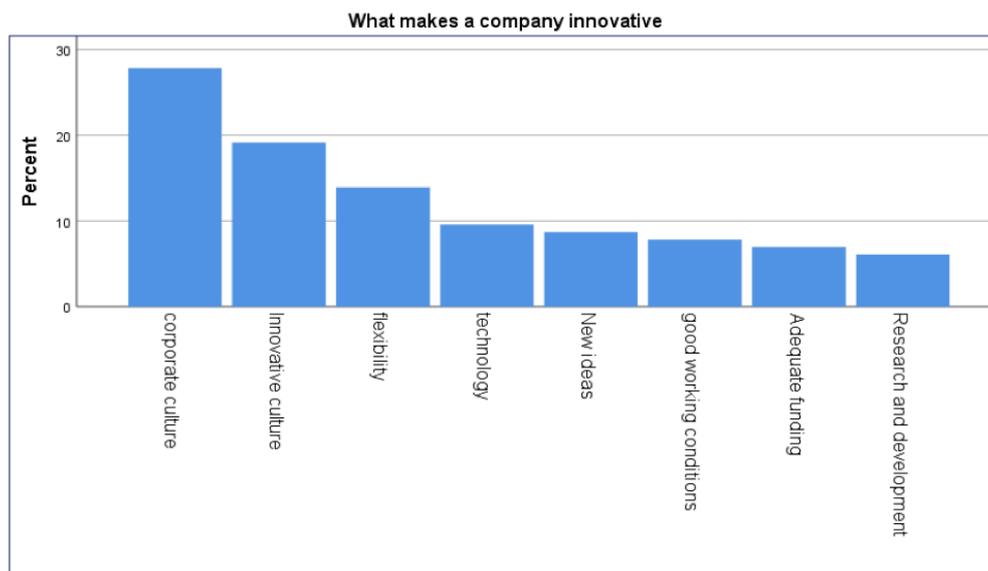


Figure 11: What makes a company innovative

Several reasons regarding the objectives were indicated where the corporate culture emerged as one of the major reasons an employee thought a company was able to retain its innovativeness. It emerged that the need to engage in an innovative culture was also deemed another major reason a company could remain innovative. The flexibility of a company, especially when it came to the evolving aspect was also deemed as another major reason a company could be able to retain an innovative path. It is worth noting that the maintenance of a positive organizational culture was said to be highly imperative as it also encompassed other aspects such as maintenance of a high level of technology, observation of the market forces, incorporation of different ideas, and designing of attractive products among other aspects.

The need of maintaining a positive organizational culture underlines the importance of retaining social acumen as an essential value of JPI (Jackson, 1996, p. 57). It determines how well one could achieve their set goals (Jackson, 19996, p. 57). It is also worth noting that keeping better working conditions and adequate funding

for research and development are the other aspects that had a significant impact on a company's innovative capacity.

There is no doubt, that a company would probably make substantial profits without taking into account the points highlighted by respondents. The problems were replicated to a high degree as they occurred repeatedly among respondents from both countries. This is a clear indication that there are crosscutting issues in both Thailand and Austria. It is therefore important to properly address the maintenance of an appropriate culture of innovation.

Analysis of personalized opinions on employee satisfaction:

Employees also had to voice their personal opinions on how they felt the companies they worked for met their needs. This was part of assessing whether their satisfaction was achieved and whether the generated attitude had an impact on their company's innovation power. For this reason, various aspects have been analyzed to determine where there are similarities or differences in the way that employee satisfaction in Thailand and Austria is reflected.

General opinion on whether the respondent's company has encouraged employees to be flexible and continuously adapt to change:

	Frequency	Percentage (%)
0	3	2.5
1	10	8.5
2	12	10.2
3	5	4.3
4	32	27.3
5	55	45.4
Total	117	100.0

Table 10: Ability to change

The question triggered mixed reactions, as a significant number of respondents from Austria were optimistic that their companies would allow them to adapt to change by making them flexible. Indeed, the majority of respondents either agreed that 45.4% or 55% of respondents were very satisfied with the flexibility afforded them by their companies. Few of them felt that their companies did not create a favorable environment for employees to innovate.

The situation in Thailand, however, was felt to be even worse as an even higher percentage of respondents felt that their businesses would create an environment that would allow for change. A larger percentage of workers in Thailand did not agree with the situation. A significant number indicated for option 1 or 2, and the few remaining choose option 4, indicating that they only agreed with the duration. Although some agreed with the concept the majority voted for number 3.

This is therefore a clear indication that most Thai employees were not satisfied with the severity of their business. According to Jackson (1996, p. 48), it was evident that both, the perception of Thai and Austrian employees as to whether

their respective companies encouraged them to innovate and be flexible was due to the organizational nature of their facilities. Austrian employees used their time more effectively than employees in Thailand. It was also likely that they had a good work schedule that facilitated the execution of their invention activities.

5.2 Correlation analysis

Personal opinion on whether the respondent's company has given him / her free time to pursue creative ideas during the working day:

	Frequency	Percentage (%)
0	3	2.5
1	14	12.0
2	23	19.7
3	28	23.9
4	25	21.4
5	24	20.5
Total	117	100.0

Table 11: Flexibility

Results were nearly evenly distributed, indicating that a considerable number of staff in both countries did not have enough time to achieve their goals. A significant number of them remained neutral, considering the suggestion insignificant. The trend is reflected in the high number of respondents who selected Option 3, the highest percentage of 23.9%. Still, there was a significant percentage of employees who felt that their companies gave them time to pursue creative ideas during the week. The trend can be seen in the high percentage of respondents who chose 20.5% for the category "strongly agree" and 21.4% for the category "agree".

However, even though high dissatisfaction was experienced among Thai employees, it was not as bad as it was with Austrian employees. A large number of

those in the neutral and disagree categories were from Austria. There is even a much lower number of those who thought that their companies offered them an appropriate opportunity to engage in creative ideas during workdays. The occurrence in trend among the Austrian employees could also be explained via the use of the JPI principle.

The differences in assessment between workers from both countries may have been due to the variation of traditional values that define a person's conservatism or liberalism (Jackson, 1996, p. 36). One could have expected that the Austrian worker, who is allegedly more liberalized, would gain more freedom than the Thai workers, who appear to be more conservative.

Analysis of Respondent's Opinion on Whether People in Organizations Are Encouraged to Take Calculated Risks with New Ideas:

	Frequency	Percentage (%)
0	4	3.4
1	8	6.8
2	22	18.8
3	34	29.1
4	39	33.3
5	10	7.6
Total	117	100.0

Table 12: New ideas

The goals gave mixed responses, considering that the answers were different. In Austria, the trend was even more pronounced than in Thailand. A considerable number of respondents in the European country believed that their respective companies stressed the need to take a risk for new ideas. There are a large number of respondents who chose the "agree" category, which had the highest percentage score (33.3%). The trend is likely to reflect the Austrians as

opportunistic, as Jackson says. They probably showed personality traits in the context of social acumen, which also implies risk taking (Jackson, 1996, p. 29).

On the other hand, the responses of Thai respondents show a different trend and represent a significant percentage of respondents who remain neutral or disagreed with the option. The categories "neutral" and "disagree" had the second and third highest percentages of 29.1% and 18.8%, respectively. The trend shows that the majority of Thai employees are very analytical, as Jackson (1996, p. 35) notes, as they quickly illustrated and understood the complexity of decision-making issues. It is difficult for Thai companies to promote innovative behavior. This would mean leaving the employee alone and emphasizing the need to take calculated risks on new inventions.

Analysis on Whether Satisfaction at Accomplishments Motivates employees to Act in an Innovational Way:

	Frequency	Percentage (%)
0	2	1.7
1	9	7.7
2	14	12.0
3	26	22.2
4	41	35.0
5	25	21.4
Total	117	100.0

Table 13: Accomplishments

The "agree" category has the highest score of 35%, while the "disagree" category has the lowest score of 1.7%. It turned out that the majority of Austrian employees thought that satisfaction with the services provided had a significant impact on employee motivation. Few of them either opted for the "neutral" or

"disagreement" option to demonstrate their high satisfaction with the services they provided as a strong motivational tool.

As Jackson (1996, p. 33) states, Austrian employees seem to be very extroverted, as achievements and motivations are guided by a high degree of sociability. They probably also had a high level of energy reserves unlike those of the Asian nation. The opposite was true for Thai employees, where a significant percentage of satisfaction with the services provided is a discouraging factor in promoting innovation. A considerable number of respondents chose the categories "disagree" and "neutral", which concludes a strong agreement with the defined term. However, It should be noted that the percentage of those who disagreed with the term was also considerable. Therefore, they were probably introverts, meaning that their social trust might be affected (Jackson, 1996, p. 47). They could be proud of the achievements, as they probably would not be recognized.

Analysis of Respondent’s Opinions on their Simplicity Status:

	Frequency	Percentage (%)
0	6	5.1
1	19	16.2
2	29	24.8
3	19	16.2
4	31	26.5
5	13	11.2
Total	117	100.0

Table 14: Simplicity status

The category "agree" has the highest score of 26.5%, followed by the category "disagree" with a score of 24.8%. Austrian respondents are likely to find it easy, bearing in mind that a very high percentage of respondents chose the "agree" category. The trend is reflected in the simplicity of the Austrians, as the Hofstede

analysis shows. Austrians are not bound by many social requirements. Therefore, there is a clear indication that Austrians value their self-liberty because of their strong sense of maintaining simplicity. This table also shows that they are sociable and self-confident individuals who value their freedom, as Jackson (1996, p. 44) states.

For the Thai employees, the situation was almost similar. A significant percentage of them also chose the category "agree". Nonetheless, very few Thai employees chose the category "disagree" because they had a value of 5.1%. As a result, it was clear that Thai employees did not find it as easy as the Austrians did. They were probably emotional. As Jackson (1996, p. 51) says, emotional individuals are likely to be cooperative and empathetic. Thai employees could have been involved in the complex social network, which could have denied them the status of their independence and simplicity.

5.3 Hypothesis Testing

H01: There is no difference in satisfaction and subsequent impact on innovation between employees in Thailand and Austria

The hypothesis was clearly tested through the use of the results from the following test:

	Value
Interval by Interval Pearson's R	.542
Ordinal by Ordinal Spearman Correlation	.425
N of Valid Cases	25

Table 15: Pearson Correlation

Pearson Correlation Test:

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

A correlation analysis of employee satisfaction was conducted against the attitude towards innovation. A Pearson value of 0.542 was obtained. This shows a direct correlation between the variables. So it is true that staff from both countries were extremely analytical and could only advocate organizational practices that

fueled their innovation (Jackson, 1996, p. 56). A p-value of 0.034 was achieved, indicating that the output obtained is statistically significant.

Ho2: There is no difference between the level of innovation because of varying levels of satisfaction between employees in Thailand and Austria

The hypothesis was tested through chi-square analysis

Chi-Square Test:

	Value	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.088 ^a	.001
Likelihood Ratio	18.635	.000
Linear-by-Linear Association	2.481	.115
N of Valid Cases	25	

Table 16: Chi-square test

The 4 cells (66.7%) have expected to count less than 5. The minimum expected count is 1.76.

In addition, a Chi-Square was conducted on employee satisfaction and innovation behaviour. A chi-square value of 15.088 with 14 DF was obtained. Both variables had a p-value of 0.01. The p-value is smaller than α . This means that employee satisfaction promotes innovation. Affiliation demonstrates the existence

of emotional attachment, where employees are likely to become more cooperative with management (Jackson, 1996, p. 35).

Ho3: Differences in job satisfaction between employees in Thailand and Austria does not lead to varying levels of attitude towards innovation

T-Test:

This analysis was conducted to establish whether there was a difference in the means between Thailand and Austria. The variables for this test included responses from staff from both countries. A p-value of 0.04 was obtained. This indicates that the results of employees in these two countries are not statistically significant. In other words, employees from both countries have the same reaction regarding employee satisfaction and attitude to innovation behavior. According to Jackson (1996, p. 43), the analytical character of employees is compromised, as they are likely to become more tolerant of organizations that value their innovative activities.

Table of Mean, Median, and Standard Deviation:

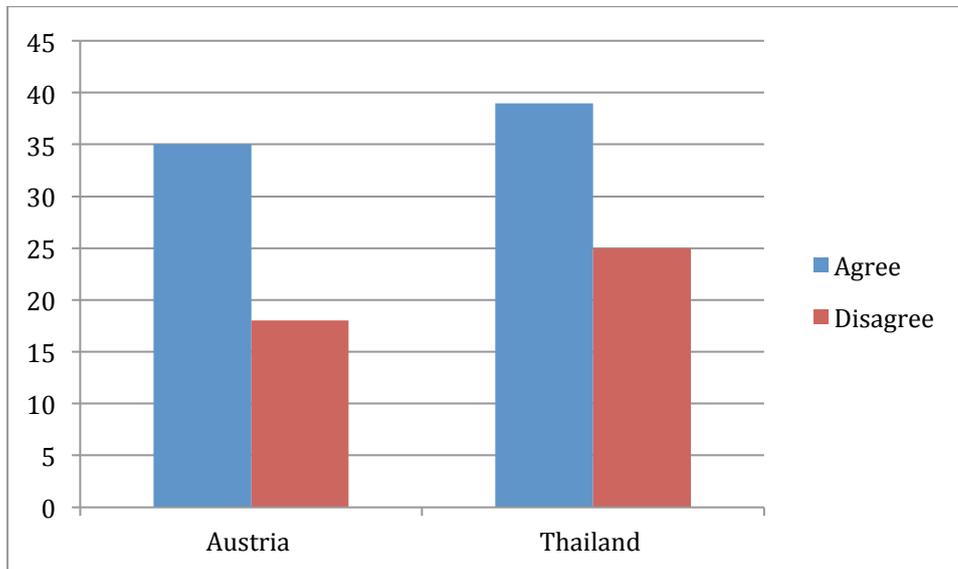


Figure 12: Mean, Median, and Standard Deviation

Statistics

Austria

N	53
Mean	3.97
Median	4.03
Standard Deviation	3.98

Table 17: Mean, Median, and Standard Deviation Figure 12

Statistics

Thailand

N	64
Mean	3.14
Median	2.45
Standard Deviation	4.32

Table 18: Mean, Median, and Standard Deviation Figure 12

Table of Mean, Median, and Standard Deviation:

The results portrayed almost the same distribution of results in both categories agree and disagree. As a result, the hypotheses could not be refuted.

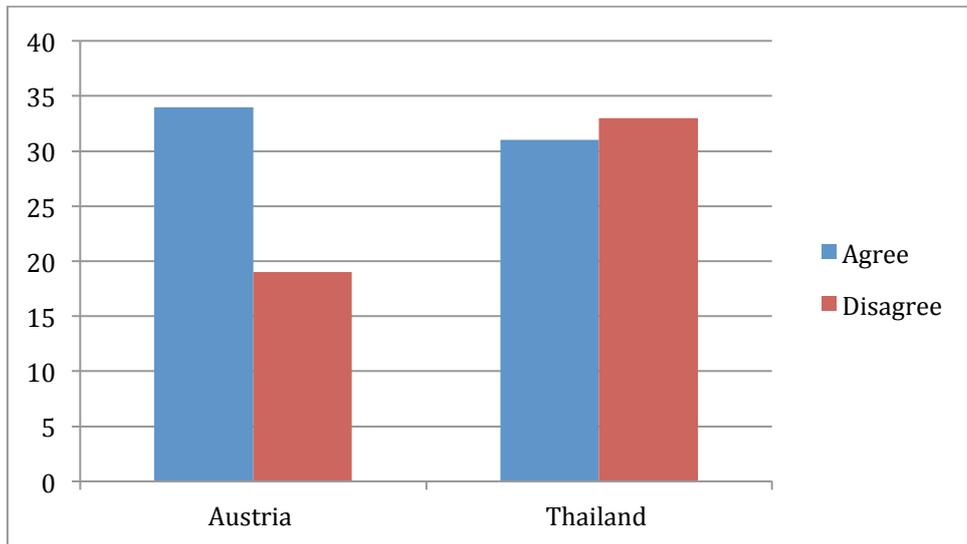


Figure 13: Mean, Median, and Standard Deviation

**Statistics
Austria**

N	53
Mean	4.87
Median	3.03
Standard Deviation	4

Table 19: Mean, Median, and Standard Deviation Austria Figure 13

**Statistics
Thailand**

N	64
Mean	2.84
Median	2.40
Standard Deviation	4.25

Table 20: Mean, Median, and Standard Deviation Austria Figure 13

The graph portrays that Austrian organizations are more likely to embrace innovation compared to those in Thailand. The majority of the respondents agreed that the Austrian organizations offered them space to resolve problems on their own as opposed to Thai organizations. Therefore, the null hypothesis can be refuted, as there are clear differences between the countries. The third hypotheses can also be refuted considering that the results portray that job satisfaction is a major determinant of the innovativeness of an employee in Austria than in Thailand.

<p>H01: There is no difference in the satisfaction and subsequent influence on innovation between employees in Thailand and Austria</p>	<p>p-value =0.542 correlation = 0.425</p>	<p>Accepted</p>
<p>Ho2: There is no difference between the level of innovation because of varying levels of satisfaction between employees in Thailand and Austria</p>	<p>p-value =0.01 correlation = 0.115</p>	<p>Accepted</p>
<p>Ho3: Differences in job satisfaction between employees in Thailand and Austria does not lead to varying levels of attitude towards innovation</p>	<p>p-value =0.01 correlation = 0.45</p>	<p>Accepted</p>

Table 21: Hypothesis, P-value and Correlation

6 Discussion of the Findings

The fifth chapter delved on giving out a brief discussion on the findings made during the analysis process. It is worth noting that as a researcher one expects short comments on the most important excerpts from the data interpretation. This was supplemented by the evidence of other related research studies. The researcher was forced to conduct significant discussions that could contribute to the explanation of the study topic. Therefore, the discussions of the research results were presented as follows.

The level of education was a key factor in employee satisfaction and attitudes to innovation

The research showed that 85% of respondents had received a good education as a graduate. Their intellectual status was further strengthened by those who had received higher education. The answers were made by both. How employee satisfaction influences the attitude to innovation between Thai and Austrian employees is a clear indication that they are highly intellectuals. Many Austrian employees said that they were simple, a trend that was also noticeable among Thai employees. Improving the level of education is always associated with intellectuality, as individuals are likely to be more easily involved in complex issues (Shanker et al., 2017, 69). As a result, employees tended to easily handle different topics in their organization to achieve complacency. Thus, the trend had the ability to influence their attitudes to various innovations they make. However, it is obvious that the Austrians were more flexible in terms of organizational issues than the Thai workers.

Organizational Culture and Flexibility of a Company were determined to be Key to the Maintenance of Innovation

The analysis of inferred data also showed that a company's ability to maintain a positive culture of innovation had a major impact on whether a business could develop clean ideas. According to Sanz-Valle (2011, p. 1002), it is obvious that keeping up with a positive culture helps to motivate employees, thus strengthening their ability to develop new ideas. It is usually seen as a cornerstone of innovation promotion, as it also encompasses another aspect, such as flexibility and the adoption of new technologies (Kang et al., 2016, p. 638).

Perceptions have been proven because a significant percentage of employees believe that maintaining a flexible path is the key to retaining a positive innovation path. This means that companies with a flexible work schedule are likely to give their employees more time to develop their innovations than companies with tight schedules. They should also allow for the introduction of new technologies that have helped demonstrate further innovation.

Austrian Employees were Likely to have more Free Time to Engage in Creative Ideas during Workdays as Opposed to Thai Employees

It has been noted that despite the general tendency to prevent employees from engaging in pursuing innovative ideas, Austria is doing better. The Austrian employees were more willing on working days to get involved in innovative ideas, which was not the case with the Thai employees. This meant that the Austrian companies benefited more from the innovation of the employees than from the Thai companies. Organizations that pave the way for employees to make meaningful activities in technology development are likely to benefit from improved production, as the people involved are likely to test and apply them there (Büschgens, 2013, p. 773). This is a secret that some, if not many, Austrian companies have discovered, which is why they are more likely to allow their employees to engage in meaningful creative ideas on weekdays.

Austrian Employees believed in Satisfaction at Accomplishment in Encouraging Innovation more than Thai Employees

It became apparent that more and more employees from Austria thought that satisfaction with performance had a major impact on their innovative strength. They would be more concerned with innovation if they could achieve significant results. This was not the case for the Thai people, as they did not attach much importance to satisfaction with the achievements of an innovative development. According to Sarros et al. (2008, p. 151), employees should be more innovative in their work if they are able to associate them with earlier related work. The trend determines whether they are satisfied with their performance or not. As a result, the satisfaction of the Thai employees about the services provided is very good. It was a basic ingredient in deciding whether or not to continue to engage in more innovative work.

7 Conclusion

This thesis has helped to define how employee attitudes affect their ability to foster innovation. It clearly shows the differences and similarities between employees in Thailand and Austria regarding the willingness to welcome innovations. Therefore, it helps to tackle the big challenges that top management faces when dealing with its employees. It has been found that a lack of time to engage in innovative ideas can slow down the uptake of innovation. However, it has also been noted that it is difficult to differentiate how employees in the two countries are likely to innovate or not due to changes in their attitudes. Therefore, the conclusion encompassed all the content related to the final chapter. It has been divided into two main sections, the conclusion itself and the recommendation sections. The researcher was interested in demonstrating whether the expected results were accomplished and whether hiccups occurred during the development of the research study. The author is interested in outlining whether the goals set have been achieved and what could have been done to improve the research study. On the other hand, the research study also included a recommendation section in which the researcher made important advises based on the discussion of the results. The conclusion section also entails the limitation and achievements sub-sections.

In summary, the completion of this research was necessary for a variety of reasons. First, the study was essential to understanding the factors that contribute to improving the level of innovation within an organization. The study helped to generate information on how employee satisfaction, job satisfaction and corporate culture can influence the perception of innovation in a company. Second, the findings of the study formed the basis for helping organizations develop strategies that would influence employee attitudes and behaviors towards a positive innovation drive in the future. It has been identified that the presence of a positive organizational culture and the flexibility of the staff are very important factors in promoting an innovative culture consistent with previous research. Creating flexible working conditions should allow employees to spend more hours in their timetables if they are able to participate in innovative ways. However, the development of a tight work environment may prevent them from carrying out meaningful development activities, as they are likely to be dissatisfied. The development of a

positive organizational culture is regarded as the backbone for promoting the innovative strength of employees. It is the channel through which employees can either be satisfied or dissatisfied overall.

It should be noted that workers are likely to remain dissatisfied if employers continue to violate their rights by not creating resting time even during workdays. There is a potential for employees to experience burnout or boredom, which keeps them from engaging in meaningful, innovative ideas. It has also been observed that employees in Thailand would rather want to attain satisfaction at accomplishments first before engaging in any innovational aspect. This is a significant trend as it highlights why employees may feel dissatisfied with doing other innovative activities when they feel their work is not valued. It has been noted that the majority of employees prefer to interact with the employer more easily than encountering several obstacles during their innovative development process. The research study is mainly based on the Jackson Personality Inventory, as the source was the main reference for answering the survey questions. Therefore, it is an essential reference point for deriving the actual research goals. As a researcher, important principles such as reliability, leadership, the propensity to make a good impression, and the need to discipline oneself have been taken into account. Therefore, the questions asked were designed to assess the personality traits of different respondents used in the development of the research study. The resolution also means that the researcher was also able to evaluate how such traits can be presented in different social, as well as environmental settings.

The research study calls for the assessment of the actual way of working between employees in Thai and Austrian companies. This means that they may have different human behaviors and different motivational perceptions. This also means that the researcher could work out a formula to create appropriate study goals based on the values used and the social orientations. It has been suggested that these two aspects have a huge impact on the way individuals work, which also makes it more likely for the researcher to figure out how the differences between employees in the two countries were. The researcher was also able to identify the basis for assessing the various aspects that have led to a change in employee satisfaction with respect to various innovations within an organization. The study

also confirmed the discovery in the literature review that employee satisfaction influences the acceptance of innovation. In Thailand, for example, it has been found that the likelihood of employees participating in innovation is lower, as their recruitment is significantly affected compared to that in Austria. This has to do with the Hofstede traits and their differences in both countries, as the Thai people seem to be more reticent compared to Austrians. Their power distance is remarkably high, demonstrating their inability to innovate. It is also worth noting that the different attitudes of employees of both nations did not affect their ability to absorb innovative ideas. The value of the t-test indicates that the results between the two countries are not statistically significant. Employees from both countries show the same response to employee satisfaction and attitude towards innovation behavior. They are safe as long as their organizations allow them to engage in innovative ideas.

7.1 Recommendations

Encourage both Thai and Austrian Companies to Embrace Flexibility and Positive Organizational Culture

Developing a positive organizational culture is crucial to determining whether an employee will be satisfied with doing innovative work (Saunders et al., 2009, p. 45). This is the exact discovery made during the development of the research study as a significant percentage of the staff considered the topic as relevant. Therefore, as a worker in Thailand and Austria, one should think about introducing a positive culture in order to harness the immense potential of the workers. It is obvious that a considerable percentage of employees are highly qualified, indicating that they can be very innovative if they are well treated. Therefore, creating a flexible work culture, as formulated by Tsai & Yen (2018, p. 4), will be crucial to encourage employees to innovate. The effective adaptation of the two ingredients therefore contributes to a positive, innovative tendency among employees from both countries. The trend can be underscored by the principles of sociability in the Jackson Personality Inventory model (1996, p. 43), as it allows employees from both countries to innovate.

Demonstrate the Importance of Satisfaction at Accomplishments to Thai Employees

It turned out that Austrian employees would be more innovative if they could identify with them. The trend can be explained by the tendency to achieve satisfaction among the employees in Thailand over the achievements reached. JPI issues such as extroversion, independence and analytical skills of Thai staff need to be addressed (Jackson, 1996, p. 37). They may be encouraged to follow this example as the resolution will force them to do more innovative activities. However, you should do so with great caution as the step may take back the gains you have made in terms of actively participating in innovation. Austrian employees should be encouraged to accept benefits that have been provided to ensure that they have maintained an innovative culture. The lack of satisfaction with the various services provided is seen as a major disadvantage in maintaining an adequate culture of innovation (Kang et al., 2016, p. 636). When Austrians see and understand the importance of maintaining a positive perception of innovation, they can therefore embrace innovative ideas more.

It is also worth noting that Austrian employers should also introduce some appropriate mechanisms to strengthen the innovative capacity of workers. First, they must pave the way for employees to have more control over most of their affairs. Creating more room for innovative ideas is an encouragement. However, this is not enough, as the employee should be encouraged to pursue his goals more independently. As a result, employees become more aggressive towards maintaining an effective culture of innovation.

7.2 Limitations and Achievements

Limitations of the Study

The research study included two different countries. Therefore, the data collection process was cumbersome as information was obtained from two different countries. It is possible that some vital information may not have been captured. Since it was also limited to two nations, one Asian and one European. The findings were therefore solely based on the cultures of these countries.

Achievements of the Study

The research study was also highly critical in enabling the readers to gain meaningful insights concerning enhancing employee satisfaction. The interested parties were able to understand that employee satisfaction is the root to better innovation.

8 Appendices

8.1 Appendix 1

Hello everybody,

I would like to ask you for a few minutes of your time and help me fill out the survey for my bachelor thesis.

Please consider that this survey is only for people that are currently employed.

This survey tries to find out how organizational culture and climate, as well as employee satisfaction, affects the innovative behaviors of workers, operating in two different countries, Thailand and Austria.

The Link:

https://docs.google.com/forms/d/e/1FAIpQLSc6cGFDkICxoEpiudj399TSOHV92Lxcvm0h2qsgSFzWA0Zfmw/viewform?usp=sf_link

Thank you in advance already and have a nice Easter break,

Patrizia

8.2 Appendix 2

A Sample of the Survey Presented to Respondents

Dear Survey Participants,

This survey tries to find out how organizational culture and climate, as well as employee satisfaction, affects the innovative behaviors of workers, operating in two different countries, Thailand and Austria.

The purpose of this study is to examine whether employee satisfaction influences the attitude towards innovation in the company you are working for.

Please consider that this survey is only for people that are currently employed. Participation in this study is completely voluntary and confidential. If you decide not to participate there will not be any negative consequences. Please be aware that if you decide to participate, this survey will be anonymous and will never be linked to you personally. In case there are any questions you do not feel comfortable answering, please skip them. If you have read and understood your rights of taking part in this survey, you can now start filling out the survey.

Thank you for your participation and cooperation!

1. In which country are you working?

- Austria
- Thailand

2. In which field is your company operating?

- Computers & Technology etc.
- Health Care & Medicine
- Education & Social Services etc.
- Management, Business, Finance & Science etc.
- Government, Politics etc.
- Law & Public Policy etc.
- Architecture, Planning & Environmental Design
- Sciences - Biological & Physical
- Arts & Culture

3. Are you working for a corporate or non-corporate company?

- Corporate company
- Non-corporate company

4. How free are you to act innovative in your company?

- Scale of 0 (strongly disagree) to 5 (strongly agree)

5. What in your opinion makes a company innovative?

- (Long answer text)

6. How long have you been working for the company?

- Less than 8 months
- 8-12 months
- 1-2 years
- 2-4 years
- 4-6 years
- More than 6 years

7. Highest level of education

- University
- High School
- Apprenticeship
- None of the above

8. Gender

- Female
- Male

9. Age

- (Short answer text)

10. Current job position

- Trainee
- Employee
- Manager
- Higher position than mentioned above

11. Employee contract

- Internship
- Part-time employee
- Full-time employee

12. In general, my company encourages employees to be flexible and continually adapt to change.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

13. My company gives me free time to pursue creative ideas during workday.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

14. My company encourages employees handling problems themselves.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

15. People in my organization are encourages to take calculated risks with new ideas.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

16. My company supports exploring new opportunities.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

17. In general, my company rewards employee's achievements towards innovational behavior.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

18. My company publicly recognizes those with an innovative behavior.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

19. Enjoying a sense of challenge motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

20. Satisfaction at accomplishments motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

21. General enjoyment at work motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

22. Taking pleasure at being treated with care and consideration motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

23. Salary and what I can buy from it motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

24. Promotion and its trappings from it motivate me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

25. Health and well-being security motivates me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

26. Working conditions motivate me to act in an innovational way.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

27. I would describe myself as: intellectual

- Scale of 0 (strongly disagree) to 5 (strongly agree)

28. I would describe myself as: curious

- Scale of 0 (strongly disagree) to 5 (strongly agree)

29. I would describe myself as: imaginative

- Scale of 0 (strongly disagree) to 5 (strongly agree)

30. I would describe myself as: insightful

- Scale of 0 (strongly disagree) to 5 (strongly agree)

31. I would describe myself as: original

- Scale of 0 (strongly disagree) to 5 (strongly agree)

32. I would describe myself as: artistic

- Scale of 0 (strongly disagree) to 5 (strongly agree)

33. I would describe myself as: cultured

- Scale of 0 (strongly disagree) to 5 (strongly agree)

34. I would describe myself as: having many interests

- Scale of 0 (strongly disagree) to 5 (strongly agree)

35. I would describe myself as: conventional

- Scale of 0 (strongly disagree) to 5 (strongly agree)

36. I would describe myself as: simple

- Scale of 0 (strongly disagree) to 5 (strongly agree)

37. I would describe myself as: direct

- Scale of 0 (strongly disagree) to 5 (strongly agree)

38. I would describe myself as: practical

- Scale of 0 (strongly disagree) to 5 (strongly agree)

39. I would describe myself as: reasonable

- Scale of 0 (strongly disagree) to 5 (strongly agree)

40. I would describe myself as: literal

- Scale of 0 (strongly disagree) to 5 (strongly agree)

41. I would describe myself as: routine

- Scale of 0 (strongly disagree) to 5 (strongly agree)

42. I would describe myself as: unimaginative

- Scale of 0 (strongly disagree) to 5 (strongly agree)

43. I think of things in more black-and-white terms and I prefer straightforward, linear interpretations of events.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

44. I prefer novel solutions to problems, and appreciate original ideas on the part of others.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

45. I like to consider arguments from multiple points of view and want to be inclined toward drawing distinctions among otherwise related elements of information.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

46. I prefer tried-and-true ways of doing things, and I dislike original thinking styles.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

47. General satisfaction of the job

- Scale of 0 (strongly disagree) to 5 (strongly agree)

48. Intentions to continue working for the company in the future.

- Scale of 0 (strongly disagree) to 5 (strongly agree)

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