

Factoring Work Orientation 5-M for Employed Adults of Expatriate Chinese Employees and Locals in Indonesia

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Abstract

Work orientation refers to individual employees' beliefs on the meaning of work and what they can gain from the work leading to work satisfaction, but should consider cultural values. The current study aimed to investigate work orientation of expatriate Chinese (Chinese employees) and Indonesian employees (Locals) by factoring structure underlying the Work Orientation Questionnaire of five-dimensional for employed adults' (WOQ 5-M_{EA}) model. Principal axis factoring outputs emerged with four factors for Chinese employees and five factors for Locals. It was only the job orientation remained the structures the same as the original scale. The rests were, for Chinese employees, the merging of the career orientation, and some item of the busyness orientation, and the social embeddedness orientation into one factor, the groups of the calling orientation and three items of the social embeddedness orientation, and only three items of the busyness orientation. For Locals, the most problematic was the formation of the career and the calling orientations that was grouped into one factor. The selected demographic factors had no significantly influence on each of the work orientation dimensions and contributed to a very small effect size. Those combinations were meaningless and assumed that due to the wordings, the ability to interpret the statements, and the work cultural issues of the two countries. The study suggests to redesign study to have more powerful effect of the magnitude. The discussion, the implications, and the limitations are discussed.

Keywords: work orientation, Chinese, work culture, WOQ, Indonesia

1. Introduction

Work orientation is something that is significant to pay attention to but is often forgotten by companies. Work orientation refers to each individual employee working in an organisation and has implications for the well-being of the individual concerned (Pitacho et al., 2019). Therefore, every working individual is expected to have a work orientation in implementing the meaning of their work (Koivunen et al., 2023). Understanding career orientation can help them find the type of work that aligns with their motivations and values and can anticipate the consequences that will be received from that work (Ginevra et al., 2018). Initially, many studies focused on calling (Dik et al., 2009; Pitacho et al., 2019). Later, studies on job and career, or a combination of the three orientations, emerged (Bellah et al., 1985; Kenny et al., 2025). Finally, a study by (Willner et al., 2020) added two dimensions: social embeddedness and busyness, known as the 5-dimensional model of work orientation.

Work orientation research has not been widely studied by researchers, especially the five-dimensional model. The study by (Lipshits-Brazilier et al., 2021) focused on testing the Work Orientation Questionnaire 5-dimensional model as a measure of the meaning of work carried out in various countries. Others research in relation to organisational impacts, such as job satisfaction, work engagement, organizational commitment or career satisfaction (Cho & Jiang, 2022; Jiang & Wrzesniewski, 2021). Because measuring devices are still being tested, orientation measurement research continues to develop. Work orientation has been studied in relation to gender in nursing (Hebson et al., 2015), career satisfaction (Liu et al., 2023), organizational commitment (Cho & Jiang, 2022), and core self-evaluation in the United States and South Korea (Ahn et al., 2021). One study tested the reliability of a work orientation questionnaire in Switzerland, Israel, and Italy by (Lipshits-Brazilier et al., 2021).

Work orientation involves understanding how individuals derive meaning from their work experiences. The meaning of work can vary based on factors such as career goals, financial needs, a sense of belonging, social relationships, or even simply seeking activity to achieve life satisfaction. Therefore, this orientation is inseparable from the work culture and individual values. The current study, therefore, investigates whether employees interpret the 5-M model of work orientation the same as the concept developed by the original authors with a focus on expatriate Chinese employees and Indonesian employees who work in Chinese work culture.

Work culture of expatriates Chinese and local employees

A phenomenon that has developed globally in the last 10 years that employees in a number of countries have worked as expatriates. This has consequences for individual cultural values in the workplace that influence the way they work and the meaning of work (Schwartz, 1999). Expatriate Chinese employees in Indonesia are part of the phenomenon of the increasing trend of Chinese migrant/expatriate workers going abroad (Huifeng, 2024) due to the business expansion of Chinese companies and attractive job and income packages (Yu, 2025). Although the latest data is not available, the largest number of Chinese migrants in Indonesia is 101,953 in 2024 workers. Almost 89% of them work as professionals, consultants and managers, working on infrastructure investment projects for Chinese companies (Yonatan, 2025). The number of migrants continues to increase; thus, it clarifies the skills gap with local workers (Yu, 2025). Apart from competency issues, this is allegedly due to significant differences in work culture between the two nations.

Many employees from China, who are the subject of the current research, have been sent to Indonesia to work in various industrial and infrastructure investment sectors, for example (Han, 2022), although this has caused a lot of controversy (Made in China, 2020). These employees, called Chinese employees, dominate foreign employees (categorised as TKA) in Indonesia (BRIN, 2023) who work in various regions in Indonesia, such as Sulawesi, Maluku, Medan, and Bengkulu.

This research extends the research previously conducted by Qing Wen (2025) on perceptions of work orientation by expanding the focus of the aims and analysis, the number of samples, and the criteria.

2. Literature Review

Work orientation. Work orientation is defined not only as motivation but also as contributing to and developing one's chosen work in the workplace. Some work because it is a calling based on their talents (calling). Others work to provide for themselves and/or their families (job). Those with work experience are oriented toward higher career advancement (career). Others work with the orientation of being able to socialise with the wider community, especially meeting people from abroad (social embeddedness). Finally, those who simply want to work even though they have entered their non-productive years and without regard for salary/income received (busyness). Thus, research on this concept is important because the meaning of work influences an individual's well-being and their attitudes toward their work and organisation (Hunter et al., 2010).

Characteristics of work orientation. Using the three work orientations model developed by (Bellah et al., 1985) in 1985, (Willner et al., 2020) proposed two additional orientations. (Willner et al., 2020) argued that job, career, and calling may not fully explain the various meanings individuals may attach to the work they choose. They then proposed two additional orientations, namely social embeddedness and busyness, as a result of their research. Several studies have been conducted on these two orientations in relation to the reasons people go to work, but the relationship between these reasons and work orientations has not been discussed. The characteristics of these five work orientations are as follows:

- Job: These individuals view work as a means of earning income and economic security.
- Career: These individuals view their work as a channel for professional career advancement and development in the workplace.
- Calling: These individuals see their work as having social value and helping to make the world a better place.
- Social embeddedness: People in this orientation view work as a means to become part of a group/organization.
- Busyness: These individuals view their work as a way to fill their free time by doing activities, but not to earn a living.

Based on the concept and previous studies results, the research framework in the current study is as in Figure 1.

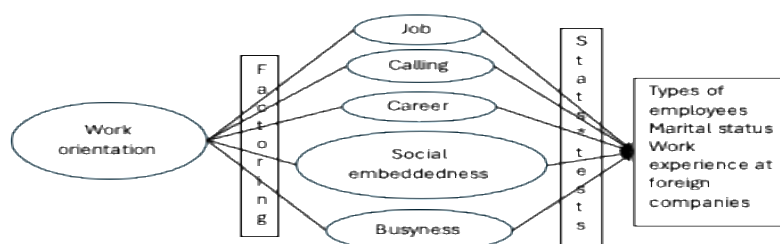


Figure 1. Factor structures and hypothesised demographic data of work orientation dimensions

*statistical

3. Research Method

Targeted respondents and procedure. The targeted respondents were all employees from China and Indonesia who worked at the steam power plant companies in Indonesia managed by expatriates from China. They worked at all units, including welding, boiler, water pump, managerial positions, and as machine operators and technicians. Data was collected from the respondents through a web-based self-administered survey. Applying the purposive sampling method, a google form link to fill out a set of questionnaires was directly sent out to the respondents through WhatsApp as agreed by the respondents and the researchers. The questionnaire consisted of statements of work orientation and selected demographic factors. By clicking the submit button, the respondents indicated their willingness to participate in the survey voluntarily. The time to complete the questionnaire was eight weeks divided into the first four weeks for distribution and the next four weeks was for follow-up for those who had not returned the questionnaires.

Response rate and demographic analysis. The questionnaire survey required more time than the plan due to the difficulty of accessing the employees. With the assistance of the author, who worked for a Chinese company, 232 sets of questionnaires were collected over a six-month period. Of the 232 valid questionnaires, 32.8% (156 people) were Chinese employees and 67.2% (76 people) were local employees (or named Locals). The total number of data gathered is still relevant for an analysis because this is treated as an initial analysis. The demographic figures of these two types of employees more or less similar in some factors. In terms of gender, that is 2.6% and 97.4% of Chinese females dan males ($\chi^2=68.21$; $p<.001$), and 17.3% and 82.7% of Locals females and males ($\chi^2=66.69$; $p<.001$). This gender imbalance is in line with the characteristics of companies in the electricity sector which are dominated by men. Similarly, both types of employees were in the productive age in which 80.3% Chinese employees and 100% Locals were in the age group of 18-45 years ($\chi^2=6.50$; $p=.04$ & $\chi^2=53.6$; $p<.001$ orderly). Either Chinese or local employees was married, 64.5% & 51.9% ($\chi^2=.231$, $p=.63$; & $\chi^2=6.4$, $p=.01$). On average, they had a bachelor's degree in which 71.1% and 57.1% of Chinese and local employees ($\chi^2 = 49.9$; $p<.001$ & $\chi^2 = 3.10$; $p = .08$), although Locals was still high in high school (42.9 %). All employees had experience worked with foreign companies with the highest percentage was in more than 5 years of adults Chinese (48.7%) and 1-3 years of adult Locals (49.4%) ($\chi^2=6.6$, $p=.09$; & $\chi^2=24$, $p<.001$). In line with the number of Chinese and local employees, all demographic data were accordingly. Therefore, the factors that had insignificant chi-square values were interpreted as weak but they were considered having differences and were carried out statistically to further analysis.

Measure. Work Orientation Questionnaire five-dimensional model for the employed adult's version (WOQ 5-M_fEA) developed by Willner et al. (2020) was adapted to gather data from the targeted respondents. The WOQ 5-M_fEA statistically has been validated by the authors. Although the WOQ 5-M_fEA in the Chinese context has been published (Liu et al., 2023; Wang et al., 2025), this study has a different scenario for Chinese employees. The WOQ 5-M_fEA measures the present meaning of work for the samples' work satisfaction in five categories of

job, career, calling, social embeddedness, and busyness. It has 25 items consisting of 5 items for each component. One statement of “I often think about my future work”, for the attention check, has already been filtered at the initial stage of the respondent selection, which is in line with the purposive sampling method. The WOQ 5-MfEA ranges from 1 of not at all to 6 of very much describes their work. The even scale was set up to avoid neutral answers. The examples of the items are “when I am at work, I don’t think about it much” (job orientation), “I hope to gain influence and power in my workplace” (career), “My work gives my life meaning” (calling), “I am working for a workplace that is like a family for me” (social embeddedness), and “Without work, my life is empty and dull” (busyness). The present alpha values were highly reliable which were .96 and .95 for Chinese and local employees respectively (see Table 1).

Back translation as suggested by Brislin (1980) was used to validate the translated questionnaire into three languages, that is Bahasa Indonesia, Chinese, and English. Three experts on those languages were chosen from two selected university in China and Indonesia, and had those languages background.

Analysis procedures. The work orientation of both types of employees was investigated using the principal axis factoring of confirmatory factor analysis. The analysis used the IBM SPSS 27.0 version. A number of factors that were formed were analysed by referring to the WOQ 5-MfEA model. Then, further analysis connects the five dimensions of work orientation with the demographic factors of type of employees, marital status, and work experience at foreign companies to assess whether there are significant differences in the choice of work orientation using Mann-Whitney U test and Kruskal-Wallis H test. The magnitude of the difference in influence was measured using Clark-Carter’s (r) for two independent samples and Eta-squared (η^2) for three or more independent samples. The interpretations used Cohen’s d index.

4. Finding and Discussion

The reliability analysis shows that the WOQ 5-MfEA version was having the excellent internal consistency reliabilities. The reliabilities of Chinese employees and Locals were .96 and .95. Each dimension also has a high Cronbach's alphas for both types of employees. As can be seen in Table 1, the alphas ranged from .83 to .95 and .80 to .88 respectively of each orientation for Chinese employees and Locals. The table also shows that the bivariate correlation values for the WOQ 5-MfEA had high convergent validity. This means that each item was correlated with each other with a weak correlation of only 10% ($r = .25$) on the dimensions of career dan busyness, and job. The rests were moderate at 10% ($r = .30$), and strongly related at 80% ($r = .61-.84$). Furthermore, the correlation values for convergent validity also showed strong and highly significant relationship between variables at a p-value of .001, and it is suspected that demographic factors may also have an impact. Therefore, this study further examines the relationship between selected demographic factors and work orientation.

Table 1. Pearson's correlations of Work Orientation Questionnaire and Demographic Factors, and The Alphas for Chinese and Local Employees

Description	Job		Career		Calling		SE		Busyness		Gender		Age		Marital Status		Education		Experience	
	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc	Ch	Lc
Job	1																			
Career	.25*	.69**	1																	
Calling	.36**	.64**	.77**	.78***	1															
SE	.30**	.61**	.79**	.68***	.84**	.74***	1													
Busyness	.25*	.61**	.75**	.72***	.69**	.64***	.79***	.70***	1											
Gender	.09	-.08	-.15	-.04	-.03	.00	-.07	.05	-.15	-.08	1									
Age	.03	-.02	.19	-.06	.21	.02	.17	.04	.23*	.02	.17	.30	1							

The correlation values between the demographic factors of gender, age, marital status, education, and work experience at foreign companies showed nearly identical scores. Both Chinese and local employees showed significant correlations across all demographic factors, except education. The correlations of Chinese employees' education were very weak and insignificant, but for Locals, it was only significant for calling. Referring to the very tight mean and standard deviation values and the very significant correlation values of the five dimensions, it can be concluded that the demographic data reflects perceptions of the meaning of work and the work culture of the two countries which are very different. However, referring to the frequency imbalance, only the demographic factors of types of employees, marital status, and work experience at foreign companies were included as in the analysis framework in Figure 1.

Factoring structures of WOQ 5-M for working adults. This analysis is intended to investigate whether Chinese expatriate employees and Locals perceive the same meaning of work orientation under Chinese work culture management. The WOQ 5-M_{FEA} of job, career, calling, social embeddedness, dan busyness were applied. This model has not been widely studied by researchers since it was introduced by Willner et al. (2020) which can be found by the authors. Due to the differences in work cultures, the following tests were always divided into two groups: data based on Chinese employees and data based on locals. This analysis was not intended to identify new dimensions, but rather to determine whether a number of items clustered around the same constructs and have the same meaning.

This study used confirmatory factor analysis with the principal axis factoring method to investigate the structures of the WOQ 5-M_rEA. Kaiser-Meyer-Olkin and Bartlett's tests for both types of employees showed very strong correlations between the variables ($r=.88$ & $r=.92$), and were very significant ($p<.001$). The analysis, the, carried out to factoring with varimax rotation which produced constructs. For Chinese employees, the total variance explained formed four factors with initial eigenvalues in total were 13.17–1.16 and the percentages of variances 52.66%-4.65%. For Locals, there were five factors extracted in which the initial eigenvalues in total were 12.22 – 1.05 and the percentages of variances were 48.89%-4.20%. Both extracting factors are showed on the scree plots (see Figure 2 and 3).

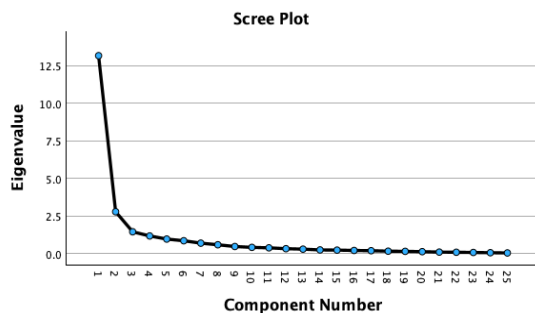


Figure 2. Factors Extracting from Chinese Employees' Data

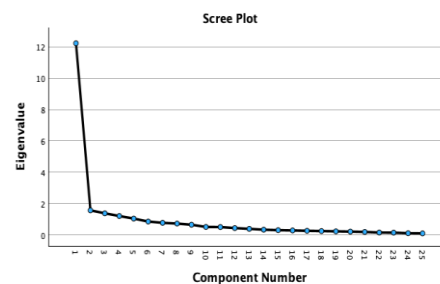


Figure 3 Factors Extracting from Locals' Data

The items underlying the factors are displayed in Table 2. The significant of factor loadings determined at the minimum level of .30 was considered. The combination of items for the formation of factors between the two types of employees did not show a very significant difference, even though the number of formation factors was different. For Chinese employees, only one factor has the same factor structure as the original, namely job orientation on the Factor extracted 4 with five items. Factor 1 formed a new structure combining three factors in which five items from the career orientation appeared as the original scale, three items from busyness (I.3, 4, & 5), and two items from social embeddedness (I.1 & 4). Factor 2 also formed a new factor with a clearly structure which was a combination of five items of calling and three items of social embeddedness (I.2, 3, & 5). Factor 3 was formed from only two items on the busyness orientation (I.1 & 2) which showed that Factors 3 and 4 did not indicate significantly the separation of the items as shown in the scree plot of Figure 2. The loading values are presented in Table 2.

Table 2. Factor Loadings of Work Orientation Questionnaire 5-M of the Adults Working Version

Chinese employees					Factor Names & Items	Locals				
Factors				Factors						
4	3	2	1	1		2	3	4	5	
Job orientation										
.7				[I.1] If I had enough money, I would not look for					.4	
7				work					4	
.7				[I.2] If I could receive a salary for staying home					.6	
4				all day, I wouldn't work					7	
.6				[I.3] My main reason for working is to earn a					.4	
6				living that allows me to lead my life outside of					3	
				work						
.8				[I.4] My primary motivation for working is					.4	
1				financial—to support my family and my lifestyle					8	
.4				[I.5] When I'm not at work, I don't think about it					.6	
8				much					6	
Career orientation										
	.7			[I.1] I hope to advance in the professional		.5				
	7			hierarchy of my field and receive additional		3				
				duties and responsibilities						
	.7			[I.2] I gain influence and power in my workplace		.5				
	7					7				
	.8			[I.3] I hope to advance to a higher-level job	5	.5				
	4			years after I work		1				
	.7			[I.4] I expect to be better positioned in my		.6				
	4			professional field one day		3				
	.7			[I.5] I hope to achieve a senior position at my		.7				
	6			workplace		1				
Calling orientation										
	.6			[I.1] I enjoy talking about my work with others		.6				
	2					1				
	.7			[I.2] I view my work as my life's mission		.3				
	4					9				
	.6			[I.3] My work is one of the most important things		.5				
	8			in my life		5				
	.4			[I.4] My work makes the world a better place		.7				
	5					8				
	.7			[I.5] My work gives my life meaning				.4		
	1							6		
Social embeddedness orientation										

0.	[I.1] My job is an opportunity for me to be part	.6	
6	of a group or team	6	
.5	[I.2] I am socially connected to the people I work	.7	
9	with	9	
.5	[I.3] I put in effort to feel part of the organization	.7	
6	I work in	1	
.5	[I.4] I am at my workplace that is like a family for	.4	
6	me	8	
.4	[I.5] I establish relationships with my coworkers	.5	
8	that extend beyond the workplace	2	
Busyness orientation			
.7	[I.1] On days when I am not working, time seems	.5	
1	to move very slowly	8	
.6	[I.2] It is hard for me to imagine how I would		.5
4	spend my time without work		5
.7	[I.3] I dislike having nothing to do, so I would prefer	.4	
1	to work	9	
.6	[I.4] When I am home during vacation, I get bored	.8	
2	quickly	1	
.6	[I.5] Without work, my life would be empty and	.8	
7	dull	1	

Factoring structure of the WOQ 5-MfEA for the local employees showed a clearer matrix. Similar to Chinese employees' outputs, the job items remained the same as the original scale on Factor 4. The other two factors that clearly formed the similar items as the original were busyness and social embeddedness. The combination of five items of each factor with adding one item of career (I.1) and calling (I.5) in Factor 2 and 3 was meaningless. The remaining items of the career and the calling orientations grouped firmly in Factor 1. Finally, Factor 5 was formed from only one item of busyness (I.2), which should be interpreted carefully.

The relationship between demographic factors and the WOQ 5-MfEA. The factor analysis outputs of the WOQ 5-MfEA, which were different from the original structures, were analysed further by assessing their relationships with the demographic data of the sample studied. The selected demographic factors of types of employees, marital status and working experience at foreign companies were tested for their different effects on the five WOQ dimensions as presented in Table 3. As can be seen in Table 3, the outputs of the Mann-Whitney U test dan Kruskal-Wallis test were clearly displayed between the data on Chinese employees and Locals. The mean ranks of M-W test showed that the Chinese employees scored highest on social embeddedness ($\bar{x}=100.9$), while Locals scored highest on busyness ($\bar{x}=129.5$). Statistically, there was a significant difference between Chinese and local employees and any work orientation dimensions ($p = 01 - <.001$).

The two other demographic data, however, showed the other way. A Mann-Whitney test indicated that marital status of the single Chinese samples ($\bar{x}=36.60$; $\bar{x}=39.98$) were no significantly higher than those of the married samples ($\bar{x}=39.53$; $\bar{x}=36.60$) on career and calling. The rests were the single respondents ($\bar{x}=38.8$; $\bar{x}=39.40$; $\bar{x}=40.60$) that were insignificantly lower than those of married employees ($\bar{x}=38.33$; $\bar{x}=38.01$; $\bar{x}=37.37$) on job, social embeddedness, and busyness ($U_{val}=589 - 2913$, and $p=.08 - .93$). Interestingly, single Locals showed the lower mean ranks (ranging $\bar{x}=72 - 76.8$) than the married samples (ranging from $\bar{x}=80.84$ to $\bar{x}=84.52$) and were not significance (ranging $p=.08 - .93$) on all five dimensions of work orientation. So, there was not a significant difference between work orientation of single and married status. Applying Clarke-Carter's formula, the effect is considered very small and small to each of the five dimensions of work orientations on job ($r=.01$ & $.08$), career ($r=.06$ & $.89$), calling ($r=.09$ & $.14$), social embeddedness ($r=.03$ & $.04$), and busyness ($r=.07$ & $.09$) for Chinese and local employees respectively, except career for Locals was recommended a large effect.

Table 3. Demographic and WOQ 5-M for employed adults tests

		Types of Employees			Marital status				Experience at foreign companies				
		Mean	M-W	Sig.	Single	Married	M-W	Sig.	0-3 yrs	>3-5 yrs	>5 yrs	K-W	Sig
Job	Chinese	100.4	4700.5	.01	38.8	38.33	653.00	.93	42.50	41.29	35.07	1.81	.41
	Locals	124.4			74.9	81.84	2767	.33	71.10	87.15	82.94	4.44	.11
Car	Chinese	97.9	4515.0	.01	36.6	39.53	611.00	.58	29.97	41.75	39.85	2.98	.26
	Locals	125.6			74.7	82.05	2750	.29	71.87	82.99	88.76	3.90	.14
Cal	Chinese	100	4676.5	.01	35.8	39.98	589	.43	36.43	38.00	39.66	.25	.88
	Locals	124.5			72	84.52	2550	.08	71.29	71.24	93.80	5.54	.06
SE	Chinese	100.9	4740.0	.01	39.4	38.01	637.5	.79	30.03	41.54	39.96	2.93	.23
	Locals	124.1			76.8	80.84	2913	.64	75.64	79.90	83.94	.82	.66
Bus	Chinese	89.8	3899.0	<.001	40.6	37.37	606	.54	32.90	39.88	39.88	1.22	.54
	Locals	129.5			74.2	82.48	2716	.24	73.89	81.54	85.80	1.88	.39

SE=Social embeddedness; M-W=Mann-Whitney's test; K-W=Kruskal-Wallis's test; Sig.=significance; yrs=years

Car=Career; Cal=Calling; Bus=Busyness

The experience working at foreign companies' factor was regrouped for the statistical analysis purposes. The groups over 3-5 years and over 8 years were merged into over 5 years, and the rest remained as they were. A Kruskal-Wallis H test was, then, performed. The three groups had the mean ranks that were a relatively equal mix of low, middle and high years' experience. For Chinese employees, the highest was on job ($\bar{x}=42.50$ in 0-3 years), the lowest ($\bar{x}=39.66$ in >5 years) was on calling, the medium size were on career, social embeddedness, and busyness ($\bar{x}=39.88 - 41.75$ in >3-5 years). For Locals, the pattern was much stable in which the lowest mean rank was on job ($\bar{x}=87.15$ in >3-5 years), the remaining mean ranks were on the other four work orientation dimensions ($\bar{x}=83.94 - 93.80$ in >5 years). The results of statistical testing showed that there was no difference between the mean ranks of the years' experience working

at foreign companies in each dimension of work orientations at α 5% ($\chi^2 = .25 - 5.54$; $p = .06 - .88$). Eta-squares calculation showed that the effects were considered very small according to Choen *d* suggestion for both type of employees on job ($\eta^2 = .02$ & $.03$), career ($\eta^2 = .04$ & $.03$), calling ($\eta^2 = .00$ & $.04$), social embeddedness ($\eta^2 = .04$ & $.01$), and busyness ($\eta^2 = .02$ & $.01$). So, the current study was statistically underpowered for detecting an effect of these magnitudes. The interpretation must be taken very carefully.

The current study aimed to investigate whether the items on the five-dimensional work orientation questionnaire for employed adults (WOQ 5-MfEA) tapping into the same manner among Chinese and Indonesian employees working under Chinese expatriate management in Indonesia. There was no intention to discover new dimensions (as in the psychometric properties testing) because the two types of employees clearly have different work cultures and social values (Big Fish Hunter, 2023; Chi & Gao, 2024). These findings are preliminary examination.

The principal axis factoring results from confirmatory factor analysis indicated that the structure and content of the WOQ 5-MfEA had shifted from the original scale developed by Willner et al. (2020). With exception for the job orientation which was exactly the same as the original scale, the other four dimensions were a combination of the career, calling, social embeddedness and busyness dimensions. Both Chinese and local employees interpret the job orientation as its original scale. Both types of employees work for financial compensation (Bellah et al., 1985; Mantler et al., 2022), but avoid challenges at work (Fossen & Vredenburg, 2014). They work purely to increase their income and economic security. This work orientation is inherent in each culture. Values of these types of employees. These results are consistent with previous studies by Willner et al. (2020).

The factor combining the five items of career orientation dimension, the two items of social embeddedness and three busyness items (leaving 2 other items to form a separate factor) for Chinese employees, and four items of calling for local employees, reflects the understanding of the true meaning of each dimension due to the assumption of the influence of each country's work culture values and self-competence of the individual employee. Individuals from different cultures may interpret scale items differently (van de Vijver & Leung, 2021) and may have different thoughts influencing their answers (Van De Vijver & Tanzer, 2004). Because of the sentences in the items, Chinese employees interpret this new factor as a form of hard work/actively working to improve their careers and work in groups as a family which are reflected in the work culture inherent in Chinese (Daxue Consulting, 2023), which leads to work satisfaction, including pay, promotions, and power (Mantler et al., 2022). Furthermore, Chinese expatriates which are far from their families, live in the dormitory, and their daily life with other coworkers at work, make them assume that social life is part of their careers. Furthermore. These results suggest a follow-up study.

In addition, the interpretation of these ten items can be justified because approximately 71% of them were bachelor graduates who are assumed to have a good level of written language comprehension (Meiliani et al., 2023; Schein & van Maanen, 2013). Notingly, the business

orientation emerged because the sample was of those who had retired and still wanted to be active in working/being productive (Willner et al., 2020, 2024). This study suggests that the term of busyness rises multiple interpretations and needs to be considered for renaming.

In contrast, the combination of the nine items from career and calling for Locals is interpreted in terms of external motivation. The calling orientation that is formed based on the internal motivation, is ambiguous in this current study. Career-oriented individuals use work as a tool for success and investment in work, while those who are calling-oriented believe that work is the essence of being an individual and an opportunity to contribute to society (Mantler et al., 2022; Wrzesniewski et al., 1997). It is assumed that this understanding leading to career and calling are interpreted the same way. It is also clear here that individual competence and work experience at foreign companies significantly influence the understanding of sentences, as demonstrated by the nearly 50% high school graduates had three years or less of work experience. This case contradicts to Schein's theory that a person's career orientation can be observed as early as in the high school. This item combination has also not been found in previous studies. Thus, the combination of two dimensions of work orientation, each with a different meaning, requires serious attention. It is clear that the combination of these items is significantly influenced by competencies and work cultures, including the influence of different employee types.

Interestingly, calling for Chinese employees is interpreted as the original one, and is consistent with previous studies by Willner et al. (2020). Despite the addition of three items from social embeddedness, the meaning of calling itself has not changed. These three items are generally perceived by Chinese employees as a calling and a sense of belonging/connection with coworkers as motivation, while calling emphasises seeking work relationships that give them the opportunity to make the world a better place. This meaning is assumed to be the basis for this merger, even though it is very clear that the statement describes social life in the world of work. This meaning is assumed to be the basis for combining these items, even though it is very clear that the statement describes social life in the world of work.

For Locals, busyness, despite only four items, and social embeddedness clustered consistently as in the original scale. One busyness item was separated due to its wording, which this study suggests should be more explicit in wording. Busyness as a motivation for keeping busy for retirees (Highhouse et al., 2010; Maestas, 2010), is actually a primary orientation for those actively working and still of productive age need further investigation. The addition of one career item related to accepting tasks and responsibilities is interpreted as additional work. This assumes that this group of individuals has difficulty finding work after graduating from high schools and colleges/universities. However, this assumption remains to be empirically proven. Social embeddedness remained as in the original scale reflects the Indonesian culture of living in groups (Big Fish Hunter, 2023; Muhsini, 2026). One additional calling item is meaningless. This change in meaning, similar to the previous factor combination, is assumed to be due to the cultural factors. This result has not been found in other studies.

Combining a number of items across the four dimensions, when linked to the selected demographic factors, such as marital status and work experience, did not produce significant differences. The effects were very small and marginal for each work orientation dimension. These results align with the factoring results and correlation values, which showed that the work orientation choices of both employee types were unaffected by demographic factors. The factoring results clearly indicate that the combination of several items is due to cultural and competency factors, as well as wording. This study suggests that the use of words that do not lead to multiple interpretations of problematic items on the WOQ 5-M_{FEA}, the sampling criterion of a minimum bachelor's degree, and cultural factors should absolutely be tested for their relationship to work orientation.

The factoring results clearly indicate that the combination of several items is due to cultural and competency factors, as well as the wordings. This study suggests that the use of words that do not lead to the multiple interpretations on the problematic items on the WOQ 5-M_{FEA} should be considered. The sampling criterion of a minimum bachelor's degree, and cultural factors should absolutely be tested for their relationship to work orientation.

Limitation and direction for future research. The factor analysis results indicate a combination of items from one or more career orientation dimensions that lacks significance. This may be due to an inappropriate design. It is clear that the number of respondents is significantly less than the number of Chinese employees working in almost all target regions in Indonesia, which is 102 people by 2024 (Yonatan, 2025). Data collection that relies on employees' personal WhatsApp accounts requested by one of the current authors and also as an employee at one company surveyed is also ineffective. In the future, studies should use multi-stage sampling, person-in-charge for questionnaire surveys, and do not limit the field of work as in the current study was only in the field of electrical services. It would also be advisable to raise the purposive sampling criteria for education to a minimum of a bachelor's degree in order to improve the interpretation of the questionnaire items. This design is expected to enhance the power and quality of work orientation interpretations, making the WOQ 5-M_{FEA} more meaningful and widely used.

Although the differences in work cultures between Chinese and Indonesian employees are very real, the absence of a work culture assessment exacerbates the factoring results. This testing should be conducted using appropriate work culture instruments, such as Schwartz' cultural model (1999), or cultural values scale by Sividas et al. (2008). Testing personality variable is also recommended because a person's personality can influence the way they think and answer questionnaires, and indirectly influence decisions about work orientation. Personality work values model by Barrick et al. (2013) or Ten-Item Personality Inventory by Gosling et al. (2003) can be used.

The insignificant results of the selected demographic factors' tests on each dimension of work orientation and the very small effect size indicate the current study is underpowered. One possible cause is the different interpretations of the questionnaire items. A pilot study could be conducted, preceded by the actual study. More demographic factors are suggested, such as age

and education.

5. Conclusion

The study examined the structured underlying the WOQ 5-M_fEA for expatriate Chinese employees and Indonesian employees who worked in Indonesia. The factoring revealed that only job had structured that was the same as the original scale. The most problematic factor emerged from the Chinese employees' data was the combination of career, social embeddedness, busyness while from Locals was the merging if career and calling. It was identified that these merging orientations were due to the wordings itself, the interpretation of the statements, and the cultural values. Because this is an initial finding, further study should redesign the research very carefully.

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