



Chapter 3

Findings of the Study

After an exhaustive investigation, the study provided formative explanations according to the intended purposes, namely, to identify the competencies required for managers of intercultural consultancy services, to investigate ways which allow diversity to work effectively, and to identify barriers confronted by differences in culture in international automotive companies, in the Eastern Seaboard of Thailand. This chapter exhibits the most remarkable findings of the study. It is organized and presented in the sequence of answering the research questions. Thus, this chapter consists of the following sections:

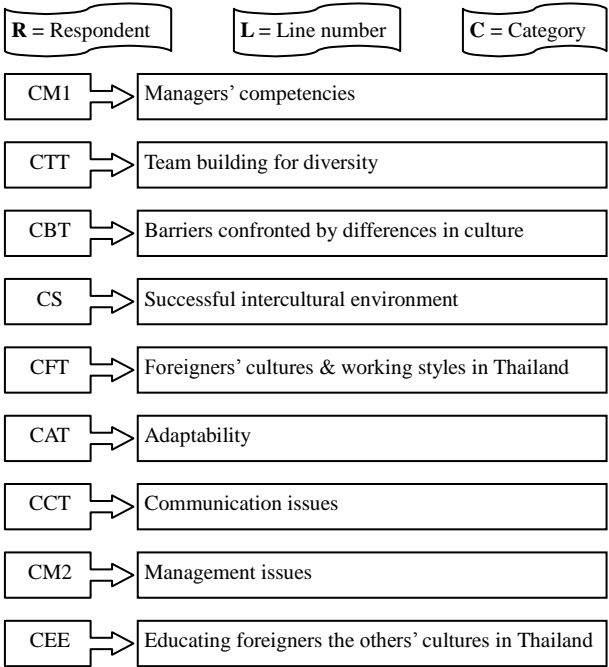


Figure 3.1 Sequence of Answering the Research Questions.

3.1 Managers' Competencies (CM1)

When asked the participants of this study, about the managers' competencies,

and the most important competencies in intercultural environments, it was found that there was a consensus or kind of agreement around some specific competencies. For instance, open minded managers, worldwide vision, accept others' thinking or opinions, specialists in their work, follow up with the employees, knowledge in psychology, leadership skills, human resource concepts particularly human resources development, background of their employees as well as their organizations, management skills, and motivate the others. Thus, R2, R3, R7 showed all the competencies mentioned above, as follows:

I think the competencies required for our managers must be a lot because they are expected to drive our organizations successfully. For example, a manager should have an open mind, worldwide vision, accept others' thinking or opinions and not follow the Japanese culture which says "Boss is Boss" with people in Thailand (R2, L.22-28, CM1).

Moreover, I believe that managers, who can successfully lead an organization, should be specialists in their work. In addition, managers need to follow everything with their employees, and not just ordering them to perform their tasks. Another important thing is to know the level of all managers. Managers should know how to control their subordinates, have some knowledge about psychology, and to know how to apply this knowledge at work in order to know how to deal with others, and to know how to plan for work effectively (R2, L. 36-45, CM1).

The most important competencies are leadership skills and HR managers should have great knowledge in human resources development (R2, L. 51-54, CM1).

Also, when I say leadership competencies, I think I am covering all competencies required because we can not specify which leadership style works best in all situations. So, generally speaking, any leader should have leadership

competencies, in order to know how to lead and how to control and work effectively and efficiently with their subordinates. Also, leaders should be fully aware of their subordinates' backgrounds, and possess enough skills to lead others effectively (R2, L. 57-66, CM1).

Another important competence is management skills. If managers cannot manage the employees or they do not have leadership skills for managing others, they cannot control or drive their organizations and employees successfully. Another competence, is to be open minded. Managers should be open minded and accept others' opinions or others' points of view, as well as being ready to learn from others even if they are bosses. Another competence which is necessary for the manager, who provides intercultural consultancy services, is motivation. Managers should know how to urge their employees how to work effectively. Also, managers should have good arts of communication, as well as presentation skills, in order to communicate successfully with others. Lastly, I think managers should have good knowledge in their field, and no matter what their jobs are. If you have the name (leader) you should know all about your work, whether it is inside or outside your organization. For example, managers should know or catch up with new technologies, and attempt to become change agents and this is what I mean by having knowledge (R3, L. 29-49, CM1).

In my opinion, the most important competence for managers is adaptation (R3, L. 53-54, CM1). So, managers should adapt themselves to everyone's culture in the organization, whether with the top management or subordinates. Second, communication skills is another important competence for managers because it is a must to make everyone in the organization understands what you want them to do. Another important thing is leadership competence, as well as knowledge in psychology to motivate, support, promote and develop the employees' skills to make progress and grow their career path. All these competencies will drive any

organization successfully (R3, L. 62- 72, CM1).

In my opinion, managers who provide intercultural consultancy services should have a worldwide vision, as well as great understanding of differences in cultures. Another very necessary requirement is language skills or communication skills; however, most managers have no problems about that because they usually pass a TOFEL test and receive lots of training. Moreover, managers should understand and respect other people who have different points of view. Further, managers should be very knowledgeable and they should know how to express their ideas or information to their employees or subordinates to let them work effectively. Managers should know how to motivate and convince others, to work together effectively and reach the desired outcome. Managers should have enough knowledge and experience in several areas, such as finance, HR, purchasing, and manufacturing (R7, L. 9-28, CM1).

Managers should be determined before taking any decisions. Although, you cannot make all decisions right, most of your decisions should be convenient, at least 90% if not 100% of your decisions should be appropriate. Second, managers should have enough knowledge and a positive attitude. Third, managers should know how to present their work to the top management to let them know how their businesses are going on (R7, L. 32-43, CM1).

However, other participants, R4, R5 added some necessary competencies, such as high conflict management, working duration with foreigners, foreign language competence, problem solving, non-ethnocentric attitude, eager to learn others' cultures, cultural knowledge, and adaptability. Accordingly, they expressed their ideas, as follows:

In my opinion, there are many competencies required for the manager who provides intercultural consultancy services. For example, they should have strong

leadership skills, control and manage conflicts effectively; they should have a lot of experience in working with foreigners, or experience in working overseas, and lastly they should have strong communication skills (R4, L.8-14, CM1).

The most needed competencies are strong leadership, high conflict management, duration of working with people from different cultures or in an intercultural environment, foreign language competence, as well as communication competence (R4, L. 18-23, CM1).

You should train everyone how to respect the others' opinions; you should learn how to listen carefully. As such, everyone can express their opinions; know how to solve problems among themselves, in order to drive the organization successfully (R4, L. 41-45, CM1).

Cultural knowledge of different countries, non-ethnocentric attitude to respect differences among people, eager to learn new cultures, and look for its strengths and weaknesses. These competencies are fundamental for improvement, and for developing consultancy services among people from different cultures. The ability to communicate in different styles for each culture. So, the manager should know how to make people communicate effectively with each other. For example, the manager should communicate openly, concisely, and frankly with westerners. On the other hand, westerners should communicate with Asians in a systematic style, full of information, save face, etc. Moreover, the manager should know how to convince people from different cultures how to get a better understanding of others' cultures. For example, foreign managers may have questions about Thai bureaucracy's red-tape. So, the Thai manager should have effective communication skills to explain the Thai's culture and working style, in order to enhance a better understanding among them (R5, L. 8-27, CM1).

We should have the ability to adapt ourselves to accept different cultures and

traditions. The manager should adapt the strengths of each culture, in order to create core values for the organization effectively. Also, the ability to communicate with other people by their native language, if it is possible. If the Thai manager can speak to those who are from different cultures by their own language, it might help a lot. It can also show our acceptance of their cultures. Management skills refer to basic abilities to manage overall consultancy services, including planning, budgeting, reporting, organizing, staffing, etc (R5, L. 28-40, CM1).

Cultural knowledge, communication, and adaptability, are the most needed competencies for the manager who provides intercultural consultancy services (R5, L. 44, CM1).

Speaking of some different competencies considered influential for managers in international settings: a specific plan for each employee, future plans, fair, neutral, and support. R6 formulated these competencies by the following:

Leaders should not only assign their subordinates to perform their roles, but also they should follow them and emphasize what has been discussed, in order to make them accomplish their work effectively (R6, L. 83-86, CM1).

I should have a road map for each employee. Second, I should know what they will be doing for the next year. Third, I should know about their career path, and lastly I should know how they can develop their career paths (R6, L. 203-207, CM1).

Another thing the leader should know is, strengths and weaknesses of both the organization and the employees. Meanwhile, leaders should be fair and neutral, in order to support and suggest everyone how to work effectively (R6, L. 217-221, CM1).

Additionally, one of the participants stressed the need for maturity, coaching

skills, acting as a teacher for the employees, responsibility, innovation, sincerity, rewards, and good relationships with others. Hence, R8 illustrated this by these words:

I would like to talk about maturity. I mean by maturity, how much experience do you have? How long have you been working? How can you adapt yourself? How about your coaching skills? How can you motivate other people? How can you make a plan? How can you follow up with your employees? In addition, you should be a teacher for your employees or your subordinates (R8, L. 30-39, CM1).

The most needed competencies are: good attitudes and the ability to innovate. Also, responsibility is very important because sometimes the management has to work over time. Moreover, good relationships with others, coaching, planning, and seeking knowledge are important competencies as well. Finally, communication skills are another important competence, because managers should be specialists in how to present their work. Thus, managers' skills in English should be good enough (R8, L. 53-64, CM1).

As a leader, you must be sincere and never lie to your employees, whether in good or bad situations. So, the employees should know how it is going on in their organization, in order to feel that they are important for their organization. As a leader, you are expected to motivate and reward everyone (R8, L.168-173, CM1).

R9, added to the knowledge the following comment:

Managers should have standards for everything to gain their subordinates' trust, and from my point of view, this is the most needed competence for managing in an intercultural environment (R9, L. 38-41, CM1).

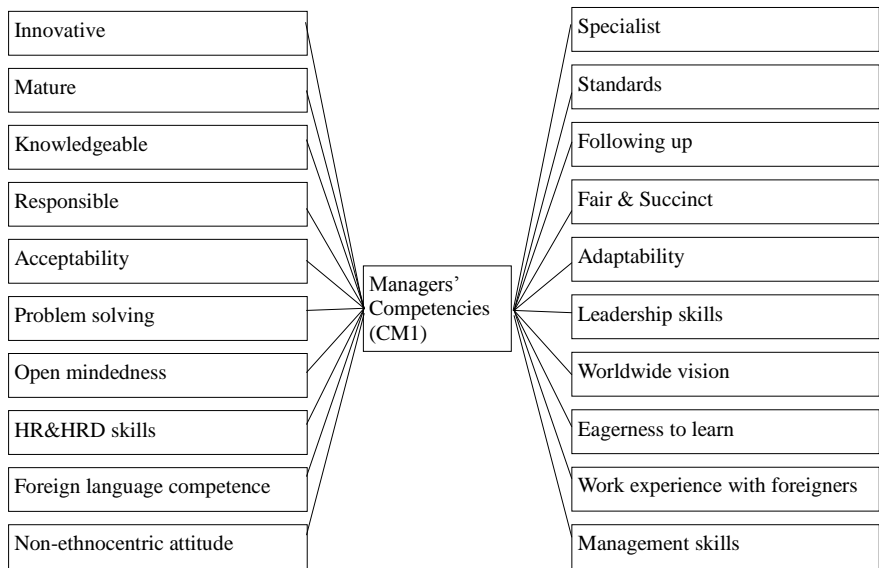


Figure 3.2 Managers' competencies.

3.2 Team Building for Diversity (CT)

In this section, the participants of this study emphasized a number of factors needed for allowing diversity to work effectively or building intercultural teamwork. These factors are: listening to others, respecting each other, open mindedness, accepting ideas from others, seeking opinions, meeting each other in the middle, working in groups, understanding the others' cultures, activities, good relationship with others, walking rally, team building, harmony, following the rules, brainstorming, and mixing the employees' needs and the organization's needs. As such, R1, and R3 described this, as follows:

Everyone should listen carefully to the others. No matter what we are talking about, we should listen, and pay respect to the others (R1, L40-43, CT).

I think if we want to make Thais and foreigners work together very well,

everyone should be open-minded, accept ideas from each other, and not just take and give orders. Everyone should ask for others' opinions (R1, L90-93, CT).

The main point is how to let Thais and foreigners meet each other in the middle. We let everybody works in groups. I mean, we always divide foreigners and Thais, and have them work together in one group, in order to let them know each other very well. After training, both can work together in the right direction, and respond to the company's policies (R1, L150-155, CT).

In my opinion, the way to make diversity works well, is to allow all employees to have activities together. In my organization, we always let the Thais and Koreans have activities in any Thai festival, such as the Songkran festival. Moreover, design training courses, like a walking rally and team building by taking all employees and all management from all levels, and train them how to work as a team. As a result, everyone will have good relationships with others and be ready to cooperate with others. (R3, L.75-84, CT).

Another thing we do to build group cohesion, is that we always encourage Thais and foreigners to work in harmony and be neutral, no matter if you are a boss or a subordinate. Also, when we come to work, we have to wear a uniform, and we cannot smoke inside the building. So, everyone must follow our rules and regulations (R3, L. 187-199, CT).

We have to brainstorm to know our employees' needs. Then, we can look for the core values of the organization or the organization's needs. For instance, this year, our organization's needs might be a new innovation, and for the next year, it is may be about cost saving. Then, we will mix the employees' needs and our organization's needs, in order to design some training courses, which suit all the employees. (R3, L. 261-270, CT).

Moreover, designing training courses, empowerment, cooperation, learning other languages or other cultures, building a strong teamwork, cross-cultural team projects, selecting the employees' needs, empathy and sympathy, educating all employees, creating values of respect, accepting each other, applying team building activities, multimedia programs, outing trips, cultural exchanges, and formal business language are necessary for building intercultural teams, or allowing diversity to work effectively, as R4, and R5 expressed their opinions:

In my opinion, we should first design training courses for all employees, in order to learn or understand the organization's culture. Second, empower the employees to work as a team, and cooperate either in or out of each department, so that they know how to learn other languages and other cultures by OJT programs (On-the-Job-Training). Moreover, to allow diversity to work effectively, in my opinion, it is very necessary to build a strong teamwork by empowerment (R4, L. 26-34, CT).

To build group cohesion in an intercultural team, we should have cross-cultural team projects to work together effectively, to know and understand each other in order to drive our organization successfully (R4, L. 57-60, CT).

In my opinion, to design training courses that can be suitable for different cultures, we should identify our employees' needs, before we can provide any kind of training course, in order to make the training course useful for all of them (R4, L. 82-85, CT).

I think you should know that both Thais and foreigners should have empathy and sympathy toward each other, in order to work together effectively (R4, L.88-90, CT).

Educate all employees about how to work with people from different cultures,

organize activities to harmonize cultures, and create values of respect and acceptance for each other to work together. We can apply team-building activities to harmonize different cultures. Provide multimedia or e-learning programs which suit individuals' needs. Organize outing trips to learn local ways of living and cultures by groups, and let the employees exchange cultures' practices with each other. For example, Koreans invite the Thais to try eating Korean food and vice versa. Choose formal business language, such as English to communicate at work (R5, L. 128-138, CT).

Further, consultations from others, sharing knowledge, avoiding problems, facing problems, talking reasonably, looking for the organization's targets, convincing the employees, training about people's lives, behavior, work styles, giving reasons before doing things, matching others' opinions with your opinion, love and loyalty to the place, family days, clear goals, English courses, and fostering the employees' skills were R7, R8, and R9 points of view:

In my company, we have a small association for each activity (e.g. Golf association) we give the opportunity to anyone who is interested in becoming a member, to play golf together after work or on the weekends. Also, we have a bowling association, and the aim from these associations, is to make the members close to each other. To allow diversity to work effectively, everybody needs some consultations because everyone has different knowledge and specialized in different areas. Thus, when everybody shares knowledge with other people, we can do a very good job (R7, L. 57-75, CT).

As a leader, you should also try to make them avoid some problems. If there is nothing serious "just let it go", but if they cannot let it go, let them face the problem and talk reasonably together. Another important point to build a group cohesion, is that you should look for the organization's targets or aims, and try to convince your employees to work together to reach the targets (R7, L. 111-124, CT).

Also, I used to design training courses that discuss people's lives in each country, people's behavior, and people's work styles in every country (R7, L.195-197, CT).

I can tell you that, being reasonable can make Thais and Koreans work effectively. In other words, we should have reasons before doing anything, and we should solve our problems together. Accordingly, if you are a leader, and you want your subordinates to do something, you should give them reasons for why they have to do this (R8, L. 91-109, CT).

The most important thing is to make everyone love the organization and feel loyal towards the organization, because if the employees do not love and feel loyal to their organizations, it is impossible to have group cohesion or teamwork. Also, if everyone feels loyal to the organization, this will make them work together on one target (R8, L.154-160, CT).

We have a family day to let everyone brings their families, and we have committees to create some activities for us, to make everyone love the organization and feel loyal (R8, l. 174-183, CT).

If you want to train some people from different backgrounds, first, you should have a clear goal. Second, you should provide English courses to let everyone know how to communicate with other people. Moreover, you should nurture your employees to understand how to reach the outcome; which you may receive from the headquarters Meanwhile, you should develop your employees' skills about the organization's mission, vision, and strategies to have them work together in the right direction (R8, L. 210-218, CT).

Furthermore, leaders should motivate their employees to work together as a teamwork, discuss with them about what has been done, guide them, and then

make the group submit their report together. Consequently, everyone will feel close to others and work together cohesively (R9, L. 78- 95, CT).

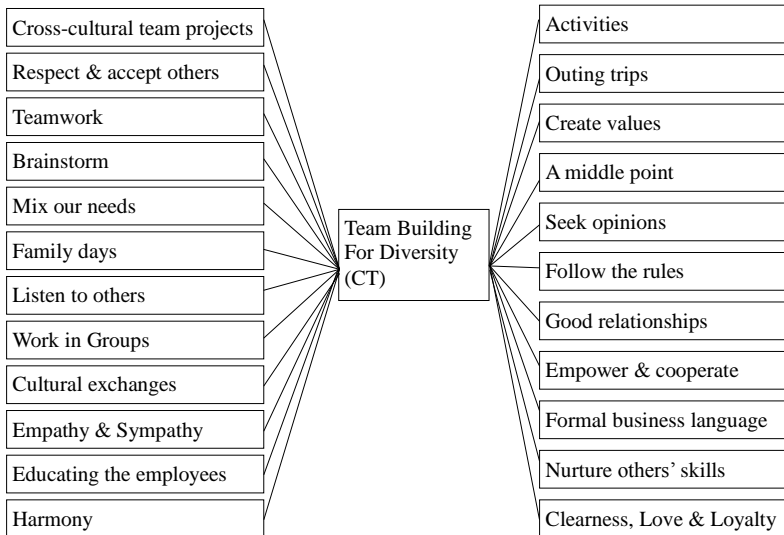


Figure 3.3 *Team Building for Diversity.*

3.3 Barriers Confronted by Differences in Culture (CB)

Speaking of some barriers confronted by differences in culture: disrespect others' ideas, inequality, some parties cannot take decisions, change positions without looking at people's abilities or skills, nepotism, the difficulty to encourage people to be in harmony, feelings of biases, foreigners' behavior with the Thais at work, and dealing with activities as duties, rather than establishing good relationships with others. Thus, R1, elaborated on this issue, as follows:

Some foreigners who came to work in our company, I mean he or she came from the headquarters, always feel proud of themselves and they never respect any idea from others (R1, L.43-48, CB).

In our company now, the Japanese have more authority than the Thais. When we make decisions, the Thais cannot decide anything. I mean, everything must be approved by the Japanese only (R1, L.75-79, CB).

Sometimes, when the top management wants to move someone to another department, they will do it without looking at his or her abilities. Also, some people did not come to work here by recruitment, and this makes people disrespect each other or have a lot of conflicts. So, this might not make good relationships among people, and it might make our company have some major weaknesses (R1, L. 81-87, CB).

It is difficult to make Thais and foreigners meet each other in the middle because of our different cultures (R1, L. 98-99, CB).

I do not think that our environment or our company succeeded in making people from different cultures work together effectively. We just work together, but if you ask about our feelings, we are not working well together. We have some conflicts and we cannot talk, we cannot say what we want and we cannot understand each other. So, I cannot say to you the success factors for an intercultural work environment (R1, L. 110-117, CB).

The problem is coming from foreigners, because they always do what they want without asking anyone for ideas or opinions (R1, L.121-127, CB).

Foreigners are not open-minded with the Thais, and they never say what they want the Thais to do. It seems like foreigners are thinking that it is only them, who have the authority to do everything in the company without the Thais' presence. Foreigners, in my company just command everyone, but never tell us about the outcomes and what we will get from their orders. Foreigners do not like to give any suggestions to the Thais; never ask for the Thais' opinions. Foreigners

do not want to empower or give authorities to the Thais to make any decision. There are lots of conflicts between the top management, who are foreigners and Thais in my workplace (R1, L.127-138, CB).

We do a lot of activities but it does not work out because foreigners are thinking that these activities are just duties, and do not have good relationships with each other. So, you know? Even if you have million activities or a lot of training courses, but you do not have an open-mind, then all of these activities will be useless (R1, L. 140-145, CB).

Following this line of thought, R2 made a detailed description and explanation on what they are going through in their organization: The Japanese have more chances than the Thais, because the Japanese are the owners of our organization. As such, they let the Japanese come and control the Thais in our organization, which is a big problem (R2, L. 28-34, CB).

Also, the Japanese never accept to be less than the Thais at work. Moreover, my boss is Japanese, and when he gets upset or mad at something, he used to kick everything in front of him. So, Japanese should learn about the Thais' culture because this is not the Thais' behavior (R2, L. 77-84, CB).

Furthermore, we feel serious with the Japanese bosses because they like to do things straightforward, according to their rules and regulations. However, they should think that the environment in Thailand, is not the same as Japan (R2, L. 162-166, CB).

Foreigners' discipline in my company is considered a barrier. They do not look for the truth, and they are not reasonable. Foreigners manage our organization by their own system. For example, in Japan, they have steps or rules for salary systems, but in Thailand we do not have the same system. In other words, they try

to impose their systems in our organization (R2, L. 205-211, CB).

Moreover, you know? What I suffer from, is the Japanese system. They let us (Thais) follow a system called “SOP”, these letters stand for (Standard Operating Procedures). In my opinion, this system blocks our thinking because we must follow “SOP” on everything, we cannot create and we cannot think out of this “SOP”. I know that it is a wonderful system, because it is a standardized system, but it is not suitable for the Thais because the Thais do not like to be controlled. The Japanese want the Thais just to follow what is written in their rules, and make the Thais work like robots (R2, L. 227-239, CB).

The problem is when you work for an organization, which is not sincere with the employees; this might be a big problem. For example, when you are working up to 50, they might ask you to take an early retirement because they do not want to pay a big salary for elderly Thais. Another thing is considered a barrier, you know, now we get an order from Japan to let our organization around the world follow the CSR system. We have problems with labors. You know? It is because our managing director does not listen to anyone, he always thinks by himself, and when I ask for the reason, he cannot answer me. This makes many problems in our company. Also, what I see is that the Japanese like to appear wonderful, and any mistake they hide it. It is not only for not making people see them bad, but also for not making the headquarters know anything bad about them. This is a very bad habit in our top management. You know? When I first came to work in this company, I appreciated the Japanese, but when I worked with them for 12 years, I found that they are not clear. I’m really sad to know this (R2, L. 249-271, CB).

Also, to be honest with you, few Japanese receive training courses because they think that it is unnecessary for them, they think that they know more than the Thais. Moreover, I used to provide training courses, which is mixed for the Thais and Japanese and it is about how to have Quality Control (QC). Alongside, I

designed for them a walking Rally program, and what I wanted from them was to have good relationship with each other, but I did not succeed. The Japanese show up for 5-10 minutes, and then they leave. They did not appreciate what I did; they were laughing and looking at me and the Thais, as silly people without seeing the output or the result from this training (R2, L. 279-289, CB).

Moreover, I want to say to you, that when we have a meeting, if the managing director orders something; then, someone argues or discusses with him some opinions, the MD thinks that the one who is talking disobeys him. So, this is not the right way to build an intercultural team. You should not think that “Boss is Boss”. The Japanese do not accept working as a team, and they just follow their bosses, but never accept anything from the Thais. This behavior makes us always have problems in our organization (R2, L. 306-315, CB).

Other participants (R3, R4, and R7) had similar opinions about the barriers mentioned above, such as lack of adaptation, misunderstandings, different attitudes, language barrier, mystery, unfamiliarity, different points of view and working styles. They commented that:

Sometimes, we have skilled managers who have a lot of experience, but they do not know how to adapt themselves with people from different cultures. They do not know how to adapt themselves with their colleagues and co-workers (R3, L. 58-61, CB).

The Thais when they smile, sometimes makes foreigners feel that we look down at them. Also, different attitudes are another barrier. Thais and foreigners always have different attitudes. The Thais do not have enough basic English skills. So, we always have problems whenever we talk to foreigners; even though, the company provides English courses and have TOEIC or TOFEL tests. However, it is not enough; sometimes we have problems when we communicate

with foreigners (R3, L. 229- 242, CB).

Furthermore, mystery is another big barrier. Sometimes, the company cannot announce some things for not making the employees know the true situation. Lastly, differences in cultures might be a barrier too, if the Thais did not get familiar with Koreans or other cultures, or Koreans did not get familiar with the Thais' culture. Also, different points of view and different working styles between Thais and Koreans or other cultures might be a problem when we work together (R3, L. 242-258, CB).

The barriers we face by differences in culture in international companies, are: the language barrier or communication skills, the different ways of thinking between Thais and foreigners, and differences in culture might produce a lot of misunderstandings in all processes at work (R4, L. 74-79, CB).

As I mentioned earlier, the good thing when working with people from different cultures is that we try to sympathize with and understand each other, but if we cannot, then this will be a big problem. We cannot work together without understanding each other (R7, L. 153-157, CB).

When I sit and talk to a Korean suddenly, he/she puts their feet on the table, and the Thais cannot accept this behavior. The Thais think that this is impolite, but it is a normal behavior for Koreans. You know? If the Thai and the foreigner are in the same level, it might not be a big problem, because we can talk or suggest each other what we can do and what we cannot do. Nevertheless, if the Thai is talking to someone in the top management, it will be a big problem, because the Koreans will not listen to the Thais, especially if the Korean's behavior is bossy (R7, L. 158-167, CB).

Additionally, I think the communication style might be another barrier because

sometimes the top management likes to use one way communication or they like to order others more than listening to them. Lastly, the language competence might be a barrier, because most employees cannot participate with foreigners in English (R7, L. 171-179, CB).

Additionally, ethnocentric attitudes of some expatriates, some historical events, conflicts among people, an unclear agenda, irresponsibility, and no integrity, made the R5, R8, R9 confirmed that:

Ethnocentric attitudes of some expatriates are big barriers. Western people usually look down at the Asians, and do not believe in Asian people working styles. They try to work by their own style and let the Thais just follow them. Historically, Koreans might not have positive feelings with the Japanese. Or Thai people might not have good feelings with the Burmese because of some historical backgrounds. However, these feelings may be less intense at present (R5, L.117-125, CB).

The barriers confronted by differences in culture involve lack of understanding others because if people work together and never understand each other, this will make many problems. From my experience, when I was working with the Japanese, I found that they do not listen to anyone, they are very confident upon themselves, and always think that they are right, and other people are wrong. The Japanese like to command and let the Thais follow them. As a result, we have some conflicts, and if these conflicts escalate, it will be a big problem (R8, L. 197-207, CB).

Some managers make their subordinates feel lost or confused. For example, yesterday the manager might say something, and today another thing different from what has been discussed (R9, L. 35-38, CB).

I think differences in culture could make the employees misunderstand each other. For instance, as I mentioned earlier, Koreans always like to work very fast because of their nature, but the Thais like to work slowly, smoothly and very flexible, and this might produce some problems. Moreover, people’s behavior might be a barrier because someone might be irresponsible at his or her work, and others like to throw their mistakes on other people’s shoulders. For example, if something wrong happened at work, the one who is in charge might say that, “it is not my mistake” I have gotten this from someone else. So, these kinds of problems you might face when you work with people from different cultures. Furthermore, from my experience, I can tell you that when I was working with Europeans, I felt that they always look down at Asian people, and this is not only the Europeans’ behavior, but also the Thais do the same with Vietnamese and Malays (R9, L. 108-124, CB).

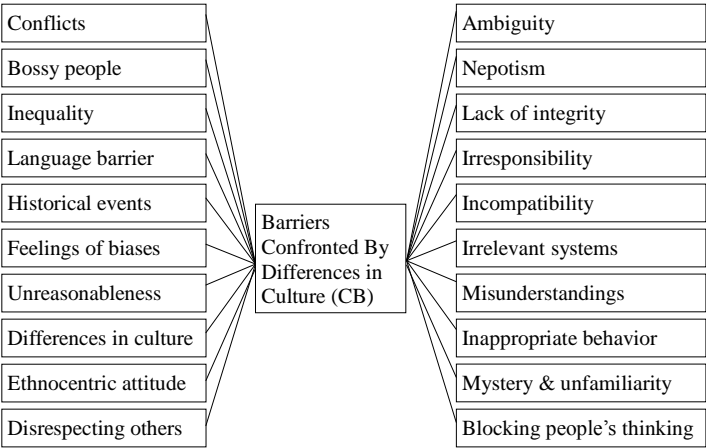


Figure 3.4 Barriers Confronted by Differences in Culture.

3.4 Successful Intercultural Environment (CS)

Moving to the other side in this study, which is concerned with successful

intercultural environments, R7, R8 addressed the following: technology from others, knowledge, adaptation, foreign investments, good materials at low costs, people from different countries, enjoy working with foreigners, stable financial status, support from the headquarters, innovations, trust, support both parties, looks global, adopt good behavior from other people, discuss and solve problems together, and exchange or share experiences. Thus, R7, R8 explicitly described this issue, as follows:

In my organization, we work with Koreans, we always learn from them about technology because they have knowledge in technology more than the Thais. For example, they have good knowledge about air-conditioning, motors, and some parts of the cars, so we can obtain a lot of knowledge from them. Moreover, the good thing we can try to do in an intercultural environment, is to make the employees know how to adapt themselves, and this can strengthen our organization. Thus, when people can adapt themselves, this will make them work together well and the result is the success and the strength of the organization (R7, 78-91, CS).

Furthermore, to be honest with you, there is something very important by valuing diversity, which is the foreign investment in my company. We get a lot of capital or investments from the Koreans, because they are a big partner. Koreans invest a lot of money in our company, which makes our organization stronger than other companies that have management from only one country or nationality. Lastly, what I found when working with diversity, is that our organization can achieve low costs because we know how to get cheap materials through some people from different countries. These people could bring us good materials, and cheap at the same time because in our country the materials we need might be more expensive than in other countries. Also, sometimes we can negotiate with people, who are in charge in other countries because we have some

people from their countries working with us (R7, L. 91-108, CS).

The success factors for an intercultural work environment in my opinion, is that we can gain a lot of knowledge about people from different cultures, and we can gain a lot of benefits from the others' abilities to make our organization succeed more and more. Moreover, we can get a lot of technology from other countries, which can be a success factor for our organization because each country has its own advantages or special abilities. So, we can mix the special things from other countries and try to work on it in our organization to be successful. Further, besides the benefits we can get from foreigners at work, we always enjoy working with foreigners because of their different styles at work and their different characters. Another success factor, is that we feel comfortable due to our stable financial status. We do not fear from being fired suddenly or taking an order to quit because we have a lot of investments and support from the headquarters, which is in another country. So, we are happy to work in our company because we do not fear from anything (R7, 127-145, CS).

Furthermore, we get a lot of innovation from the countries which invest with us. For example, when our company uses a new machine to manufacture some products, we can use a new technology, which helps us becoming more productive (R7, L. 146-150, CS).

Trust each other, is a good thing to strengthen an organization, which means that leaders and employees should be confident and trust each other. Also, the organization should support both parties, Thai and foreign leaders, and subordinates. For instance, leaders can control or guide or suggest the subordinates on how to work in the right direction, in order to let the subordinates trust their leaders' skills or abilities. Meanwhile, the subordinates or the employees should know how to work well and submit their work on time, in order to make their leaders pleased and trust them. Another point, I think when

you are working in an international organization, and have people from different countries working with you, this can make the image of your company looks good, and global in your customers and suppliers' eyes. Moreover, when you have people from different countries working with you, who have more knowledge than you about technology, they can give you a lot of benefits which might strengthen your organization. Further, we can learn from people's experiences because I believe that the one who is coming to our country to work, he/she must have experience, and know how to innovate, identify problems, and know how to solve them. However, we can learn from each other, both Thais and foreigners (R8, L.112-135, CS).

Other benefits from working with people from different cultures that could strengthen our organization, are some foreigners' cultures or behavior (R8, L. 135-138, CS).

The Thais might change some behavior and take some good things from other people. For example, we can learn from foreigners how to commit to do things or how to be responsible in doing things. You know? When you have a problem at work, you should not just go to your leader, unless you can offer a solution to the problem. Thus, both leaders and subordinates could discuss and solve problems together. Therefore, I can tell you that we can get some good things or some methods from foreigners, and when the Thais apply it, then it will make us work well together and drive our organization successfully (R8, L.140-151, CS).

Lastly, we can exchange or share our experiences together, with the aim of developing ourselves, and our organizations (R8, L. 192-194, CS).

Moreover, other participants commented on some factors; which exist in a successful intercultural environment, such as welfare, being reasonable, good discipline, foreigners' systems at work, foreign stakeholders, fairness and

clearness, good relationships among people, promotions and rewards, brainstorming sessions, unity and harmony, perceiving the same target, responding to the employees' needs, sustainable development, and learning about people from different countries. Accordingly, R2, R3, R9 added more to the issue, as follows:

We learnt about the quality control system (QC) in our organization. As a result, all of us in the organization learnt from this system how to analyze any problem we might face. Another system is called Kaizen, is a wonderful system for any organization. Also, some Japanese have great behavior, such as alertness. The Japanese are never quiet, they are always alert on everything. I will give you an example, if today they do something good, tomorrow they will make it better and better. They will not stop developing themselves, and this is perhaps the best thing about them in my opinion. When we adopt this behavior from the Japanese, it will help us a lot in our organization (R2, L.114-125, CS).

Our organization provides high salaries for everyone, even the Thais, they get high salaries compared to salaries in other companies, and I am sure about that. I will tell you about the salary system in my organization. There is a difference between salary and welfare. Besides the salary, they will look at your position, rent, whether you are working hard or not, lunch, night shifts, and bonuses (R2, L. 127-133, CS).

The success factors for an intercultural environment are, being reasonable, I mean not only following rules and regulations, but also everything should be reasonable. Another thing which might be good for an intercultural work environment is the good discipline from foreigners. Good discipline from foreigners might be one of the good things we can get from them (R2, L. 193-200, CS).

Another thing can strengthen our organization, is the Korean's system at work. Speaking of the Korean's system, I can say that they have a strong system; they have steps for every task or practice (R3, L. 129-132, CS).

So, when the Thais work by the Korean's system, we have to plan before working with them, and then we can follow the steps, which can make all of us work systematically, as well as following the regulations (R3, L. 135-137, CS).

Furthermore, we get a lot of innovation from the Koreans, especially in information technology. Since we first started to run our business, we have gotten many nationalities to be our stakeholders, such as Americans, Koreans, and Thais. Americans brought the technology and machines from their country, and use it in our company. We have gotten a lot of knowledge from them, and we always say that the Thais are very enduring. So, when we experience or deal with a strong technology, this can strengthen our organization (R3, L. 137-148, CS).

Another thing can strengthen our organization is to be fair and clear on everything. You know? If we are working with only one nationality, sometimes people will be partial, unfair, and unclear. For example, when we have an evaluation, we have an indicator to be like a tool for us. By following this way, the employees feel comfortable that they can be treated fairly. Meanwhile, the relationship between the employer and the employee, such as rights and duties are very necessary. We do not need a labor union. So, as much as we work hard, and do a good job, the company will promote us, and give more rewards. Finally, we use the e-learning system, in order to develop our employees' skills. We have started to know about this system from the headquarters, and we have used an effective system to manage all our subsidiaries all over the world. We bring the top management from each branch, to brainstorm; and then, we choose the best ideas or the best model to follow it (R3, L. 148-166, CS).

In my opinion, the success factors in an intercultural environment, is unity and harmony. We should not make any difference between the Thais and the foreigners. We should be one hand. We should work together in harmony, accept each other, and listen to all opinions. (R3, L. 202-208, CS).

Other success factors in my opinion, involve learning about differences between Thais and foreigners; then, we can adopt the good things from others. For example, the Thais might be more diligent than Koreans, and Koreans might have good knowledge about technology more than the Thais. So, we can consider this to be the organization's culture, and it might be a standard to perform our roles effectively. Furthermore, our organization always allows the employees see the same target (mission and vision). Thus, the strategy to respond to the employees' needs, is the key for our success. Finally, sustainable development is one of the success factors in any intercultural environment (R3, L 211-223, CS).

I think people who come from different cultures and work with us, especially those who have good characters and special abilities might add value to our organizations. I m saying so, because each country has its own strengths and weaknesses, so we can benefit from the good things to strengthen our organizations (R9, L. 58-64, CS).

Meanwhile, we can get a great amount of knowledge about people from different countries, as well as learn about different points of view (R9, L. 103-105, CS).

Alongside, one of the participants of this study stressed one more important thing that need to be considered in an intercultural environment. Hence, R5 noticed that:

The company should respect and accept different cultures. Our company

allows the expatriates to participate or to do activities, according to their beliefs and cultures (R5, L. 76-78, CS).

Good attitudes to accept different cultures, respect for each other, and the company's strategies to boost these values in reality, can produce a successful intercultural environment (R5, L. 112-114, CS).

Accept differences among people and respect each other are the key points to success (R5, L. 141-142, CS).

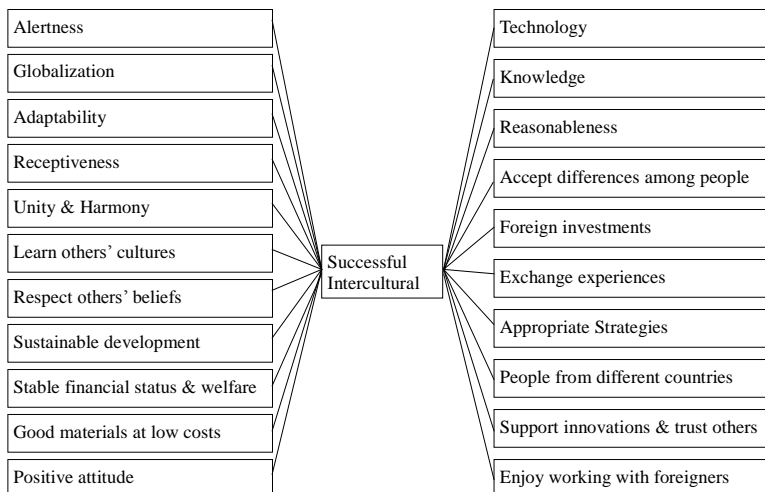


Figure 3.5 Successful Intercultural Environments.

3.5 Foreigners' Cultures and Working Styles in Thailand (CF)

In this section, the author attempted to understand and to learn from the participants of this study, some of the foreigners' cultures and working styles. Hence, R2 corroborated the R8 statement, with a succinct description of the Japanese behavior or working style in Thailand, and Koreans' working style

versus the Thais' working style or behavior. Accordingly, R2, R8 expressed their concerns, as follows:

Speaking of the Japanese culture, in my opinion, they just listen and perceive any order or command from their bosses only. In other words, when a Japanese leader orders something, the employee just follows and implements what he/she was told immediately. Thus, it seems like that the employees should block their thinking to pay respect to their bosses (R2, L. 9-14, CF).

The Japanese always look down at the Thais, they consider that westerners are the first level, and the second level is the Japanese. This is may be a biased opinion, but you can ask other people and you might get the same perception (R2, L. 315-320, CF).

I want to say to all the Thais to struggle and make foreigners accept us more than at present. I want to say to all the Thais to develop themselves for not making others think that we are lower than them. But you know? Nowadays, the Thais work on the sufficient economy, which makes us peaceful, and not competitive. We just work to take salaries, we are not thinking about our future, so how can we survive? Therefore, I always say that we need Corporate Social Responsibility (CSR) projects (R2, L. 321-333, CF).

I would like to tell you about some issues from my experience. I worked with the Japanese a long time ago, but now I'm working with Koreans. Speaking of the Japanese, they always think that they are better than the Thais, and never accept that sometimes the Thais are better than them, and they never listen to others. Speaking of Koreans, they were also thinking like Japanese. However, when Koreans first came to work with us, they were open-minded more than the Japanese. So, Koreans accepted and understood the Thais' abilities at work, and as a result, they can let the Thais manage the organization and they are just

considered as specialists or consultants (R8, L. 80-91, CF).

Koreans always come to work on time, and this is not the Thais behavior, because the Thais always come to work too late (R8, L.138-140, CF).

Furthermore, R1, R3, R5 commented that:

The Thais always ask for opinions before doing anything because of “Krang-Jai” concept (R1, L. 120-121, CF).

On the other hand, Koreans when they are talking, they talk very loudly but the Thais do not like to talk loudly. As a result, when we see Koreans talk loudly, we might think that they are aggressive or they are not pleased from something. Thus, we should know and understand that this is a normal behavior for them (R3, L. 23-28, CF).

The Thais like everything smooth, quiet, and always smile (R3, L.228-229, CF).

In Korea’s culture, people perceive their families as the most important thing in life (R3, L. 99-100, CF).

You know? In Thailand, we always say that we work like “Cho-Cham-Yen-Cham” it means that the Thais are working slowly, and not enthusiastic (R3, L.133-135, CF).

However, Koreans’ working style is high level of responsibility, self-disciplined, thinking logically, and information-oriented support (R5, L. 94-96, CF).

Meanwhile, Thai people are kind, reciprocal, help each other, and care for others’ feelings (R5, L. 97-99, CF).

Additionally, R7, R9 added the following:

The Thais are always kind (Jai-dee) and Americans like to work with documents (R7, L. 198-199, CF).

When you work in an international organization, like a Korean one, you should respect others. You know? In the Thais' culture, we are always modest with elderly people. However, in the Korean's culture, it is a must to do more than the Thais, because their culture is very strict in this point. I mean, Koreans believe and respect seniority more than the Thais. Moreover, when you work with Americans, you should have effective presentation skills. You should know how to present your work effectively because Americans always consider this skill very important at work (R7, L. 208-218, CF).

Koreans nature or work style is fast, so we can let the Koreans work in the departments, which always need work to be done efficiently. On the other hand, the Thais' nature or work style is slow, smooth, and cautious, so we can let the Thais work in the departments which always need people to be very cautious, such as the finance department or the HR department (R9, L.67-73, CF).

If you want to work with Koreans, you should be careful about your behavior. I mean you should be very polite with them because they are very conservative. For example, if you finish your work, you cannot go back home unless your boss goes first, or if you are eating with your boss, and he/she did not stop eating, you cannot go before him/her. Speaking of the Europeans, I can tell you that they are not very serious about these issues, but they care more about work output. So, you have to work very hard with them (R9, L. 148-158, CF).

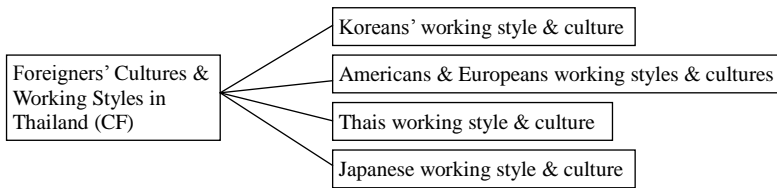


Figure 3.6 *Foreigners' Cultures & Working Styles in Thailand.*

3.6 Adaptability (CA)

The participants in this study emphasized another important factor in order to enhance individuals from different cultures, who work together in an organization. For instance, corporate social responsibility (CSR) projects, accepts different cultures and traditions, and adapts ourselves to others' cultures. Accordingly, R2, R5, R7 articulated their thoughts, as follows:

Most importantly, there is something called CSR (Corporate Social Responsibility) it is a way to adapt yourself with people from different backgrounds. For example, when I went to Japan, I knew what people like and dislike, and after that I knew what I should and should not do, and adapted myself to the culture there (R2, L. 99-104, CA).

Adaptability refers to our ability to adapt ourselves to accept different cultures and traditions. The manager should adapt the strengths of each culture to create core values for the organization effectively (R5, L. 28-31, CA).

The good thing we can try to do in an intercultural environment, is to make the employees know how to adapt themselves, and this can strengthen our organization. Thus, when people adapt themselves, this will make them work together well and the result is the success and the strength of the organization (R7, L. 86-91, CA).

Similarly, R8, R9 commented that, learning about others’ cultures, trying to understand the others, having good attitude toward others, smiling to everyone, and talking in a good way, are paramount.

When you go to work with foreigners, the most important thing is to learn about their cultures, try to understand them, and have good attitude towards everybody in the organization (R8, L. 221-224, CA).

I think if you want to work in an intercultural environment, you should always smile to everyone, and talk to everyone in a good way in the organization. I think, if you can do what I mentioned, you can work successfully in any environment. Another important thing, you must try to understand people, who are going to work with you (R9, L. 142-147, CA).

Furthermore, R3 confirmed that:

The first thing is that you should know how to adapt yourself. If you are very good at everything, and you cannot make good relationships with others, especially with people from different cultures, you will not be able to work with others effectively (R3, L. 8-12, CA).

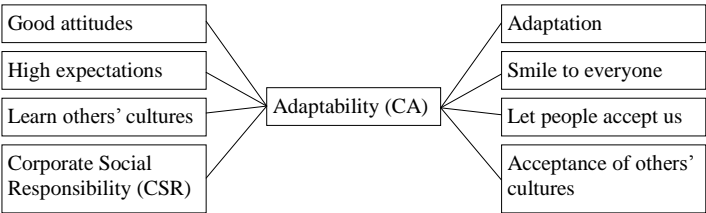


Figure 3.7 Adaptability.

If we work with people from different cultures, whether they are Thais or foreigners, we should learn about their backgrounds, and working styles. We should know how to adapt ourselves to work together effectively. We should know what the others expect from us; then, we should know how to develop our

skills, in order to work with them effectively (R3, L. 273- 280, CA).

3.7 Communication Issues (CC)

Moving to another interesting issue, which is about communication issues, several answers were repeatedly mentioned by the participants, such as dealing with others as we wish to be treated, two-way communication, communication starts from the employee to the top management, talk straightforward and face to face, and the ability to communicate in different styles. So, R1, R5, expressed their concerns, as follows:

I think we should treat others as we wish to be treated. For instance, if we want others to listen for us, so we should listen for them, and if we want them to talk about what they want, so we should talk to them about what we want (R1, L. 53-57, CC).

We should have two-way communication; it is a must to have this communication style, and it is a must that the communication starts from the employee to the top management. In my company, most foreigners are in the top management. Therefore, in my opinion, Thais and foreigners must speak straightforward with each other and face to face, to know how to work together effectively and drive our company successfully together (R1, L. 61-69, CC).

The Thais always ask for opinions before doing anything because of “Krang-Jai” concept in the Thai’s culture (R1, L. 120-121, CC).

Communication refers to the ability to communicate in different styles with each culture. So, the manager should help employees communicate effectively with each other. Additionally, the manager should communicate openly, concisely, and frankly with western people. On the other hand, westerners should

communicate with Asian people in a systematic style, full of information, and save face (R5, L. 14-20, CC).

Moreover, R3, R6 expressed similar opinions of the significance of communication skills, as follows:

The language competence is an important thing because if you cannot communicate with other people in their language, you cannot understand them and they cannot understand you very clearly. We should speak the international language to make people understand each other when they cooperate together (R3, L. 12-17, CC).

Besides, body language and communication skills are also important because each nationality has its own culture (R3, L. 21-23, CC).

Another thing that makes diversity work very well, is to give the chance to everyone to communicate their opinions. In my company, you know? My boss (managing director) always comes to see the employees in each department. Every Friday, we have a meeting for the leaders of each department to share ideas, and talk about what has been accomplished during the week in each department, and if there are some problems, they seek opinions from everyone to find out solutions. Also, every Wednesday, we have a meeting for the foreman or leaders of each division in the manufacturing department and we let someone from the HR department come to talk about employee issues or any problems (R3, L. 84-97, CC).

Lastly, in my organization, we make diversity work well by developing the employees' language skills. We use English to communicate with each other, so either Koreans or Thais must know how to speak in English. Speaking of the Koreans, before they come to Thailand, they must pass an English test, and work

in the headquarters in Japan for three years at least, in order to know how to communicate with others, to have experience, and to acquire management skills. Speaking of the Thais, we provide English courses to develop their English skills, and every year they should have a TOEIC score. We provide this test twice a year, and they should get at least 500 score (R3, L.102-113, CC).

However, R2 added to the perspective the following comment:

We have another activity to make the Thais and the Japanese work in a cohesive team; such as, communications' parties. Every four months, Thais and Japanese make a party and invite their leaders from each department to discuss different issues together (R2, L.151-156, CC).

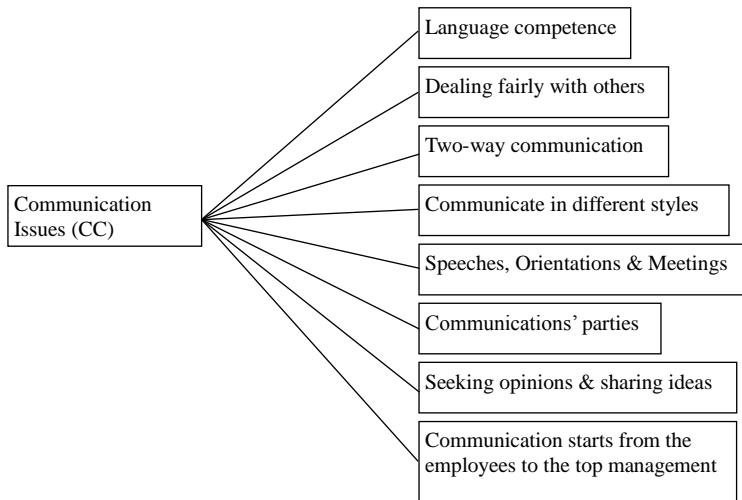


Figure 3.8 Communication Issues.

3.8 Management Issues (CM2)

The author found that there is an urgent need to explore management issues when interviewed the participants of this study, in order to notice the most

possibilities of understanding the issue of intercultural environments. Therefore, R3, R6, R7 thoroughly formulated their opinions, as follows:

My boss is Korean. He came to Thailand ten years ago, worked as a staff member, and then he got a high position. This is the management style in the East. Do you know what I mean? (R3, L.55-57, CM2).

We invite the employees' families to join us in some activities because in the Koreans' culture, they see that the family is the most important thing. As such, when Koreans see that we care about them, we can make diversity work very well in our organization (R3, L. 97-101, CM2).

Furthermore, if the employees get more than 500 score in TOEIC, they get a reward from the management, which can make the employees develop and motivate themselves to work effectively (R3, L. 114-116, CM2).

We can learn a lot about other cultures; we can design training courses; and design a job description for each position. As a result, we can put the right one in the right place, or we can match the one who has abilities and competencies with the required job to manage our organization successfully (R3, L. 124-129, CM2).

Additionally, we provide orientations for the employees to learn more about their jobs, the nature of each culture, and to make them understand each other. So, no matter where you come from, or what religion you believe in. The company's rules or regulations must be fair for everyone to show how much the top management cares about their employees. For example, Koreans have a nation day, so the company gives the Koreans this day off. For the Thais, when they have any celebration, the company let the Thais off as well. As such, the employees feel pleased and equal, and none feels jealous from others, which make them work together effectively (R3, L. 169-180, CM2).

Moreover, we record everyone's opinion to make the employees feel proud of themselves, and to know that they are important in our organization (R3, L. 208-210, CM2).

You should provide training to the leaders to let them know about each function in the organization, what they are going to do, with whom they are going to contact, and develop an indicator to measure how much they accomplished their tasks. For example, an indicator could measure in the HR department how a leader can control the employees, if they are absent or they come late or how a leader motivates the employees and let them have the desire to work effectively and be enthusiastic. Moreover, you should provide methods and tools for everyone to facilitate their work; and lastly, you should develop standards that can help them work cohesively (R6, L. 105-116, CM2).

In my opinion, everyone in the organization should follow the organization's needs or follow one target to allow people from different cultures to work together effectively. In other words, the organization should determine the mission and the vision and then let everyone follow it. I mean by following one target or following the organization's needs, that everyone should cooperate with the others to implement the tasks required (R7, L. 46-57, CM2).

Accordingly, R1, R2 represented the opinions of the participants by the following:

When foreigners come to Thailand for work, they just take the policy from the headquarters to manage our organization. Therefore, we should think about this issue carefully and consider how we can do what they expect from us, and whether we should do it or not. We should ask ourselves what they want is compatible with the Thais' law or not, and how we can comply what they want with our law and regulations (R1, L. 14-20, CM2).

From my point of view, if you want to strengthen an organization which has people from different cultures; the top management should be from both parties. I mean to be equal on everything (R1, L. 72-75, CM2).

Another important thing that may strengthen our organization is meritocracy. We should also put the right one in the right place (R1, L. 79-81, CM2).

Management should also expect that everyone in the organization is highly responsible at work and can implement their tasks effectively (R1, L. 174-176, CM2).

However, R4, R5 pointed out some necessary strategies, which need to be considered:

The top management empowers a team to implement some projects to launch a new model of a product. Then, the members of this team from each department or each division have to demonstrate their leadership skills, by presenting to the committee, what they have done and what they have developed. However, members of each team are free to participate (R4, L.34-41, CM2).

First, we should make our employees feel that they are the most important and valuable asset in our organization. Second, clearly design each job description. Lastly, provide training courses for every employee, especially to those who are in a managing level, to understand the organization's culture and reduce any conflict that might happen in the future (R4, L. 48-54, CM2).

Our company manages diversity through three important strategies: corporate values, training courses, and special events or activities. Corporate values: the company promotes shared values for all employees, both local people and expatriates (Koreans). It consists of people, customers, and technology. All employers pay attention to employees' level of satisfaction, and quality of work.

We try to enjoy our work, respect each other, care for people's feelings and opinions, etc. Customer satisfaction is our target to achieve through product quality and delivery. Our technical and professional skill levels are maintained on the leading edge of technology. These core values make all of us work together effectively with different cultures (R5, L. 47-60, CM2).

Training courses are one of the strategies to enhance better understandings across cultures. New expatriates will be trained about the Thais' culture, simple conversations, ways of life, beliefs, values, etc. For local people, they will be trained about different styles of working with expatriates. For example, orientation courses to protect them from any culture shock in the workplace. Moreover, the company has supported 'learning by doing' regarding the Korean's culture and provided books, and VCDs in the library (R5, L. 61-69, CM2).

Special events or activities give the opportunity for everyone to learn about what an intercultural environment is. In our company, there are many events, such as Songkran Day or the Thais' traditions of water playing in the summer season. Korean expatriates can join the activity and learn how to enjoy their time with the Thais' beliefs and customs. The company respects and accepts different cultures. Our company allows the expatriates to participate or to practice some activities, according to their beliefs and cultures. For example, the company provides Korean food for expatriates at lunch time. It allows them to take leave by the Korean calendar. For those who believe in different religions, such as Islam, the company will provide halal food for each individual. For Christians, the company allows them to pray in the office in the break. For Thai people, the company can organize some activities, according to their traditions and beliefs, such as monkshood leave, New Year party, Songkran holiday and the other Buddhist days (R5, L. 70-88, CM2).

Finally, R8, R9 commented that:

In our company, when the Koreans came to work with us, we let all of our Thai staff go to Korea, in order to learn about their culture, life style, and work style. Also, we encourage our employees to go to the library to read and understand different cultures. In the library, we have a lot of books about Thais, Koreans, and others' cultures (R8, L. 69-76, CM2).

It is very hard to make everyone feels committed and loyal to the organization. However, I can tell you how the top management in my organization makes me feel loyal. My boss gave me the authority or the power to make decisions at work. If you can make decisions or you have some authority at work, this will make you enjoy what you are doing and make you feel loyal to your organization (R8, L. 160-168, CM2).

We can put the right one in the right job or place, by measuring people's personalities and abilities (R9, L. 64-66, CM2).

Measuring people's abilities could be a very important factor to strengthen an organization that has individuals from different cultural background (R9, L. 73-75, CM2).

In my opinion, the one who should provide a training or the trainer, should be a lecturer, so that all employees can receive enough knowledge. Also, the training in an intercultural environment should be provided in English to ensure that all trainees understand the desired outcome. Moreover, you can design some activities to the trainees, but preferably to be out of their workplace. For example, you let the trainees travel somewhere or go to a place far away from their organization. Additionally, I think the training course should include some academic topics, and always focus on how to make everyone cooperate with

others to learn how to work together effectively (R9, L. 127-139, CM2).

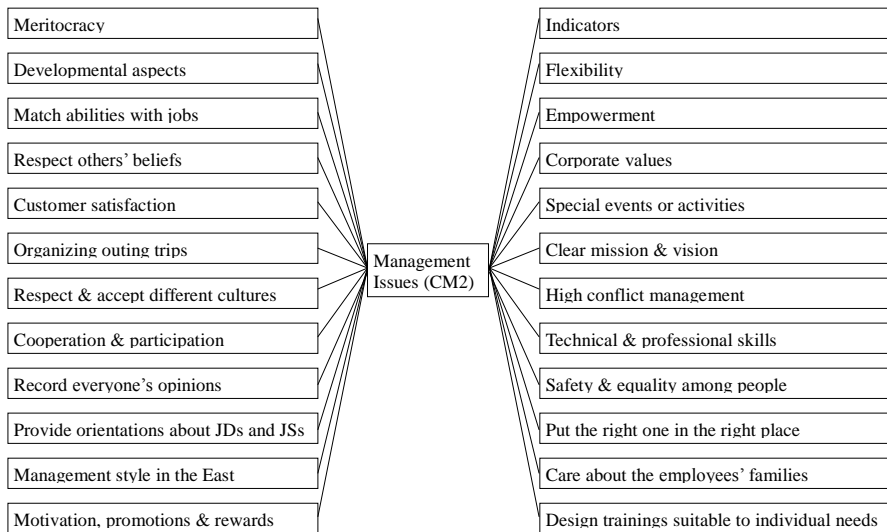


Figure 3.9 Management Issues.

3.9 Educating Foreigners the Others' Cultures in Thailand (CE)

Moving to the last issue in this chapter, the author attempted to look at how foreigners could survive with those they are working with. As such, the author was seeking some knowledge and information from the participants of this study on this issue. Based on that, R1, R2 addressed that:

In my department, we provide knowledge for foreigners about Thai law, and the company's regulations because they do not know about the Thai law, safety law, and the accounting system BOI (R1, L. 10-13, CE).

From my point of view, people who live and work together should respect each other and respect the others' cultures. But you know? In general, when we live in another country or another place, we should respect their own culture. For

instance, if we work in Thailand, we should respect the Thais' culture, or if we work in Japan, we should respect the Japanese culture (R2, L. 69-76, CE).

Additionally, if foreigners do not want to learn about the Thais' culture, the Thais may teach them about it. You know? My boss used to ask me about the King, he was really surprised and wondered why the Thais love the king so much? and why the Thais wear yellow T-shirts every Monday in 2008? I said to him, that the King always helps us on everything, and whatever will happen, he will be next to all of us and solve any problem that occurs in Thailand. So, we can teach foreigners this kind of knowledge, and you know the result? The Japanese followed us and wore the yellow T-shirt, which means that they can adapt themselves to the Thais' culture (R2, L. 84-99, CE).

What we want from foreigners, is to look at our environment, and see what is possible and what is impossible to exist. I understand that in their country (Japan) they can say exactly what time they will reach their offices because of the mass transportation system in Japan, which is wonderful. On the other hand, in Thailand we face a lot of traffic problems. So, we should be flexible and ask for reasons before punishing the employees (R2, L. 180-188, CE).

I said to the Japanese that they cannot make their culture a standard, and they should apply what is appropriate or suitable to the Thais' culture (R2, L. 225-227, CE).

Moreover, R3, R5 continued the previous comments by:

Our organization provides some programs for foreigners about the Thais' culture, traditions, and everything related to the Thais to let them know how to work in Thailand. On the other hand, we let the Thais go to Korea to learn about the Korean's culture and how to work with Koreans effectively (R3, L. 180-185,

CE).

New expatriates will be trained about the Thais' culture, simple conversations, ways of life, beliefs, values, etc. For local people, they will be trained about different working styles with expatriates. (R5, L. 62-69, CE).

We should educate all employees about the strengths and weaknesses of each culture, including how to apply the strengths of each culture to enhance our productivity (R5, L. 91-97, CE).

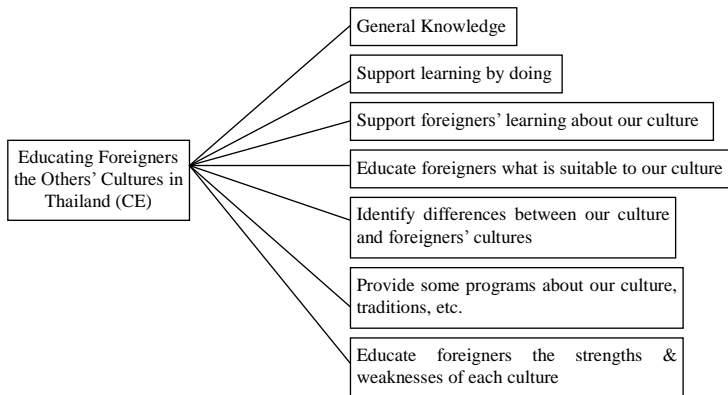


Figure 3.10 *Educating Foreigners the Others' Cultures in Thailand.*

3.10 Summary

This chapter described and displayed the major findings of the study. Hence, this chapter is composed of the following sections: (1) Managers' competencies, (2) Team building for diversity, (3) Barriers confronted by differences in culture, (4) Successful intercultural environment, (5) Foreigners' cultures and working styles in Thailand, (6) Adaptability, (7) Communication issues, (8) Management issues, and (9) Educating foreigners the others' cultures in Thailand. Based on these findings, the author attempted to clarify all aspects by developing some

figures under each piece of finding. In chapter four, the author will present all elements, which reflected strengths, weaknesses, and potentials of an intercultural environment, as well as other factors that will be taken into consideration in formulating a developing model for an intercultural work environment. Ultimately, the author will propose some recommendations for further studies.