



Chapter 4

Summarizing and Discussing the Results

In this chapter, the author gives particular attention to the findings of this study, with reflection of related literatures, explores the components of the major findings, and makes some recommendations for further researches. Thus, this chapter is presented in the following order:

- Discussions of the major findings of the study, with reflection of related studies;
- Development of a model for an intercultural work environment; and
- Recommendations for further researches.

Discussions of the Major Findings of the Study with Reflection of Related Studies

This study was about intercultural competence needs of managers in international automotive companies in the Eastern Seaboard of Thailand. The purposes were (1) To identify the competencies required for managers of intercultural consultancy services, in order to optimize the effects of cultural diversity in Thai international automotive companies; (2) To investigate ways which allow diversity to work effectively; and (3) To identify barriers confronted by different cultures in international companies. The author selected the qualitative approach for this study, as it is related to cross-cultural issues and how diversity works best in multicultural organizations. Therefore, the author decided after careful considerations to select the case study, as it is one of the five strategies in a qualitative approach for this study. Accordingly, David (2006: 4) demonstrated that a case can be chosen not only because of special interest, but also due to the impacts or effects of a social issue. Thus, ‘intrinsic case study’ took place in this study because of two reasons:

- The author's interest in understanding challenges in building intercultural teams, and
- To optimize cultural diversity in Thai international automotive companies.

Moreover, the following questions were developed to guide the author in the data collection, and the analysis task:

Main question: 1. What are the competencies required for the manager who provides intercultural consultancy services, and how to utilize the competencies to work in Thailand?

- Sub question: What are the most needed competencies for the manager who provides intercultural consultancy services?
- Sub question: What are some ways that allow diversity to work effectively?
- Sub question: What are the barriers confronted by differences in culture in international automotive companies?

Further, this study was carried out at four international automotive companies, in the Eastern Seaboard of Thailand. The participants of this study were nine leaders or executives in four international automotive companies, who got involved with people from diverse cultural backgrounds. The main instrument used to collect the data from nine participants, was interviews face to face, except two participants provided their information by an e-mail, due to their limited time. The findings of the study were presented in chapter three, with an overview of intercultural work environments. Furthermore, Holliday (2002) formulated that "A simpler way to present data is where the researcher takes categories from the same structure that governed the collection of data" (p.107). Therefore, the author addressed the major findings, as follows: (1) Managers' competencies,

CM1 (2) Team building for diversity, CT (3) Barriers confronted by differences in culture, CB (4) Successful intercultural environment, CS (5) Foreigners' cultures and working styles in Thailand, CF (6) Adaptability, CA (7) Communication issues, CC (8) Management issues, CM2 and (9) Educating foreigners the others' cultures in Thailand, CE.

Thus, the following is a discussion of the major findings, in accordance with the literature reviewed in chapter one. Moreover, the author is going to explore or discuss nine issues and its components, according to what has been discussed and found in the previous chapter.

4.1 Managers' Competencies (CM1)

The author found in the current study, the most relevant competencies or characteristics for leaders in the top management in international companies, as follows: open mindedness, worldwide vision, acceptability, following up, specialists, being knowledgeable, leadership skills, management skills, HR and HRD concepts, work experience with foreigners, eagerness to learn, non ethnocentric attitude, problem solving, adaptability, maturity, fair and succinct, innovative, responsible, standardized, and foreign language competence.

Similarly, Gibson (1998 cited in Cseh & Coningham, 2004) suggested the following:

- The willingness to monitor your own ethnocentrism;
- The ability to adapt yourself to different cultures; and
- The flexibility in a variety of intervention techniques and tools, according to the business culture.

On the other hand, one of the participants of this study noted some fundamental competencies to improve and to develop consultancy services among people from different cultures. For instance, 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, and the ability to adapt ourselves to accept different cultures and traditions.

Further, there is a large number of studies concluded the following:

- The open minded character and the assurance against contingencies;
- Being able to respond quickly to a variety of situations and achieving the target properly;
- Using the most relevant strategies according to the tasks, the interaction with others in a friendly manner;
- The ability to deal with complexity without any sort of anxiety and demonstrate what has been done in reports or assessments;
- The acceptance of others, trust, and encouragement are the best policies to motivate others;
- The ability to lead as a relationship builder by motivating and empowering;
- Problem solving and the ability to interpret the system and procedures for data analyses; and
- Lastly, the experience in viewing the customer value, as well as satisfaction.

Besides, for the current study, one of the participants confirmed that managers should be open-minded and accept others' opinions, as well as being ready to learn from others even if they are bosses or in a leading position. Another

competence which is necessary for the manager, who provides intercultural consultancy services, is motivation. Managers should know how to urge the employees how to work effectively. In addition, managers should have effective arts of communication, as well as effective presentation skills, in order to communicate successfully with others. Lastly, 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.

The author found in previous studies that leaders should first develop their personal characteristics to be able to manage and support diversity to benefit from diversity, as it is desired. It is found that it is necessary to urge all HRD professionals and experts, who have experience in working across cultures to provide aids for those who cannot recognize differences in cultures (Park, 2003 cited in You, 2004). Park found that these professionals should keep on developing the required knowledge, competencies, and positive mindsets; since HRD had a significant role in the Asian region to have a strong economy. Thus, the author in the current study found all competencies mentioned above in previous studies, and the participants of this study added, the need for maturity, coaching skills, and acting as a teacher for the employees.

4.2 Team Building for Diversity (CT)

The participants of this study concluded a number of factors needed for allowing diversity to work effectively, or building intercultural teamwork. These factors are: listening carefully to others, respecting and accepting others, trust, seeking opinions, middle point, working in groups, good relationships, developing activities, harmony, following the rules, brainstorming, mixing our needs, empowering and cooperating, teamwork, outing trips, cross-cultural team

projects, developing empathy and sympathy, creating values, family days, educating the employees, cultural exchanges, formal business language, nurturing others' skills, clearness, love, and loyalty.

In previous studies, Zakaria, Amelinckx, and Wilemon (2004) looked at the following for human challenges in implementing global teams:

- Creating effective team leadership;
- Dealing and managing conflicts among global teams;
- Developing relationships and trust among all individuals;
- Awareness of cross-cultural differences; and
- Emerging intercultural communication competence.

Similarly, Marquardt and Horvath (2001) noted challenges for global teams, such as:

- Maintaining teamness;
- Maintaining communication;
- Handling coordination issues; and
- Managing cultural differences, and diversity.

Meanwhile, in the current study, the participants acknowledged that they always encourage Thais and foreigners to work in harmony and be neutral, no matter if you are boss or a subordinate. Besides, 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 through On-the-Job Training (OJT) programs. Further, they argued that, as a leader, you should also attempt to make them avoid 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. Furthermore, you should nurture your employees to understand how to reach the desired 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. Moreover, Van Der Zee and Van Oudenhoven (2000) found four intercultural competencies necessary for developing specific trainings that can be mixed in different ways, depending on the individual needs or the group. For managerial functions, for instance, building commitment should be the key, while for non-managerial functions, intercultural communication will take place. Managing uncertainty depends on the cultural group involved on the task. Finally, intercultural sensitivity should always be trained but it depends on whether we are dealing with an existing multicultural group or with individuals, who are not working as a team. Nevertheless, the author added to this study that there is an urgent need for developing empathy, sympathy, outing trips, and family days, to make people build trust among each other. In conclusion, the effective communication and trust were critical points in developing teamwork.

4.3 Barriers Confronted by Differences in Culture (CB)

Speaking of some barriers confronted by differences in culture, the participants of this study explained their thoughts and feelings clearly, as follows: disrespecting others, inequality, nepotism, feelings of biases, ethnocentric attitude, inappropriate behavior, differences in culture, ambiguity, bossy people, unreasonableness, blocking people's thinking, irrelevant systems, no integrity, misunderstandings, language barrier, conflicts, mystery and unfamiliarity, irresponsibility, historical events, and incompatibility. In previous studies, Chesla (2000) mentioned that cultural diversity causes different managerial

styles, such as rules, relationships among individuals and communication styles which bring several problems to the workplace (e.g. stereotyping, mistrust, and stress among team members). On the other hand, it was found that group cohesion is not easy to achieve in intercultural teams. In other words, in global business, people bring their own values to the workplace and team as well, and this cultural diversity would cause lack of cohesion. Following this line of thought, in the current study, one of the participants commented that, it is difficult to make Thais and foreigners meet each other in the middle because of their different cultures. One participant confirmed that his company did not succeed in making people from different cultures work together effectively. In other words, the participant mentioned that, they just work together, but if we ask about their deep feelings, they are not working well together. They have some conflicts and they cannot talk, they cannot say what they want, and they cannot understand each other. Accordingly, Adler (2002) noted the disadvantages in building intercultural teams, as follows: mistrust, miscommunication, and stress. First, Marquardt and Horvath (2001) interpreted that mistrust brings lower attractiveness, reinforcement, and inaccurate stereotypes. While, Levi (2001) illustrated that miscommunication causes slower speech because of language barriers. Finally, Adler (2002) commented that stress causes tension and disagreement on content. Hence, Patricia, Erwan, and Susan (2003) noticed that these factors mentioned above, produce conflicts and unacceptable behavior among individuals. Adler (2002) and Marquardt and Horvath (2001) similarly concluded that this lack of cohesion, causes the difficulty to gain consensus on decisions, and taking positive actions whenever needed, which ultimately results an ineffective, and inefficient intercultural teams.

Importantly, Greenberg (2005) recommended some factors considered challenges of cross-cultural communication:

- Different words are perceived differently to different people;
- Different cultures have different cultural norms when using some words; and
- Cross-cultural communication is made difficult because in different languages one word possesses several meanings.

For the current study, the participants clarified that the Thais when they smile, sometimes it makes foreigners feel that we look down at them. Also, different attitudes are another barrier. Thais and foreigners always have different attitudes. Another barrier is that the Thais do not have enough English skills to communicate effectively with foreigners. According to Holden (2002) there were common challenges to international cross-cultural management, such as ethnocentrism, cultural diversity, and the differences among people which have its noticeable effect. Further, addressing differences among people does not illustrate why or how conflicts arise; though, perceiving everyone the same might be a step for conflict among people from different cultures (Worchel, 2005). Furthermore, Hewapathirana and Pruetipibultham (2006) concluded that there are some other challenges, such as an unknowledgeable workforce about cultures and foreign markets, differences in theoretical models and practices, and different management styles. Finally, lack of training in cross-cultural issues makes organizations strive to evaluate how much training has been successfully conveyed to employees' performance (Drewry & Stout, 2003).

The author in this study found more barriers, such as nepotism, or those who are in a position of power might give their families an unfair advantage (job) in the Thais' companies. One of the participants of this study noticed that when the top management (Japanese) wants to move someone to another department, they will do it without looking at his or her abilities. Some people (Japanese) did not come to work in Thailand by recruitment, and this makes people disrespect each

other or have a lot of conflicts. Moreover, one of the participants of this study noted that people's behavior might be a barrier because someone might be irresponsible at work, and some Thais like to throw their mistakes on other people's shoulders. For example, if something wrong happened at work, the one who is responsible might say that, "it is not my mistake" I have got this from someone else. So, these kinds of problems you might face when you work with people from different cultures. Additionally, this study suggested that inequality is another big barrier in Thai international companies. In other words, the Japanese have more authority than the Thais. When the Japanese have to make a decision on something, the Thais cannot decide anything. Hence, everything must be approved by the Japanese only. Another big barrier found in this study, is that foreigners manage the Thais' organizations by their own systems and rules without looking at the Thais' environment and what is suitable for the Thais. Besides, Westerners usually try to work by their own style and let the Thais just follow them.

In conclusion, the author found in the current study that historical events had a great influence on people's perceptions, and feelings; although, these feelings may be less intensive at present (e.g., Thais and Burmese).

4.4 Successful Intercultural Environment (CS)

On the other hand, the participants of this study compiled the success factors in an intercultural environment, as follows: technology from foreigners, as well as a plethora of knowledge, adaptability, foreign investments, good materials at low costs, people from different countries, exchanging experiences, stable financial status and welfare, enjoy working with foreigners, globalization, reasonableness, unity and harmony, sustainable development, receptiveness, learning others' cultures, alertness, accept differences, good attitudes, appropriate strategies,

respecting others' beliefs, supporting innovations, and trusting others. In almost the same way, Van Der Zee and Van Oudenhoven (2000) from the University of Groningen in the Netherlands developed five dimensions for analyzing the success factors of one of the most challenging intercultural work environments. They demonstrated these five dimensions of personality for adjustment and performance of expatriates, as follows:

- Cultural empathy: empathize with the feelings, thoughts, and behaviors of members from different backgrounds;
- Flexibility: the ability to move from a strategy to another, and never fear from the unknown, with the acceptance of unknown situations;
- Open mindedness: being open and fair with all individuals, who come from different cultural backgrounds;
- Social initiative: being inclined to actively approach social situations and to take initiatives; and
- Emotional stability: controlling your anger and remaining calm in stressful situations.

However, Wiersinga (2003) argued that the five personality dimensions may not have the same importance. It will be depending on where the assignment takes place. Thus, managing differences effectively, and being aware of cultural diversity in the workplace will allow individuals to perform better than single culture teams (Adler, 2002). An important point is found when reviewed the literature, pros and cons in building intercultural teams by (Hofstede & Hofstede, 2005). They noted that the more an organization is globalized, the more diversity exists, and global business practices based on building intercultural teams. Alongside, the study of Marquardt and Horvath (2001) found that there are

several advantages of intercultural teams, as follows:

- Ability to reduce costs and gain economies of scope;
- Ability to attract talents from anywhere in the organization or from the external environment;
- Ability to solve complex problems in the twenty-first century;
- Ability to make the organization a global company;
- Ability to increase speed of operations;
- Greater understanding of local customers;
- Development of future global leaders for the organization;
- Increased access to knowledge and information;
- More opportunities to form alliances; and
- Increased ability to become a global learning organization.

Also, their studies demonstrated that there are general criteria of intercultural teams or effective teams. Some of which are technical task activities, some are supportive environmental factors, and others are related to social relations among individuals. Similarly, in the current study, the participants interpreted that their organizations achieve low costs because they 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. Furthermore, Hewapathirana and Pruetipibultham (2006) synthesized some factors to successful engagement in international companies, as presented:

- Skilled workforce;
- Developing a global business environment;
- Encouraging foreign investments;
- Cooperation and flexibility when dealing with other countries; and
- Positive feedback from the customer about services or quality.

For the current study, the participants mentioned that valuing diversity, and foreign investments are very critical to our company. They get a lot of capital or investments from the Koreans because they are big partners. Koreans invest a lot of money in the company, which makes the other partner stronger than other companies that have management from only one country or nationality. In previous studies, Smith (1995 cited in Cseh & Coningham, 2004) suggested the following:

- The awareness of the literature of the society where you reside;
- Get acquainted with people's behavior with whom you will work;
- The readiness for unexpected behavior due to culture shock;
- Understanding that culture changes; and
- Emerge, adjust or be flexible in the values between your culture and those whom you work with.

For the current study, the participants articulated that the success factors in an intercultural environment are unity, and harmony. We do not make any difference between the Thais and the foreigners, we are one. We work together in harmony; we accept each other and listen to any opinion. Other success factors involve learning about differences between Thais and foreigners; then, we can adopt the positive things from the 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 take all this to be the organization's culture, and it might be our standards to perform our roles effectively. The participants of this study also commented that accepting differences among individuals and respecting each other are the key points to success. A large number of studies have demonstrated that cultural diversity in a workplace can foster a variety of perspectives and experiences to encourage or promote innovation and creativity, which lead to the desired outcome in firms. Cox (1991 cited in Paek and Hong, 2005) identified how ethnic differences influenced cooperative and competitive behavior on group activities. They concluded that, workers from collectivist cultures have the tendency to be more cooperative, whereas, those from individualistic cultures are more competitive. Ivancevich and Matteson (1999 cited in Huang, 2005) noted that Microsoft of Redmon, Washington believes that people from different backgrounds, who have different talents add to the effectiveness of the firm; hence, it produces products suitable to all types of consumers because a diverse company would better be able to market to a diverse world.

In conclusion, previous studies, and the current study showed that it is obvious that specifically intercultural teams are very essential for successful global organizations because they bring various experiences. Undoubtedly, leaders in the twenty-first century have several challenges, most important of which is to succeed in making their organizations integrated and cohesive communities, where all people commit and undertake certain and common purposes to achieve a sustainable development.

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

In this section, the author found a succinct description of the Japanese behavior or working style in Thailand, Koreans' working style versus the Thais' working

style or behavior, the Europeans and Americans working style or cultures. The participants of this study acknowledged that the Japanese listen and perceive any order or command from their bosses only. Further, the Japanese do not usually believe or trust the Thais' skills, and abilities. The Japanese consider themselves the second level, and Europeans are the first level. In other words, the Japanese often think that they are better than the Thais, and never accept that sometimes the Thais are better than them. Moreover, the participants stated that the Japanese rarely feel pleased with the Thais. Speaking of Koreans, sometimes Korean's behavior is taken from the Europeans' cultures. They were also thinking like Japanese. However, when Koreans first came to work in Thailand, 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 company and they are just specialists or consultants.

Moreover, Koreans always come to work on time, and this is not the Thais' behavior, because the Thais always come to work late. Koreans talk very loudly but the Thais do not like this behavior. As a result, when the Thai sees the Korean talks loudly, the Thai might think that the Korean is aggressive or not pleased from something. In Korea's culture, people see that the family is considered the most important thing for them. Additionally, Koreans' nature or work style is fast, highly responsible, self-disciplined, thinking logically, and information-oriented support. Generally speaking of the Thais and Koreans' behavior, when the Thais sit and talk to the Koreans, suddenly, the Korean puts his/her 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. Lastly, Koreans believe and respect seniority more than the Thais. In Korea's culture, if you finished 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, so you cannot go before him/her.

Speaking of the Thais, they always ask for opinions before doing anything because of “Krang- Jai” concept. The Thais like everything smooth, quiet, and always smile. Nevertheless, they work like “Cho-Cham-Yen-Cham” which means that the Thais are working slowly, and not enthusiastic. In other words, the Thais’ nature or work style is slow, smooth and cautious. Meanwhile, Thai people are kind, reciprocal, help each other, care for others’ feelings, always kind (Jai-dee), and modest with elderly people. Americans, like to work with documents. Hence when you work with them, you should have effective presentation skills. You should know how to present your work effectively because Americans always consider this point very important at work. Speaking of the Europeans, the participants of this study mentioned that the Europeans are not very serious about behavioral aspects; they put more emphasis on work output. In previous studies, Cox (1991) identified how ethnic differences influenced cooperative and competitive behavior on group activities. Yoo (2000) conducted a survey on twenty secretaries, who were working with foreign supervisors. The results of this previous study, demonstrated that the Korean secretaries preferred to work with foreigners, who have efficient and systematic work procedures; even though all the interviewees expressed some sort of cultural differences in their workplace, the majority accepted their situation as a chance to learn and understand other cultures. Additionally, how countries compare on Hofstede’s dimensions of national culture, clarified several factors crucial to cross-cultural studies.

4.6 Adaptability (CA)

The participants of this study gave special importance to how people can adapt themselves with individuals from different cultures. Thus, they concluded the following: Corporate Social Responsibility (CSR), acceptance of others’

cultures, adaptation, learning others' cultures, good attitudes, smiling to everyone, making people accept us, and identifying what others expect from us. Alongside, Bennett (1986) addressed the importance of the following for those who work in intercultural environments:

- Integration: multicultural attitude enables one to integrate differences and adapt both cognitively and behaviorally;
- Adaptation: able to empathize differences among individuals, and able to shift from one cultural perspective to another without major problems;
- Acceptance: accepting behavioral differences and underlying differences in values, and recognizing the validity of other ways of thinking and how people perceive the world; and
- Minimizing differences: hides or trivializes cultural differences, and focuses on similarities among all individuals.

Moreover, Gibson (1998) suggested that we should have the ability to adapt ourselves to different cultures. Also, Smith (1995) suggested the following for developing successful intercultural environments and how people can adapt themselves to different cultures:

- Get acquainted with people's behavior with whom you will work;
- The readiness for unexpected behavior due to culture shock;
- Understanding that culture changes; and
- Emerge, adjust or be flexible in the values between your culture and those whom you work with.

According to Holden (2002), he suggested some solutions to challenges of

cross-cultural management (e.g. adaptation, reacting positively, and developing the required skills through some interventions). In conclusion, the current study added a few points to previous studies, which might be helpful to adapt ourselves with others. These were: corporate social responsibility (CSR) and smiling to everyone are perceived to be very necessary because of the Thais' nature or traditions. Accordingly, some participants in the current study interpreted that CSR is a way to adapt ourselves with people from different backgrounds, as well as smile and talk to everyone in a positive way could allow people to work successfully in any environment.

4.7 Communication Issues (CC)

Another interesting issue, is that several answers were repeatedly mentioned by the participants of the current study, such as, dealing fairly with others, communicating in different styles, speeches, orientations and meetings, communication starts from the employees to the top management, seeking opinions, and sharing ideas. Van Der Zee and Van Oudenhoven (2000) formulated this issue, when they emphasized intercultural communication skills. Zakaria, Amelinckx, and Wilemon (2004) mentioned that emerging intercultural communication competence should be considered for human challenges in implementing global teams. Similarly, Marquardt and Horvath (2001) noted challenges for global teams, such as: maintaining communication, and handling coordination issues. Importantly, Greenberg (2005) recommended some factors considered challenges or barriers of cross-cultural communication, as follows:

- Different words are perceived differently to different people;
- Different cultures have different cultural norms when using some words;
and

- Cross-cultural communication is made difficult because in different languages one word possesses several meanings.

In conclusion, the participants of the current study contended that Thais and foreigners must talk straight forward and face to face to know how to work together effectively and successfully drive their business together. Most importantly, the Thai manager should communicate openly, concisely and frankly to western people; whereas on the other hand, westerners should communicate to Asian people in a systematic style, full of information, and save face.

4.8 Management Issues (CM2)

The author explored management issues, when asked the participants of this study, and they thoroughly noted the following: management style in the East, care of the employees' families, motivation, promotions, rewards, development, designing training courses suitable to individual needs, developing specific indicators, putting the right one in the right place, matching abilities with jobs, developing clear mission and vision, providing orientations about JDs and JSs, recording everyone's opinion, empowering, flexibility, high conflict management, cooperation and participation, corporate values, customer satisfaction, technical and professional skills, special events or activities, respect and accept different cultures, respect others' beliefs, organizing outing trips, safety, and equality among people. Meanwhile, related literatures, such as Gomez-Mejia, Balkin, and Cardy (2004) concluded that many corporations restructure their businesses as global competitors by identifying employees' individual competency, as an essential part to achieve their goals. Additionally, they noted some issues that need to be considered:

- Using the most relevant strategies according to the tasks, and the interaction

with others in a friendly manner;

- Dealing with complexity without any anxiety and demonstrating what has been done in reports or assessments;
- The acceptance of others, trust, and encouragement, are the best policies to motivate others;
- Motivating and empowering others; and
- Lastly, the experience in viewing the customer value, as well as satisfaction.

Van Der Zee and Van Oudenhoven (2000) believed that management should develop specific trainings that can be mixed in different ways, depending on the individual needs or the group. However, Yang (2003) demonstrated that managerial styles vary culture by culture. There are different managerial styles and each country has its own style. Similarly, Chesla (2000) mentioned that cultural diversity causes different managerial styles, such as rules, relationships among individuals, and communication styles. Thus, managing differences effectively, and being aware of cultural diversity in the workplace, will allow individuals to perform better than single culture teams (Adler, 2002). Briefly, the author found in several studies critical challenges for international management, as follows:

- Global managers are expected to be aware of international developments, and be able to compete in working with people from different backgrounds;
- International management should have a deep understanding of the global economy, which makes the diverse countries of the world increasingly interdependent, regarding product markets, and business competition;
- The awareness of cultures and how does it relate to global diversity;
- Management and global businesses are influenced by differences in

national cultures, according to Hofstede's dimensions; and

- Global operations or businesses are driven by local cultures and situations.

In conclusion, the participants of the current study added to previous studies, that management should develop standards, in order to make people work together cohesively, as well as provide some methods and tools for everyone to facilitate their work. Moreover, they emphasized on the importance of the right one in the right place. In other words, meritocracy is crucial, where people get power or money on the basis of their ability.

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

Lastly, the author found useful information on how to make foreigners survive with those they are working with, as follows: provide general knowledge for foreigners, support learning by doing, support foreigners learning about our culture, identify differences between our cultures and foreigners' cultures, educating foreigners what is suitable to our culture, educating foreigners about strengths and weaknesses of each culture, and provide some programs about our culture, traditions, etc. It is found that executives in Thai companies let their employees go to foreign countries to exchange or to learn about the others' cultures to learn how to work with people from different cultures, which is called cultural exchanges. Most importantly, the author in this part of the study did not find similar information in previous studies or related literatures. The reason behind that is because most researches on cross-cultural workplace take place in the developed countries, but little has been done on the cross-cultural workplace in the developing countries, such as Thailand (Colignon, Usui, Kerbo, & Slagter, 2007).

4.10 Development of a Model for an Intercultural Work Environment

In the previous chapter, the author mentioned that he will present critical elements, which reflected strengths, weaknesses, and potentials of an intercultural environment, as well as other factors will be taken into consideration in formulating a developing model for an intercultural work environment. Hence, the following model compiled possible and necessary factors in an intercultural environment.

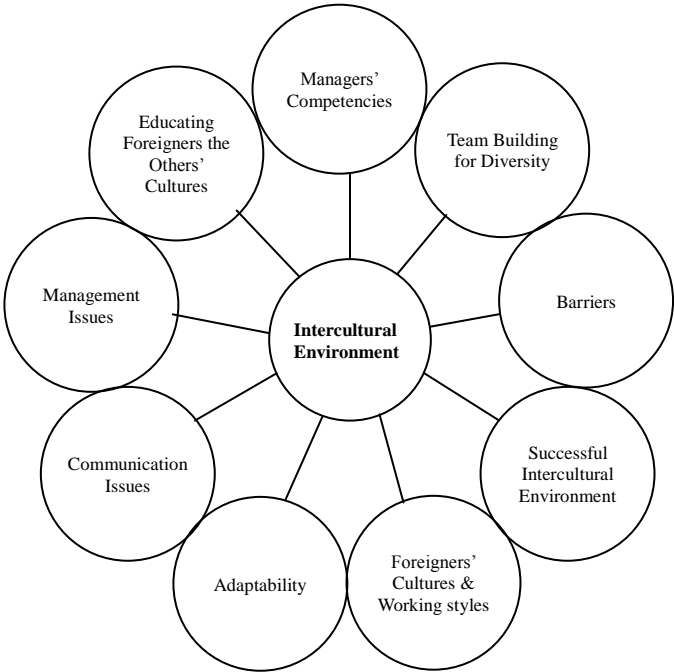


Figure 4.1 Intercultural Environment.

4.11 Recommendations for Further Studies

According to Glatthorn and Joyner (2005, p.203) they concluded that, “an older

style uses the title conclusions and recommendations. The title summarizing and discussing the results used seems more accurate; however, since many studies include neither conclusions nor recommendations”. Nevertheless, the author has the potential to draw a succinct recommendation for further researches. As previously mentioned, most researches on cross-cultural workplace take place in the developed countries, but little has been done on the cross-cultural workplace in the developing countries, such as Thailand. Therefore, researchers in the developing countries should realize that lack of researches in a particular issue could cause a lot of obstacles in our organizations. Additionally, the author selected the qualitative approach for this study, as it is related to cross-cultural issues and how diversity works best in multicultural organizations. However, the author suggests more researches on cross-cultural workplace, uses the mixed methods approach, because of the need for an authentic assessment to evaluate the advancement of skills and attitudes in such activities, or special events. Hence, the quantitative approach is needed in this study, besides the qualitative approach, and the non-random sampling with the random sampling might give equal opportunities to the participants of further studies.

4.12 Conclusion

We all learn how to relate to other people and how to respond to our environment from our cultures and other people’s cultures. Because different cultures exist in the world, an understanding of the impact of culture on behavior is critical to the study of cross-culture management. What is logical, reasonable, and significant in one culture, may seem illogical, unreasonable, and unimportant in another. In other words, managers need to cautiously adjust their management approaches to match the values of specific cultures. Some managers are very pragmatic; others are highly humanistic and ethical; others are emotional and

judge issues in terms of whether they are pleasant. In short, culture is acquired knowledge that people use to interpret experience and generate social behavior. However, cultural competency refers to the ability to apply a sound level of knowledge, understanding, sensitivity, and appreciation of culture in a practical and appropriate manner. It is an ongoing process that must not be perceived as a process that ends. It must be continually monitored and reviewed to meet the specific cultural needs of individuals and organizations. There are different methods or tools that can be applied to monitor and assess the level of cultural competency of individuals and organizations. For example, interviews, observations, peer evaluations, community feedback, and self-evaluations. Nevertheless, some organizations may not have the capacity to apply these methods and may need to employ or contract external individuals to perform these tasks. Lastly, it is important to realize that people we are working with or managing are very likely to be culturally different from ourselves. Another significant issue is to remember that differences are not always culturally-based; some differences arise from individual personality differences.