

**UTILIZE SIGNIFICANCES OF CHINESE CULTURAL VALUES  
TO ESTABLISH AN EFFECTIVE BUSINESS RELATIONSHIP  
IN CHINA**



**A THEMATIC PAPER SUBMITTED IN PARTIAL  
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Thematic paper  
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**UTILIZE SIGNIFICANCES OF CHINESE CULTURAL VALUES  
TO ESTABLISH AN EFFECTIVE BUSINESS RELATIONSHIP  
IN CHINA**

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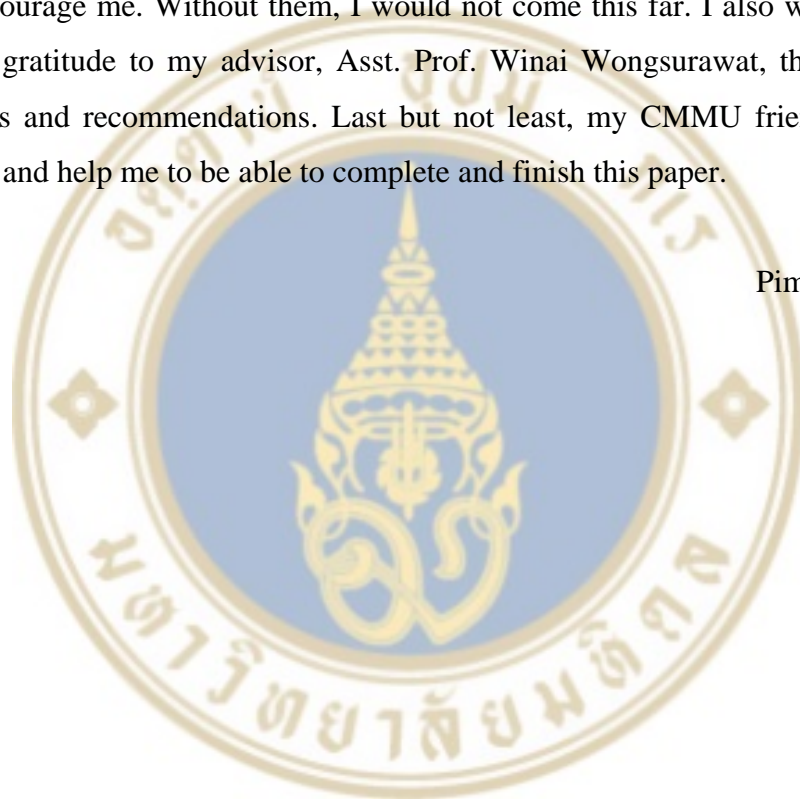
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**ABSTRACT**

My objective is to understand Chinese culture and cross-cultural issues from the experiences shared by two Chinese people who are working in Thailand. In the research, I illustrated the attitudes of Chinese people who have worked in Thailand for over 5 years, to focus on the Chinese cultures and values that Thai people should understand before doing business with the Chinese and the cross- culture issues that experienced by two interviewees. The theories that I applied in my findings were the Hofstede and Trompenaars seven dimensions to understand and notice the differences between work cultures and behaviours of China and Thailand. In the conclusion, I present useful information that can be beneficial to the public seeking to understand more about China, as well as demonstrating how to have an effective business relationship with Chinese people.

**KEY WORDS:** Culture/ Cross-culture/ Hofstede/ China / Thailand

22 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Purpose of Study

China, with a population of 1.3 billion people, is the second largest economy and increasingly becoming an important player and is the influential role in the global market nowadays. Since China opened up the door for foreign trade and investment, they have entered into foreign countries around the world to do the business with and have been successful in many countries. When business from other countries is planning to cooperate with Chinese companies, knowing how the Chinese think and communicate is crucial in avoiding conflicts that could lead to loss of time and investment. Thailand has been the trade partner with China for the past decade. Many Thai companies have been facing several issues dealing with Chinese. This paper will mainly focus on the Chinese values that Thai people should be aware before doing business with the Chinese. And, to explore the appropriate negotiation techniques when dealing with Chinese to minimize agreement conflicts. The interest in this research focuses on the perspectives from the Chinese that I selected to interview for the knowledge of Chinese values and culture through their point of views and experiences in Thailand. This research will give you a better understanding in many aspects from the home landers who are working in Thailand for several years and been experienced working with Thai people until they could acknowledge about the different values between two countries which occurred the cross-cultural and misunderstanding issues.

Stereotype of Chinese people in Thai's point of view is as the advantage taker. Many Thai companies may have had the bad experiences dealing with Chinese companies. When there is a negotiation, whether it is cash or non-cash negotiation, Chinese would try to be on the winning side. Chinese people has bad reputation in the eyes of companies around the world but with Chinese's dominant position in the economy, all Chinese counter parties continuously attempt to deal with minimizing conflicts; technically it is to simply understand the differences in culture, value, and mindset.

Chinese's' view on Thai working style is also a focus in this research paper. Unlike Chinese, Thais have passive attitudes that often led to inefficient working process. This is a classic example of work culture difference. Moreover, Hofstede's and Trompenaars cultural dimension showed obvious differences in Thai and Chinese cultures. Diversity in global business is unavoidable. To acknowledge culture differences and learn to accept one another is the key to mitigate the conflicts.

Research results proved that Chinese culture is certainly competitive due to its Communist history. The quality of relationship varies across business levels. It is important for global business partners to be selective in order to establish a profitable relationship for both parties. Moreover, Chinese requires patience to build a strong relationship.

## **1.2 Research Question**

This research has an objective to explore about Chinese values and culture in order to mitigate cross-culture conflicts in the future and also maintain a good business relationship with the Chinese people.

By applying the research outcomes, I expect to find ways to change Thai people to understand the Chinese better, which will help to create a good connection with Chinese people. Moreover, this research can help to understand Chinese cultures in order to deal with Chinese people whether in business relationship or a personal relationship.

## **1.3 Research Question**

What are the significances of Chinese culture and values for Thai people to understand cross- cultural issues in business relationship with China?

## 1.4 Research Scope

1. Cultural differences between Thailand and China and the factors that cause the differences
2. An understanding of Relationship (Guanxi), which is the key factors of the negotiation with the Chinese.
3. Working styles of Chinese people that is which different from Thailand.
4. Common cultural aspects that both countries share in order to find the most suitable direction of management and the most efficient way to solve conflicts

## 1.5 Expected Benefits

This research aimed to assess the cross-cultural awareness of the Chinese to be able to understand Chinese people's thoughts and help create an effective business relationship between Chinese and Thais. The research specially showed the significances and knowledge by the Chinese people who have experienced in cross-cultural issues regardless as negotiation, management, and working style in Thailand. By interviewing the natives by their experiences, it is easier to explore and get deeper information in Chinese culture and value's aspects.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Cross-Cultural Negotiation**

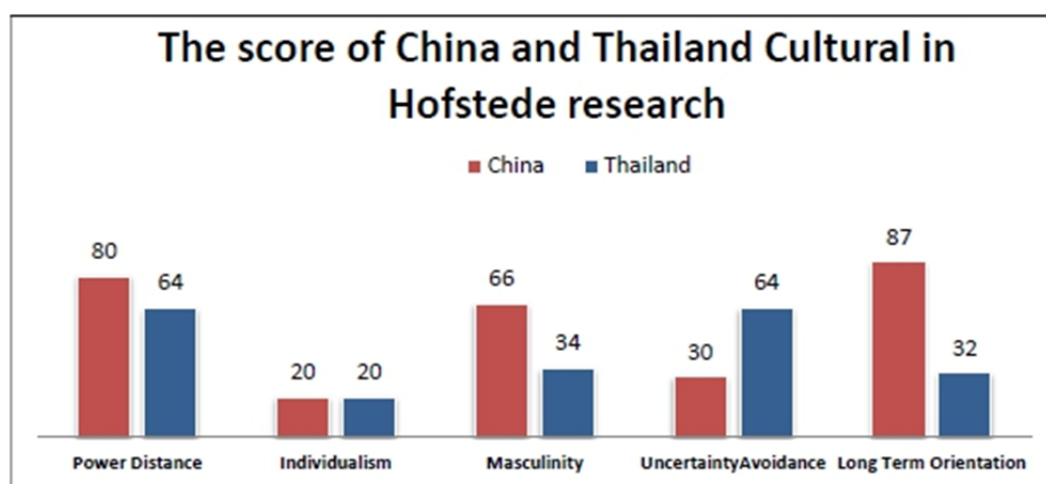
Cross-culture negotiation is a discussion of common and conflicting interests between persons of different cultural backgrounds who work to reach an agreement of mutual benefit (Chaney and J. Smite, 2004). As Taylor (1887) defines culture as “that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society”, People with different values, attitudes, beliefs, interest and language may cause the different negotiation styles and that can lead to cross-cultural conflict in the negotiation as international business practices becomes increasingly influential nowadays. Consequently, if not managed well in terms of cross-culture management, it can lead to obstruction and disappointment or a break-up business relationship with the other party.

Dealing the negotiation business with the Chinese can be a very challenging task for the foreigners. As Chinese culture is unique and consistent, shaped by a tradition of several thousands of years in history, maintained by the same language, and influenced by the Confucian culture, it is very complex to do the business with the Chinese. Buttery and Leung (1994) stated that China is one of the most challenging countries in which to conduct negotiations. Ghuari and Fang (1999) mentioned that negotiating with Chinese counterparts is quite complex and time consuming. The key factors of why negotiating with the Chinese people is difficult for other countries, are the influence philosophy from the Confucianism and Taoism. Plus, the core values of modern Chinese culture are to respect for hierarchy and to build relationships through connections, collectivism, giving face and harmony. These factors are believed to be the key factors leading the behavior of the Chinese negotiation style.

To mitigate the cross-cultural negotiation issues, the both negotiators from different background should have a deep understanding of the cultural contexts in order to modify the negotiation style in any circumstance.

## 2.2 Hofstede's Cultural Dimensions

Hofstede's cultural dimension is used in many studies and researches. This dimension of national culture is one of the most famous theories due to the measurement was developed from his findings based on a questionnaire regarding values (Hofstede, 1993).



**Figure 2.1** The score of China and Thailand cultural in Hofstede research

**Source:** <http://geert-hofstede.com/china.html>

The five core culture dimensions are the following: power distance, individualism, masculinity, uncertainty a voidance, and long-term versus short-term orientation (Hofstede, 1993).

### 2.2.1 Power Distance

Power Distance culture shows the degree to which people accept differences in power between people, which means all individual in societies are not equal. In the high power distance cultures, the higher status you have, the more you will be respected from others, whereas a low power distance is considered that the power of status has no remedy for those with power among leadership. From the research of Hofstede, most of the Asian countries have high power distance culture than the western countries due to the perspective of power status and equality of people. As a result, China and Thailand both have high power distance culture country as the hierarchy still exists in both countries.

### **2.2.2 Individualism/Collectivism**

As the table has shown, China and Thailand have the same score of the Individualism culture. It indicates that Chinese and Thai people are collectivism. Collectivistic people view themselves as an integral part of in-group such as the family and co-workers (Triandis, 1995). It is important for the collectivism to build and maintain harmony within a group. It is regarded as a duty of all group members. In China, there are four aspects that exemplify the collectivism within Chinese people: group orientation, interdependence, face, and respect for authority (Yau, 1994). But the most important concept related to harmony is “face or Mianzi.” As giving face to others and avoiding losing someone’s face help enhance in-group harmony. Thus, collectivism culture is high in China. Thailand has the same collectivism aspect like China. Thai people are comfortable to do things in a group rather than do it in individual. Thais feel secured when they work as a team because it will make them more confident and enthusiastic.

### **2.2.3 Masculinity**

A high score in this dimension can be understood that the society is driven by competition and success while a low score (feminity) means that the company is leading by caring and quality of life. (Geert Hofstede, 1993)

In this dimension, Thailand scores 34 while China is 66 out of 100. Thailand is the most feminine society among the Asian countries. We can interpret this score with the dominant position on the Buddhism in the country and the importance for the people to take care of their families. In another word, Thais are subject to religious of Buddhism that teach among others humanity and family caring. On the other hand, Masculinity culture in China is high. Indeed, The Chinese will often put work before family or leisure activities (alexander, 2012).

### **2.2.4 Uncertainty Avoidance**

It is defined as the degree to which extent individuals try to avoid any uncomfortable situation (Hofstede, 1993).

Thailand, which scores 64, which is a society with high uncertainty avoidance, while China has a score of 34, which means it is more prone to accept the unexpected. The score of the Thailand can be translated by a low readiness to unexpected and a

refusal to any kind of social change. To do so, the country is controlled by different strict rules and policies in different aspects of the society. It may seem China has a lot of rules and regulations in place to avoid uncertainty or unexpected situations; they are willing to bend and changed the rules as changed situations.

### **2.2.5 Long-term Orientation**

This dimension shows the extent of which a society signifies a logical “long-term” future- oriented perspective as opposed to a historical “short-term” perspective (Luthans &P Doh, 2012).

According to the dimension, Hofstede has clearly indicated China as long-term orientation while Thailand is short-term orientation. Chinese people focus on the future values that stress on the future consideration. In contrast, Thai people likely to concert about the past and present. Most Thai people will consider the short-term profit than long term one.

## **2.3 Trompenaar’s Cultural Dimensions**

In 1980, Fons Trompenaars believed that having knowledge of different cultures and values would be a necessary for the organization. This thought brought Trompenaars to conclude the cultural dimension called “Trompenaars & the seven dimension of culture”. They stated that every culture differentiates itself from other cultures with how the problems are solved (Trompenaars and Hampden-Turner, 1998). It is categorized under three categories: those problems that result from relationship with other people, those problems that came from the period of time; and those problems that relate to the environment. By this theory, we can see how Chinese people act within a workplace and any circumstance.

1. Universalism VS Particularism (Rules VS Relationship)
2. Individualism VS Communitarianism (The individual VS the Group)
3. Specific VS Diffuse (How Far People Get Involved)
4. Neutral VS Affective (How People Express Emotion)
5. Achievement VS Ascription (How People Views Status)

6. Sequential Time VS Synchronous Time (How People Manage Time)
7. Internal Direction VS Outer Direction (How People Relate to Their Environment)





## **CHAPTER III**

### **METHODOLOGY**

This chapter will describe research study method. In addition, data collection, data source and data analysis are mentioned below.

To get detailed information about my cultural research paper, I am suggested to interview two Chinese individuals who are willing to share their experiences in Thailand and provide me a good data for my analysis. The focus of this paper is to understand the Chinese cultures, values, and behaviors in the business situation since nowadays there are many Chinese companies come to do the business in Thailand. The questions are separated into two parts. The first part is the general question that is asking about the interviewee's backgrounds, the second part of the questions focuses on their perspectives and experiences between Chinese and Thai people. After getting all raw data, I will interpret and analyze them in order to make conclusion for my research paper.

#### **3.1 Data Collection**

Interviews were conducted between 10– 20 February 2016 at the interviewees' work place.

I decided to use the personal interview method, as it will help to gather deeper and insightful information from the respondents. The target respondents are two Chinese individual from the mainland of China. These two interviewees were asked about Chinese cultural issues and cross- cultural experiences in Thailand.

### 3.2 Populations and Sample

The sample size consisted of two Chinese individuals who are currently working in Thailand for more than 3 years. Both of them must have been experiencing in cross-cultural issues and can provide in-depth interview about the Chinese cultures issues if possible.

### 3.3 Sampling frame and Qualification

1. Native Chinese speaker
2. Working in Thailand for more than 3 years
3. The interviewees must have experiences in business negotiation with Thais.

**Table 3.1 Interviewees' details**

Mr. X	Mr. X is 63 years old. He has been working in Thailand for 9 years. He is the head and professor of Chinese studies program in A University in Bangkok. He was born and raised during Mao Zhedong's period.
Mr. Z	Mr. Z is 27 years old. He has been working in Thailand for 6 years. He is a sale manager in property company in Bangkok.

The reason why I choose Mr. X to be my respondent was because of his background of his life. He was born during the dominant of communist era, which was controlled by Mao Zedong. He had seen the change of his country and people. Thus, I can gain the cultural knowledge and how things have been changing from the past to now through his experiences. Moreover, as he is a professor, teaching in Chinese studies, he definitely knows well in Chinese cultural contexts that I aimed for my research paper.

Another person that I selected was a Chinese young businessman working as a sale manager in a property company, where the company was formed in Bangkok in 2010. He has to negotiate with the Thais developers and also deal with their customers every day. As he is a young modern Chinese who has been in Thailand for

many years, I could see the different perspectives between old and young Chinese people.

### 3.4 Interview Questions

The two interviewees were asked the following questions:

#### **Part 1** General questions

1. What is your background?
2. How long have you been in Thailand?
3. Have you ever faced conflicts in the negotiation with Thai people before? What were the conflicts?

#### **Part 2** Cultural insight questions

1. What are the importance values of the Chinese that Thai people should know?
2. Tell about your experiences doing business with Thais, and how do you feel?
3. What are the key importance factors to maintain relationship with Chinese people?
4. From what you have experienced, what are the big differences behaviors/values between Chinese and Thais?
5. What kind of person tend to be friendly welcomed, and tend to have fewer conflicts for doing business with the Chinese (what characteristics do these people need)?
6. What is the appropriate way to overcome these communication barriers and to achieve best outcome?

## **CHAPTER IV**

### **RESEARCH FINDINGS**

#### **4.1 Analysis from Face-To-Face Interviews**

I conducted two interviews to get detailed information about Chinese culture and the perspective from the Chinese interviewees towards Thai people in terms of cross-culture differences. From the findings research, Thai people can understand more about Chinese culture and values and be able to manage the way they work with Chinese people in the future.

The findings will be divided into 2 parts. One is the significance of Chinese values and cultures that Thai people should understand the important issues in order to avoid the cross- cultural conflicts. Another part is Cross-culture issues that both interviewees have experienced while working in Thailand. This part will show about what Chinese people see the different cultures and work style between Thailand and China and how did they manage the situations.

#### **4.2 Values and Culture**

##### **4.2.1 Relationship and Connection**

Mr. X is a university professor who has been working in Thailand for 9 years. He graduated his PhD from Beijing University, the top rank university in China. Currently, he is the head of faculty in Chinese studies.

*“I decided to come to Thailand since I got an opportunity to teach in the top rank university in Thailand. Thailand is like a brotherhood country for China. Many Chinese came and settled down in Thailand since historical period. So, I don’t feel like I’m far away from my home,”* said Mr. X.

The Thai-Chinese have been deeply ingrained into Thai society over the past 200 years since Han Chinese traders began arriving in Ayutthaya. Now, Thailand is largest oversea Chinese community in the world. Most Chinese who came to Thailand are from rural south of China. As you can see that Thai-Chinese exists in all level of Thai society, especially in business and political sector. These people will at least have some Chinese ancestry.

*“That’s why doing business in Thailand is not that hard for me as I feel like I have a family here,”* while emphasizing that *“Chinese has the value of hometown Idea.”* He explained, *“For the Chinese, if we are from the same hometown or area, it is easier to build relationship with. However, it doesn’t mean that I will treat you differently if you are from different country, it just takes longer time to build relationship with the foreigners”* That is how the Chinese view on the hometown idea which leads to the trust, relationship and connections values.

Regarding to the Trompenaars theory in terms of Universalism and Particularism culture, it proves that China has a high particularism culture as Chinese people focus on relationship or connections (关系 Guan Xi) more than anything. The more you maintain relationship with the Chinese, the more trust you will gain from them. Mr. X also emphasized that relationship is an important concept to Chinese people. It has a huge effect on business and society. *“Once you have a strong relationship with somebody, you are allowed to walk to their back door directly.”* He used the word ‘walk to my back door’ to imply that I trust you. I allow you to walk directly to my back door instead entry in my front door. This is what Mr. X, as a Chinese, usually says in the business world.

While another interviewee, Mr. Z, also said *“Keep connection with a good relationship is very important if Thais want to do the business with China. Normally, when Chinese is doing business with foreigners, they will take time to build the relationship first. The business relationship with Chinese people is a progression, slowing learning and gaining trust. Chinese people want to get to know about businessperson’s background as much as they can before they make any major decision. I suggest that when someone is looking to deal with a Chinese company for long term, they need to be patient. The strong relationship takes time to establish for Chinese people.”*

### 4.2.2 Speaking Loudly Behavior

When people think about Chinese people, the first things that come to their mind is Chinese people speak very loudly. It is always be one of the most culture shock issues for foreigners, including Thai people. People think it is rude and like yelling for a fight. In fact, speaking loudly for Chinese people is to show that they are energetic. Mr. Z stated, *“We believe if somebody speaks very quietly that other people can hear is impolite. We don’t want to make the person we are talking to feel like we don’t want to talk to them.”*

This situation shows the different communication contexts. Thai people hate being talked loudly. We think it is impolite and embarrassing in some situations. On the other hand, the interviewee tries to imply that do not be shocked when you hear the Chinese talk like they are yelling and fighting. It is just the way Chinese people do not to be impolite to the listeners. Mr.X also said *“It is okay if Thai people want to yell at the Chinese. Don’t think it is rude. We will think you are a sincere person.”*

### 4.2.3 Hard-Working Characteristic

The most apparent characteristic of Chinese people is their work ethics. They work long hours and they work very hard. The reason that this characteristic affects this behavior is because Chinese people are afraid of being poor. In Mao’s era, Chinese people, especially the farmers, and all other people barely had enough to eat and wear. Mr. X, who was born in Mao’s era, shared his experience *“At that time, The Communism controlled Chinese people’s life. We did not even have food to eat. Some people were dead from starvation.”* He also added *“I remember I carried my lunch box to school. But someone stole it. I had nothing to eat and I had to eat leafs and soil instead”*

As a result, most of the old Chinese people are hardworking individuals since they have been through that rough time in the past. Nowadays, in the modern world society, living and working becomes very competitive and things change so fast. Chinese people have to be more careful about their future. Otherwise, the history will repeat to their life again. Regarding to the Hofstede dimension, this can be a proof why Chinese people have high score in Masculinity and long-term orientation as the society has driven by competition and success and be pursuing on quality of life rather than

concerning on the present. *“To achieve better success in your life, you have to be diligent and tolerant,”* said Mr. X

## **4.3 Cross-Cultural issues**

### **4.3.1 High Neutral Culture in Thais**

Both interviewees mentioned the same cross-cultural issues that Thai people don't tell or express what they are feeling or thinking directly in the business negotiation. Sometimes, this behavior causes many negative outcomes, because Thai people avoid revealing their thinking. Mr. Z said, *“I faced this issues a lot. When Thai people try to reject me about something. They don't reject me directly but they find some excuses to avoid conflict with me instead.”* At first, Mr. Z thought that they truly meant it, but after they did the same to him many times, he started to realize that what they truly meant and he felt so bad about that. *“Because I think if they rejected directly to me at the first. I would not waste time and I could find a better solution.”* On the other hand, Mr. Z also stated that Thai people care about other's feeling too much. *“Thai people always blame me in the soft way, not directly which makes me feel good but I believe in the punishment that it will make people have more potential in work”* Both of them have the same opinion that being blamed that way will keep people making mistake. Thus, working with Thais often makes them feel comfortable and not as efficient at work, as Chinese think speaking explicitly is more efficient in communication.

### **4.3.2 Work Slow Stereotype**

In the view of Chinese people, Thai people are working at slower pace. The two interviewees agreed that generally Thai people are not the getting things done type. The relaxed or 'Sabai Sabai' culture is embedded in the personal and work lifestyle alike. Sometimes Chinese people are avoiding working with Thai people who are not active. Chinese interviewees understand that this is only a generalization, so they will mark all Thai people to have the same character. Mr. Z stated that he had worked with many Thai partners who were Chinese descents, and they had different working habits than the general staffs that he had hired. Their opinions on this issue were related to

the background of the person. He also believed that Thai-Chinese people have better work ethics. Mr. Z shared his personal work stories dealing with Thai people. *“My company always had problem with the local suppliers. They are very slow to reply with information and pricelist. When I have inquiries for Thai company, I call them to ask about that and they said that salesperson would get back with a quote but most of the time it takes a week. Sometimes I just can’t wait that long when I do business.”*

The responsibility attitude of the Chinese people towards work is relatively high, requiring employees to take the initiative to work so, the speed increase successful business. Mr. Z explained, “as far as I have experienced, Thai work style is more passive, but less initiative, that is why sometimes the work efficiency is very low.” However, he mentioned that he already became used to working with Thai working style environment. By this mean, he has to be stricter with the deadline to Thai people. Otherwise, the work cannot be done perfectly and the timely manner as it has to be.

In addition to the difference in responsibility attitude between Chinese and Thai society, Mr. Z also added a story about how he dealt with the Bank. He applied for financial related matters for his customer. The process continued without any problem so he was waiting for the result for around two weeks and he didn’t hear back from the responsible personnel. So, he decided to contact the bank himself and they ended up telling him that he needed additional documents. In his opinion, the responsible staff should have taken the initiation to contact him for the additional document required. He stated, *“if we do not take the initiative to ask, this process would have been delayed significantly and caused major problems and loss for his company.”* The bank would not have stood responsible for the delay. They didn’t consider the process as their benefit.

With the experiences that Mr. Z had had, he concluded, *“I think the biggest difference between Thai people and Chinese people are the responsibilities attitude.”* He believed that responsibility attitude of the Chinese people towards work is relatively high, which requires private sector employees to take the initiative to work at quicker pace in order to increase the company’s competency for success. He further added, *“as far as I touched on Thai style working, I find Thai to work more passive, less initiative, and so many things done with low efficiency.”* Therefore, when a Thai company is working with the Chinese people, it is important to take initiation and be



more responsible with working procedure, in order to gain the positive view, in term of responsibility attitude.



## **CHAPTER V**

### **DISCUSSION AND RECOMMENDATION**

#### **5.1 Discussion**

The determination of this research was to understand the Chinese culture and the cultural differences between China and Thailand, in terms of work style's attitude. To have a better understanding in Chinese culture, Chinese interviewees are expected to share their experiences working in Thailand and give deeper knowledge in Chinese working culture for Thai people who are planning to do business with China in order to adapting their attitudes when having to deal with Chinese people. In consequences, the shared knowledge and findings in this research paper can possibly mitigate the cause of conflict and further maintain a good relationship between the two cultures.

This research was divided into two parts: Chinese culture and Cross-cultural issues shared by the two interviewees. The findings reflected the cultures, values, and attitudes of Chinese people in the way of working style that contrasted. The major concern is that Thai business people should be aware of Chinese culture's noteworthy in relationship and connection, which is considered the most significant value for Chinese people in the business world. Once a strong relationship happens, trust and respect will follow and it will help the business in progressing more efficiently toward success. Chinese people are afraid of strangers. They will learn about the people who they are going to work with as much as possible even though it takes a long time. That's why some firms failed to build relationship with The Chinese because they think Chinese people are too much observing. Another behavior that Thai people should understand the Chinese is when they are speaking loudly. This behavioral difference will always be the main cultural issue for Thai people because Thai finds this behavior to be impolite. The last one is hardworking characteristic that Chinese people obtained from their country's historical background and life experiences. They are taught to be diligent to compete and achieve the success in life. As you can see from our Chinese ancestors,

who came to Thailand since the big revolution in China, they started from nothing to the successful business sector and political sector that exist in all level of Thai society.

From the cross-cultural issues part, the finding indicates that cultures can define people's behavior. Humans express their culture through the values they hold about life and shaped by environment they reside within. These values influence their attitudes into the form of behaviors or actions toward how that resolute certain business situations. In this context, business aspect of Thai and Chinese working culture and general behaviors were examined for the relativity study of cross-cultural, which intended for higher communication efficiency; to promote Thai businessmen to understand more about Chinese working attitude.

According to the two Chinese individuals who shared their experiences and opinions related to working with Thai people, their objections for the relationship between two cultures into two major areas. First is the communication manner with kindness of Thai culture leaves communication ambiguous, which can lead to waste of time. Second is the relaxing lifestyle of Thai that became the low responsibility attitude or inefficient working style. The cross-cultural issues still exist in the business environment. It may have become the stereotype of Thai working style in view of Chinese that leads to misunderstanding and cross-cultural conflicts in some situations. Nonetheless, some generalization regarding the Chinese views on Thai people may present both positivity and negativity. The diversity of behaviors in Chinese and Thai culture can bring more complexity. Understanding the nature of working cultures will be beneficial but it is best to interpret each particular relationship accordingly, as case-by-case consideration.

## **5.2 Managerial Implications and Suggestions**

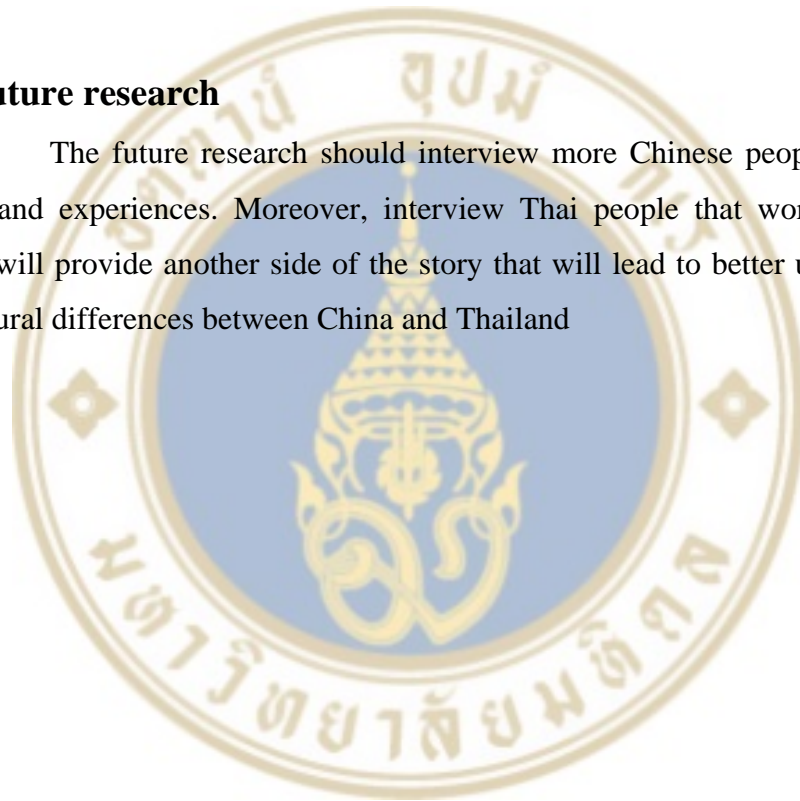
1. Thai people can utilize the study to understand the differences between the cultures and learn how they handle the situations.
2. As Chinese people have more emotional culture, Thai people should be more open up and be directed to build trust and rapport.
3. The collected information can be utilized to improve and develop working behaviors that help Thailand and China work better with each other.

### 5.3 Limitation

1. The study was conducted with a sample size of two Chinese interviewees who are living in Thailand; therefore the interviewees may not well represent the entire segment.
2. As the interviewees both live in Thailand for more than 1 year. The cross-cultural stories may not be exciting (culture shock) due to the interviewees are familiar with Thai culture already.

### 5.4 Future research

The future research should interview more Chinese people to gain more details and experiences. Moreover, interview Thai people that work with Chinese people will provide another side of the story that will lead to better understanding of the cultural differences between China and Thailand



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