

**CULTURAL MANAGEMENT IN INTERNATIONAL UPSTREAM
OIL AND GAS CORPORATION IN THAILAND**



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CULTURAL MANAGEMENT IN INTERNATIONAL UPSTREAM OIL AND GAS CORPORATION IN THAILAND

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ABSTRACT

Refer to the latest report (Department of Mineral Fuels, 2019). There are many projects in upstream oil and gas industry grows with high level of the complexities within Thailand. A different people with the variety of skills and graduation's background assigned to work integrated into the cross-cultural team. The purpose of this thematic paper aims is to be understand variety of cultures of people who work in upstream oil and gas industry in Thailand, understanding concepts and frameworks to manage these diversities and develop the cross-cultural management improve employee engagement, support cultures of technological and innovation, organization's bottom line and create the sustainable competitive advantages.

KEY WORDS: Cross-Cultural/ Oil and Gas/ Energy/ Communication/ Cultural Management

40 pages

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CHAPTER I

INTRODUCTION

Previously, Thailand have energy shortage problem because of the natural energy resources not sufficient to produce and service into private and public sector (Ministry of Energy, 2020). Thailand relies on different types of energy resources from abroad, especially importing Petroleum approximately 700,000 Barrels/Day or 63% of the country petroleum resources. The global energy crisis has a serious impact on the financial and fiscal systems, as well as the manufacturing and servicing sectors of the private and public sectors in Thailand. Lack of Energy Resources problem is an important issue affecting the country's competition on the world economic system. Nowadays, Thailand had prepared to provide more natural resources through the cooperation with neighbor countries and increase the efficiency and utilization on domestic energy including renewable energy together to support for private sector's competition in energy business operations.

Department of Mineral Fuels of Ministry of Energy in Thailand call "DMF" is the sole governmental agency of upstream petroleum industries started to promote, support, and expedite energy supply by exploring and developing natural fuel sources in the country, as well as seeking energy cooperation with neighbor Countries. Refer to the latest report (Department of Mineral Fuels, 2019) both domestic and foreign companies have invested in upstream oil and gas industry to obtain petroleum concessions in Thailand to follow Thai laws and regulations for exploration and production of petroleum.

In 2019, there are 30 companies who obtained petroleum concessions in Thailand, these companies began working in (Wikipedia, Upstream Petroleum Industry, 2020) petroleum exploration, drilling until production which these activities related to upstream oil and gas processes (ARCHER & WALL, 1986) Thailand is not the main upstream oil & gas technology hub such as (Offshore Technology, 2019) China, UK, Russia, or U.S.A. So, when international employees from many Countries around the

world come to work in Thailand. They brought specialized knowledge, skills, work ideas and Thai employees need to adapt to learn from people from those Countries and had applied various knowledge from their experiences to co-works in this industry.

In the latest report in 2019 (Department of Mineral Fuels, 2019) there are approved import of specialists and skilled technicians who got work permits in Thailand came from 47 countries: Chinese (22.20%), followed by British (10.71%), Indians (8.39%), Canadians (8.07%), American (7.14%), and others (43.48%). This is not include foreign business employees who provide work consultants as well. So, a lot of Thai employees need to be learned, adapt to work with many of these nationalities. That is why Cross-Cultural communication is particularly important.

However, not everyone can communicate with one information and make conclusion through all parties involved and interpret the understanding through the clear message, so potential problem in the Cross-Cultural communication between Thai and non-Thai in upstream oil and gas in Thailand can define as below. 1.) Communication and language can be the concerns: local team can speak Thai among the group but when communicate in English, or other languages it may not clearly understood many nationalities who came from different place 2.) Working Style: People from different geographic can have their work styles differently as they have learned from their experiences in their Countries, so be judge which work styles is the right one may not the final decision to make such as Western Team meeting with Eastern team. 3.) Job Expectations: working in each task or job assignment within the group of one nationality such as within Thailand it still takes time to get to know each other towards to expectation and even harder when working with Cross-Cultural team because of the expectations can come with many levels from each country like high, medium, or low.

As mentioned above three potential problems in the Cross-Cultural communication in upstream oil and gas in Thailand, cultural differences can influence team members in planning and making decisions during the tightness of safety as the highest priority in upstream oil and gas industry. Therefore, it is quite necessary that management team in organizations such as government sectors like DMF, company who obtains concessions such as PTTEP and Chevron and all contractors pay attention to cultural management, cultural differences and synergize effectively from global team to local team. No doubt that without good cultural management, companies will

continue to miss a lot of innovations and gain data of business insights to take advantage of future opportunities to grow in this industry.

Cross-Cultural team members can come from different areas, expertise such as manufacturing, quality, finance, human resources, sale, and marketing. Managing Cross-Cultural team must create a friendly supportive, create good environment, increase the participation and collaboration for all members. Good managing diversity and inclusion in the workplace make all employees feel appreciated and valued to the business. When employees feel recognized and valued, by the organization they are happier at work and stay with the company longer. As a result, organization who can manage diversities in workplace very well can reduced the turnover rates.

In the thematic paper aim would be firstly, understand and explore cultural diversities in upstream oil and gas in Thailand which impact of working towards the organization's goals/objectives. Secondly, to analyze and apply the recommend theories/frameworks/models to many of nationalities through all levels of their job types from technicians at work site until communicate with their global business corporate team. Lastly, ability to synergize the cross-cultural team to work together with "Cultural Intelligence" by applying the theories/frameworks/models in international upstream oil and gas in Thailand.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Culture

Culture is a term that encompasses social behavior and norms found in human society, as well as the knowledge, beliefs, arts, laws, traditions, abilities, and habits of the people of the groups.

The fact that we have communication with people all over the world without cultural knowledge and understanding. It is like how we work without planning as well as we should. We can understand the surface level things, but in a little deeper level require a lot of knowledge and more skills, if we can use and apply more effectively means that it is useful and bring benefits to the person/organization so the concepts and framework to implement is quite important.

Most basic definition people think about culture is geographic area like west, east, south, north part of the world map. Culture can look either in macro view (For example: Asian culture, African culture, South American culture) or micro view (Thai Northern culture vs Thai South Culture). Culture in a way to interpret can define more than such a place or some part of the world map. Mentioned by (Peterson, 2004) about turning to two definitions

1st “The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought”

2nd “Culture is the relatively stable set of inner values and beliefs generally held by groups of people in countries or regions and the noticeable impact those values and beliefs have on the peoples’ outward behaviors and environment.”

2.2 Observe Cross-Culture

Once we know the definitions, we should move forward to understand observation and then for the analyzation process. (Peterson, 2004) use an “Iceberg” for cross-cultural as useful analogy related to people to work base on rapid change in this study aim for upstream oil and gas business world, so this analogy can be used and analyzed appropriately. (Peterson, 2004) Peterson give ideas between part of all people can see (“tip-of-the-iceberg” or “above the- waterline” culture) and part of people don’t see (“bottom-of-the-iceberg” or “under-the-water” culture). Most of the businesspeople will focus to look at tip of the iceberg because they can obviously see at first look and easy to enter to the different cultures, it’s something that people around the globe get to know of that culture through a model of experiences have seen only through the eyes or received information from people who they know such as A Japanese Sumo Wrestling, American Cowboys, Korean Music. So, we can look to the “Iceberg” theory in details.

- Tip-of-the-iceberg culture can be viewed with five senses show as follows. Language, Architecture, Food, Population, Music, Clothing, Art and literature, Pace of life, Emotional display, Gestures, Leisure activities, Eye contact, Sports.

For example, we can have question that why a lot of Japanese wear clothes in similar color theme like gray, black, and white, there are many song categories in U.S.A., there are a lot of art’s pictures in Italy.

However, this tip-of the-iceberg just few percentages we can see only outside but the rest around 80% will be investigated bottom-of-the-iceberg which are parts of what we have not seen. This one can define as like under-the water part of the iceberg, more in details, and we cannot see or smell.

- Bottom-of-the-iceberg values can be determining the following: Notions of time, How the individual fits into society, Beliefs about human nature, Rules about relationships, Importance of work, Motivations for achievement, Role of adults and children within the family, Tolerance for change, Expectation of macho behavior, Importance of face, harmony, Preference for leadership systems, Communication styles, Attitudes about men’s/women’s roles, Preference for thinking style - linear or systemic.

For example, if we have plan to meet business partner’s Thai family on the weekend, and we need to visit their house we might need to know what’s gifts we need to prepare, learn how to respect when meet with “WHAI” say Hi like “Sawasdee Krub/

Sawasdee Ka” as something that impressed Thai people and has a lot of manners. These kinds of things are almost part of bottom-of-the-iceberg. Take time to understand and learn but when effectively used then good result can come in the meantime or after.

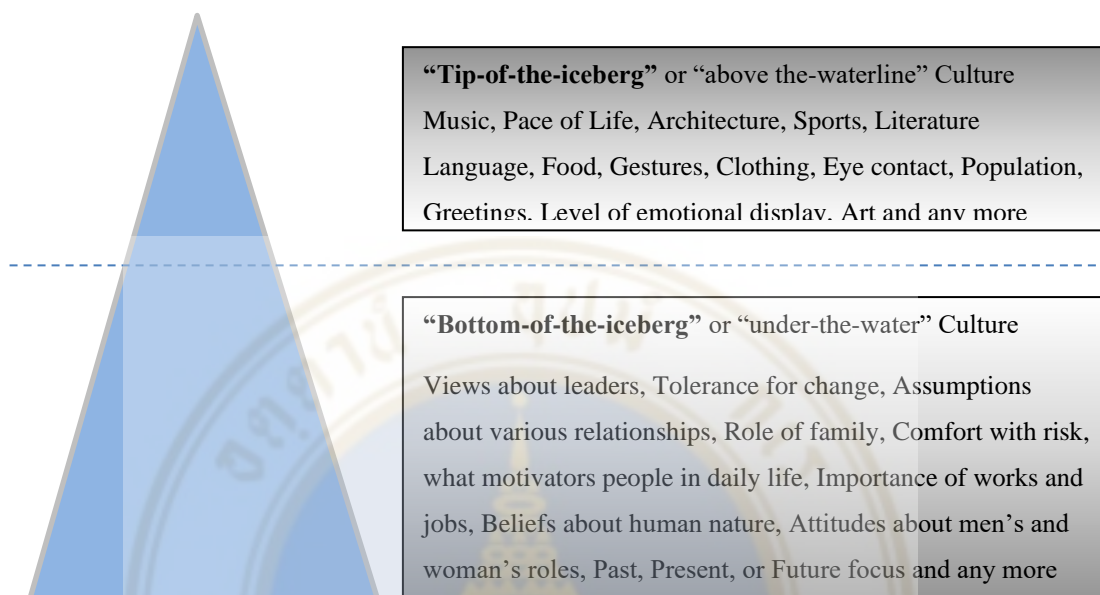


Figure 2.1 Iceberg analogy is commonly used among cross-culturalists

Source: Peterson (2004)

2.3 Dimensions of National Cultures

There are many theories, frameworks, and models that discussed are used such as (Hall, 1976) Dividing cultures according to the ways of communication in a high context (relationship needs to be build up slowly between people, things get done with the relationship and social structure or authority are centralized) while the low context (relationship begin and end quickly between people, things get done with the procedures and pay attention to the goals, social structure or authority are decentralized). High-Context and Low-context may not use to describe the entire countries, or to particular people. Instead, they describe about the situations, and environments. Also, (Douglas, 1996) proposed with a two-dimension orders of the way to look the world with 1) Group or inclusion and 2) Grid or classification. Douglas sees these categories as relevant to a wide range of social beliefs and actions: perspectives of nature, travel, spatial arrangements, gardening, cooking, medicine, timings, age, history, illness, and

justice. It seems to imply that these dimensions are applicable to all levels of incorporation. These above theories still have limitation on the survey databases to continue the research as to see in very wide pictures to interpret. However, Hofstede (Hofstede, Gert & Minkov, 2010; Hofstede, 2011) have got to access a large survey about values and sentiments more than 50 countries around the world, survey to large of multinational corporation, IBM with database more than 100,000 questionnaires. The model Hofstede mentions dimensional cultures from Hofstede Model of six dimensions of national cultures which this thematic paper aim to follow and bring to use for research and interview section.

Hofstede's Cultural Dimensions There are six dimensions will bring to use for cross-cultural management in upstream oil and gas organization in Thailand, before explain to the details of (Hofstede, Gert & Minkov, 2010) I would make the examples ideas in upstream oil and gas industry related to Western VS Thai; There are a lot of organizations came from USA to invest or expand their company to Thailand. When the multinational company open branches and invested here in Thailand, there are many activities to communicate about works between other these new nationalities such as the USA, UK, and Thai. As normally we knew that all Thai employees still familiar with their own management styles, but when they started to work with many nationalities from the multinational company where different in the languages, cultures related to work, they might be frustrated so the analyzation from Hofstede model can be help to support to both Thai and other nationalities learning from cases, information and examples of actions taken as the good source of reference before start to communicate with cross-cultural team members. Six dimensions will show briefly in details as following.

1. Power Distance: Power Distance refers to the extent to which the more/less powerful members of the organization or in the society. There are many ranges of power distance in any society which peoples can or cannot accept to expect and implies into an inequality. Some people can have more power than others which is shows that the degree of social inequality, it can endorse by many followers as leaders. Of course, power and inequality are fundamental facts of any society.

Hofstede, Hofstede, & Minkov (2010) In small power distance countries, there is an independence among boss and subordinate. Subordinate can direct the walk to meet or communicate to the boss directly. On the other hand, in large power distance countries, there is counter dependence between subordinate and their boss. Subordinate

may be unlikely to direct walk to meet or approach to communicate with their boss directly. These show the meaning related to dependence (Low Power Distance) and counter dependence (High Power Distance).

Refer to the Western vs Thai case: The first concept will talk about high power distance and low power distance as can analyze that western people such as the USA has low power distance, people view differences in status as less important while Thai is large power distance and people give accept and respect in differences in status

2. Individualism vs Collectivism: This dimension concerns about the relationship between individual and the group. Collectivism is social trait degree to which people in society come together as a group. On the individualism side is contrary, we can find a culture in which the interpersonal relationship is a loose which everyone must take care of themselves as the main priority and less priority to their family members. On the collectivism side, we can find a culture in which people starting from birth onward are united into a strong group, often see as an extended family such as with uncles, aunts, and grandparents. They continue to defend them in exchange for their loyalty without doubt and against the rest of the groups.

Hofstede, Hofstede & Minkov (2010) It could confirm that almost wealthy countries came from high score index rank of individualism dimension while mostly developing countries came from low score index of individualism or high collectivism in the same meaning.

Refer to the Western vs Thai case: Western people focus on themselves, belief in individual themselves and think about their goals while Thai is the high collectivist culture, identity base on group and people try to blend with group direction

3. Masculinity vs Femininity: This dimension defines the certain societies can have their character began either assertive and competitive (Masculinity) or more caring (Femininity). Masculine values for achievement and exercise power to characterize culture while feminine values caring for others and less self-centered. Highly masculine cultures see all types of works as the challenging, offer the possibility of high rewards and recognition if achieved its goals but sort of things comes with the stress to competing other. In contrast, highly feminine cultures pay attention for broader pictures about the relationships with other in workplace and society, in addition focus to the quality of life.

Refer to the Western vs Thai case: Western people are masculinity they believe in success based on performance achievement while Thai is femininity which believe in the quality of life, caring each other's and sympathize.

4. Uncertainty Avoidance: Uncertainty Avoidance is not the same as avoiding risk, but however can interpret that it is way of handling uncertainty which associated with society's tolerance to ambiguity. We also can indicate which cultures want to their members feel uncomfortable or comfortable under the unstructured situations. The unstructured situation is novel, unknown, surprising, and different from the usual. The uncertainty in which cultural seeks to deal with the possibility of various situations by means of rigid behavior, laws and regulations, intolerance, deviations, and beliefs of absolute truth.

Hofstede, Hofstede & Minkov (2010) For high uncertainty avoidance, people need more structures, more security, rules, and procedures. In Contrast, for low uncertainty avoidance, people need more innovation, fewer rules and to take risks.

Refer to the Western vs Thai case: Western people has low uncertainty avoidance, and they are willing to take risks with fewer rules while Thai has high uncertainty avoidance and difficult to accept new ideas.

5. Long-Term vs. Short-Term Orientation: A short-term orientation related to focus the past or present and consider them more important than the future. Value tradition, the current social hierarchy and fulfilling your social obligations. A long-term orientation related towards the future, when focus on the future it will delay short-term material or social success or even short-term emotional gratification to prepare to the future. If have this cultural perspective, value can be persistence, perseverance, saving and being able to adapt.

Refer to the Western vs Thai case: Western has short-term orientation as they need to manage time and set up priority for deadline while Thai has long-term orientation because they prefer cyclical rather than schedule work. Thai has long-term orientation with self-discipline, we can see kids get gift for education and their development which in contrast for western gifts will be for fun and love.

6. Indulgence versus Restraint: Indulgence refers to a society that allows the satisfaction of the basic and natural human desires associated with enjoying life

and fun. Restraint refers to a society that controls the satisfaction of needs and governs it with strict social norms. However, indulgence is not gratifying human desires in general.

Refer to the Western vs Thai case: Western people tend to have indulgence as they can associate with enjoy and fun life than Thai which strict more to social norms.



CHAPTER III

RESEARCH METHODOLOGY

This paper will focus on the qualitative research because of the information is direct and clarify obviously to the point of discussion both interviewer and interviewee through all the questions related to cross-cultural management in the interview process. The aim of this research is to know the culture difference of other nationalities from each country who come to work in the organization at upstream oil & gas industry in Thailand, then verifying the six dimensions of national culture's framework relative to organization's situations purpose for success or failure.

For the reason, this qualitative research will gather the information to expand the meaning of the culture of works from many nationalities who is working together with Thai in the organization. Qualitative research is the effective tool to use and focusing on discussion, words, in-depth details involvement, expanding the thoughts and feeling include help to inform the concepts, theories, frameworks with two-way communication. Furthermore, communication can be in the face-to-face environment, so all information gathered from researcher will be to interpret and write to the reader to understand more clearly.

In this qualitative research, an interview will be related to cross-cultural management and six dimensional cultures (Hofstede, Hofstede, & Minkov, 2010). Three employees who currently work in upstream oil and gas in Thailand will be select to talk in the interview process. The questions will be focused to compile information from interviewee's experiences and working in their roles among multicultural work.

3.1 Selected Employees

In this research, main goals and objectives are understanding cross-cultural communication of employees who work in upstream oil and gas industry in Thailand, then analyze to how the cross-cultural communication affects through the process of

the work performance. In this part that was planned by interviewer, we focus to interview to three employees who is working in the same upstream oil and gas industry in Thailand purpose to use for greater comparison and good exploration.

These three selected employees have difference job responsibilities, they all have more than 5 years' work experiences. Getting information on the differences in job duties making this research a variety of views in bringing more interpretations

In this research will be confidentiality purposes, pseudonyms will be used to execute for analyzation through the cases from these three employees. I have briefly described the case that will present follow planned as follows:

Case A: Cindy is an employee with 18 years of work experiences. She has a bachelor's degree and master's degree in Finance from university in the USA. During studying in the university, she studied with a lot of people from different kinds of nationalities. She began working in Finance field she graduated with popular multinational consulting company "AAA" where not so many Thai, and there are many nationalities work here in Thailand. She worked here one year in this job role as she thinks might be suitable for her in the financial roles that she studied and graduated. Then once she worked for a few months she realized that finance jobs have the limitations on meeting people which not her lifestyle would be meeting with a lot of people, then made her decide to move her career path for next challenging tasks and new opportunities.

So, then she moved to work in multinational waste disposal company "AAB" in Thailand where there are many nationalities worked here mixes with Thai employees. Her roles related to managing sales and marketing activities. After started to work she met with employees in almost all departments in the organization, and that attracted her to work for 12 years, which is a chance to meet many of her clients from global brand who open business branched business in Thailand. This work tasks gave her a lot of good experiences until she was promoted as a senior management role in "AAB" in 2013.

After that she moved to work in one of the biggest upstream oil and gas service company name "AAC" who currently in the stock market in the USA in open branch in Thailand for more than 10 years. This role quite challenging tasks for her, there are approximately 24,000 employees worldwide working for this company. She has been worked in this upstream oil and gas field from 2014 until now. Her current

position is Country Manager who is a responsible in Thailand, Myanmar, and Bangladesh country.

Case B: Nick is an employee with 9 years of work experiences. Nick has bachelor's degree in petroleum engineering from one of the famous universities in Thailand. After he graduated in 2011, he started to work in upstream oil and gas industry with junior engineer position at BBB company where is one of the biggest upstream oil and gas service company who is currently in the stock market in the USA that has invested in opening a branch in Thailand for more than 10 years. There are approximately 20,000 employees worldwide working for BBB company. Nick has worked here for about 7 years with as extensive experiences with cross-cultural communication more than 5 nationalities in Thailand and being able to coordinate with the headquarters department in the USA. During his career here, Nick was promoted based on his capability to achieve more challenging tasks, the last position before he left this company is Operation Manager which being in charge one technical product related to pumping oil department.

After that, at the beginning of 2019, he had a great opportunity to move to BBC company who is also one of the biggest upstream oil and gas service company who is in the stock market in the USA that has invested in opening a branch in Thailand for more than 10 years and BBC company is the direct competitor of BBB company. There are approximately 68,000 employees worldwide working for BBC company. At BBC, Nick position is Team Lead Manager who is a responsible for the different products related to chemical substance's management for oil and gas well from BBC company with more challenging goals and objectives at work about managing both peoples and work performance. Nick communicates with more than 5 nationalities in his current workplace at BBC company.

Case C: Jack is an employee with 15 years of work experiences. Jack has bachelor's degree in mechanical engineering from university in the southern in Thailand in 2003, Thailand. After he graduated it takes about 1-2 months to find and interview many jobs he interested where he applied in Thailand. Until he got hired to work at CCC company who is one of the upstream Oil and Gas service company from UK invested in Thailand for more than 8 years. There are approximately 4,500 employees worldwide working for CCC company. He worked as the "Mechanical Technician"

which the job role related to his mechanical skills to work at offshore, upstream oil and gas gulf of Thailand.

Although it is a job in which must be on front lining to work at offshore drilling rig/platform to manage oil from the earth we called sub sea level to the surface ground, and dealing with punctuality, pressure at work, high level of safety where there are many risks factors. This front-line job made him get to know all kind of operations, dealing with the front-line employees from many multinational companies around the world with more than 10 nationalities. This is quite high level work-related to cross-cultural communication, Jack got promoted to be “Project Coordinator” at CCC company in 2010, he changes workplace to work at Bangkok office instead of front-line worker at field site. This new task allows him to use his skills and knowledge which he has been doing in front-line job for 7 years to support his direct supervisor to manage cross-cultural communication with customer, suppliers, and colleagues with more than 20 nationalities at Bangkok office.

After that, in 2013 he got hired with a new opportunity to work as position “Business Development Manager” to work for CCD company, this company well known in ASEAN region with there are approximately 300 employees in CCD company where the place he still currently works here. This may be a job tasks to find new customers, manage sales activities that were a particularly challenging job for Jack.

3.2 Interview Questions

The question has been organized to provide the conversation between interviewer and interviewees to flow smoothly. It starts with knowing the experience from employees, thoughtful of cross-cultural communication they had with people of different nationalities, and finally brings to the Hofstede model questions link into the details, separate them into individual items for the purposes mentioned above about affecting of the cross-cultural management.

The selected questions are divided into two categories which consists of both Aspects of Cross-Culture Management and Aspects of six dimensional cultures of Hofstede Model (Hofstede, Hofstede, & Minkov, 2010) show on below table.

Table 4.1 Interview Questions

Topic	Questions
1. Aspects of Cross-Culture Management	1.1) Could you please briefly describe your work experiences related to upstream oil and gas industry? 1.2) At your current workplace, how many nationalities you have communicate in daily/weekly? 1.3) From your ideas, what is the definitions of cross culture? 1.4) How does culture influence the communication in workplace? 1.5) How do you communicate effectively among cross culture team? 1.6) What are the major factors that affect cross cultural communication? 1.7) What is your ideal work cross culture?
2. Aspects of Six Dimensional Cultures (Hofstede Model (Hofstede, Hofstede, & Minkov,2010)	2.1) What is Power Distance (attitudes to authority, the distance between individuals in a Hierarchy) in your work (high/low)? Please provide details 2.2) What is Uncertainty Avoidance in your work(high/low)? Please provide details 2.3) Is your workplace Individualism or Collectivism (independence and interdependence, the loyalty towards oneself and towards a group)? Please provide details 2.4) Is your workplace Masculinity (importance of work goals (earnings, advancement) or Femininity personal goals (co-operation, relationships)? Please provide details 2.5) Is your workplace Long-Term Orientation (virtues related to the future) or Short -Term Orientation (virtues related to the past or present)? Please provide details 2.6) Is your workplace Indulgence (Gratification of enjoy life and having fun) or Restraint (Conviction that such gratification) in your workplace?

CHAPTER IV

FINDINGS DISCUSSION

The interviewed were arranged in different places & time for three employees, details of both 1st aspects of cross-cultural management and especially 2nd aspects six dimensional cultures of Hofstede model were briefly prepared to interviewees, described the meaning in detail that the interviewer has studied and made the researched purpose to provide more understanding clearly into the interview smoothly.

The First interview session with Cindy was held on October 23, 2020 with formal settings at Abdulrahim building, Rama IV road. Interview took about 50 minutes to complete.

Second interview session with Nick was held on October 27, 2020 with formal settings at Terminal21 shopping mall, Asoke District. Interview took about 35 minutes to complete.

Third interview session with Jack was held on October 27, 2020 with formal settings at Café Amazon Coffee Shop, Bangna District. Interview took about 40 minutes to complete.

After interviewed these three employees who currently working in upstream oil and gas in Thailand, I obtained that some information I have got from the interviews quite similar and some differences from their cross-cultural working experiences of each person who has met from the past to present.

There are two findings with the data analysis show as following.

4.1 Aspects of Cross-Culture Management

1. and 2. Questions will be related to work experiences of Cindy, Nick, and Jack. All their experiences and support details briefly described in research methodology part.

Analysis: Cindy has more works experiences than Nick and Jack, Cindy had the opportunity to meet a people of various nationalities since the high schooldays while

studied in the USA and at her three workplaces while Nick and Jack had an opportunity to meet with other nationalities when only starting to work. However, Jack has direct work experiences in upstream oil and gas more than anyone else from front-line works until his current role is Business Development Manager which related to sales and marketing tasks. Both Nick and Jack have the similar work experiences when started work with engineering background, so adaptation of technical work will not take long while Cindy studied in finance throughout her academic life, so she took some time to learn and understand in this upstream oil and gas work cultures.

Cindy communicates in daily/weekly around 12 nationalities which she is the most in this interview group compare to Nick (5 Nationalities) and Jack (7 Nationalities). One factor may come from Cindy's current work position is in the top management of AAC organization where the place she always communicates internally, also externally with customers and suppliers, while Nick and Jack are the middle level manager who daily basis communication with customers and suppliers.

3. Question will be related to the definitions of cross-culture.

- Case A: Cindy gives the definition of cross-culture will be the meanings of communicating with both other nationalities and within Thai people together, she provided the detail that in general people may think that the cross-culture is the meaning communicating only with other nationalities, but in Thai society they have a group of people came from many parts such as north, south, east, west parts from around Thailand as well which they have different thinking and cultures compare people from capital city like her. She sometimes has encountered the interpretation the meanings are different even from the same question she asked them, so she mentioned that it may come from different background and living in those group society she tries to answer the definitions of cross-culture.

- Case B: Nick gives the definition of cross-culture will be like the difference in workplace's environment with many nationalities compare to his current work with Thai employees, communication in both many nationalities and Thai are such as activities they need to develop first, and then adjust to make more understanding each other's.

- Case C: Jack gives the definition of cross-culture will be the same as diversity meanings, people from different place around the globe meet each other's and work together for the same goal or objective, the way to reach them and understand on

the same goal or objective completely different. For example, USA employees do not have time constraints in each day, they make plan themselves with not limit of the scope of works with clear goals and target to the deadlines they must achieve for their performance. In another group, Philippines employees will work only under the clear boundaries and do not go beyond the command from their supervisor. So, the way to achieve the goals need to be manage to the Philippines all steps until complete. Last group of nationality Jack mentioned is Vietnamese employees who prefer to talk more about work outside office, all Vietnamese team members who Jack has been contacted are extremely diligent and enthusiastic. Maybe this is because this country has a lot of young workforce with a lot of work competition probably the highest in ASEAN.

- Analysis: All three employees give the definition quite similar. Cindy gives the meaning related to the communication, Nick gives the meaning about the difference, and Jack focus to the diversity. We can see that the definitions of these three employees gave will point out to the interaction minimum two persons involving to one or many activities. The definitions not only focus to Thai and other nationalities, but also can be between Thai people as well. Cindy mentioned in her cases that even people from many parts within Thailand still have different in their cultures.

4. Question will be related to culture influence the communication in workplace

- Case A: Cindy focus on the communication in the organization, one message communication to group of many nationalities people in workplace can interpret in many ways. Actions to be taken from that one message also performed differently. Someone who got the message can understand on the way that like the instruction to do by their own but other may got the same message and thought that just only the information and no action and do nothing.

- Case B: Nick mentioned that culture has high influence on his communication in the workplace, like when he needs to communicate with Thai employees in another department in the organization. He needs to inform their supervisor first otherwise it can cause him unrespectful. Unlike when Nick need to communicate with USA employees in another department which results that do not require more process to inform their supervisor. Those USA employees will communicate with him and in the meantime, they will communicate with their supervisor if those topics or actions

require their supervisor to support their activities such as approval the budget to spend on projects they are working.

- Case C: Jack mentioned there are a lot of miscommunications he has faced with many nationalities he ever deals with works, Jack focus to many cases that people interpret in different ways even from one message he has communicated. The perception and interpretation from many nationalities through the meaning of his messages differently.

- Analysis: All three employees has the same opinions that the different culture can influence their communication in the workplace, the message they try to use to communicate with many nationalities can be interpreted the meaning in a different way.

5. Question will be related to communicate effectively among cross culture team

- Case A: Cindy need communicate to create the expectation or feedback with the person she discussed. For example, when she communicated with her sale team from Myanmar, during discussion she communicate as normal but after end of the conversation. She told her team and summarized that the revenue and sale policy has been noticed and expected to get feedback with fix schedule, then she can follow-up again on her tasks with this sale team. That will make the communication more effective when working in cross cultural team.

- Case B: First, Nick must observe and study the people of that country he needs to work together. Or even people in his country like Thai who may have been to work in oversea before. Therefore, these Thai employees may have the same working culture from the country they have used to work like from the USA or UK. So, communicate successfully require understanding both the individual work styles, and the nationalities at the same time. For example, Nick will ask the person about which work styles they need to communicate with Nick before start to work together. As someone might prefer to send email first before talking, and someone may require talking before sending email.

- Case C: Jack has given the following method: it needs to start with a conversation with expectation to the goals. Either will meet face to face or meet online meeting by using tools like Microsoft team, Zoom or any kinds of software application. If face to face or online meeting still do not understand each other, then he prefers to

send email each other until they have the conclusion the final meaning both sides in communication.

- Analysis: Both Cindy and Jack have same method about effective communication among the cross-cultural team, they need to communicate with the expectations that the other party can get to know and respond correctly and get into the point. Nick gives an idea about his effective communication that he will make well planned before starting the communication with cross-cultural team, learning who they are and where they from even if they are Thai, or other nationalities.

6. Question will be related to factors that affect cross cultural communication

- Case A: The major factor is the “Assumption” it is like a person who communicated and receives information by thinking in only one-way direction for themselves but may not ask back to get the correct understanding from her.

For the first example, she always communicates with Thai people, and a lot of Thai people would like to say “YES” many times even if they not fully understand in that conversation clearly yet. So once take action to do it from that “YES” understanding then there are a lot of mistakes to be found. Quite like other nationalities such as Chinese and many countries in ASEAN as well who always say “YES” even they not fully understand the clear message.

For the second example, she has experienced about the communication with Bangladesh employees within AAC organization. She communicated about the general work tasks with one of AAC’s sale engineer in sale department, she expected that sale engineer can continue to talk directly with the finance department in AAC company to get update revenue forecast. After end of the conversation, sale engineer told her that she cannot communicate with another department directly even if those team is finance department where sale team know them very well. That is because of the requirement here in Bangladesh is to report her direct supervisor everything first before taking any actions to anyone else within the organization. If sale engineer communicates without notice to their supervisor, it can cause her issues about poor work performance, or their supervisor will look her in negative way. It means that the assumption from Cindy that as sale engineer somehow, they can inform to the supervisor but as the generally tasks it does not need to tell everything. Cindy questions why there are too many processes to do just only one thing which may not be necessary to inform supervisor.

- Case B: Nick mentioned “Own Assumption” that the person he communicates may be think different in term of the meaning, the message he delivered may be interpreted differently by cross cultural team. For example, when he communicates with the USA supervisor in BBB company. Nick sends email to briefly all details of projects update he is working on in that time and assumed that his supervisor needs to read, and then next week his supervisor asks him to update his work why don’t see the progress last week. Nick realized that his supervisor did not read his email yet so that’s why cause delay on project update, and he made his own assumption without communication by verbal first due to his supervisor work styles are not the same as Thai who is different from the USA.

- Case C: Jack mentioned the work style factor from different cultures in those countries, employees in one country may have their work styles follow the company rules and procedures or even the learning experienced from ex-supervisor and keep continue work until they have familiar which can define as their work style as the routine job. However, when they move to work in another country, they still us same method of previous work’s experiences adaption to new culture which may not success in the communication.

For the example, Jack used to learn the work methods from Thai supervisor to ask many times of each process to complete one task until he familiar this work style at CCC company, but then when he moves to work at CCD company with his UK supervisor. Whenever he asks too many questions many times about the same thing as he is used to do at CCC company to UK supervisor, his UK supervisor thought it would be better to ask him all questions within one time, and then go ahead to do Jack’s job. After Jack try to do and got the results, he can come to ask UK supervisor again other questions until task get all clarified and done.

- Analysis: Both Cindy and Nick give the factors that affect cross-culture communication is about the assumption, the person who communicate with them may assume base on what they think. Some people can assume and ask back which can make it clear through the communication, however some people may get the messages and interpret their own way without asking back to get the clarification which this both Cindy and Nick summarized that they finally got the miscommunication results at the end. Jack mentioned that factors affect cross-culture communication in the workplace is

work style, like he learned from some workplace before and applied to use another workplace and likewise the results can be miscommunication.

7. Question will be related to ideal work cross culture

- Case A: Cindy gives the ideal work cross culture is that all nationalities work together and understand same goals/objective with good intention without bias in negative way. Everyone should respect and adjust themselves to work each other likes one nationality should understand and make study another nationality before start working together. For example, one employee from Japan may take long process to complete the task assigned by the USA supervisor but another employee from Denmark may take few processes to achieve the same task Japanese employee did. The result of work quality may be the same or different. Cindy thought that faster results may not be the best results if other do slower but with good results. So, all parties who involve should balance to the team for the purpose of good environment work cultures.

- Case B: Nick gives the ideal work culture is that he requires everyone working together in the team to achieve the goals set by the company from each department, when encountering the problems, they can share pros and cons to everyone in the team then will brainstorm to help to solve the problems together.

- Case C: Jack gives the ideal work cross-culture is the organization must put the right man on the right job tasks in cross-cultural working environment. We should know that how capabilities of the employees who will be assigned to work to their task's goal include analyze how many percentages of the expectation and measure by key performance indicator (KPI). Then the company should provide them the rewards if they achieved the goals such as sale team sold products more than budget or project team completed the tasks on-time. That is the ideal workplace among cross cultural team will keep high morale for long-term successful in the organization.

- Analysis: All of three employees give the same opinion to set work goals of cross-cultural team, they have to understand that each person within the team comes from different culture or workplace, but they can work together towards same goals. All problems employees found need to be shared if only one cannot solve then get other ideas from other to solve, if they achieved the good results then rewards will be provided from the company.

4.2 Aspects of Six Dimensional Cultures (Hofstede Model) (Hofstede, Hofstede, & Minkov, 2010)

1. Question will be related to Power Distance (High/Low)

- Case A: Cindy provided the information that in her current workplace at AAC company founded in the USA, as from Hofstede model saw that almost all USA companies have low power distance include AAC company as well. Therefore, she has seen various levels of employees able to communicate directly with other departments or different levels of work within the organization as the employees look at work goals as their main purpose. Give the equality and rights for everyone to make own decisions.

Cindy gives an example one of AAC's field electrical engineer found the issues about AAC's equipment defects at their customer site in night shift, in general he needs to wait and contact his supervisor at AAC's headquarters in Bangkok to make decision, but however this is urgent requirement to fix the problems, so he immediately contacted directly AAC's factory in the USA and re-solve the issues within hours after the issues occurred, and then he can let his supervisor know the issues and explain details he fixed the issues for customer satisfaction. Cindy mentioned that this is kind of influence to low power distance to their Thai employees, if AAC's organization has high power distance that field electrical engineer may need to wait another day to talk with his supervisor first, and then they can contact AAC's factory which can cause the delay to solve equipment's issues.

- Case B: Nick provided the information that in his current workplace at BBC company founded in the USA and open the branched for a while in Thailand, the organization mix with Thai and many of nationalities, and the organization has low power distance. He or anyone else can go to talk with other departments directly if the tasks related to the action needs to be taken and bring good results purpose for goods customer service and a high customer satisfaction. After he communicated then he can let his supervisor know to update what he did breakdown all actions and how he communicates until the tasks get it done.

- Case C: Jack provided the information that in his current workplace at CCD company where not noticeably big compare to their competitors in Thailand, the management who are almost people from UK allows everyone can talk to everyone

purpose to manage the job less complexity and everyone will be under the same rules. The communication is opened to talk, and the organization has low power distance.

- Analysis: Cindy and Nick currently working in the company who established in the USA and open branched in Thailand. As a result of cultural influences from western country such as the USA then it reflects to organization in Thailand have low power distance as well. Employees can communicate with other department without notice to their supervisor all their tasks just a main purpose through the goals then their supervisor will understand. Similarly, Jack is currently working in smaller organization where has low power distance established by the UK owner in Thailand, they also open for employees within organization can communicate direct to another department. From the Hofstede model (Hofstede Model) (Hofstede, Hofstede, & Minkov, 2010) Power Distance Index (PDI) Values shown that power distance of the USA (40), Great Britain (35) and Thai (64) so will be interpreted that both USA and UK have power distance and Thai has slightly high-power distance.

2. Question will be related to Uncertainty Avoidance (High/Low)

- Case A: Cindy provided the information that AAC company has high uncertainty avoidance even if company founded in the USA which should be readiness to take risks and should be fewer rules if follow to Hofstede Model (Hofstede, Hofstede, & Minkov, 2010). But Cindy gave the reasons about her job tasks as follows: The most important concern activities for upstream oil and gas industry is safety, there are many procedures and rules all employees got hired must read, attend training, and follow them strictly. Most of the front-line employees work activities related to hydrocarbon substances which is extremely dangerous if there is even a small spark or ignite. There are many risks related to offshore' s activities where the place generally higher than in other industries. However, Cindy mentioned there are few departments such as R&D department that may need to have low uncertainty avoidance with high tolerance of innovation to make new products to be launch to the market and most of them work in the laboratory cleaning room.

- Case B: Nick provided the information that BBC company has high uncertainty avoidance even if BBC company founded in USA which also should be readiness to take risks and should be fewer rules if follow to Hofstede Model (Hofstede, Hofstede, & Minkov,2010). Nick mentioned that all work areas for upstream in oil and

gas requires high level of safety, if the rules and policy has been announced to use then all employees must follow purpose for no one getting hurts or have an accident. Nick attended the safety training on first date of work both BBB and BBC company. Safety has no compromise both people who work at workshop base and offshore base in gulf of Thailand.

- Case C: Jack provided the information that CCD company has high uncertainty avoidance, everyone needs to read OJT (On the job training) and follow standard procedures of working in upstream oil and gas field. As Jack started work as mechanical technicians who need to work at work site, all his activities related directly to hydrocarbon substances which must strictly follow workplace's rules & regulations. If everyone does not follow the same rules and regulations that can cause high risks of unsafety at works. Jack gives an example about engineering open/close valves equipment, there are many standard procedures need to be read and followed before workers start to use properly. If workers turn valves too loose that the gas or liquid and be leak to the work area, then may be dangerous to whole work area in case gas can react with combustion. Likewise, if the workers turn valve too tight that can cause of damage internal bolts or gaskets and possible cause of gas leak as well.

- Analysis: Cindy, Nick and Jack give the same explanation about their works are high uncertainty avoidance, all of them mentioned there are many rules, procedures, and regulations everyone must follow in upstream oil and gas in Thailand. Safety at works and environment awareness to the society's mindsets is the most important part to be strictly follow because of in this industry, all of their works related to hydrocarbons substances that can cause sparks and is easy to ignite. Even though Cindy and Nick's organization has the USA cultural influences and Jack's organization has the UK cultural influence refer from the Hofstede model (Hofstede, Hofstede, & Minkov, 2010) Uncertainty Avoidance Index (UAI) values shown that Low Uncertainty Avoidance of the USA (46), Great Britain (35) but within upstream oil and gas industry in Thailand all of them give the answer with High Uncertainty Avoidance which is quite opposite to the Hofstede model.

3. Question will be related to Individualism or Collectivism

- Case A: Cindy mentioned that after AAC company established, AAC company took over many companies mainly the companies in the USA. In the early days, all decisions based on primarily the individual needs and employees within the organization still focus on the tasks over the personal employee's relationship, so company still be the individualism type. But after that until now, AAC company has restructured the organization, there was always a time to develop employee in the organization work towards the company goals under teamwork style. Cindy insists on that AAC company is nowadays the collectivism type, many employees think about the relationship over the tasks, focus on belonging to the group's best decision.

- Case B: Nick mentioned that he can define to mix both collectivism and individualism. In overall big pictures he got the scope of works from the management at BBC company updated him the sense of belonging to the group within the organization will be interpreted that is collectivism type. But after all job tasks assign to individual with target for growth to each head of department. Then they need to show their performance purpose for their career paths growth within the organization to be challenge achieving to work at a corporate level in the USA and they might ignore to build the relationship on their office locally, so he mentioned that in his own task is individualism.

- Case C: Jack mentioned that CCD company is collectivism without doubt. They likely need to be followed group agreement; CCD company is small company who own by the UK families lived in Thailand. They prefer all employees working under well atmosphere and always brainstorming to get the best ideas will be brought to take actions.

- Analysis: Cindy, Nick gives the same explanation about their company both AAC and BBC in the corporate level in the USA need to be collectivism in term of management of profits and loss to survive in this challenging business to face oil price going down from the world economics and COVID19 situations, but in term of employee's goal with their career paths they need to show to management for their best performance, so everyone will compete each other. On the other hand, Jack's case is not much like Cindy and Nick. CCD company was established by UK owner invested in Thailand. Even though they are from UK, but they quite fully understand Thai employees and upstream oil and gas business in Thailand very well, so they try to set up their company to

be collectivism which all employees can make decision together and easy to manage through the teamwork. Refer from the Hofstede model (Hofstede, Hofstede, & Minkov, 2010) Individualism Index (IDV) values shown that High Individualism of the USA (91), Great Britain (89) but Thai (20) quite Low Individualism. That can interpret that Cindy and Nick's organization got fully influence from the USA while Jack's organization quite opposite even though got influence from the UK. The assumption can be the UK investor need to adjust their company to be collectivism to convince professionally qualified Thai employees to work with them for long term while AAC and BBC organization is large, so they just focus on the company's goals and they thought that employees need to work with them because they are one of the famous upstream oil and gas service company in the world.

4. Question will be related to Masculinity or Femininity

- Case A: Cindy provided the information that AAC company is currently the Masculinity, AAC company has recently passed the financial re-structuring process and put high focus on the acquisition of wealth, keep high competition and target all employees to show their best performance. To survive, AAC company must be kept transforming whole organization systems to encounter with rapid world economic changed.

- Case B: Nick provided the information that BBC company used to be Masculinity when they are opening branched in Thailand, there are many American engineers moved to work here at BBC Thailand, and they are quite aggressive for high competition which normal in the USA but quite new in Thailand. The management expect employees to show their best performance, anyone who can meet or exceed target management will get rewards and promote quickly to next level for next challenging roles and responsibilities. But now once their business was set up very well in Thailand market then a lot of American engineers moved back to their country then BBC keep hiring more local Thai engineers and they changed to be the Femininity, nowadays BBC company provide the good medical care, other benefit for employee purpose for quality of life. HR department will communicate with all employees to motivate them to work with high environmental awareness.

- Case C: Jack provided the information that CCD company is femininity, as a small company to survive in this upstream oil and gas business in Thailand everyone needs to make good relationship within whole company. Owners take care all employees

both men and women equality very well, most employees feeling about their supervisor or the owner is their family member like father or uncle. Jack gives an example about loading company's equipment to the truck activity. Once everyone inside CCD engineering workshop knows that they need to pack equipment's ready to ship into the customer site, both men and women employees will communicate sharing many ideas together clearly dividing job functions and then acting until job complete together without directing command from the supervisor. Everyone thanks each other to finish job task. From above same example, if they are masculinity, they will let the men to manage this only and the performance will go to the men who manage the job from the start of activities until completed.

- Analysis: Cindy's case at AAC company quite different to Nick and Jack. Due to AAC company established from the USA facing serious financial problems. Therefore, only focus on the survival in this upstream oil and gas in Thailand and aggressive to get more business and go to market with competitive price, so they need to be masculinity. Nick's case quite mixes with both masculinity and femininity, BBC company started business with masculinity with a lot of American engineers then replaced almost all engineering position with Thai engineers which is femininity. Jack's case is only femininity, the reason quite like the details of CCD's company which is collectivism like company need to manage to hire almost all Thai employees, so they understand very well how to manage company adapting into femininity which Thai people like. Refer from the Hofstede model (Hofstede, Hofstede, & Minkov, 2010) Masculinity Index (MAS) values shown that high masculinity of the USA (62), Great Britain (66) but Thai (34) shown that to low masculinity. That can interpret that organization who still has more western employees and less Thai employees still has cultural influence from western side such as the USA. But organization who has more Thai employees such as Nick and Jack's case, they will be the femininity.

5. Question will be related to Long-Term Orientation or Short-Term Orientation

- Case A: Cindy provided information that AAC company has a truly clear approach to this aspect to turn cash flow situation to be positive due to re-organizing corporate structure from 2-3 years ago. The goal will be stressed to short-term profit's year-on-year or to survive in upstream oil and gas market that Cindy finalized will be short-term orientation.

- Case B: Nick provided information that BBC company has a truly clear approach to this aspect for short-term orientation. They need to make short term profits and gain more businesses with upstream oil and gas in Thailand as they are under the current situation of oil price going down pass couple years and Covid19 situation in 2020. The management cannot predict long-term investment in Thailand market in this situation, therefore hoping only to make profits first for to survival entire the organization. Nick also pay attention to work in short time as well and give more important for his own opportunities to learn and develop the skills rather than stay in the long time for one organization only.

- Case C: Jack provided information that due to CCD company quite small, their work-related to each individual project, so the company make plan will be in short-term orientation. Once each project completed delivered all equipment to customer, they will investigate their profits quickly to payout dividend to shareholder and keep using as cash flow but not for long term investment. Jack mentioned that his job quite unstable in upstream oil and gas in Thailand, world economic decline and company like CCD might got effect from oil price going down and Covid19 situations that can make the company to think about short-term orientation.

- Analysis: All three employees provided the information to the same way that their companies focus to short-term orientation. Refer from the Hofstede model (Hofstede, Geert; Hofstede, Gert; Minkov,2010) Long-Term Orientation Index Scores shown that Long-Term orientation of Thailand (56) while the Great Britain (25) and USA (29) has Short-Term Orientation. That can interpret from the interviewed this case that Cindy, Nick and Jack's organization got fully influence from the USA and the UK to manage the company focus to this year-by-year profits only. Also, all these companies affected by oil price going down and COVID19 situation, so they need to survive on this project period next 1-2 years in upstream oil and gas business in Thailand.

6. Question will be related to Indulgence or Restraint

- Case A: Cindy provided the information that AAC company has higher importance in indulgences societies, the company understands the routine employees works need to strict rules and regulations of employee's safety, health, and environmental awareness. So, the company gives great importance to employee happiness and welfare. For example, there are many clubs that offer for employees to select base on their

interest such as football, badminton, yoga by the company for free. When employees take leave, they let employees to handover to someone to work on the task of employee who took leave then let employees to have real rest to enjoy life then they can come back to work with fully fresh energy.

- Case B: Nick provided the information that BBC company has higher indulgences societies, Nick mentioned that when employees work in this upstream oil and gas field, they work under strictly the tight rules of safety which is good for their life, but once they need to take a rest they can take fully rest and all supervisor understand employee's requirement. All employees get treat very well in term of the benefits provide by the company as well, company will provide flexible hours for employee to select base on their time convenience.

- Case C: Jack provided the information that CCD company has slightly indulgences societies, Jack mentioned that the owner of CCD company tries to manage the company aiming to all employee to have positive attitude at works and all employees should be satisfied through the family life which then owner think like that will reflect to employee's work quality as well. The process of hiring will start with many questions about attitude at work, Jack mentioned that when employees feel a lot of stress at works because employees work hard then the company will let employee to take a rest until they feel better, and then they can come to work. Once these rules bring to apply, Jack saw that a lot of employees will work harder, but they have full of happiness at work, they said that works in office same as they stay at home.

- Analysis: All three employees provided the information to the same way that their companies is indulgences societies. The information shown that all employees must strictly work under the rules, procedures, high level of safety at works and focus to an environmental awareness such the way explained related to high uncertainty avoidance. So, all their companies understand employees very well, they can let their employees to take full rest purpose for high percentage of happiness once come back to work with full of energy. Company focus to create positive attitude at works as well as provide employee healthy options such as arrangement sports club membership for free of charge. Refer from the Hofstede model (Hofstede, Hofstede, & Minkov,2010) Indulgence Versus Restraint (IVR) Index scores shown that slightly high indulgence of

the USA (68), Great Britain (69) and Thai (45). That can interpret that the USA, UK, and Thai has similar of indulgences society.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The theory and model researched to (Hofstede, Hofstede, & Minkov, 2010) can be described in detail from both seven questions aspects of cross-cultural management and six questions aspects of six dimensional cultures. All three employees have incorporated very well with an interviewed session, they have different kinds of the work experiences, various opinions including many advises which will affect to those who have continued to read more on this thematic paper.

5.1.1 Aspects of Cross-Culture Management

From the first part of the answer, Cindy expressed opinions in various perspectives because she has worked with people of many nationalities than Nick and Jack. Both Cindy and Jack have a similar number of years of work experiences and lead them to provide more details of cross-culture definitions more clearly than Nick who has less work experiences in cross-culture organization.

All three employees firmly about the cultures can influence their communication in workplace, not only between Thai and other nationalities but also people within Thai country as well who come from different regions part as well. It can be seen from the fact after interviewed that these three employees routinely deal with people of various nationalities almost every day.

All of them have developed the learning curve to work with other cross-cultural group with a variety of methods, both Cindy and Jack have work experiences more than 15 years need to communicate more effectively by using the expectations while Nick who has 9 years of work experiences use the observation's method to study other nationalities he needs to communicate together, which this is the considerably basic learning process for working with different nationalities. As these kinds of activities three employees provided the information will be related to Peterson (Peterson, 2004)

suggested about “Knowing Your Cultural Style” as described about working with multinational mixed organization and know how to adapt themselves working more efficiently than anyone else.

Cindy and Nick provided the information about “own assumptions and interpretations” factors that affect cross-cultural communication, both give high important to communicate with other nationalities and need to let them understand the questioner clearly, Cindy and Nick require two-way communication to get feedback from each other’s and finalize through the correct answer until both parties understand the clear information. Jack focus on how it works with the work style factor which this is quite broad and may be a factor that people generally meet in working regularly.

In the last question section of this aspect is about the ideal cross-culture at works which quite open to three employees to think about the answers, the answers have been summed up to the following message: Everyone wants to be successful in multinational work environment. To accomplish well according to plans and goals, everyone needs to participate providing the idea/opinion and many kinds of good suggestion in the organization. They need to synergize by bringing their strength to apply because everyone has different ways of working, they may have learned work method from different part of this world, and they just to achieve the target one by one then entirely will bring to good results all to their organization.

5.1.2 Aspects of Six Dimensional Cultures (Hofstede Model) (Hofstede, Hofstede, & Minkov, 2010)

There are six of Hofstede’s dimensions will be use as the reference point on this aspect. From the first dimension of Hofstede, all three employees currently work in the low power distance organization where they have ability to talk with anyone to achieve their goals/objectives. We can see the influences from the parent company in the USA to both Cindy and Nick, likewise from the owner as the UK nationality for Jack’s case.

On the second dimension, all three employees provided the same opinion in the same direction that their organization are high uncertainty avoidance. Views in this side may not coincide with the Hofstede model which mentioned low uncertainty avoidance for the USA and the UK nationalities. But however, that make us know that

the uncertainty avoidance index may refer to individuals in that country but did not specify clearly to the business sector. Such as this research case related to upstream oil and gas business which a lot of activities deal with human safety, environmental awareness that all employees in this industry must follow strictly.

On the third dimension, three employees have the same opinion that organization should be the collectivism to measure business profits or loss to survive in today's highly competitive economy. Cindy and Nick provided the information in different details about their own competition at works within the organization will be tended to be the individualism. That is might come the competition to achieve higher job position in the corporate level as both Cindy and Nick worked in a large global upstream oil and gas service company, so they got to be evaluated employee performance such as key performance indicator and make them to find the right career path with the individualism. While Jack is currently working for local company owned by the UK family, his position is the high level in the organization so the career path has limits, but he quite happy on his job. So, that can be the collectivism.

On the fourth dimension, Cindy and Nick have mentioned that their organization established in the USA and then open branched in Thailand which have both masculinity and femininity type. Their parent company in the USA mainly has masculinity typed, in the beginning to open branched in Thailand they transferred their employees to work here mixes with less Thai employees. Initiated to set up business target to have market share and generate revenues, so at first started still being masculinity type and once everything were settled up very well then more Thai employees has been selected to work instead of USA employees and the organization tends to be femininity type. Jack mentioned that CCD organization is femininity type, his UK owner understand Thai cultures very well before they have established the company. Then once CCD company started the business, they hired almost all Thai employees which mean their organization will be the femininity type.

On the fifth dimension, three employees have the same opinion that organization point the target for short-term orientation. They give the reason support about world economic regression, the international trade war, including OPEC's role in controlling the country's oil production has caused oil prices to plummet over the past 1-2 years. Not exceedingly long at the beginning of this year in 2020, the new disease that affects

the global economy is Coronavirus 2019 or called “COVID19”. As a result of the reasons, the company has only a short-term plan to survive in few years. Long-term investment to their employees or investment on assets has been completely halted.

On the sixth dimension, three employees have the same opinion that their organization is indulgences society. They give the reason to support that all employees who work in upstream oil and gas industry working hard in routine job, both employees in head office and at front-line must follow the rules, procedures and concerns about safety, environmental awareness. So, the management understand the employees very well in term of work stress. They provide good benefits such as medical care, sport club members. When the employees need to take a rest company will let them take full real rest without call or interrupt during leave time. Cindy, Nick, and Jack mentioned that they are quite happy to work with their company. That led to the adjustment of thinking to have a positive attitude towards colleagues.

5.2 Recommendation

In today's world, personal and working life has changed quite a lot compare from before. Technology can help people get to know a lot of things more quickly and each country tries to invent more innovative products to proof and show the willingness to keep in sustainable business strategy in long run. To keep business in long run I would recommend following A philosophy called Sufficiency Economy (Ketprapakorn & Kantabutra, 2019) has been reiterated by His Majesty King Bhumibol Adulyadej the Great with an approach to sustainable development for Thailand to stay away from unsustainable practices which cause from the economic crisis and most of the companies generally have difficulty in doing business in long run.

I have studied, make a researched about cross-cultural related Hofstede model (Hofstede Model) (Hofstede, Hofstede, & Minkov, 2010) and then interviewed three employees who currently working in upstream oil and gas in Thailand. The cross-cultural communication with all other nationalities involves these three employees still on going, understanding both other country cultures and individual cultures are the most important parts prior to communicate together in various of channels such as phone calls, email, conference. Anyone who has make well preparation, studied, and

learned when they perform there are many chances to be the successful in cross-cultural communication and link into good management than unprepared.

I foresee the balanced trends from Hofstede model, the dimension will not be extremely fall to only one side. Such as people from individualism group in one country move to work with people from collectivism group in another country. There is less chance to be good success to the goals if both do not find tune and balance into the middle. For example, American Manager who has individualism selected to be the manager in charge to their collectivism group who is their subordinates. When they started working together in the first process American Manager may use an individualism style like think about their task over the relationship with Thai employees and use low-context communication and of course it can be shocked to Thai employees who think about relationship over tasks and high-context communication. Then it will be the miscommunication at a second process and take time both to develop until they understand each other to adapt. So, I can say that does not matter how long they develop but entirely the successful between two cultures will fall at the middle of the dimensions. That I would say they should “Compromise”.

From the interviewed have got all details from three employees include my work experiences, and understandings upstream oil and gas in Thailand. I would like to share three recommendations for effective cross-cultural management show as follows.

1. Make the Research: That would be the first thing I highly recommend which is doing a lot of research on the cultures or people from any countries you need to work with them. It may take some time to get a lot of data during research, but it is valuable for the rapid connection both parties and provide high efficiency result into the collaboration. In addition to learning rather than real experiences everyone can also study the details about doing business with Asians, Australians, Africans Europeans, Latin Americans, Middle Easterners and North Americans (Moran, Moran & Harris, 2007) which is mostly there are many nationalities from around the world working in upstream oil and gas in Thailand. For example, as we knew that from the case interviewed three selected employees. Two employees currently working in at a company in the USA corporate cultures while one employee is working in at a company in the UK cultures. On the view of one side, Thai employees have to make the research related to other employee’s cultures in the corporate level as they know there are the spaces in the

lines of the communication between Thai and other cultures refer to Six Dimensional Cultures (Hofstede Model) (Hofstede, Hofstede, & Minkov, 2010) and on the other hands USA and UK employees or other nationalities within their organization need to make the research about working with Thai people as well.

2. Communication with Admiration and Respect: After you made the research about the people from other cultures, then the second thing will be the process of communication with colleagues, customers, co-partners or even competitors and this is a rather sensitive aspect of communication. For the first example when other nationalities moved jobs to work in Thailand, they need to make quick learning about Thai cultures like raise both hands to say hello in Thai called “WHAI” when first meet that is kind of admire through the local cultures, and then in the meantime they can say “Sawasdee Krub” by men and “Sawasdee Ka” by women. This is to show with the highly respect they need to communicate with Thai people in Thailand. For the second example, as everyone know most Thai people are Buddhists therefore, there are many temples in Thailand. Therefore, there are religious rituals involving people around the countries. It is advising for other nationalities to understand that if they need to visit the temples, they need to dress their clothes politely. From above two basic examples shown for other nationalities to admire and respect to Thai people, and on the other hands Thai people in the meantime’s need to good host welcome to other cultures as well.

3. Improve Cross-Cultural Communication: In this final recommendation parts, after understanding the cultures and interacting through the communication. Then it will be related to make improvement cross-cultural communication. This is to gather all information the knowledge of cultures (Facts and cultural traits), Awareness (yourself and others) and the specific skills(behaviors) combined. This is not just to understand the nationality, background or even people’s belief but also the practical ways to develop and enhance to work successfully into the group which we can analyze and manage them under various of the situations from many aspects. The key ideas would be you can recognize, accept, adapt and dealing with cross-cultural peoples then find the balances among the differences of Six Dimensional Cultures (Hofstede Model (Hofstede, Hofstede, & Minkov,2010) and lastly to react to the point with the best efforts, even if can find the mistakes, but entirely they can reach to the goals or objective successfully. Similarly, the interviewed case those three selected employees have well-prepared before communicating

with other nationalities even they have different strategies but all of them aim to the point to same recognize, then once they start to interact, they have gained the data about dealing to those cultures by both general behaviors and individual character they acknowledge to accept and lastly, they have adapted themselves to work with other cultures professionally. For the example, Thai employees need to prepare breakdown details of daily work lists every morning to report to Japanese supervisor at work meeting in Multinational Corporation Japanese Company who open their branches in Thailand, as we knew that Japanese higher uncertainty avoidance (Uncertainty Avoidance Index (UAI) Values 92) than Thai (Uncertainty Avoidance Index (UAI) Values 64) but not different in wide range refers to Hofstede model (Hofstede, Hofstede, & Minkov, 2010) so that's mean Thai employees realized that they just need to improve themselves with a small adjustment to be accept by their Japanese supervisor in Japanese work cultures and also always be ready adaptable to change to suit the organization and individual colleagues at works.

5.3 Further Research

This study has focused on interviewed with results to interpret from three selected Thai employees who only working in upstream oil and gas industry in Thailand, two of them working in the USA corporate organization cultures and one of them working in the UK corporate organization therefore it is quite specific through the cultures use for analyzing through Hofstede's model within this upstream oil and gas industry.

To get more results if continuing further research through the interview's view of other nationalities such as the USA, UK who had the experiences or currently work within upstream oil and gas organization's open branches in Thailand. The research can be defined to pre-screen with various factors such as number of experiences they have worked with multinational organizations, how long they have been working overseas in other countries and the selection of specific Hofstede's cultural dimensions applying to use for deep details interview together with other theories, frameworks or models related to cultural management can be also brought to mention and apply through the new research cases.

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