CULTURAL DIFFERENCES AND ADAPTATIONS IN A JAPANESE-THAI COMPANY

MONTHITA URAIROJ

A THEMATIC PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MANAGEMENT COLLEGE OF MANAGEMENT MAHIDOL UNIVERSITY 2021

Thematic paper
entitled

CULTURAL DIFFERENCES AND ADAPTATIONS IN A JAPANESE-THAI COMPANY

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
September 11, 2021

....
Miss Monthita Urairoj
Candidate

....
Assoc. Prof. Astrid Kainzbauer,
Ph.D
Advisor

....
Assoc. Prof. Randall Shannon,
Ph.D
Chairperson

....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

....
Asst. Prof. Pornkasem Kantamara,
Ed. D
Committee member

ACKNOWLEDGEMENTS

I would like to thank my advisor Assoc. Prof. Dr. Astrid Kainzbauer for her support, encouragement and suggestion on my thematic paper. To complete this thematic paper my advisor who is a good guidance, advises me a lot useful information which I can apply to the research and for the future in my career.

One another would be my family. They always support, persuade and encourage me to achieve this master degree.

Lastly, I would like to thank my friend and the interviewees who support me on the research, all CMMU teachers, staff and friends that I met during my study here. They do support and share the knowledge to me. Moreover, thank you for the good time and experience at CMMU.

Monthita Urairoj

CULTURAL DIFFERENCES AND ADAPTATIONS IN A JAPANESE-THAI COMPANY

MONTHITA URAIROJ   6249105

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. ASTRID KAINZBAUER, Ph.D, ASSOC. PROF. RANDALL SHANNON, Ph.D, ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

This research aims to study the differences between two cultures Japanese and Thai which lead to a miscommunication among employees in a workplace. In addition, to learn the ways that they use to solve the miscommunication problems when they are working.

The interview has been developed to complete the research by using an open-ended interview questions on the different communication of both sides, the causes of miscommunication and the ways to improve problems in a company. At the end of the research, the result shows the five challenges in a miscommunication between Japanese and Thai are 1. Language barrier, 2. The channel of communication, 3. On time working styles, 4. Mutual understanding of personality and individual behavior, and 5. The communicators' abilities. Another is that to create a better communication in a cross-cultural workplace, they can do 1. Learning different languages, 2. Developing opportunities for discussion, and 3. Participating a longer period to a host country.

The recommendations to the company which can support staff to have a better understanding when working in a cross-cultural firm and to help improve and prevent a miscommunication are 1. Developing awareness about cultural differences, 2. Developing a sense of personality differences, 3. Conducting ice-breaking activities in a company and 4. Consistent developing skill and knowledge in the career.

KEY WORDS: Cross-cultural differences/ Cross-cultural adaptations/ Miscommunication/ Cross-cultural communication/ Japanese-Thai

24 pages

CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

Nowadays, It could not be denied that there are many firms from overseas doing business in Thailand. We can see that there are many business sections invested by foreigners or local companies where hire internationals such as education, entertainment, food and beverage and healthcare.

The investment from international companies is one of the most important factors that can support to local Thai economic. However, while working with people who have different nationalities they seem to behave in different ways (Kermally, 2005).

Working in a multicultural company, both foreigners and locals have to aware of differences including operational style, verbal and non-verbal communication, negotiation style and action meaning. The differences in culture can cause a misunderstanding in communication then affects work performance. For example, decision making, idea communication and negotiation.

Many researches show the results of conflict and misunderstanding in communication while working with different nationalities. For example, the barriers that cause a conflict between Thai and Japanese staff in a Japanese company based in Thailand are from a cultural distinction and background.

This research aims to study on various kinds of miscommunication between two different cultures Japanese and Thai staff at all levels while working in the same company. A miscommunication can affect both speakers and listeners or message senders and receivers which can cause a reduction of work efficiency and effectiveness.

In addition, this research will gather the ideas of a cultural adaptation which focusing only on when they are facing with a cultural shock in the workplace and study the way they recover from that situation. The result will show the ways that Japanese interviewees adapt themselves to the colleagues, a company environment and a local Thai social culture then blend to their behavior. Similar to Thais, this study will show the ways they develop their skills and behavior to Japanese.

At the end of this research will suggest some recommendations that can support this company to improve miscommunication situations. Moreover, to support and help workers who are facing with a miscommunication to have better skills.

CHAPTER II
LITERATURE REVIEW

2.1   Theoretical Foundation of Cross-Cultural Difference

From a study of Hofstede (Hofstede, 2011) who gathered the information in a cultural difference of each nation, he suggested the 5 main dimensions that can be seen in difference are including

1. Power Distance explains an acceptable in a different power of each person in a society. A higher degree means people in that country aim to respect on the others who have a higher power or work in a higher level. Thailand shows a higher degree of power distance than Japan which means that Thais more respect hierarchy than Japanese do.

2. Uncertainty Avoidance explains the degree of a way people strict to the structure. In the countries that show a high uncertainty avoidance score means people in those countries tend to avoid changes or different ideas. Japan shows a higher score in an uncertainty avoidance so Japanese are stricter to the rules than Thais.

3. Masculinity versus Femininity explains the degree of personal behavior in terms of dominant values in society. A higher degree means that culture seems to act in a masculine way. A masculinity person is the person who loves to compete, willing to do things to achieve the goals and seeks for a success. In contrast, feminine is the symbol of woman. A femininity person is the one who cares others and develops a friendly environment in the workplace. Japanese who have a higher score in masculinity than Thais, they love competitions and seek for successes..

4. Collectivism or Individualism explains the individual acts on an agreement or a decision making. Collectivism means people in that culture will go in a group, making a decision based on group members' opinions. Contrast to individualism, people tend to keep personal spaces, go alone and make a decision based on their own opinion. Japanese shows a higher degree individualism than Thais so they seem to keep personal private and space more than Thais do.

5. Time Orientation explains the ways people in that culture response to a goal. A higher degree in a long term orientation means Japanese tend to develop a longer term goals than Thais.

Hofstede Dimension Score
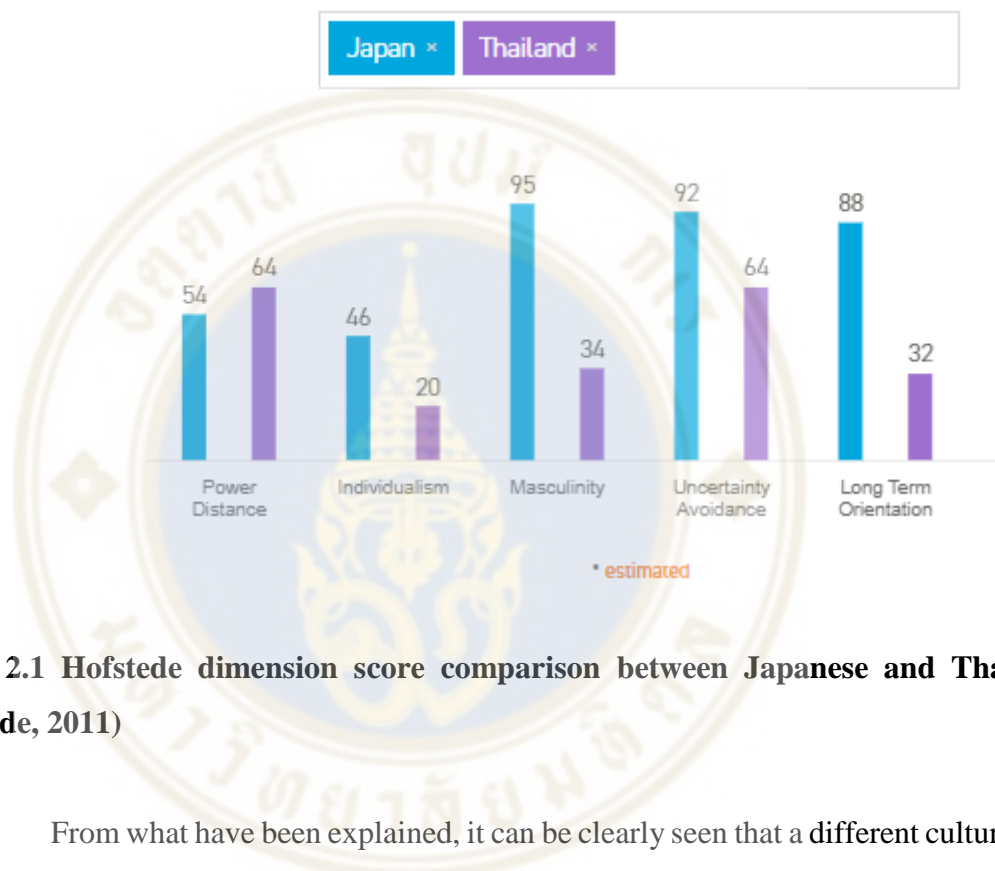
Figure 2.1 Hofstede dimension score comparison between Japanese and Thai (Hofstede, 2011)

From what have been explained, it can be clearly seen that a different culture can cause a different behavior and style of work which including the way of communication and interpretation.

One supported information comes from a research on a different reasoning between two culture Japanese and Thai. The results showed that culture influences on human behavior and point of view (POV). Both affect to a situation interpretation. This research showed different fairness levels on waiting behavior affected by culture. The Japanese tended to focus on speed as performance from waiting activities. They based the reasons on a waiting time, number of waiting customers, and a service provider's speed. The result confirmed that Japanese are a masculine culture. On the other hand, the Thai participants could forgive jumper customers because jumper customers and

service person were friends. The research concluded that the Thais show a collectivism dimension which refer to groups and relationships. Moreover, they could forgive jumpers because of a feminine culture.(Thovuttikul, Ohmoto, & Nishida, 2019).

In a cross-cultural conversation, the goal of both verbal and non-verbal communication can be achieved by composing of 3 main elements which are 1. Senders 2. Messages and 3. Receivers. The factors impact to the communication are understanding and context of both senders and receivers. A gap of different language in a communication can lead to misinterpretation as well (L. Warren, 2017).

Another case of a communication problem in different culture is the study on a miscommunication between two different culture Japanese and Thai in a Japanese company located in Thailand. They studied the demographic characteristics, the language usage in the workplace, and the frequency of miscommunication between Japanese managers and Thai employees working in Japanese companies in Thailand. The results showed that a miscommunication occurred in 10 to 30% in conversations in the workplace and the factors that influence on the frequency of miscommunication between Japanese managers and Thai staff were general communication skills, general attitude of both groups, age, number of language(s) used and general knowledge of Thais. While the factors that cannot be confirmed the influence to a miscommunication were educational level, working period, main language, social system awareness, cultural awareness (for both groups), sex (for Thai group), age, recruitment method, number of language(s) used and knowledge (for Japanese groups) (Kimiko, Kamnoonwatana, & Burasith, 2003).

A miscommunication can occur also in a non-verbal communication such as in writing, some suggestions for having a good cross-cultural communication are firstly, to analyze group of audiences or message receivers. For example, the authors analyze their assumed readers based on personal knowledge. Some companies develop users' profiles of their products and services, and writers can draw on these for their audience analysis. With these profiles, writers can provide documents to enhance the reader's understanding of the information. They can apply style, level of technical detail, organization, visuals, intention, operation, and other information to the document provided. Secondly, to analyze a culture, a clear understanding of each culture can help the authors aware of special concern in writing documents. Third, to analyze

demographic information such as age and education can support the authors to have a better writing style. Fourth, to know a communication theory can help writers have a better understanding how the communication work which lead to a better communicate on their documents. The fifth one is about the concern on authors' rhetoric. Rhetoric is an important element in a document developing process, the authors will select style based on the materials, the receivers, and the communication purpose. Lastly, a writing style such as sentence and paragraph arrangement can affect to the readers as well (L. Warren, 2017).

2.2 Theoretical Foundation of Cross-Cultural Adaptation

A cross cultural adaptation means the way when people have to face when living in a new culture. People must face with a new experience and then try to develop themselves to a new one. Similar to a cross-cultural workplace, a difference in nationality affects to a different working style. Employees have to try to adapt themselves to that environment. Not all of them can find an easy adaptation to the difference. For those who get the tough situations, they may cause of a higher staff turnover.

A support adaptation model shows a relation of stress and personal adaptation over time (Young Yun, 1988).
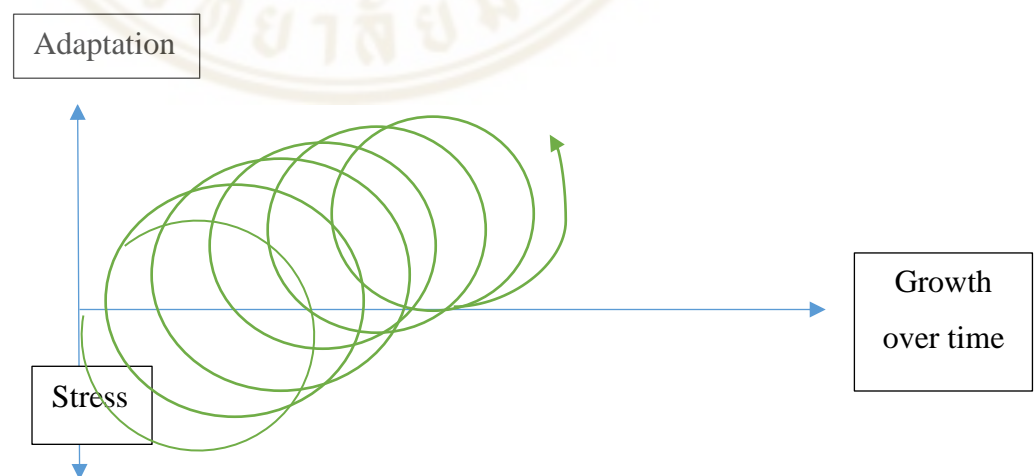
Figure 2.2 A relation of stress and personal adaptation over time (Young Yun, 1988)

Additional model shows that an adaptation process can be identified into 4 stages when living in a new different cultural environment (Winkelman, 1994).

2.2.1 The honeymoon phase

In this stage, people feel exciting on a new cultural society so they feel positive and appreciate to learn new things. They do not acknowledge to any problems.

2.2.2 The crises phase

In this stage, since people start perceive of differences on culture then they start a feeling of disappointment, pressure and disorientation. Moreover, they start to reject or feel negative on problems.

2.2.3 The adjustment and reorientation phase

In this stage, people adapt themselves into a new different culture and accept more. They start communicate and participate in a positive way.

2.2.4 The adaptation phase

In this stage, people can work effectively. They develop the feeling of home country and start involve and enjoy in activities.

CHAPTER III
METHODOLODY

3.1 Research Approach and Design

Qualitative research is conducted to gather information about a miscommunication of interviewees who are working in the same company based in Thailand. Focusing on both verbal and non-verbal communication that the interviewees face and experience during their work period. . The research processes have been last for 4 months. Started from the beginning of January 2021 until the end of April 2021.

3.2 Data Collection

The number of the interviewee who participates in the research is 6 persons including 3 Japanese and 3 Thais. Japanese are living and working in Thailand. While Thais also contact and work with Japanese managers or colleagues in a period of time.

Table 3.1 List of Interviewees

Number of Respondents	Gender	Position	Working Period with Japanese-Thais Company	Nationality
JP 1	Male	Accounting & Financial Manager	4 Years	Japanese
JP 2	Male	General Manager	3 Years 3 Months	Japanese

Table 3.1 List of Interviewees (cont.)

Number of Respondents	Gender	Position	Working Period with Japanese-Thais Company	Nationality
JP 3	Male	Manager	1 Year 6 Months	Japanese
TH 4	Female	Human Resource Administrator	6 Years	Thai
TH 5	Female	Document Administrator	6 Years	Thai
TH 6	Female	Document Administrator	3 Years 4 Months	Thai

The interview has been conducted by using open-ended questions to gather the story and information as much as possible in cultural differences and cultural adaptation of the interviewees.

The questions consist of general questions such as a personal information and responsibility in the company. The specific questions are separated into 2 parts. The first part are the questions which identify how the interviewees perceive differences in a cross cultural workplace. Additional, find the affected factors that lead to a miscommunication in the workplace. The second part will focus on the way that interviewees pass through tough situations when they are working with different cultural colleagues. Moreover, to learn the way the company help support workers who get stuck with a miscommunication. .

Part I: Cultural Different Perception

      1. How long have you been working in the company?

      2. Have you experienced in another cross-cultural firm before?

      3. What are the easy parts that you found when working at this company (Japanese style operation)?

      4. What are the cultural differences you experienced between working with Thai versus Japanese?

Part II: Adaptation

      1. How do you solve the problem when you face a cultural difference in the company?

      2. How do you solve the problem when facing a difficult communication in working situations?

      3. What are the supports from the company to enhance ability in communication?

      4. What are the easiest ways for you to communicate Japanese/Thai staff? Both verbal and non-verbal communications.

      5. What are the solutions that you do when facing with a miscommunication that can cause a decrease in work efficiency and effectiveness in the workplace?
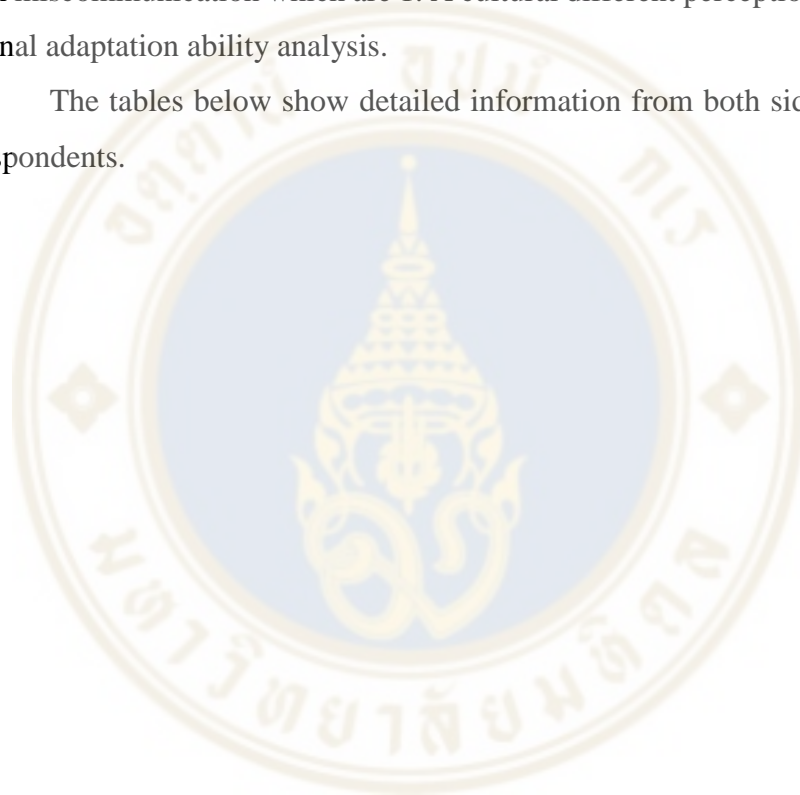
CHAPTER IV
DATA ANALYSIS AND FINDINGS

4.1 Data Analysis

To gather the information from the interview, the 2 focused parts of this study on miscommunication which are 1. A cultural different perception analysis and 2. A personal adaptation ability analysis.

The tables below show detailed information from both sides Japanese and Thai respondents.

Table 4.1 Japanese' understanding of a Thai culture and Japanese' adaptation ways

Area of Interest	Japanese 1	Japanese 2	Japanese 3
Cultural Different Perception			
Experience in another cross-cultural firm	Yes	Yes	Yes
Experience in differences affected from different nationality of co-workers	Explanation when facing the problems	Flexible schedule	Planning and organization process
Experience in similarity affected from different nationality of co-workers	- Mentality - A way of work	- Willingness to work with sense of motivation	- Polite and faithful behavior
Communication experiences with different nationality co-workers	Language barrier	- Language barrier - Reminder	- Language barrier - Reminder
The company supported programs for foreigners in communication	Thai language training program	Thai language training program	Thai language training program
Adaptation			
Response to a difficult situation in work	Talking and writing in English	Direct talk	Learn a different language and respect each other
Response to a miscommunication with colleagues	Personal meeting and direct frankly talk	Direct talk	Listen carefully
To enhance efficiency and effectiveness work performance	Clear explanation and learning Thai language	Let others to share and report at the right time	Proactive report and listen to each other opinions

Table 4.2 Thais' understanding of a Japanese culture and Thais' adaptation ways

Area of Interest	Thai 1	Thai 2	Thai 3
Cultural Different Perception			
Experience in another cross-cultural firm	Yes	Yes	Yes
Experience in differences affected from different nationality of co-workers	- Open-minded - Frankly talk - Punctuality on schedule	- Critical thinking - Discipline	- Keep developing a personal improvement
Experience in similarity affected from different nationality of co-workers	No pressure	Flexible in time	- Knowledge sharing - Polite and friendly work environment
Communication experiences with different nationality co-workers	Language barrier	- Language barrier - Building trust	- In-group decision making - Language barrier
The company supported programs for Thais in communication	N/A	- English training course - Skilled workforce development program in Japan	- Skilled workforce development program in Japan

Table 4.2 Thais' understanding of a Japanese culture and Thais' adaptation ways (cont.)

Area of Interest	Thai 1	Thai 2	Thai 3
Adaptation			
Response to a difficult situation in work	Writing English email and give some examples or references to support your ideas	Writing an email and gives referent photos	Writing email with a clear explanation
Response to a miscommunication with colleagues	Explain in verbal	Direct talk	Explain in writing with attached photo
To enhance efficiency and effectiveness work performance	Clear explanation and do the job as assigned	Clear communication to develop trust	Clear communication from a developed skill

4.2   Thai – Japanese challenges

The detailed information from the interview in a cross-cultural different perception part, it can be grouped into 5 factors that affect to a communication in workplace which are

4.2.1 A language barrier

All respondents from both sides agreed on that they were not native English users, so that an English was an important factor affected to a communication. Moreover, a complex in a language can create a wrong understanding in a communication. From Thai side, TH 2 explained that working with a different Japanese culture in a Japanese firm, she faced a difficulty in a language that used in a communication. To communicate by using a different language instead of Thai, it was hard to go into the direction as she wanted to. Similar to Japanese side, JP 1 showed his concern on an English language using in a communication with his staff. He said that to communicate in a different language was a challenging issue for himself when working in Thailand. He needed to communicate in English which is a foreign language. He found that the language impacted to his most difficult experience in communication in Thailand. JP 2 said that he felt comfortable and confident to communicate with the management team in the company because they could speak the same Japanese language.

4.2.2 The channel of communication

A communication channel is one of the five factors that lead to a miscommunication in a cross-cultural company. There are many channels for a communication such as a direct talk, a writing in words, sentences or reports, a picture explanation, a detailed or undetailed communication, and a listening. Each person has dissimilar skill to communicate and perceive in a conversation then lead to a miscommunication. When Japanese got troubles to communicate with Thai staff or unclear command by talking, they preferred to conduct a small meeting and talk direct with their staff to make them clear. JP 1 shared his comfortable experiences in communication with Thai staff by using a verbal communication and a writing in English. A writing is an additional option for his communication to make his staff have

a clear understanding. The same as JP 2 who told about his suitable way when he got an unclear communication situation, he tried to talk directly with his workers to clear the problem. For Thai side, all respondents, TH 1, TH 2 and TH 3 had the same good experiences and preferred to communication with their bosses by writing an electronic mail with detailed explanation or photo attachment. However, they agreed that once the miscommunication or misunderstanding were occurred, they had to explain and consult in verbal to clear the problems.

4.2.3 On time working style

A style of work also impacts on a communication. Japanese tend to have a work plan and a follow up schedule to finish a work on time. The plan could be changed only sometimes. JP 2 and JP 3 shared their difficult experiences on getting the report in an appropriate time. They needed to ask and follow up several times to get the report done. Lacking of work schedule of Thais, Japanese needed to repeat their orders. As a result, an increasing number of communication, work load and a work delay. Support information from Thai side, TH 1 shared her experiences that most Thais avoided to speak up, do not speak frankly and explain nothing. These led to an unclear communication with the Japanese. Even though, Japanese bosses were punctuality but she felt like working with no pressure if she can get the job done on time. Another TH 2 said that Japanese were very discipline on jobs. However, to have clear communication and explanation could develop trust to the Japanese. Then they would accept Thais ideas.

4.2.4 Mutual understanding of Personality and Individual behavior

Emotions, mentality and behavior are the factors that affect to a communication. Once both senders and receivers have a similar personality and behavior, they tend to develop a great understanding with each other easily. Moreover, a bias on a different personal characteristic can impact to a communication. For example, when seeking for a similar characteristics between Thai and Japanese. TH 3 shared her experience that Japanese developed a friendly environment in the company and they were open-minded and listen to others opinions. Theses surroundings could help her to be ready for work and appreciate to communicate with Japanese bosses.

While, JP 1 felt familiar to a mentality of Thai so this developed a willingness to work with Thais. Similar to JP 2 who felt his staff had a willingness and a motivation to work when getting requests from the managers. JP 3 and TH 3 had the same opinions that both were polite and helpful. These made them work easier and developed a good environment in the workplace.

4.2.5 Abilities of the communicators

An ability in a job can cause of a miscommunication. A better understanding in a job supports workers to have a clear view of work processes and a company business. A low skilled staff could make an unclear communication which leads to a delay of work process. The information to support this factor comes from TH 3 who got a chance to go to Japan for a training. Since that training attendance, she learned a lot in many areas such as a company business, maintenance techniques, Japanese practices and cultures etc. Then she appreciated a lot to talk and consult new problems with Japanese colleagues who may have experienced those problems. In addition, she preferred to communicate with Japanese by sending electronic mails with pictures of the materials. This means that both sides must have the same skills or higher so they can understand the same messages. Similar to TH 2, since she got a chance to go to Japan for a skill development training then she seemed understand and gained a lot confident when talking and consulting with her Japanese boss.

4.3 Thai – Japanese adaptation

Another part of this research is the adaptation ways of the respondents. To learn the way they develop themselves to a different culture and fix a miscommunication situation in the workplace. These adaptation ways can be identified into 3 groups which are

4.3.1 Learning different languages

An English is still be a middle language needed for a communication in the world. With this reason, to educate and learn English will improve ourselves to have a better communication with foreigners not only Japanese. In addition, not only English

but also a Thai language that Japanese have learned and used in a workplace to get close to and understand more about Thai. A better in Thai can help them to have a better in communication with Thai staff. This issue is not a personal concern, the company supports training courses to staff.

4.3.2 Developing opportunities for discussion

Getting to know each other would be a great idea to adapt themselves to a new cultural environment. To give chances to each other to listen, speak, explain and share the ideas can help them to have a better understanding in others' mind and thinking. As a result, a reduction of a miscommunication. JP 1, JP 2, JP 3, TH 1 and TH 2 suggested that when they were facing with miscommunication situations, they preferred to go to talk directly with the colleague in personal. While TH 3 preferred to write. However, all Thais and JP 1 agreed that to fix a miscommunication in their company, a clear explanation was needed in a conversation. Furthermore, JP 2 and JP 3 suggested that to listen and respect others' opinions can help them understand and communicate better with their staff.

4.3.3 Host country contact duration

To know local traditional and culture, people can learn and develop from local daily life. A longer time they spend, a better understanding they gain. Similar to a workplace environment, working in a cross-cultural company in a longer period, workers seemed to learn and understand more to be locals. With this reason, a better knowledge of local traditional and culture can help people to have a better communication skill.

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Focusing on a miscommunication which can cause a conflict and a low effectiveness and efficiency work performance of the workers in a cross-cultural company in Thailand. This study showed the differences of the 2 cultures which are Japanese and Thai who are working in the same workplace and revealed the factors that lead to a miscommunication at this Japanese firm.

In conclusion, both Japanese and Thai are non-native English users. They agreed that using a different language in a communication such as English to be a middle language can cause a wrong interpretation which delay the work process. The second factor is a communication channel, to select a suitable way in communication can reduce a work load and a work repeatable. The third is a different working style of the two nations that affect to a communication. The fourth factor is a misunderstanding to others' personality and behavior that can be a cause of miscommunication. Getting to know a surrounding environment of communicators such as personality and characteristic can help them to understand the message easier. The last factor is a personal ability in communication. To explain the job clearly, both message sender and receiver need to have a clear knowledge in their jobs. An unclear and limited work knowledge can affect to staff to have a wrong communication with others.

An adaptation is the way that help people survive in living and working. All interviewees shared their ideas of self-development to a new cultural environment to this study. The result shows the three main ideas for adaptations are firstly, to study new languages, it can help workers to survive in an international company including Japanese firm. Secondly, to give chances to others to talk and listen to others' opinions. Lastly, traditional and local culture contact period can help foreigners understand more about local and then to communicate better.

5.2 Recommendations

This research aims to study a various kind of a miscommunication that staff face in the workplace. A miscommunication can cause a delay of work process and a reduction of staff performance.

The company itself can help support staff to pass this tough time. The suggestions that the firm can provides to staff are as following

5.2.1 Developing awareness about cultural differences

To educate staff in a cross-cultural firm to know about the differences that cause from a different nationality can help workers to avoid their behavior and actions. This can prevent mistakes that can be occurred among different cultural staff.

5.2.2 Developing a sense of personality differences

To educate staff to know their own and others' characteristics can help make worker to perceive that each person has a different personality. No one can be the same. To know pros and cons of others, staff will less complain on their colleagues.

5.2.3 Ice-breaking activities

Joining company activities such as company trips and events support the ways to make new friends and get to know others. This relationship development helps improve the workflow and create a good bond and good environment among staff.

5.2.4 Skill and knowledge development

To keep develop skills and gain knowledge in the career, staff can be professional. They will have a clear view and a better talk and explain to others.

5.3 Suggestions for further study

In this study, the result shows the impact factors on a miscommunication that occurred in a workplace when working in a cross-cultural company. Additionally, we know the ways people can adapt themselves to a new different cultural workplace. However, for further study, I think that I would like to see the success of these

recommendations in the company. Knowing that they can help improve the company and staff performances in the statistic for comparison.

REFERENCES

Herweg, M. L. (1996). *Cross-cultural differences and intercultural cooperation in the context of change and uncertainty: Americans and Finns in the workplace.* (Ph.D.). Old Dominion University, Ann Arbor.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture, 2*(1), 2307-0919.1014.

Imachukwu, O. T. (2014). *Exploring perspectives of cultural differences in the workplace.* (D.B.A.). Walden University, Ann Arbor.

Kelleher, B. R. (1999). *A cross-cultural study of work-related values: An investigation across three countries using Hofstede's cultural indices.* (D.B.A.). Nova Southeastern University, Ann Arbor. (9938886)

Kermally, S. (2005). Gurus on managing people. In *Gurus on manageing people* (pp. 97-100): Thorogood Publishing Ltd.

Kimiko, K., Kamnoonwatana, D., & Burasith, Y. (2003). *Factors that cause miscommunication between Japanese managers and Thai employees*

L. Warren, T. (2017). *Cross-cultural Communication : Perspectives in Theory and Practice*. Abingdon, Oxon: Routledge.

Lakey, P. N. (1988). *Communication/social difficulty of Thai students in the process of cultural adaptation.* (Ph.D.). The University of Oklahoma.

Mekratri, Y. (2004). *East Meets East: Cross-Cultural Communication between Japanese Managers and Thai Subordinates.*

Onishi, J., & Mondejar, R. (2011). Japanese and Thai differences in conflict management: Implications for adaptations in human resource management. *Journal of Comparative Asian Development, 10*(1), 1-32. doi:10.1080/15339114.2011.578463

Oyama, N. (1989). *Japanese intercultural communicative strategies in multinational companies.*

REFERENCES (cont.)

Park, H. S., Levine, T. R., Weber, R., Lee, H. E., Terra, L. I., Botero, I. C., . . . Wilson, M. S. (2012). Individual and cultural variations in direct communication style.

Rocci, A., & Saussure, L. d. (2016). *Verbal Communication*. Berlin: De Gruyter Mouton.

Thovuttikul, S., Ohmoto, Y., & Nishida, T. (2019). Comparison of influence of Thai and Japanese cultures on reasoning in social communication using simulated crowds. *Journal of Information and Telecommunication, 3*(1), 115-134. doi:10.1080/24751839.2018.1537557

Winkelman, M. (1994). Cultural Shock and Adaptation. *Journal of Counseling & Development, 73*(2), 121-126. doi:10.1002/j.1556-6676.1994.tb01723.x

Young Yun, K. (1988). *Communication and cross-cultural adaptation: An integrative theory*. Clevedon, England: Multilingual Matters.