RESEARCH ON CROSS-CULTURAL MANAGEMENT AND CONFLICT OF CHINA POWER COMPANY S IN THAILAND
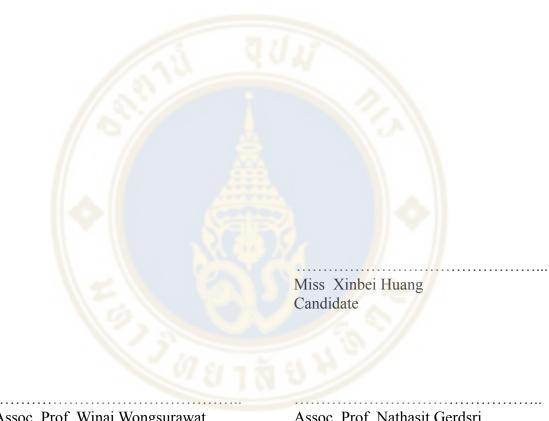
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RESEARCH ON CROSS-CULTURAL MANAGEMENT AND CONFLICT OF CHINA POWER COMPANY S IN THAILAND

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ABSTRACT

With the fast growth of the global economy, international exchanges and collaboration have grown increasingly close, prompting many enterprises from many nations to engage in transnational activities. Faced with a new kind of global economic integration, many Chinese businesses are quietly venturing abroad and actively competing in international markets in order to expand their development opportunities. Thailand has long been a vital development partner for China. Chinese firms, on the other hand, will face several challenges in Thailand. Changes in the international operating environment are the most pressing issue for businesses. People in various nations live in diverse surroundings and have developed distinct personalities and cultures. As a result, when a company conducts a worldwide operation, it becomes a manager in terms of engaging with local individuals and departments in a variety of social activities. One of the most critical concerns that must be thoroughly examined and handled.

Furthermore, global operations of diverse firms will require the cooperation of two parties or several companies, each of which must deal with different cultures and workers, resulting in numerous inconvenient situations. Although transnational operations and management have become more common as time has passed, with the increasing fierceness of competition in the international environment and enterprises engaged in transnational business activities, transnational cultural management remains one of the major challenges that enterprises face in their operations. How may cultural differences be overcome? It is a critical issue that must be addressed in multinational operations if acceptable cross-cultural management is to be implemented efficiently. As a result, the adoption of cross-cultural management research for Chinese and Thai businesses is crucial.

This article begins with a review of relevant studies on cross-cultural management theory, which includes themes like culture and management, cross-cultural management, and conflict. The author interviewed S company project managers and employees in Thailand, highlighting the company's performance in cultural conflicts such as language and communication conflicts, ideological conflicts, conflicts in employee treatment, conflicts in decision-making, and conflicts in religious and taboo conflicts. Then, to determine the causes of cross-cultural disputes, a detailed comparative examination of cultural differences between China and Thailand is conducted. Finally, it went through the issues with S businesses' cross-cultural management in Thailand, offered solutions for resolving cultural differences, and addressed strategic recommendations for Chinese firms in Thailand's cross-cultural management.

KEY WORDS: Cross-Cultural Management,/ Cultural Conflicts,/ Chinese Company,/ Thailand

30 pages

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CHAPTER I
INTRODUCTION

Background of the Study

In recent decades, China has been actively seeking international collaboration and growing abroad markets. Many national policies have been proposed, including "reform and opening up," "Becoming Global," and "One Belt, One Road." The "Getting out to the Globe" of power construction enterprises has gradually converted from a dream to reality against this backdrop.

Thailand is a key component of the Silk Road Economic Belt and a key partner. In 2017, China and Thailand signed a memorandum of understanding to promote "one belt, one road" collaboration and a joint strategic cooperation action plan for the next five years, opening up enormous prospects for the two nations' future development. Thailand's "4.0 Strategy" and "Eastern Economic Corridor" strategic development ideas are perfectly aligned with the "One Belt, One Road" concept. Infrastructure, industrial clusters, electronic information and communication technology, digital economy, science and technology, and energy are the five important areas of economic and trade cooperation between the two countries for the next five years.

According to Thailand's Power Development Plan 2015-2036 (PDP2015), new power consumption would grow at a 2.67 percent yearly pace between 2014 and 2036. Energy and electricity demand are expected to reach 326119GWh and 49655MW in 2036, respectively. The construction of transmission systems has always been one of EGAT's primary tasks in order to cope with rising power demand and improve the reliability of the power system. In order to meet Thailand's growing energy demand, the Thai Electricity Authority will need to recruit some strong power construction teams to assist in the building of the power system.

At the same time, more and more Chinese construction companies are deciding to expand in Thailand. However, the Thailand project differs from the China

project in a number of ways, including politics, economics, military affairs, law, culture, customs, and the natural environment, among others. A big number of Chinese-funded construction companies have relocated to Thailand to carry out and complete construction projects. Enterprises that are new to Thailand are especially prone to acclimation due to variances in national conditions and cultural peculiarities. Knowing the differences in the implementation and management of Sino-Thai projects in advance will greatly help the construction enterprises going out to overcome acclimatization, avoid risks and protect the interests of enterprises.

The author chose a major electricity firm with a 60-year track record in China. Power grids, distribution networks, new energy, power generation, infrastructure, water environment, and other areas are all part of the company's scope of operations, particularly in the UHV[1] industry, where it is a world leader. The whole content will be anonymized as S firm in order to protect the identity of the company examined by the author. S company is a Thai subsidiary with a Chinese parent business that funds it. It was only introduced to Thailand in 2017. Using the parent company's strong financial resources, the amount of newly signed contracts topped 10 billion baht for three consecutive years in 2018, 2019, and 2020, and the total number of projects under construction exceeded 10. It is now Thailand's largest Chinese contractor and one of the country's key contractors.

S company has participated in the building of Thailand's primary power grid, the majority of which are significant projects of Thailand's national power grid; S company has led the trend of green energy development in Thailand as the country's leading contractor in the power sector. It has built a number of hydropower plants and is the owner, the Electricity Generating Authority of Thailand (EGAT) most trusted professional contractor; in the realm of new energy, S company's solar and wind power projects account for more than 60% of Thailand's new energy market.

Despite the fact that S Company has signed a big number of projects in recent years, numerous issues have arisen during the construction process, resulting in a huge number of projects being delayed and performing poorly. S Company's international business has grown rapidly, but in comparison to established Western

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[1] Ultra-high voltage, a classification of overhead power lines with an operating voltage of higher than 800 kV.

multinationals, the company lacks cross-cultural management experience when establishing abroad business.

Because Chinese enterprises are more deeply influenced by Chinese traditional culture, they are significantly different from the cultural background of the investing country while investing and operating abroad. As a result, their operations and management will have a cross-cultural cultural impact. In light of this, cross-cultural management of businesses will undoubtedly be prized by businesses. Because culture has such a significant impact on corporate operations and strategic management, scientific cross-cultural management is critical for any international corporation.

S Company's project manager and other management professionals have no international experience and are slavishly following the Chinese model. There will be cross-cultural disputes and contradictions when they come to Thailand to work on projects because their original working techniques are significantly different from Thailand's cultural background. In light of this, S Company must give special attention to cross-cultural management. Because culture plays such an important influence in multinational firms' operations and strategic management, scientific cross-cultural management is crucial for any multinational corporation.

Due to the lack of experience in transnational management of large-scale power projects, and the large number of parties involved in overseas projects and the temporary construction of teams, S Company encountered many problems in the personnel management of overseas projects and branches, which led to conflicts and risks. As an important part of project management, the importance of conflict management has gradually become prominent, and a good conflict management can guide conflicts to develop in a constructive direction.

Research Questions and Objectives

The purpose of this study is to make specific recommendations on the current state of cross-cultural management issues among Chinese companies operating in Thailand, to provide a tangible reference for promoting cross-cultural management in the two countries, and to help Chinese companies "Go Global." The importance of providing a reference for better international human resource management cannot be overstated.

This article focuses on the cultural conflict phenomena and its causes in the process of S company and gives solutions and realistic ideas to provide references for future project performance, which is beneficial to S business's further development. In the "One Belt, One Road" policy, Thailand is the most popular investment location for Chinese firms. This paper will undoubtedly serve as a solid foundation and point of reference for other large-scale Chinese companies looking to invest in Thailand.

Research Scope

To assure the scientificity and timeliness of this study, qualitative case analysis is used, integrating theory with actual work and gathering, categorizing, and evaluating a significant quantity of relevant facts. To confirm the authenticity and depth of the case, the case analysis approach is used to conduct repeated and extensive interviews, exchanges, and follow-up with S Company's Chinese and Thai personnel. This paper conducts a qualitative investigation of S firm in Thailand, identifies the challenges that exist in the project performance process, and proposes solutions based on a thorough examination of relevant cross-cultural management theory and project conflict management, and proposes remedies based on the findings of the inquiry and analysis.

CHAPTER II
LITERATURE REVIEW

Definition of Culture

At first, "culture" developed from farming to learning, and the common behavior of ethnic groups in the development process was formed in a specific place or nation in a specific history, natural factors and social process. Later, all social life gradually evolved from personal qualities and social knowledge, thought and culture. The definition of culture not only reflects the rich connotation and complexity of culture, but also reflects the close relationship between culture and individual, nation, country and society (He, 2011).

Edward Taylor, a famous British scholar, defines culture as a set of conventions in a society or region, including faith, morality, law, knowledge, art, and customs and so on (Primitive Culture 1 3d ed. 1889). Geert Hofstede thinks that *the collective programming of the mind that distinguishes the members of one group or category of people from others* (Culture's Consequences: International Differences in Work-Related Values"), and this commonality is limited in a scope and determined by the historical situation. Therefore, different regions or groups have different common contents, because they receive different education, society and work in life, so they must have different ideas.

Culture and Management

Management and culture contain their own values, beliefs, tools and language, which was put forward by Peter. F. Drucker, a famous American management scientist, and clearly defined the relationship between management behavior and cultural ideas. He believes that at the level of national political management, the state will regulate social behaviors and systems through customs, morality and other cultural contents, so in enterprise management, culture is also a resource that can be utilized, and as an important resource in enterprise operation, the value of enterprise culture is

incalculable. It is an important development direction in enterprise management to continuously permeate cultural concepts in the process of management. The cultural content in enterprise management includes not only the cultural ideas and thoughts of enterprises, but also the behavioral characteristics and emotional tendencies of employees, which influence and interact with each other, forming the value standard, management system and code of conduct, etc. Many successful enterprises in the world have their own unique cultural management views. (P. F. Drucker, *Culture eats strategy for breakfast*.)

Cultural Difference and Cultural Conflicts

   Cultural differences refer to the unique cultural differences in different regions. People from different countries grow up in different cultures and backgrounds, and different values, ideas and communication methods are the root causes of cultural differences (Chen, 2005).

   Cultural differences will exist for a long time, so multinational enterprises will not eliminate cultural differences within organizations, and culture is stable, that is, rational use of cultural differences will achieve better promotion. Under the background of globalization, a certain degree of cultural impact can bring new inspiration and motivation to the management, operation, production and sales of multinational enterprises (Chen & Sun, 2007). At present, the world economy is no longer an era of "creating economy", and only an "innovative economy" can create more value. Therefore, enterprises need diversified culture as a stimulating point to drive enterprises to sprout new ideas and new thinking (Chen, 2005).

   Cultural conflict refers to a development process in which different cultures crowd out and oppose each other. The conflict of multinational enterprise culture is due to different cultural concepts in different countries, such as employee conflicts arising from different cultural backgrounds, etc., because different groups of people in multinational enterprises have their own thoughts and behaviors, and if they encounter problems, they will judge and analyze them according to their own thoughts and behaviors (He, 2011). In addition, cultural conflicts will reduce the efficiency of enterprise strategy (Chen & Sun, 2007). Therefore, the cultural contradictions arising from multinational enterprises spreading all over the world will inevitably cause adverse

effects. The methods of prevention and solution can coordinate and integrate different cultures, so that cultures can adapt to development. At that time, diversified cultural management is no longer an obstacle to transnational cultures, and cross-cultural management will be a success.

Geert Hofstede's Cultural Dimension Theory

Hofstede began to study the influence of cultural differences on enterprises in the late 1960s, and there has been no interruption for 30 years since then. It also puts forward the theory of cultural dimension. The initial research was completed by investigating IBM and many employees in many countries. According to the preference of management form and environment, Hofstede summed up four dimensions of identifying the national culture that varies from country to country: (1) rights and distance; (2) individualism and collectivism; (3) Masculinity and feminization; (4) Uncertainty avoidance.

In the late 20th century, Hofstede repeated experiments, which not only confirmed the first four dimensions, but also found the long-term orientation and short-term orientation of the fifth dimension.

1. Power distance. It refers to the degree of acceptance of the unequal distribution of power in society or organization by people with lower status in a certain society or country. Different countries and societies have different understandings of rights, and there are also great differences in this dimension. Europeans and Americans pay more attention to their abilities than to their rights. Comparatively speaking, due to the institutional relationship, Asian countries pay more attention to the binding force of power.

2. Uncertainty avoidance. It refers to the degree of prevention and control of unknowns through formal channels in a certain society or country when faced with unknown events and extraordinary environmental threats. The higher the level of evasion, the more the representatives pay attention to qualifications, age, status, power, etc., and intend to sacrifice greater safety in career development, establish more formal rules, and can't stand more extreme views, behaviors and means, hoping to avoid these scenes through absolute knowledge and expert evaluation. The lower the level of evasion, the more tolerant the abnormal behavior and viewpoint, the higher the degree

of freedom, and the coexistence of many different opinions in philosophy and religion.

3. Individualism/collectivism dimension. It means that in a certain society or country, people tend to pay attention to individual interests or collective interests. In an individualistic society, people are not closely related, but tend to care about themselves and small families with close relationships; In a society with collectivism tendency, people pay more attention to the relations within ethnic groups and the big family. Strong collective relations can provide long-term and stable protection for people in the collective, while individuals must remain loyal to the collective.

4. Masculinity and feminization. It means that in a certain society or country, the proportion of qualities that can represent men is greater, such as competitiveness and arbitrariness, or the proportion of qualities that represent women is greater, such as modesty and caring for others, and the division of functions undertaken by men and women. The higher the degree of masculinity, it means that the society tends to be masculine and the overall masculinity is more prominent; On the contrary, it shows that the femininity of the society is more prominent.

5. Time orientation. It refers to the allowable degree of delay in meeting social, emotional and material needs of its members in a certain society or country. This dimension shows the degree to which a moral life is worth pursuing, without having to prove the rationality of morality through religion. The long-term orientation index has a strong correlation with the economic growth of the country and society. Scholars generally believe that the rapid economic growth in East Asia at the end of the 20th century is inseparable from the promotion of long-term orientation dimension.

CHAPTER III
RESEARCH METHODOLOGY

Research Design

First, this thesis applies the method of literature review by studying and researching a large number of materials and documents. This method mainly consists of collecting, sorting and analyzing the previous studies and making a qualitative analysis of the differences between Chinese and Thai cultures and Chinese and Thai corporate cultures based on a detailed study of the relevant cross-cultural management theories, so as to find out the reasons for the cross-cultural conflicts between China and Thailand.

Secondly, this paper uses the case analysis method to study the managers and employees of Company S in Thailand through interviews, and shows how multinational companies implement cross-cultural management in the face of cultural conflicts in the country where they live, as well as the problems that exist in implementing cross-cultural management. According to the results of the research and analysis, this paper proposes solutions.

1. Data Collection and Methodology

Three people were interviewed. Due to the severe COVID -19 outbreak in Bangkok in June 2021, the original face-to-face interviews were all conducted online. Each time took approximately 1-1.5 hours. The interviewee is a Chinese project manager who was sent to Thailand by his parent company, and the other is also Chinese. The difference is that she has been living in Thailand for five years and is a local employee of the company in Thailand responsible for human resources. The third interviewee is a Thai employee who is responsible for purchasing for the project.

The first respondent is the project manager of a project of company S. Let us call him Mr. K. Mr. K is 35 years old and has completed two projects in his parent company in China. Considering his certain experience and suitable age, he was sent to Thailand by his parent company to manage the projects. At present, he has lived in Thailand for 3 years and the project is nearing completion.

The second interviewer is a woman, let us call her Miss V, aged 32. She was the first locally recruited employee at Company S. Before she joined the company, no one in the company could speak Thai. Although she has no education or work experience in human resources, as a Chinese woman who has lived in Thailand for five years, she quickly gained the trust of the Chinese managers and took responsibility for the human resources and administrative work of the whole company. After three years' work and as the earliest employee, Miss S is a human resources manager now.

The third interlocutor is a purchasing manager from Thailand, aged 30. Let us call him Mr. Z. Z has been working for more than a year in company S. Before that, he worked in a Japanese company and was also responsible for purchasing there. He has plenty of experience in multinational companies and in purchasing and speaks fluent English.

These three individuals were specifically chosen simply because they represent the three types of the employees in the company S. The employees sent to Thailand by the Chinese parent company are usually senior executives. The second type of employees are Chinese employees who were recruited locally in Thailand. They have already studied or lived in Thailand, and some of them speak Thai, usually junior and mid-level employees. The third type of employees are native Thai, who are usually responsible for negotiations and communication between S Company and Thai owners or suppliers.

2. Interview Questions

Since the purpose of this study is to investigate China Company's cross-cultural and conflict-related activities in Thailand, open-ended questions were created. In addition to some general problems, different problems are listed separately for three respondents representing different types of employees to get a deeper understanding of their real thoughts. The questions listed below serve as a guide.

Table 3. 1 Interview Question

Topic	Questions
General Questions	1. Can you introduce yourself briefly? 2. Why did you choose to work in company S? 3. What is the experience of working in company S, can you talk about it in detail? 4. How is your work going at present and have you encountered any problems? 5. Are you satisfied with your current state? 6. Is there anything that impresses you at work?

Table 3. 1 Interview Question (cont.)

Topic	Questions
Specific Questions for Mr. K	1. Did you work in Thailand three years ago to adapt to the local diet, climate, work environment and life? 2. Can you communicate well with the locals? 3. Do you think you need to get professional training before working in Thailand? 4. Do you think a company in Thailand has more development opportunities than the parent company in China? 5. Did you come to Thailand voluntarily to work in consideration of a future promotion, or did the company force you to do so? 6. How long would you like to work in Thailand? 7. Your family lived in China for a long time and separated from you, did this cause any problems? Have you considered bringing your children to Thailand to study?

Table 3. 1 Interview Question (cont.)

Topic	Questions
Specific Questions for Mr. V	1. Why did you decide to move from China to Thailand? 2. Would you like to stay in Thailand for a long time in the future? 3. Would you like to work in this company for a long time? If there is a better chance, you will decide to change jobs? 4. Do you think there are differences between you and the employees sent by the Chinese parent company, e.g. salary, career planning and training?
Specific Questions for Mr. Z	1. What kind of experience is it to work with Chinese? Can you elaborate on that? 2. What problems do you encounter in your work? What do you think are the causes of cultural differences between China and Thailand? 3. What do you think about the salary I n this company? Would you like to work in this company for a long time? 4. Are there any habits or things that are normal for Thai people but special for Chinese people? Or do Chinese feel normal but Thai feel special?

Through the interview, the people who participated in this research explained that in carrying out the project, people will adopt different ideas and practices in different cultural backgrounds by sharing their real work experiences and combining their problems. Through their subjective feelings, the author identifies some common problems and cultural differences to find out the collision and conflict between different cultures more accurately and find better treatment measures.

CHAPTER IV
FINDING ANALYSIS

After extensive interviews with three interviewees, much useful information was gathered. All three interviewees talked about the differences of the different cultural backgrounds in doing their work. From this, it can be seen that there are cultural differences and conflicts in the process of Company S's project implementation in Thailand. After classifying and discussing the interview information, the author summarizes the following cultural differences and cultural conflicts of S Company in Thailand.

The manifestation of cultural differences and cultural conflicts

1. The conflict between language and communication

First of all, Chinese managers can't speak Thai, and local Thai employees don't understand Chinese, so they often need a translation. However, due to cultural differences or other reasons, the translation effect can't express the true wishes of both parties well, and both parties waste a lot of energy to understand each other's meaning repeatedly. What's more, Thais are used to whispering in public and like to talk softly. Some Chinese businesspeople have a feeling of superiority and believe they have money to invest in Thailand. They enjoy speaking loudly and authoritatively in public, which leads to doubts and cracks between them.

2. Conflict of ideas and concepts

A year before Songkran Festival the project was in emergency construction. According to past practice, when the project is not urgent, employees in some positions are approved for a leave adjustment. However, due to this emergency, the project manager discussed and communicated with the employees who had taken leave in advance to understand the actual situation and convince them to postpone their leave; on the other hand, working hours are extended, production efficiency is improved as much as possible, and everyone contributes more to help the company complete this

project. But even when all sorts of attractive measures are promised and mobilized, few Thai employees other than the Chinese are willing to sacrifice their interests, while other employees refuse to work overtime or postpone their vacations.

Chinese and Thai workers living in different cultures have inevitable friction during their interaction. If there is a compromise between the interests of the company and the individual, only most Chinese workers will give up their interests to preserve the existence of the company. After leaving China, Company S neglected to address Thailand's cultural fundamentals and copied its entire business philosophy to Thai companies, which often led to great conflicts and ultimately probably resulted in the company's inability to develop.

3. Salary treatment conflict

Salary is the biggest part of the conflict between Chinese and Thai employees. First of all, there are three types of employees in Company S, so there are three different salary systems. Expatriates from the parent company, represented by Mr. K, get the best treatment, including wages paid by Chinese companies, overseas subsidies in Thailand, and social protection in China. The salary composition of locally recruited employees of Chinese nationality, represented by Ms. V, is Thai basic salary plus performance salary, and they enjoy Thai social security. The salary structure of Thai nationality employees, represented by Mr. Z, is a fixed monthly salary plus year-end dividend and Thai social security benefits.

Chinese and Thai employees have gradually become accustomed to each other and have gradually communicated with each other. In one conversation, Chinese employees accidentally disclosed their income to Thai employees. After Thai employees learned that Chinese employees' wages were many times higher than their own, they complained to the company about the wage disparity and asked the company to improve the treatment of local employees. However, the management of S Company did not accept this, which eventually led to a large number of employees leaving the company.

According to Mr. Z's description, Company S's salary is higher than that of local Thai companies, but lower than that of other multinational companies. Dissatisfaction with the treatment led to the departure of a large number of local employees, which made it difficult to keep them with S Company for a long time, and the turnover rate was high. Many project staff leave their jobs as soon as they become

familiar with the work, and the project has to recruit new staff. In the long run, the project performance is slow and the project cannot be completed on time.

4. Conflict in decision making

In terms of decision-making, the Chinese leadership promotes goal encouragement, which entails properly allocating work and planning future duties to ensure that they are completed. The Chinese leadership, on the other hand, typically stays out of the process. Most Chinese leaders like to distribute authority to others, whereas Thailand has a strong sense of hierarchy and is accustomed to "top-down" leadership. When they must make a choice, they do it in accordance with their superiors' orders. Ordinary employees are responsible for the actions. In some ways, they are too weak to be responsible.

Chinese enterprises have always attached great importance to the concept of time and have high requirements for work efficiency. However, Thai employees often do not pay attention to planning goals and think that doing well in planning is commendable. However, if a project is not completed on time, there are no serious consequences. For a long time, the Chinese person in charge has been deeply concerned, especially about the attitude and behavior of local employees who are often late for work, and he does not know how to solve the problem.

5. Religious Conflict

Thailand's national religion is Buddhism, which is followed by everyone in the country. In truth, the company had been aware of this scenario for some time, but while working with Thai personnel, they did not pay enough attention to it, resulting in certain conflicts that were not favorable to the company's long-term success.

In one case, a Thai engineer applied for a 60-day holiday, and the Chinese senior management thought his reason was unreasonable, so he rejected his proposal. The employee then submitted his resignation report. He is a very excellent employee, who worked hard during his tenure and was highly appreciated by the senior management, and soon became the backbone of the project. When he applied for vacation, he decided to become a monk and experience a two-month life of restraint. At that time, there was a large turnover of personnel in the company, and the 60-day holiday was long and varied. Many considerations didn't pass his application. *I didn't expect this employee to make up his mind to experience life and give up his job in S Company,* said by Mr. K. Chinese executives are not aware of Thai folk customs. In Thailand, people respect monks very much, and monks have a lofty status. Most Chinese companies don't understand this custom for the first time.

Analysis

According to the cultural dimension theory of Dutch management expert Geert Hofstede, this paper analyzes the cross-culture of China and Thailand. The factors that affect the cross-cultural management of enterprises are as follows: Power Distance, Individualism and collectivism, Uncertainty Avoidance, Femininity/Masculinity; Time orientation. The following five aspects are used to analyze the cultural differences between China and Thailand.

Table 4.1 The Score of Cross-Cultural of Thailand, China and World Average

Country	Power Distance	Individualism /collectivism	Uncertainty Avoidance	Femininity /Masculinity	Time orientation
Thailand	64	20	34	64	32
China	80	20	66	30	87
World average	55	43	50	64	45

Resource: https://geert-hofstede.com

1. Power Distance

Thailand received a score of 64 in 1. Power Distance, whereas China received an 80, and the world average score was 55, which was much higher than the world average. As a result, we believe that China and Thailand have a high power distance.

Since ancient times, Thailand has been a very hierarchical and conventional country. Both Thailand and China place a high value on hierarchy. Since ancient times, China has been a centralized country with distinct hierarchies and rigid relationships between superiors and subordinates. Children in China are taught from an early age to respect their elders and to obey their instructors and parents. Teachers have the authority to impart knowledge in schools, and students must follow the teacher's education, and the instructor is in charge of classroom instruction. Accept and obey the elders' directives, and authoritative values.

2. Individualism /collectivism

China and Thailand both score 20 on the cultural component of individuality, although the global average is 43. China and Thailand are much lower

than the global average in this regard. As a result, it appears that both China and Thailand have a collectivist value orientation.

Thailand is a country where religious culture is highly valued. People are protected by their families and clans from the moment they are born. Thailand places a high value on the creation and preservation of group relationships. In any case, "we," not "me," should be the beginning point for thinking about challenges. In Thailand, it is widely held that a person should be concerned not just with his or her sentiments, but also with the feelings of those around him, to preserve a harmonious and amicable living environment.

People in China, particularly at work, are primarily concerned with collective interests, and their feelings and work are frequently linked, and collaborative research is frequently employed in decision-making. People pay more attention to emotional communication in the workplace and everyday life, and only a small percentage of the population is alone.

3.   Uncertainty Avoidance

China has a score of 30 in terms of avoiding uncertainty, while Thailand has a score of 64, which is substantially higher than China. The above analysis demonstrates this. China has a low level of uncertainty avoidance, whereas Thailand has a high level.

Thailand, on the one hand, has a conservative evasion policy for unsettled subjects and is less prone to make dangerous decisions. When it comes to items that could generate a quarrel, Thais tend to be more cautious in their daily dealings. Thais are hesitant to do business with strangers, especially those who sell them items. Thais are accustomed to being cautious. It has kept this approach toward everything and does not want to take any chances. Thailand is known for its conservatism.

China has a low uncertainty avoidance score. Although most Chinese still enjoy a steady and pleasant pace of life, the Chinese will be adaptable depending on the situation, and the development and implementation of rules, regulations, and standards are not severe enough, the Chinese have developed strong adaptability. Ability and a creative mindset.

4.   Femininity/Masculinity

China receives a score of 66 in the masculine cultural dimension, Thailand receives a score of 34, and the world average score is 50. We can tell from this data that

China is a country with a male value orientation at this level. Thailand has a feminized value orientation, and there are still distinctions in this area between the two countries.

Women's standing in Thailand has gradually improved, and women's and men's status has gradually equalized. In this sense, significant progress has been made. If a Thai person who don't have any sons, his family property can be inherited by his girls. China is a manly society that values success. In order to reach success, many people sacrifice their family and leisure time for work.

5. Time orientation

China receives 87 points in the cultural factor of long-term orientation, while Thailand receives 32 points. China's score is not just higher than Thailand's, but also much higher than the global average of 45. As a result of the foregoing analysis, China is classified as a significant long-term-oriented country, whereas Thailand is classified as a short-term-oriented country.

Thailand has a poor level of long-term planning. The concept of "spending tomorrow's money" in advance appeals to Thais. They are content with the current situation and want stability. This disadvantage, on the other hand, is quite visible and not conducive to long-term development.

People in China believe that truth is not absolute and it changes with context and time, as seen by their high long-term temporal orientation score. Most people are thrifty, hardworking, and persistent, and they have a strong desire to save and invest. China is an extremely conservative country. Social standards limit people's conduct and manage the fulfillment of their aspirations, but they also tend to be cynical and gloomy.

Table 4.2 The Comparison between Thailand and China

Cultural Dimension	Thailand	China
Power Distance	Average	High
Individualism /collectivism	Collectivism	Collectivism
Uncertainty Avoidance	Conservative	Flexible
Femininity/Masculinity	Femininity	Masculinity
Time orientation	Long-time orientation	Short-time orientation

Employees in China, on average, place a higher emphasis on organizational power hierarchy, collectivism, and long-term value acquisition. Thai personnel are more concerned with fairness, short-term value acquisition, and are relatively more relaxed in self-discipline. This finding is mostly in line with the findings of some academic studies on Chinese cultural components and Thai social and cultural context. It should be noted that China and Thailand have significant cultural differences. When it comes to management, mindlessly following the Chinese culture and style of thinking will almost certainly result in cross-cultural disputes.

Cultural conflicts in international projects

China's projects have gradually gone overseas and into the global viewpoint as a result of economic globalization and the "One Belt, One Road" concept. Due to the political context, cultural variations in the host country, and the customs, quality standards, and behaviors of different countries, multinational projects frequently result in conflicts and inconsistencies in the project process. A newly assembled group of project members may come from different countries, have different cultural backgrounds and beliefs, and exhibit unique and different cultural behaviors and life attitudes, in addition to the manager's management philosophy and methods, resulting in an international project. The cultural divide is more visible. International joint projects are more difficult to manage than general programs, and conflict resolution is more complex and varied.

The rate of expansion of multinational projects is increasing every year as a result of economic development, and cultural conflicts in international projects are becoming more common. While confronted with the features of complicated conflict management in international projects, some experts propose that we should focus on addressing cultural issues when dealing with conflicts. A process of mutual exclusion and confrontation between different forms of culture or cultural elements is known as cultural conflict. In a narrow sense, disputes develop because the project's staff come from nations with diverse cultural backgrounds. In general, it is a conflict between the host country's cultural conception and the multinational project when it is performed out in another country. When the cultures of different countries are brought together, they will go through a conflict-to-integration stage. Finding a path to cross-cultural gaps,

creating a management model that can be recognized and accepted by both parties, making full use of the characteristics of cultural differences, and giving full play to different cultures are the keys to resolving cultural conflicts in project management and leadership. Benefits and favorable conditions are created for the project.

Although S company recognizes the significance of cultural differences, it still applies Chinese thinking in cross-cultural management, as evidenced by the interviewer's comments. Chinese management culture has been "over transplanted," and cross-cultural human resource management has yet to be developed. In terms of management, it is a common occurrence that Chinese and Thai staff be managed independently, with no unified management system. S company has a significant gap in human resource management principles, organizational structure, wage incentives, and training and development when compared to other international companies. Furthermore, it has only been a short time since the company expand the global market and has yet to establish a cross-cultural human resource management system. S company and other Chinese companies traveling outside will have a long-term issue in overcoming the Chinese mindset and forming a contemporary management system that integrates diverse cultures.

CHAPTER V
CONCLUSIONS & RECOMMENDATIONS

Conclusions

The author summarizes the issues that exist in S company's cross-cultural management in Thailand as follows:

1. Inadequate awareness of cultural differences

China and Thailand have more apparent and various cultural differences. The author will highlight a number of related cultural distinctions that exist between the two countries.

For starters, the two countries' values are opposed. Thailand has been impacted by Chinese culture as an Asian country, although there are still significant cultural and value distinctions between Thailand and China. China prioritizes the common good, asks for unity and self-discipline, and works toward the country's shared objective. As a result, collective interests are given more weight in Chinese society.

Then there's the issue of religious beliefs. Confucianism has been recognized in China since ancient times, yet it has never become a national belief. Furthermore, China is made up of different ethnic groups and populations, and the country as a whole lacks a unifying religious belief system. Thailand is a country where everyone believes in Buddhism, but there is a noticeable distinction between Thailand's Buddhism and China's Buddhism in terms of life and mindset. Most Thais are laid-back and friendly, follow the rules, live in the now, and are unconcerned about celebrity or fortune. As a result, the Thai company's executives and staff take turns commuting to and from work. People in China place a higher value on fame and riches, and they view effort positively in order to obtain better achievements. They frequently disobey orders in order to accomplish their professional aims and interests. It's possible that if employees from both countries work together, there will be a lot of friction and estrangement in coping with diverse mentalities and work styles.

The difference in the hierarchy is the next point to consider. Thailand has traditionally followed the hierarchy, and the concept of hierarchy is deeply ingrained in the people's minds. The hierarchy in Thai society is perceived to be unambiguous, allowing people to clearly divide their labor, honestly complete their obligations, reduce the occurrence of ultra vires, and ensure personnel stability at all levels and positions. Conducive to the entire society's healthy and stable development. In ancient China, there was a rigorous hierarchical system in place. Following numerous reforms and revolutions, the Chinese people strive for and desire class equality. The Chinese people have a stronger anti-oppression mentality and refuse to obey their superiors' orders. Companies in both nations should pay attention to trade-offs and arrangements in their organizational structures as a result of the conceptual differences.

These cultural disparities between the two countries will show themselves in every facet of the business. Managers and employees that do not pay attention to or overlook cultural differences will have a negative impact on the company's management and operations. Following the establishment of a company in Thailand by the Chinese company S, the company's management did not place a high value on and did not fairly structure work and responsibilities in accordance with the cultures of the two nations. This resulted in numerous frictions and disputes in the company's administration and execution, and these conflicts are still possible. It is reasonably avoided and successfully employed according to the differing cultures of the two countries.

2. Insufficient attention to cross-cultural management

Although S Company's Chinese project managers are skilled in technical areas and are familiar with Chinese corporate management strategies, it is impossible to refer to Chinese management methods in a complete way outside of China. This is incompatible with differences in culture and values among countries. International performance management should be available to multinational company executives. They should not, for the sake of firm performance, mindlessly enhance management. Instead, it should be obvious that the two countries' cultural differences have a significant impact on the company's structure, staff arrangements, and activities. If a multinational company experiences setbacks or accidents, most managers blame the products and technologies that can be seen, and there is no deep-seated cultural difference between visible multinational companies and invisible multinational

companies. Exploration of such causes to uncover the reasons at the management level frequently fails to yield the relevant experience and lessons. Managers should be well-versed in managing cultural variations between countries, as cultural differences may be seen in all facets of business management.

3. Communication is not smooth enough

Employees in S company speak different languages, which makes it difficult for them to communicate effectively. Furthermore, because the fundamental cultural background and language are different, employees in China and Thailand have various ways of communicating their thoughts and behaviors. Employees in both countries frequently use their tone, attitude, and emotion when expressing their thoughts. To convey message by body language, facial expressions. If there is a misunderstanding between the two, they will be unable to receive information from each other. As a result, employees in China and Thailand should work to improve their understanding of each other's cultures, making it easier to find appropriate techniques and themes for increasing communication between the two countries' personnel.

Recommendations

1. Establish and upgrade a multinational company's human resource management system

Employees are eager to accept the corporate culture concept of being people-oriented, which is the most basic value of modern businesses.

Create a job competency model and concentrate on basic human resources work. Build the company's job competency model, clarify each position's competency requirements and behavioral norms, point the way for employee knowledge and skill training, employee career development, and lay the groundwork for the company's employee selection and recruitment, as well as employee performance appraisal.

To actualize the integration of cultural diversity, integrate and design a cross-cultural management model for human resources. Increase local employee training, treat great employees well, educate employees about the firm, and motivate them to work for the organization. Strengthen the promotion and implementation of Chinese expatriates' corporate cross-cultural strategic spirit, so that every employee understands the importance of cross-cultural human resource management, and learns

local laws and regulations, social culture, religious beliefs, working styles, and so on, to form a common set of values and synergy that aids the company's rapid growth.

Improve the training system, optimize training resources, improve training methods, implement benchmarking, and gradually establish clear responsibilities, scientific standards, classified implementation, and orderly and efficient training by drawing lessons from advanced training concepts and practices of pipeline operating companies with extensive international and domestic management experience. A system for improving human resource development capabilities effectively.

Create a more scientific system for evaluating human resources. Improve the evaluation index system, which includes components likeability, morality, and knowledge, as well as aggressively introducing sophisticated domestic and foreign evaluation technologies to raise the scientific level of human resource evaluation. Encourage the development of a performance rating system for all employees, as well as a scientific basis for the selection, training, employment, rewards and punishments, and dismissal of all sorts of employees at all levels.

2. Integration of Chinese and Thai traditions in a reasonable manner

The cultural differences between China and Thailand will result in severe disputes in their combined labor and economic decisions. Nonetheless, S company's Chinese executives must allow for the integration of Thai culture, learn from the culture and management methods of local Thai businesses, and integrate the two cultures into the company's management. Where the two cultures vary, they must extract the essence and remove the dross to ensure that the company's management and employee work avoid more frictions and conflicts. There are less contrasts between the two cultures and more integration, resulting in a more harmonious corporate culture. Thailand has become more unified and more suited to the expansion of global corporations.

It is not the goal of improving cross-cultural management for Chinese enterprises in Thailand to erase cultural disparities between the two nations. The merging and development of the two cultures should be the priority. Both Chinese and Thai cultures are ideal for the company's development and have been adapted to the country's general environment. It's appropriate for the company and some of the era's cultures. It has been successful in coordinating, integrating, and absorbing these compatible cultures in an environment that can be enhanced, as well as finding a better

adaptation to the needs of employees, organizations, consumers, and the two countries' economic situations. Management of people from different cultures. The goal of this approach is to test your ability to retain and develop cross-cultural management skills. It is also a constant learning process to learn cross-cultural management and seek the company's healthy and harmonious development.

3. Increase the effectiveness of cross-cultural management information transfer

Multinational companies must continue to develop and enhance the system content and management implementation results of cross-cultural management, in addition to understanding the importance of cross-cultural management and establishing a cross-cultural management system, in order to ensure the system's effective implementation and enable multinational companies to have market competitiveness. As a result, global corporations must build and strengthen a system to track cross-cultural management, put it into practice, and prevent cross-cultural management from becoming a manager's paper. Inspectors for cross-cultural management must be aware of cross-cultural frictions and conflicts. Collecting, analyzing, and refining these cultural variances, as well as more targeted cross-cultural management

To collect cultural differences, it is required to concentrate on the varied work content of the company's various departments, including work and life communication and exchanges among employees, as well as product services, personnel, and other factors. It is ensured that the frictions and present conditions in international firms produced by diverse cultural differences can be accurately and effectively communicated back to management. On the basis of these genuines information feedbacks, cross-cultural testers can also generate rapid information analyses and summaries. The content of this information can indicate the company's cross-cultural management implementation results, as well as the effectiveness of managers' work. The positive aspects of cross-cultural management will be retained, and conflicts to seek changes and strengthen management will continue to exist. The actual data is highly compelling to employees and managers, and it is favorable to gaining support and feedback from the organization, so that more management gaps and specifics can be obtained, and cross-cultural management can be developed, innovated, and improved continuously.

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