THE CULTURAL DIFFERENCES BETWEEN THAI AND INDIAN STAFF AT COMPANY A
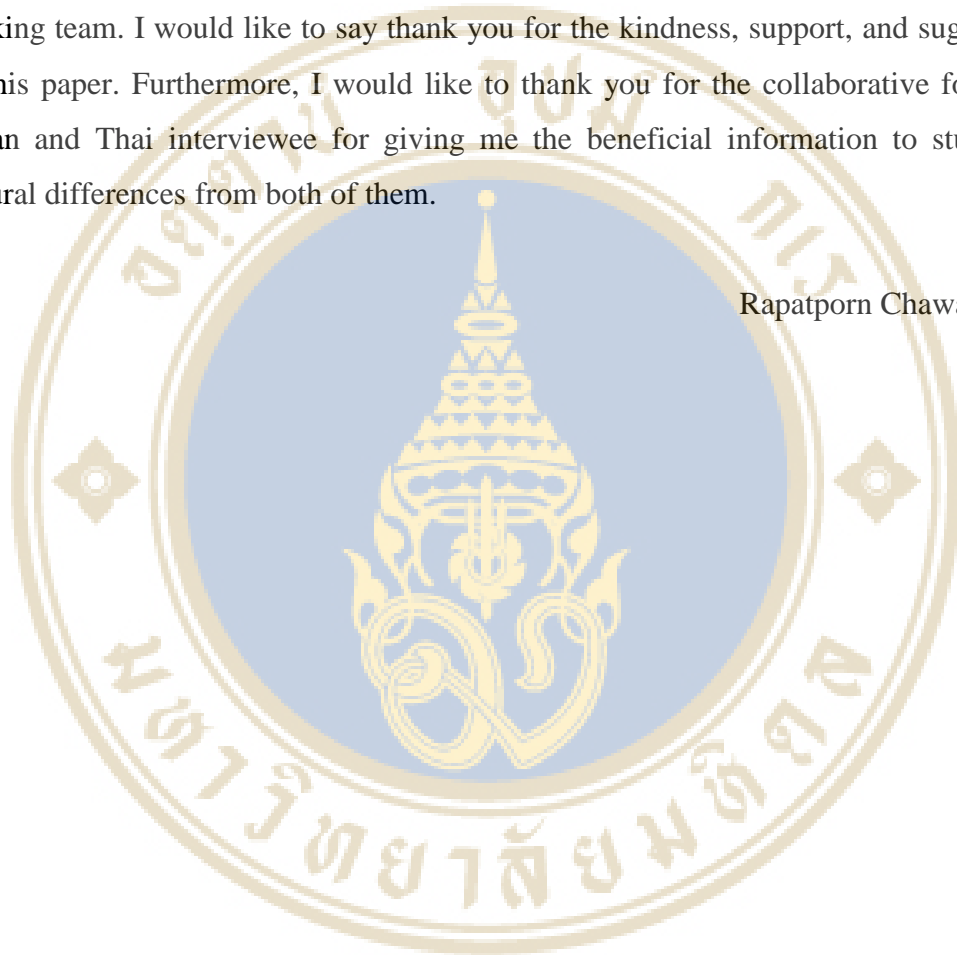
RAPATPORN CHAWAKAIPAN

A THEMATIC PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MANAGEMENT COLLEGE OF MANAGEMENT MAHIDOL UNIVERSITY 2014

ACKNOWLEDGEMENTS

THE CULTURAL DIFFERENCES BETWEEN THAI AND INDIAN STAFF AT COMPANY A

RAPATPORN CHAWAKAIPAN

M.M. (MARKETING AND MANAGEMENT)

THEMETIC PAPER ADVISORY COMMITTEE: DR.ASTRID KAINZBAUER, Ph.D., ASSOC.PROF.GERARD TOCQUER, Ph.D., ASSOC.PROF.PARISA RUNGRUANG, Ph.D.

ABSTRACT

In the globalization market environment, the cultural differences are one of the topics that were considered as the important things to study in order to improve the effectiveness. This paper is aim to understand the aspects those occur in each dimension such as culture value, mutual perception and communication. Moreover this study is included the effect from cultural differences. This paper is provided the recommendation for the company to reduce the negative effects. This research is focus on Thai and India culture. The research methodology is used in-depth interview via open-end question. The finding is shown that even though Thailand and India are located in the same region but there are many difference aspects that show the difference culture and those effects the working performance of the company. This shows that the company should manage the cultural differences carefully in order to increase the positive and reduce the negative effect to the company.

KEY WORDS: CULTURAL DIFFERENCES / CULTURAL VALUE/ INDIAN/ THAI / EFFECT OF CULTURAL DIFFERENCES

32 Pages

CONTENTS

LIST OF FIGURE

CHAPTER I
INTRODUCTION

In today's globalization market environment, many multinational companies have a group of people from difference countries working together as an international working team. This approach has been embraced in many functions throughout the business to help improve and develop the performance of the company. However, one of the issues that cannot be avoided is the cultural differences. Therefore, cross cultural management is essentially required. Companies have to study on the cultural differences in all aspects to ensure that they can manage the differences between the people in the organization well and reduce the conflicts that may occur within the international working team.

This study focuses on the cultural differences between Thai and Indian as they are the majority of nations that work together in the company A. Even though these two countries are located in the same region which is Asia but there are many differences in terms of culture which effect to the way of working of the people in these two countries. It will focus on the cause and effect of the cultural differences and provide recommendation in order to help the company A to achieve the company objectives and minimize the conflicts that might be happened from the misunderstanding of the people who have difference background within this international team

This study was conducted in the company A that has the big international working team in IT department. This company is third biggest retailer in the world. They operate their business in various regions e.g. America, Europe and Asia. The company A increase their growth by expand the business into other country such as U.S.A., China, Poland, South Korea, Thailand by use the merging strategy to purchase the local retailers and change the operations to be company A. Same as Thailand, company A started their business by investing the capital on Supermarket B which belong to the local company. For over 17th year of full operation by their own, the

change has been deployed step by step in various departments to make it fit with the policy from the Head Quarter. One of the samples is the OM (Operating Model) system. Since company A expand their business by merging with the local company so the system that each country uses is different and cannot support some function as the England did. So the company A develops one model which they call "OM" to set the optimal process and system to every company A over the world. These make all company A around the world can follow the business policy from the mother company e.g. Loyalty system, Supply chain system etc. From this change company AB receive benefit on the technology investment and the development of the system which help improve the store performance and customer satisfaction.

Over than the purpose of develop the store capability of company A in each country, the mother company has the policy to reduce the cost so after they deploy the OM system by centralize the IT support service at India. This policy was applied to each country by moving the task of development and supporting to the Sub Company in India name "COMPANY B" the reason because India has the performance in IT and they can communicate in English very well.

IT department have been restructured and IT work have been transferred to the "COMPANY B". This leads to employee dissatisfaction and conflicts within IT Thai team since this change minimize scope of works and career development of IT Thai staffs. The main responsibility of Thai IT staffs is only system maintenance. Moreover, the recruitment plan for vacant positions has been freeze due to transfer job policy. This caused in over workload on the routine job of the existing staffs which are not the reward factor to the staffs. This policy also affects the new project launch in Thailand that involve with the system support, the staff from COMPANY B was asked to move their office to work in Thailand until the deployment is success which both Thai and India staff have to adjust themselves while working together.

Research Objective

- To study how the cultural differences between Thai and Indian people effect the working in IT department.
- To give the recommendation how that Company A should set up cross cultural management to improve way of working between Thai and India staffs in order to achieve set objectives

Scopes of Study

- The culture differences Thailand versus India in company A.
- The perception that Thai people have toward Indian people in company A.
- The perception that India people have toward Thai people in company A.

Since the "release 1.5" is the long term project that Thai staffs need to work with Indian staffs from COMPANY B at least1 years, the members of this project need to understand the culture differences among group of people. This study will help the members to better understand in order to adapt and adjust themselves to work with each other and make the project success together.

CHAPTER II
LITERATURE REVIEW

Culture is the accepted value and norms that influence the way in which people think, feel, and behave (Simintiras and Thomas, 1998) It also includes religion, gender, language, class, ethnicity, and sexual orientation (Barbash and Taylor, 1997). Culture is defined as a pattern of shared basic assumptions of a society according to national, organizational, regional, ethical, religious, linguistic, and social characteristics (Chen and Staroata, 1998) defined culture is as a group-level phenomenon in which beliefs, values, and beliefs, all of which impact business processes and decision-making.

Culture differences are the variation in people base on race, language, sexual and nationality. This also includes the diversity of art, scholarly pursuit and manners among many other factors. The culture differences can be presented in everywhere and it effect the people in that area especially in workplace. In the organization or teams that have people from different place work together, they will have a high chance to get the impact of this diversity. In order to manage the growing diversity of the workforce, organizations need to implement systems and practices so that the potential advantages of diversity are maximized and the potential disadvantages are minimized (Cox, 1994).

The workforce diversity, there is the research form Carrell and Mann (1995) about the workforce diversity. They found that, workforce diversity consists of the following characteristics; race, gender, Culture, national origin, handicap, and age. This refers to the individual base on race and culture origin.

The culture diversity pertains to "the representation, in one social system, of people whit distinctly difference group affiliations of cultural significance" (Cox, 1994, p.6). Member of a culturally diverse group share a subjective culture, which according to Triandis (1976) represents their worldview. Individual worldviews include beliefs, values, norms, and attitude (Cox, 1994). The heterogeneous nature of

the workforce has increasingly focused on the dynamic of the teams with multicultural and multinational member. The team heterogeneity mean nationalities, races, religions, genders and so forth. For example gender role expectations may vary dramatically across culture.

There are the study shows that the individual demographic attribute to the diversity of a work group. Difference in the attribute can be categorize as readily detectable or underlying (Jackson et al., 1995). Readily detectable attribute include age, race, sex, and organizational tenure.

The heterogeneity in work force, Williams and Oreily (1998) conclude that heterogeneity in age, gender, tenure, and race/ethnicity generally leads to negative impact on group process and outcomes such as low satisfaction, low commitment, and low social integration. There are the study of Tsui et al.'s (1992) found that the culture diversity in terms of race and gender has more negative effects on affective consequences than age. There are many studies about the culture diversity in both negative and positive effect. I conclude those studies in the subject as the culture diversity effect to the creativity, problem solving, turnover, and conflict in the organization.

There are the study shows that, heterogeneity in functional background and race, ethnicity may improve group performance though the contribution of diverse information and creativity skill. Culture diversity toward creativity and problem solving, difference people may bring the different perspectives to the organization or the job that they are involved. Chatman et al., 1998 mention that in the culturally diverse organization that has the dissimilarities between individuals contribute to increased level of creativity. The Webster's Ninth Collegiate Dictionary also defines creativity as the quality of being able to produce or bring into existence through imaginative skill. Therefore, the organization can have the benefit from creative decisions and problem solving by selecting individual that are of difference culture. To support this through, Triandis et al. (1965), found that diversity in attitudes (not abilities) was associated with creativity in organization. From the survey of human resource professionals, the result show that respondents ranked creativity as one of the top five most important effects of workforce diversity. This research suggests that

heterogeneous group have an advantage over homogeneous group regarding creativity tasks.

By the way there is also the negative impacts show that the culture diversity may create the conflict in the workforce. Human resource professionals (Carrell and Mann, 1995) report that increased conflict is the number one employee relation issue concerning increase level of diversity which mean that in the organization that have the high diversity of culture may have the high potential of organization conflict. They suggest that "rapid and significant increase in workforce diversity will result in communication problem, the potential for increased organizational conflict, and high degree of value incongruence" (Hopkin et al., 1994). This can be noticed easier in the group that has identity salience as form the study of Pelled (1996) show that it may lead to increase the relationship conflict in group. The identity salience definition is "a state characterized by heightened sensitivity to identify-relevant stimuli" (Forehand, 2002) For example, individuals who are aware of their difference from the majority may experience more conflict with other group member than individuals without such a heightened awareness. There are the study show that the culture diversity is associated with high level of emotional conflict is defined as interpersonal expression characterized by anger, frustration and the other negative feeling (Jehn, 1994) the Emotional conflict create the problem to the organization and decrease the performance of people. Emotional conflict between cultural diverse individuals may happen from the misunderstanding and misinterpretations that are related to difference worldviews (Cox, 1994).

Another negative effect from the culture diversity is the turnover. Turnover is one of the most important topics of the organization management. Human resource rate turnover as one of the top eleven outcomes of diversity (Carrell and Mann, 1995) most of study focus on the individual difference or heterogeneity and they found that its effect the turnover (Mobley et al., 1979; Muchinsky, 1979). These studies provide the result of insight about the reason of turnover which one of it is the individual difference. There is the empirical study to support this topic that diverse workgroup experience higher turnover (Jackson et al, 1992) Jackson found that the demographic composition of top management teams does indeed predict turnover rate with diverse teams experiencing higher turnover. The result shows that the propensity

to leave is associated with both the individual's dissimilarity and the group's heterogeneity.

Today we are in the globalization that everyone from over the world is connected together so we cannot avoid the chance of facing the different people in our working life. Then the study of each country culture will help people understand more on each other. This is very important as many people have found that cultural differences have hindered their ability to efficiently conduct business due to their lack of understanding of the cultural differences. The Globalization and economic openness have contributed to increased international engagement of countries in business interaction in the 21st century. Since different countries and different regions have different culture, so there is a need to understand the impact of culture on the international communication.

In order to understand different cultures, Chu (1974) provided six suggestions to assist researchers investigating other cultures as below:

1. Beware of stereotyped views of foreign people.
2. See the common humanity of people amidst cultural diversities in the world.
3. Recognize a different scale of value in a non-Western society.
4. Develop human empathy and active concern for other people.
5. Discern the inter-relationship between language and culture.
6. Study non-Western cultures for their intrinsic worth and thus see the richness.

Another theory to analysis the culture differences is "The four cultural dimensions of Hofstede (1980)". This theory identifies the four major cultural differences which are;

1. Power distance
2. Uncertainty avoidance
3. Individualism and collectivism
4. Masculinity and Femininity

The focus on this study is the culture differences between Thailand and India start by comparing the difference of culture of these two countries by using the Hofstede theory as below graph
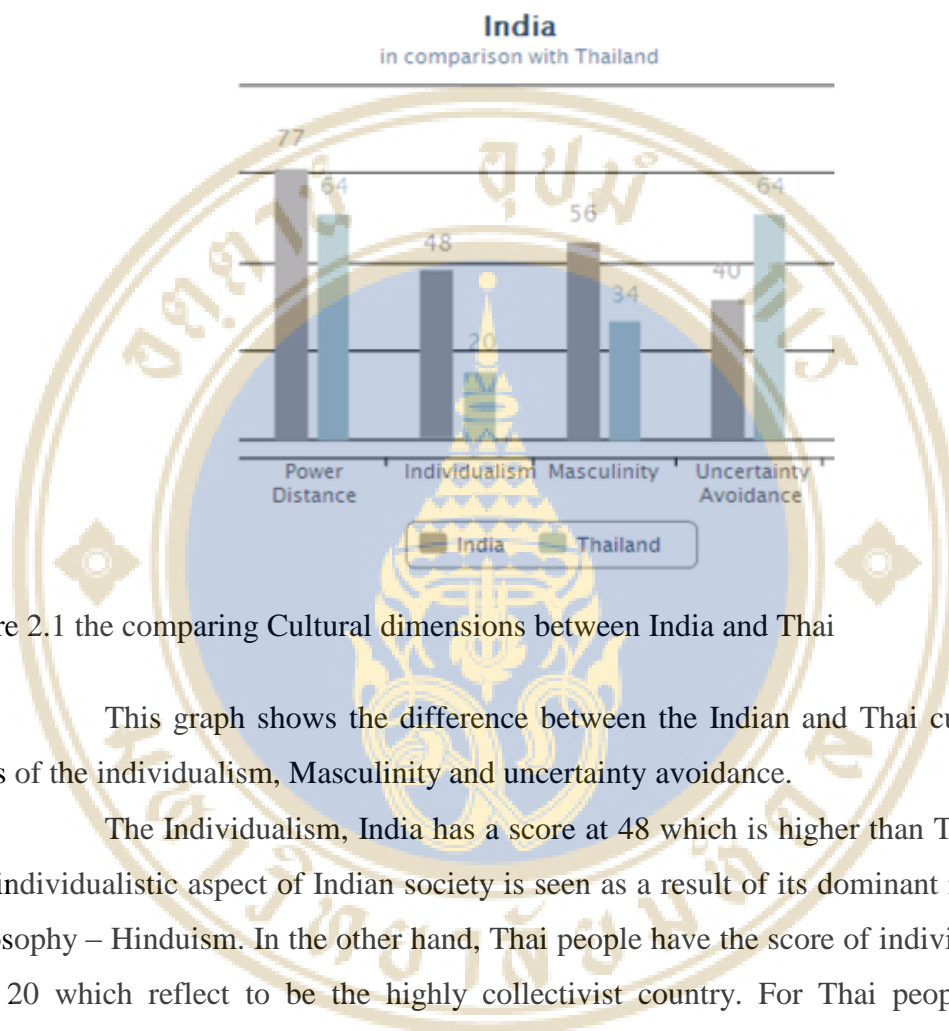

Figure 2.1 the comparing Cultural dimensions between India and Thai

This graph shows the difference between the Indian and Thai culture in terms of the individualism, Masculinity and uncertainty avoidance.

The Individualism, India has a score at 48 which is higher than Thailand. The individualistic aspect of Indian society is seen as a result of its dominant religion, philosophy – Hinduism. In the other hand, Thai people have the score of individualism only 20 which reflect to be the highly collectivist country. For Thai people, they strongly focus on the relationship among their friend and relative. The decision was made as the group which difference from the Indian people those make their own individual decision. Thai people are very sensitive not to feel shamed in front of their group (don't want to lose their face). Personal relationship is the key to conducting business and it takes time to build such relations thus patience is necessary as well as not openly discuss business on first occasions (The Hofstede Center, 2012).

The Masculinity, India scores 56 on this dimension and is thus considered a masculine society. India is actually very masculine in terms of visual display of

success and power. Work is the center of one's life and visible symbols of success in the work place are very important. Thailand scores 34 on this dimension and is thus considered a feminine society. Thailand has the lowest Masculinity ranking among the average Asian countries of 53 and the World average of 50. This lower level is indicative of a society with less assertiveness and competitiveness, as this lower level is indicative of a society with less assertiveness and competitiveness, as compared to one where these values are considered more important and significant (The Hofstede Center, 2012).

The Uncertainty, India scores 40 on this dimension and thus has a medium low preference for avoiding uncertainty. In India, there is acceptance of imperfection; nothing has to be perfect or has to go exactly as planned. People generally do not feel driven and compelled to take action-initiatives and comfortably settle into established rolls and routines without questioning. A word used often is "adjust". Thailand scores 64 on this dimension, but it slightly indicating a preference for avoiding uncertainty. In order to minimize or reduce this level of uncertainty, strict rules, laws, policies, and regulations are adopted and implemented. The ultimate goal of this population is to control everything in order to eliminate or avoid the unexpected. As a result of this high Uncertainty Avoidance characteristic, the society does not readily accept change and is very risk adverse. Change has to be seen for the greater good of the in group.

Even though Thai and Indian people are in the same region that have some similarity e.g. root of religion, level of understanding and they both are the under development country but from the four cultural dimensions of Hofstede's scores show a lot of difference cultural dimensions such as Individualism and Power distance etc. The difference in these two dimension will create many differences in the decision making process and their routine activity. These two things have the high impact in business perspective as it form the thinking of each people in difference way and this can be both advantage and disadvantage to the group that they are working together. So the study on this Culture differences will help business improve the performance of international working team by reduce the negative and increase the positive impact to gain the maximize profit to stakeholder.

Conceptual Framework
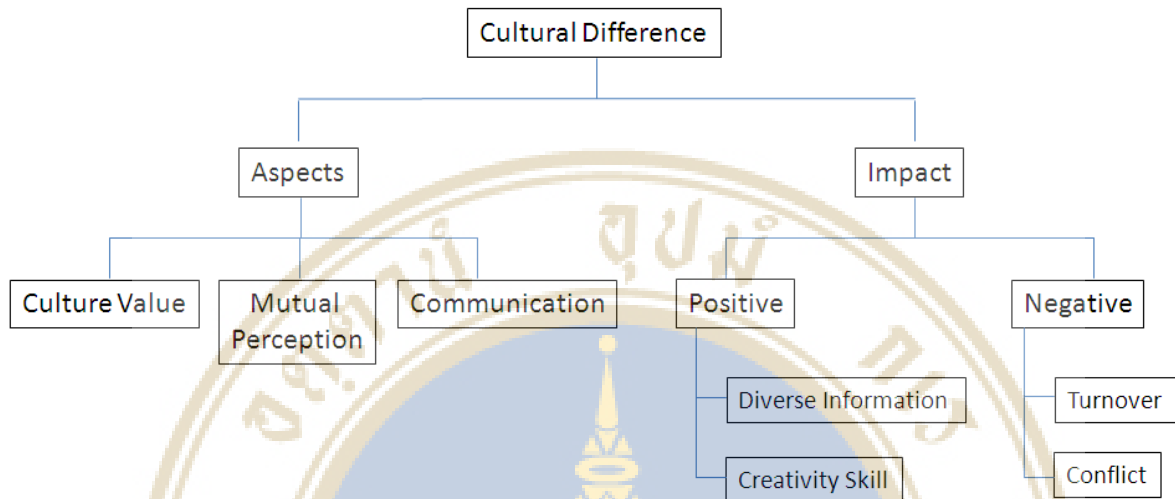
       This study wills analysis the aspects that create the culture differences in IT department of company A. Starting from analysis the differences culture value between Thailand versus India then study about the mutual perception that Thai and India IT staff have toward each other include the communication. These three aspects will help explain the cultural differences of Thai and Indian people. The study wills summary the impact in both positive and negative impact that happen in the IT department. After analysis the positive impact, it will help company to make the decision by keeping the good impact as the motivation factor to staffs. For the negative impact, the company should manage it to have the minimize effect to the team since this impact will depress the staffs' emotional while they work in the international working team.

CHAPTER III
METHODOLOGY

For this study I select the in-depth interview to gather information for analysis the cultural differences. "In-depth interviewing, also known as unstructured interviewing, is a type of interview which researchers use to elicit information in order to achieve a holistic understanding of the interviewee's point of view or situation; it can also be used to explore interesting areas for further investigation. This type of interview involves asking informants open-ended questions, and probing wherever necessary to obtain data deemed useful by the researcher." (Dr.Rita S. Y. Berry, 1999).

The in-depth interview is one method of a qualitative research, which proceeds as a confidential and secure conversation between an interviewer and a respondent. The interviewer has to ensure that the conversation encompasses the topics that are crucial to ask for the purpose of this study. In this study, the in-depth interview is suitable for collecting the data because this topic is involve on the both positive and negative issues that came from the culture differences which the privacy is necessary for the respondents to tell about the situation that they face in their working life. The situation that happened to them may have to refer to the other people that link or involve in their job so the in-depth interview will help the respondents comfortable to give the clear information with the important detail to us. The advantages of the in-depth interview is that there is time for the respondent, in peace, to further develop and give reasons for his or hers individual point of views and experience without being influenced by the opinions of other respondents. So the information that each respondents provides to the interviewer will come from their own experience without the group influence. The other advantage of the in-depth interview method is the interviewer can ask the in deep story and reason from the respondents. Since this study is about the country culture which require the sample and story to descript and explain the meaning and important of each culture so by using this in-depth interview the

interviewer can listen the information from the respondents then ask their reason or feeling toward those information to understand more in each evidence.

In the in-depth interview, I use the open ended questions because it allows the respondents to include more information, including feelings, attitudes and understanding of the subject in their answer. And it also help the interviewer to better access the respondents' true feelings on an issue. It also allows the interviews to ask for clarification if they are not clear on the meaning or answer that the respondent given. In fact, open-ended questions facilitate enhanced levels of cooperation and understanding. Naturally, the end result provides for a positive learning and sharing experience.

Interview:

I interview 7 persons in IT department which 4 of them are the Indian staffs and another 3 of them are Thai Staff who have the experience to work with each other.

The four Indian IT staffs are;

1. The IT support in SRD project. He is 26 years old IT support from COMPANY B. He already works in Thailand around 2 years. He was asked to replace the old is IT support in this project that move back because he get married. Currently he is taking care the deployment, implement, control and gives consultant on new version of the SRD system.

2. The IT specialist of Loyalty program Project. He is 43 years old. He is the technician IT staff of COMPANY B who has good performance in deploy the new system for Asia country. He comes to work in Thailand around 1 year and the project that he taking care is the highlight plan for Company A in this year.

3. The IT support on Store system Call "Storeline". He is 29 years old and already works in Thailand for 1 year.

4. The IT support on supply chain system Call "Group ordering". She is 25 years old and just move to work in Thailand about 2 months ago.

The three Thai IT staffs are;

      1. The IT project manager. He is 33 years old and has an experience to working with the Indian staffs for more than 3 years in the several projects. He has 4 Indian staffs under his responsibility.

      2. The IT store support. He is 30 years old and work with Company A for more than 8 years. He has a lot of knowledge in his responsibility especially on POS system.

      3. The IT support for Store line system. She is 34 years old. She currently works in the Store line team which more than half of team member are Indian staffs.

Questions for Indian staff;
1. Why did you make decision to come to work in Thailand?
2. What is the responsibility that you are taking care?
3. What is the obstacle that you face when you come to work in Thailand?
4. In your opinion, what is the reason/factor that creates those obstacles?
5. How did you solve those problems?
6. What is the perception that you have toward Thai staff?
7. What is the advantage that you perceive when you work with Thai staff?
8. What is the disadvantage that you perceive when you work with Thai staff?
9. Have you had any communication barriers? Please explain
10. How do you adjusting the language and standard of living?
11. What the activities that do you think it can help you to work with Thai staff more efficiency?

Questions for Thai staff;
1. Do you work with Indian staffs?
2. What is the job that you work with them?
3. Could you please tell about the situation that happen while you work with Indian staffs?
4. What is the obstacle that you face when you work with Indian staffs?
5. In your opinion, what is the reason/factor that creates those obstacles?

6. How did you solve those problems?

7. What is the perception that you have toward Indian staffs?

8. What is the advantage that you perceive when you work with Indian staff?

9. What is the disadvantage that you perceive when you work with Indian staff?

10. Have you had any communication barriers? Please explain

11. How do you reduce those barriers?

12. What the activities that do you think it can help you to work with Thai staff more efficiency?

CHAPTER IV
FINDING AND DISSCUSION

From interviewing Thai and Indian IT staffs in Company A, I found that obtaining the opinion from Indian staffs toward Thai staffs is difficult. Therefore, in order to gain the trust and cooperation from Indian staffs, I have explained them the benefits of the cultural differences management and how their honest opinions toward Thai staffs can help strengthen the relationship among project members which is one of the success factors in launching project "Release 1.5". However the received information from Indian staff stills less when compare with the one from Thai staff.

The result from interview can be separated into 2 parts. First are the causes that create the culture differences between Thai and Indian. Second are the effects that happen from the international working. The study will explain about the cause which is Company Policy, Culture Value, Low Communication and Perception. The effect will be explained in both positive and negative result to the company.

Culture differences between Thai and Indian

Competitive Attitude

Indian staff was purposed a specific period contract e.g. 6 months – 1 year to come to work in Thailand as the opportunity to explore them out and have more working experiences outside country. Because India has a high population so they have to compete with other. This factor influence Indian people to find the new opportunity and add more values for themselves so they can have the competitive advantage among others. Working aboard is one of another choice to add up the value to their working experiences. This reflects the performance and talent in their perception. For the interview, the Indian staffs are willing and have a positive perspective to come to work in Company A.

Thai staffs have the low competitive attitude when compare to Indian. From the interview I found that, Thai staffs think that their job is stable and there are a lot of works available for them. Thai staffs are focus on the relationship among peers more than the competition. Thai Interviewee A said that "There are many job in Thailand for you to choose and apply. And for me, all people in my team are like my family. We don't need to fight with each other. If anyone has a problem we just help each other".

Individualism/ Self Confidence

Indian has a high individualism when compare to Thailand. Individualism is oriented around the self, independent. From the interview I found that the Indian staffs have a high confident as the interviewee A said that "I don't see any difficult while I work here because I can handle my job very well" and the interviewee B also said that "I know how to make they like me, I go and talk to the people here a lot and I know that they like what I did." The Indian staffs come to work in Company AB as the IT technician and specialist. They come to help Company AB to improve the system. They work as the consultant and deploy the new system that was developed from COMPANY B team so they have the better knowledge than Thai staffs in terms of the deep detail of the program.

Individual Work versus Group work

Individual work, all Thai staffs that I interviewed said that Indian staffs are working as an individual which difference from Thai staffs that are working as a group. Indian staffs handle only their own job and not get involve to the others. They will not involve on the issue or problem that occurred in the system immediately but waiting until the job was assigned directly to them. For the jobs that hardly separate the role and responsibility clearly, the Indian staff will try not to speak out their opinion because they afraid that they have to be the one who taking care of it. Since the COMPANY B was defined as the outsource company of Company A, they have the low ownership for Company A to solve the problem and do extra work out of the working time. The problem that Thai staffs mostly mention is the work process and time consumption that Indian staffs use to solve the problem.

Because of system problem in Company AB effect store operations, customer satisfaction, extra costs, and benefits of the company, the Company A's employees perceive it as a serious and priority issue to be solved as soon as possible. On the other hand, Indian staffs work based on the rule which is the priority given for each jobs and if they have many jobs to handle in the same time they will taking care it one by one without the extra effort which take a lot of time to solve them all. The Thai staffs have perception that they have to follow up Indian staffs for many times until receiving the fixing from them. Moreover, when the problem or mistake happened, Thai staffs take it as a team mistake since Thai people value long term relationship while the Indian staffs will identify the mistaken persons. This is because they are not willing to get involved in any extra activity required to solve problems

Lack of willingness to admit mistakes

Thai interviewee think that Indian staff confident and believe in the system that they created so it hardly for them to accept the mistake that happen in their system and choose to keep silence on its. Because the Indian staff come to work as the consultant and technician so it hard for them accept that they don't understand or cannot solve the problem as it lose their face. Then the perception that Thai staffs have toward Indian staffs is avoiding and lying. The Thai interview C say that "Indian is unreliable, they create the system and confirm that it is perfect but They still found the problem, they said that they can solve it but can't, when they accept to fix it use very long time to complete, they say one thing but do another thing." The respond that Thai staff received is the unclear answer and solution which make them have an incorrect decision making.

The solution the Thai staff is using to solve this problem is asking the Indian staffs to confirm any thing via email because they need the evident to refer to the company B when having problem. Another way the Thai staff is currently using for the important activity is ask for the referring document. The Company B was requested to create the document which includes all specific details then Thai staffs review it and ask the Indian staffs to revise until complete then require the signature from the Indian staff to acknowledge it. These two activities are helping on the reliability but also consume a lot of time for Thai staff to review it.

The escalation is one of another method the Thai staffs are using when the action from Indian team is delayed and they already follow up for many times. By the way, all of Thai interviewees also mention that for those Indian staffs who work in Thailand for almost a year is difference. They can adjust and understand more on Thai culture e.g. the helping each other, work as a team. So it makes the team working easier and delivers better outcome e.g. shorter timeline, better solution that save more money.

Difference Food and Eating culture

Indian eats different food from Thai. Many of Indians who come to work in Company AB are vegetarian. They have a lot of condition about the food that they can consume then it creates the barrier for Thai staff to invite the Indian staff to join their meal. Other than that, most of Indian foods use the unique ingredient (spices) in the high amount but Thai food use the some spices together with herb so the taste is different. And another difference is the raw food; Indian people will eat only the foods that have been well cooked for awhile and not consume the raw food. The texture of the food was mixed until it blends together which difference form Thai food .e.g. the fried vegetable menu etc. For the Thai fried vegetable menu, this menu was cook for only 3-5 minutes so the vegetable is still fresh and crispy. But the Indian fried vegetable menu, they take more than 20 minutes to make the vegetable cooked and the texture is very soft. Currently many Thai people prefer the Japan and Korea food which have a high proportion of raw food that Indian staff cannot eat it. So they cannot have the meal with Thai staff and have to separate to eat it with another Indian. This make the Thai and Indian staff lose the opportunity to create the personal relationship other than the working relationship only.

The eating time of Thai and Indian is also difference. The lunch time of Thai and Indian staff is difference about one hour. For Thai the launch time starts at noon but Indian stat it at one pm. The Indian feel that have launch at noon is too early for them and since their dinner is late at nine pm. so they may hungry again in the afternoon. But Thai staff familiar with the meal time as breakfast at seven am., launch at twelve pm. and dinner at six – seven pm. so if they have launch late it will effect to their healthy as gastritis. The difference launch time also effect the working time

between Thai and Indian staffs since the issue that occur on one pm. has to wait to be solve on two pm. which create more effect as taken more time to complete.

The smell of Indian staff, since the Indian eat a lot of spices so they have their own smell which Thai staffs don't like. This issue effect the working between Thai and Indian because it make Thai staffs don't want to have a relationship Indian and don't want to stay close to them. In the meeting room before invite the Indian staff to join the meeting, they will think whether they really need the Indian staffs to join the meeting or not. In the daily working, some staffs avoid this issue by solve the problem by themselves which may need to do it in the extra time but they still prefer instead of get involve with Indians.

Difference Language

Because Thai and India have difference language so the communication between these two staffs is not smooth. Indian staffs mention that the English skill of some Thai staffs is very low so when work together it difficult for them to understand what is the happen situation for solving and difficult for them to solve the problem because the Thai staff did not understand the explanation from them. The Indian staffs solve this problem by trying to adjust their pronunciation when they speak to Thai staffs and provide the sample the give the explanation clearer. Another method that Indian staffs use is they find Thai staff who influence in English to help translate the English to be Thai. In the other hand, Thai staffs also have the difficult toward English of Indian staffs. They mention that the Indian speak English very fast and their accent is difficult to understand. Since Thai people is concern about their face. They don't want to lose their face because they didn't understand the English so while they don't understand the conversation or not clear it in some part, they not speak out that they didn't understand it to the Indian staffs. This issue creates the misunderstanding in sometime while both of them working together.

The way that Thai staffs use to solve this problem is asking for the document or email e.g. during the meeting any discussion and suggestion that they discuss was ask to write on the white board with the reason of easy understanding. After the meeting the Thai staffs also ask the Indian to send the minutes or email again to check their understanding from the discussion they had. Then after check the

document, the feedback and correctness will be given for Thai staffs to Indian staffs again to make the same understanding. This process consume more time because it need the work back and forth at least 2 times to make everyone have the same understanding. And if the misunderstanding happens to each other they need the send email or set another meeting to discuss, explain and find the solution again. In the other side if the discussion that was setting can be completed within one time during the first meeting, they will save one to two times more in the working process.

Lack of English skill of Thai Staff

Another barrier is the language skill of Thai staffs. Some Thai interviewee accept that their English skill make they feel difficult when they work with the foreigner. Sometime they cannot communicate on what they really intend out so they have to put more effort by writing the long explanation instead of short direct message. Before the meeting start, Thai staffs prepare themselves more by reading the pre-read document, find all available information to ensure that they have the knowledge before they join the meeting with Indian staff and it consumer more time for them. So sometime the Thai staffs choose to solve the problem by themselves instead of write the long email and follow up the advice and action form the Indian staffs again.

From the interview, I found the difference opinion that Thai and Indian staffs have toward the language. Thai staffs say the Indian accent is very hard to catch up and they speak very fast. But surprisingly the Indian staffs think that their English is easier for Thai staffs because they speak slower than the Westerners. This means they are not aware of the problems the Thais have in understanding their accent.

Mutual Perceptions

It's difficult to receive the feedback from the Indian staffs toward Thai staffs. The reason is because I don't have the close relationship with them so they don't want to open their opinion during the interview much. I notice that they use more time to reply this question when was asked about the negative perception and the result is nothing.

Perception toward Thai Staffs

Kind and helpful

From the interview I found that the positive opinion that Indians staffs have toward Thai staff is very soft as they perceived it from the speed that Thai staff use when Thai staffs speak is slower than them. They also mention that Thai people are friendly, helpful and polite as they notice it from the relationship and action that Thai people usually do it during the working live and after work.

Flexibility

Thai staffs is flexible, they easy adapt to work with everyone and a lot learn by themselves which the Indian staff think that it good because it crate the good working environment in the office. The interviewee A said that "I noticed that Thai people is easy adapt to any situation. Sometime they use the difference activity to solve the same problem because they try to use the one that match with each colleague.

Low language skill

There are the suggestions from the Indian staff that Thai staff should improve more their English skill for people who are in the level between operation and supervisor because it will help a lot on the working process. And also should increase in the confident as they mention that Thai people normally rely on group and it makes that people not strong in their positioning.

Perception toward Indian Staffs

Good technical knowledge

In the other side, the perceptions that Thai staffs has toward Indian staffs is the Indian staffs have a technical knowledge on the IT. There are many people who work on it and they are good on this because they have a good mathematic skill which is the basic concept to work on IT system.

Individualism

Other than that, he Indian staffs are strongly on their individual. The Indian staffs focus only themselves and not consider others if not have benefit to them. The Indian are strict to agreement. They will work only in the working time and go back on time as well. If the system have problem at night they will wait and fix it in the morning.

High power distance

The power of high level has more effect to them. It can help expedite the timeline when Thai staffs already follow up many times already. But Thai Staff also say that this working style was changed on the Indian staffs that stay in Thailand for more than six to eight month. The India staffs adjust themselves to work with Thai people because they learn what the Thai working style is.

Unreliable

Thai staffs have the perception that Indian staff is over clam on the capability so they feel that they cannot rely much on Indian staffs because they have the experience for this over clam already. Some Thai staffs that don't have the real experience on the reliability from but they heard the story from their friend and feel aware on this too. This perception lead to the negative opinion that Indian develops the not perfect system for Company A because they want to sell the maintenance service to us then the system cannot work without their support. When the problem happen Indian fix it without the explanation because they afraid that if Thai people have the knowledge on it, they may get remove out. Thai staffs think that because the Indian staffs are too confident on themselves so they overlook the problem that may happen to their system. Then it effect to the working process in the future but if the Indian staff beware on the error or the incomplete system since the beginning, the preventive action can be prepared in advance. The preventive action will be useful for everyone because it will save time and can dedicate work to the subordinate in case there is not enough staff to support during that time.

Lack of communication

From the interview I received information that Indian staffs have low communication to both Thai people and their Indians collages. The interview A says that "The Indian staff don't tell any things to me even they have the information on it. But I notice that they also didn't talk to the Indian which I didn't understand why as well." The sample that Thai staff gave during the interview is her team found the problem on the system which involve on three main ones. So she asks the Indian staff in her team to investigate and solve the problem. But the Indian staff investigates only the process of their part without discuss to the other Indians who work in another two systems when the system was linked from. So the problem was there without any fixing process and when Thai staff asks for the progress the Indian informs her that this problem is linked from the other systems which they not involve with it. This factor may come from the Culture value of Individualism the Indian staffs work as this individual so they concentrate only their responsibility which difference from Thai staffs that normally work as a group. Because of this difference culture, both Thai and Indian staffs have difference expectation which create the conflict in Thai perception. Since Thai staffs expect more than what Indian staffs think that they should deliver. Each Indian staff take care each function so when they found the error on another system that they are not take responsible on it, those Indian staff will leave it there until the owner of that system had found it. But Thai staff thinks that even though the issue is not their responsibility but they need to help their colleague so they will not let it go unit the problem go so big.

The Effects that was happen in the international working.

This study also find the Positive and Negative effects that happen in the International working team.

The positive effects

Improving Language skill,

All Interviewees says that they receive the benefit of improves and develops their language skill. The India staff say have a chance to learn Thai language

which they interested in it because they want to explore they experience. And they think that if they know some words, Thai staffs will like it. It will help them to have the better relationship while working in Thailand. For Thai staffs, they think that this is the opportunity to develop their English. Since now a day in the Globalization world, everyone knows that English is one of the most important languages so Thai staffs want to have that skill too. They think that working with Indian is helping them to have a chance to speak out and improve their English.

Learn new knowledge,

Thai staffs have the opportunity to learn the technical knowledge from Indian. Since the Indian staffs that come to work here have the special knowledge in each system that they are taking care which useful for Thai staffs the learn their thinking and their working experience. The experience of Indian staffs is help Thai staffs use less time to solve the problem. Some Indian staffs have an experience to work the their system for long time so when the problem occurring they can provide the suggestion or can help give the advice on the person and process that Thai staff should do to help the job done as expected.

Adaptation,

Both Thai and Indian staffs who work in the international working team learn to adapt themselves to each other. Both of them mention that the adaption is helping them to grow up and open mind to learn the new things. But from the interview it takes longer time for Indian than Thai staffs. Thai staffs also learn the advantage of Indian staff, sometime the too much flexibility that Thai staffs have, it create the over workload and risk to the job such as Thai staff sometime use the relationship to ask to shorten timeline which may have risk from this squeezing but if they follow the rule as Indian staffs did the risk may not happen. The Thai Interviewee A says that "I learn that in the importance work we should apply the working style of Indian to minimize the risk but for the regular work, the flexibility will help us have the good relationship with the colleague. Now I adapt to use it in my job and it work."

The negative effects

High turnover rate,

From the study I found this problem happen from both Thai and Indian in the difference way. For Indian staffs, because India is the center of the IT in the world so for the people who have a lot of knowledge can switch the job easily if the received offer is better. Another reason is the contract period which is around six to twelve month. This short contract has effect to the Thai staff because it takes a lot time for Thai staff to give the Thai business background to the new comers. And it takes that lot of time as well to tune the attitude and working style together. This turnover is creating the unsatisfied feeling to Thai staffs because they feel try to tell the same things every 6 months and restart every things again often. In the other way, Thai IT staffs have the high turnover rate because of they feel unsatisfied on the management strategy in their department. They mention that the unfair evaluation and losing power push them feel unnecessary to the company. In the previous they are the owner of the operation system but currently the company change the system and make the decision to lets Indian staffs do the developing and maintaining so they don't have a chance to growth up in the career path. These opinions lead them to make decision to resign from the company.

Conflict in the workplace

The study found that the conflict between Thai and Indian staffs come from the difference culture, difference perspective and also the low communication. These difference factors lead to the problem as Thai staffs have the bias to the Indian staffs and effect to the working performance of the project. The interviewee B says that "I feel down because Indian staffs cannot deliver what I expected, in finally I have to do it myself and my boss didn't do perceive that this is my performance". The difference perception also effects the expectation of each side. From the interview, Indian says that they come to work in Thailand as the consultant and manage the system but Thai staffs perceive that the Indian staffs come to Thailand as the technical support only. From this interview, I found that these conflicts were kept as the internal frustrations only. In normally, Thai people are not expressing the difference opinion

out to the social. They afraid to express the difference opinion out because it will bring the negative impact e.g. bias, negative opinion back to them and they will be separate out off the group. These internal frustrations leads to the high turnover for some people that cannot stay in the conflict and also reduce the enthusiastic of people that staying in the conflict for long time.

CHAPTER V

RECOMMENDATION

For this study, a major difference factors between Thai and Indian staff was defined in the three major aspects which are

1. Cultural Values
2. Communication
3. Mutual Perception

These differences have both positive and negative effect to the company. The management should study the difference of staff in all aspects to manage them effectively. After understand the difference, the company should prepare the process to improve the negative effect and turn the positive effect up for the maximize performance.

The recommendation

1. Conduct the cross cultural training

The training course for Thai and Indian staffs will help create the better understanding for both of them. The training course for Indian staffs before they come to work in Thailand will help them understand the working culture and can adjust their working style to respond the business requirement. The training should include the real experience of the Indian staffs who had come to work in Thailand before since it will help provide more practical topic to the new comer. Also the training for Thai staff who have to work with Indian will help them understand more on Indian working culture and know how to deal the job with them smoothly. The training for Thai staff should include the language training since it the communication between Thai to Indian have more effectiveness.

2. Create the clear policy include the fair evaluation

The clear policy and job description will help both Thai and Indian staffs have the same understanding on the responsibility for each others. The policy and job description should include the fair evaluation to solve the bias that Thai staffs have toward Indian staffs. And the specific evaluation process will help Indian understand the requirement of Thai staffs and deliver it as they were expected. The company should also review the period of contract for Indian staffs as some functions need the continuously working rather than the often changing the team member as the job is depend on the knowledge of the staff who taking care it.

3. Conduct the activity to engage the relationship

The engaged the relationship activity such as sport day, outing camp and CSR will help improve the relationship between the people who come from difference culture because it helps break the ice and create the opportunity for them to know each other outside the work duty. After the relationship was developed the working style will be adapted easier.

CHAPTER VI
LIMITATION AND FURTHER RESEARCH

This study has some limitations. First, the limited time, it difficult to arrange the interview session with people from various systems, thus interviewee selected only the 3 person from each country to conduct the interview on the culture difference. Second it was difficult to ask the opinion from Indian staffs to ward Thai staff. Because the interviewer doesn't have the personal relationship with them so they answer only the short sentences and not give the negative opinion toward Thai staffs out. Then we cannot conclude that they don't negative effect from working in the international working team which difference from the finding that we receive from Thai staffs.

In terms of further research, more research are suggested to study more on the people who work in short and long time in the international working team. Besides, the research should be done on the developing and managing in cross culture with the greater depth of Indian staff to receive more effective information to develop the cross culture process.

REFERENCES

Antonis C. Simintiras, Andrew H. Thomas, (1998) "Cross-cultural sales negotiations: A literature review and research propositions", International Marketing Review, Vol. 15 Iss: 1, p.10 – 28

Carrell, M., Mann, E. (1995), "Defining workforce diversity in public sector organizations", Public Personnel Management, Vol. 24 No.1, p.99-112.

Chen, G. M., & Starosta, W. J. (1998): "A review of the concept of intercultural sensitivity". Human Communication, 1, p.1-16.

Chu, S. K. (1974), "China since 1911", Pacific Affairs, Vol. 70 No.1, p.122-124.

Cox, T.H. (1994), "Cultural Diversity in Organizations", Berrett-Koehler Publishers, San Francisco, CA.

Forehand, M.R., Desphande, R. and Reed, A. II (2002), "Identity salience and the influence of differential activation of the social self-schema on the advertising response", Journal of Applied Psychology, Vol.87 No.6, p. 1086-1099.

Hofstede, G. (1980). "Culture's consequences: international differences in work-related values", Beverly Hill: CA -Sage Publications.

Hopkins, W., Strkel – Powell, K and Hopkins, S.A. (1994), "Training priorities for a diverse workforce"' Public Personnel Management, Vol.23 No. 3, p. 429-436.

Ilisa Barbash and Lucien Taylor, (1997) "Cross-Cultural Filmmaking" Berkeley · Los Angeles · Oxford, California: University of California Press, p.6

Jackson, S.E. (1992), "Team composition in organizational setting: issue in managing an increasingly Productivity", Sage Publications, Newbury Park, CA, p. 138-173.

Jackson, S. E., May, K. E., & Whitney, K. (1995). "Under the dynamics of diversity in decision-making teams". In R.A. Guzzo&E. Salas (Eds.), Team effectiveness and decision making in organizations: p.204–261.

Jehn, K. (1994), "Enhancing effectiveness: an investigation of advantages and disadvantage of value-based intragroup conflict", International Journal of conflict Management, Vol.5, p. 223-238.

Mobley, W., Griffeth, R., Hand, H. and Meglino, B. (1979), "Review and conceptual analysis of the employee turnover process", Psychological Bulletin, Vol.86, p. 493 -522.

Muchinsky, P. and Tuttle, M. (1979), "Employee turnover: an empirical and methodological assessment", Journal of Vocational Behavior, Vol.14, p. 43-77.

Pelled, L. (1996), "Demographic diversity, conflict, and work group outcome: an intervening process theory", Organization Science, Vol 7, p. 615-631.

The Hofstede Centre (2012). country comparison: "What about India". Retrieved from http:// geert-hofstede.com/india.html

The Hofstede Centre (2012). country comparison: "What about Thailand". Retrieved from http:// geert-hofstede.com/thailand.html

Triandis, H. (1976), "The future of pluralism revisited", Journal of Social Issues, Vol. 32 p.179-208.

Triandis, H., Hall, E. and Ewan, R. (1965), "Member heterogeneity and dyadic creativity", Human Relation, Vol.18 p. 33-55.

Tsui, A., Egan, T. and O'Reilly, C. III (1992), "Being different: rational demography and organizational attachment", Administrative Science Quarterly, Vol 37, p. 549 – 570.

William, K.Y. and O'Reily, C.A. (1998), "Demography and diversity in organizations: a review of 40 years of research", Research in Organizational Behavior, Vol.20 p.77-140.