

## **CHAPTER FOUR**

### **RESULTS**

The previous chapters explain the introduction, the review of literature and methodology. This chapter reports on the results of the study and is divided into six parts based on:

1. The results of personal information and experience with foreigners, analyzed by using frequency and percentage.
2. The results of factors that affect intercultural communication success, analyzed by using mean, standard deviation and one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ).
3. The results of intercultural communication barriers, analyzed by using mean, standard deviation and one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ).
4. The results of intercultural adaptation, analyzed by using mean, standard deviation and one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ).
5. The results of personal interviews.
6. The suggestions from the questionnaires of respondents.

#### **4.1 PERSONAL INFORMATION AND EXPERIENCE WITH FOREIGNERS**

In this part, frequency and percentage were used to analyze the results of personal information and experience with foreigners. There were eight factors as follows:

1. Gender.
2. Age.
3. Educational background.
4. Nationalities of foreign colleagues.
5. Languages used for communicating with foreign colleagues.
6. Whether the respondents have taken any language courses.

7. Whether the respondents have worked with foreigners before working in their current organizations.

8. Whether the respondents have any foreign friends.

Table 4.1 explains that the majority of American respondents were male (80 respondents or 59.7%), the majority of Japanese respondents were male (116 respondents or 86.6%), while the majority of Thai respondents were female (86 respondents or 64.2%).

TABLE 4.1  
GENDER

Gender	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
Male	80	59.7	116	86.6	48	35.8
Female	54	40.3	18	13.4	86	64.2
Total	134	100.0	134	100.0	134	100.0

Table 4.2 shows that almost one-third of American respondents were 21-30 years old (41 respondents or 30.6%), most of Japanese respondents were 31-40 years old (53 respondents or 39.6%) and the majority of Thai respondents were 21-30 years old (71 respondents or 53.0%). Meanwhile, the minority of American respondents were 20 years old or under (4 respondents or 3.0%), the minority of Japanese respondents were more than 60 years old (3 respondents or 2.2%), and that of Thai respondents were 51-60 years old (4 respondents or 3.0%). On the other hand, none of the Japanese or Thai respondents were 20 years old or under and none of the Thai respondents were more than 60 years old.

TABLE 4.2  
AGE

Age	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
20 years or under	4	3.0	-	-	-	-
21-30 years	41	30.6	15	11.2	71	53.0

TABLE 4.2 (Continued)

Age	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
31-40 years	39	29.1	53	39.6	43	32.1
41-50 years	28	20.9	40	29.9	16	11.9
51-60 years	9	6.7	23	17.2	4	3.0
More than 60 years	13	9.7	3	2.2	-	-
Total	134	100.0	134	100.0	134	100.0

Table 4.3 illustrates that the majority of American, Japanese and Thai respondents had Bachelor's degrees (59 respondents or 44.0%, 88 respondents or 65.7% and 90 respondents or 67.2%, respectively). Meanwhile, the number of American respondents who had a Doctorate was 9 respondents or 6.7%, Japanese respondents with a Doctorate numbered only 1 respondent or 0.7%, and none of Thai respondents had a Doctorate.

TABLE 4.3  
EDUCATIONAL BACKGROUND

Educational background	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
Below Bachelor's	15	11.2	26	19.4	13	9.7
Bachelor's	59	44.0	88	65.7	90	67.2
Master's	51	38.1	19	14.2	31	23.1
Doctorate	9	6.7	1	.7	-	-
Total	134	100.0	134	100.0	134	100.0

Table 4.4 describes that the majority of foreign colleagues of American and Japanese respondents were Thais (124 respondents or 56.6% and 133 respondents or 94.3%, respectively) while foreign colleagues of Thai respondents were more commonly Japanese (85 respondents or 46.0%). The minority for foreign colleagues of American respondents were Japanese (10 respondents or 4.6%), for the Japanese respondents it was an American colleague (1 respondent or .7%) and for Thai respondents it was American colleagues (47 respondents or 25.4%).

TABLE 4.4  
NATIONALITIES OF FOREIGN COLLEAGUES

Nationalities of foreign colleagues	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
American	-	-	1	.7	47	25.4
Japanese	10	4.6	-	-	85	46.0
Thai	124	56.6	133	94.3	-	-
Other nationalities	85	38.8	7	5.0	53	28.6
Total	219	100.0	141	100.0	185	100.0

Note: Foreign colleagues of some respondents were of more than one nationality.

Table 4.5 shows that the most common language that American and Thai respondents used to communicate with their foreign colleagues was English (133 respondents or 78.7% and 129 respondents or 65.8%, respectively) while Thai was the most common language that the Japanese respondents used to communicate with their foreign colleagues (90 respondents or 35.3%). Meanwhile the Japanese language was used least by the Japanese respondents to communicate with their foreign colleagues.

TABLE 4.5  
LANGUAGE USED FOR COMMUNICATING WITH FOREIGN COLLEAGUES

Language used to communicate with foreigner colleagues	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
English	133	78.7	87	34.1	129	65.8
Japanese	-	-	78	30.6	23	11.7
Thai	31	18.3	90	35.3	41	21.0
Other languages	5	3.0	-	-	3	1.5
Total	169	100.0	255	100.0	196	100.0

Note: More than one language was used to communicate with their foreign colleagues by some respondents.

Table 4.6 indicates that the majority of American, Japanese and Thai respondents had taken a language course in order to improve their communication skills with their foreign colleagues (72 respondents or 53.7%, 99 respondents or 73.9% and 97 respondents or 72.4%, respectively).

**TABLE 4.6**  
**WHETHER THE RESPONDENTS HAVE TAKEN ANY LANGUAGE COURSES**

Have you ever taken any language courses?	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
Yes	72	53.7	99	73.9	97	72.4
No	62	46.3	35	26.1	37	27.6
Total	134	100.0	134	100.0	134	100.0

Table 4.7 shows that the majority of American, Japanese and Thai respondents have worked with foreigners before working in their current organizations: 108 respondents or 80.6%, 104 respondents or 77.6% and 97 respondents or 72.4%, respectively.

**TABLE 4.7**  
**WHETHER THE RESPONDENTS HAVE WORKED WITH FOREIGNERS BEFORE WORKING IN THEIR CURRENT ORGANIZATIONS**

Have you ever worked with foreigners before working in your current organizations?	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
Yes	108	80.6	104	77.6	97	72.4
No	26	19.4	30	22.4	37	27.6
Total	134	100.0	134	100.0	134	100.0

Table 4.8 describes that the majority of American, Japanese and Thai respondents had foreign friends: 131 persons or 97.8%, 103 persons or 76.9% and 97 persons or 72.4%, respectively.

**TABLE 4.8**  
**WHETHER THE RESPONDENTS HAVE ANY FOREIGN FRIENDS**

Do you have foreign friend(s)?	American		Japanese		Thai	
	Frequency	%	Frequency	%	Frequency	%
Yes	131	97.8	103	76.9	97	72.4
No	3	2.2	31	23.1	37	27.6
Total	134	100.0	134	100.0	134	100.0

## 4.2 FACTORS THAT AFFECT INTERCULTURAL COMMUNICATION SUCCESS

The statistics of one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ) was used to analyze the difference between factors that affect intercultural communication success of American, Japanese and Thai respondents. The three factors are as follows:

1. Relationships.
2. Communication climates.
3. Time.

Table 4.9 presents the perception of relationships of American, Japanese and Thai respondents. It was found that even though American, Japanese and Thai respondents had neutral relationships with their colleagues receiving 2.94, 2.66 and 3.00, respectively, Thai respondents seemed to have better relationships. The findings of the F-test at 11.085 and *p-value* at .000 reveal that the perception of American, Japanese and Thai respondent in terms of relationships differed significantly.

TABLE 4.9  
RELATIONSHIPS

Relationships	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Relationships	2.94	2.66	3.00	11.085	.000*
1. You avoid showing your disagreement with your colleagues in order to maintain your relationship with them.	2.82	2.36	2.96	13.723	.000*
2. You pay attention to preserving a relationship with your colleagues rather than getting a job done.	2.56	3.04	2.84	8.668	.000*
3. To get a job done, you strictly follow the policy of the organization without considering your colleagues' feelings.	3.37	2.90	3.57	19.101	.000*
4. In your organization, confrontation is considered beneficial in dealing with any problems at work.	3.00	3.24	2.62	12.083	.000*

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.10 explains the perception of communication climates of American, Japanese and Thai respondents. It was found that even though American, Japanese and Thai respondents felt that communication climates in their organizations were neutral (3.28, 2.89 and 2.96, respectively), American respondents seemed to perceive communication climates in their organizations as better than Thai and Japanese respondents. Moreover, the results of the F-test at 15.720 and *p-value* at .000 reveal that the perception of American, Japanese and Thai respondents in terms of communication climates differed significantly.

TABLE 4.10  
COMMUNICATION CLIMATES

Communication climates	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Communication climates	3.28	2.89	2.96	15.720	.000*
1. You prefer not to show your feelings if they are going to affect the working atmosphere.	3.31	3.18	3.66	8.340	.000*
2. Most of your colleagues are likely to hide their feelings in order to keep an appropriate working environment.	3.57	3.22	2.99	12.863	.000*
3. Most of your colleagues are likely to show their feelings explicitly.	3.49	2.76	2.86	25.948	.000*
4. In your organization, being direct and straightforward is considered more beneficial than speaking indirectly	2.77	2.39	2.35	7.292	.001*

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.11 describes the results of time perception of American, Japanese and Thai respondents. It was found that even though American, Japanese and Thai respondents were good at dealing with time (3.50, 3.88 and 3.96, respectively), Thai respondents seemed to be the best at dealing with time of the three groups. Moreover, the findings of the F-test at 22.110 and *p-value* at .000 reveal that the perception of

American, Japanese and Thai respondents in terms of time perception differed significantly.

TABLE 4.11  
TIME

Time	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Time	3.50	3.88	3.96	22.110	.000*
1. You are always punctual for work and stick to deadlines for your assignments.	4.19	3.83	4.17	8.70	.000*
2. You think being late is one of the main problems at work.	3.36	3.78	4.29	27.298	.000*
3. You think the time factor plays only a minor part in job achievement.	3.13	4.10	3.92	42.178	.000*
4. Focusing on time is the barrier of creative thinking at work.	3.34	3.81	3.46	9.018	.000*

Note: \* significance level of .05 ( $p=0.05$ ).

The hypothesis of factors that affect intercultural communication success was set as follows:

Hypothesis: American, Japanese and Thai employees perceive factors that affect intercultural communication success differently.

$H_0$  : American, Japanese and Thai employees do not perceive factors that affect intercultural communication success differently.

$H_1$  : American, Japanese and Thai employees perceive factors that affect intercultural communication success differently.

Table 4.12 presents the comparison between the groups of American, Japanese and Thai respondents in terms of factors that affect intercultural communication success. The findings show that  $H_0$  is rejected (F-test at 6.680 and *p-value* at .001, which is less than the significance level of .05). Therefore, the test of this hypothesis accepts  $H_1$  that American, Japanese, and Thai respondents perceived factors that affect intercultural communication success differently.

TABLE 4.12  
FACTORS THAT AFFECT INTERCULTURAL COMMUNICATION SUCCESS  
(BETWEEN GROUP COMPARISONS)

Factors that Affect Intercultural Communication Success	$\bar{X}$	SD	F-Test	<i>p-value</i>
Nationalities			6.680	.001*
American	3.24	.42		
Japanese	3.14	.29		
Thai	3.31	.38		

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.13 illustrates the results of multiple comparisons of American, Japanese and Thai respondents in terms of factors that affect intercultural communication success. The results are as follows:

- The Japanese respondents perceived relationships with their colleagues differently from American and Thai respondents at the significance level of .05.
- The American respondents perceived communication climates differently from Japanese and Thai respondents at the significance level of .05.
- The American respondents perceived time differently from Japanese and Thai respondents at the significance level of .05.

TABLE 4.13  
FACTORS THAT AFFECT INTERCULTURAL COMMUNICATION SUCCESS  
(MULTIPLE COMPARISONS)

Factors that Affect Intercultural Communication Success	$\bar{X}$	Mean Difference		
		American	Japanese	Thai
Relationships				
American	2.94		.277*	
Japanese	2.66			
Thai	3.00	.059	.337*	
Communication climates				
American	3.28		.395*	.319*
Japanese	2.89			
Thai	2.96		.076	

TABLE 4.13 (Continues)

Factors that Affect Intercultural Communication Success	$\bar{X}$	Mean Difference		
		American	Japanese	Thai
Time				
American	3.50			
Japanese	3.88	.376*		
Thai	3.96	.455*	.078	

Note: \* significance level of .05 ( $p=0.05$ ).

### 4.3 INTERCULTURAL COMMUNICATION BARRIERS

The statistics of one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ) was used to analyze the difference in intercultural communication barriers of American, Japanese and Thai respondents. The two factors are as follows:

1. Communication skills.
2. Attitudes.

Table 4.14 presents the results of American, Japanese and Thai respondents in terms of communication skills. It was found that even though American, Japanese and Thai respondents were good at communication skills (3.86, 3.45 and 3.49, respectively), American respondents seemed to have better communication skills overall. However, the results of the F-test at 22.433 and *p-value* at .000 reveal that American, Japanese and Thai respondents differed in facing problems of communication skills significantly.

TABLE 4.14  
COMMUNICATION SKILLS

Communication skills	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Communication skills	3.86	3.45	3.49	22.433	.000*
1. You are confident to talk with your foreign colleagues.	4.35	3.30	3.69	64.813	.000*

TABLE 4.14 (Continues)

Communication skills	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
2. You understand what your foreign colleagues want to communicate with you.	4.14	3.51	3.73	26.845	.000*
3. You can explain to your foreign colleagues so they understand what you want.	4.08	3.49	3.72	20.426	.000*
4. You find writing more effective than speaking in communicating with your foreign colleagues.	3.33	3.52	3.12	5.497	.004*
5. You have problems interpreting what your foreign colleagues want to communicate with you.	3.41	3.43	3.20	2.335	.098

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.15 illustrates the results of having attitudes towards self and others of American, Japanese and Thai respondents. It was found that even though the American, Japanese and Thai respondents had good attitudes (3.97, 3.53 and 3.42, respectively), American respondents seemed to have the best attitudes of the three groups. However, the results of the F-test at 74.793 and *p-value* at .000 reveal that American, Japanese and Thai respondents differed in their attitudes significantly.

TABLE 4.15  
ATTITUDES

Attitudes	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Attitudes	3.97	3.53	3.42	74.793	.000*
1. You are open to different cultures.	4.63	4.21	4.13	31.672	.000*
2. You like to adapt yourself and try to understand people with different cultures.	4.58	3.93	4.06	41.960	.000*

TABLE 4.15 (Continues)

Attitudes	$\bar{X}$			F-test	<i>p- value</i>
	American	Japanese	Thai		
3. You think understanding other cultures can help you to communicate with people who come from different cultures more effectively.	4.70	4.07	4.26	41.596	.000*
4. You think your foreign colleagues should learn your culture so that they can communicate with you more effectively.	2.51	2.07	1.71	34.117	.000*
5. You think people who are in the minor cultures should adapt themselves to people who are in the major cultures.	3.45	3.37	2.96	9.230	.000*

Note: \* significance level of .05 ( $p=0.05$ ).

The hypothesis of intercultural communication barriers was set as follows:

Hypothesis: American, Japanese and Thai employees face problems of intercultural communication differently.

$H_0$  : American, Japanese, and Thai employees do not face problems of intercultural communication differently.

$H_1$  : American , Japanese, and Thai employees face problems of intercultural communication differently.

Table 4.16 presents the comparison between the groups of American, Japanese and Thai respondents in terms of intercultural communication barriers. The results show that  $H_0$  is rejected (F-test at 64.489 and *p-value* at .000, which is less than the significance level of .05). Therefore, the test of this hypothesis accepts  $H_1$  that American, Japanese, and Thai respondents face problems of intercultural communication differently.

TABLE 4.16  
INTERCULTURAL COMMUNICATION BARRIERS  
(BETWEEN GROUP COMPARISONS)

Intercultural Communication Barriers	$\bar{X}$	SD	F-Test	<i>p-value</i>
Nationalities			64.489	.000*
American	3.92	.36		
Japanese	3.49	.40		
Thai	3.46	.35		

Note: \* significance level of .05 (p=0.05).

Table 4.17 shows the results of multiple comparisons of American, Japanese and Thai respondents in terms of intercultural communication barriers. The results are as follows:

- The American respondents had different problems in terms of communication skills from Japanese and Thai respondents at the significance level of .05.
- The American respondents had differing attitudes from Japanese and Thai respondents at the significance level of .05.

TABLE 4.17  
INTERCULTURAL COMMUNICATION BARRIERS  
(MULTIPLE COMPARISONS)

Intercultural Communication Barriers	$\bar{X}$	Mean Difference		
		American	Japanese	Thai
Communication skills				
American	3.86		.414*	.368*
Japanese	3.45			
Thai	3.49		.046	
Attitudes				
American	3.97		.443*	.550*
Japanese	3.53			.107
Thai	3.42			

Note: \* significance level of .05 (p=0.05).

#### 4.4 INTERCULTURAL ADAPTATION

The statistics of one-way ANOVA both between groups and multiple comparisons (Tukey HSD) at the significance level of .05 ( $p=0.05$ ) were used to analyze the difference in intercultural adaptation of American, Japanese and Thai respondents. The four factors are as follows:

1. Improving empathy.
2. Encouraging feedback.
3. Acquiring social and cultural knowledge.
4. Increasing feedback.

Table 4.18 describes the results of empathy improvement of American, Japanese and Thai respondents. It was found that even though American, Japanese and Thai respondents were good at improving their ability to empathize (4.05, 3.74 and 3.92, respectively), American respondents seemed to be the best among three groups. The results of the F-test at 17.326 and  $p$ -value at .000 reveal that American, Japanese and Thai respondents differed in improving empathy significantly.

TABLE 4.18  
IMPROVING EMPATHY

Improving empathy	$\bar{X}$			F-test	$p$ -value
	American	Japanese	Thai		
Improving empathy	4.05	3.74	3.92	17.326	.000*
1. When your foreign colleagues have problems at work, you are always willing to listen to and assist them.	4.39	3.87	4.18	31.033	.000*
2. When you have problems in communicating with your foreign colleagues, you always try to figure out what your weakness is and how to improve yourself.	4.01	3.74	4.09	11.552	.000*
3. When you have problems in communicating with your foreign colleagues, you always think that those problems arise from your foreign colleagues.	3.87	3.66	3.72	2.758	.065

TABLE 4.18 (Continues)

Improving empathy	$\bar{X}$			F-test	p- value
	American	Japanese	Thai		
4. In multi-cultural organizations, you assume that a person who has a lower status should adapt him/herself to a person who has a higher status.	3.95	3.69	3.67	4.067	.018*

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.19 presents the results of feedback encouragement of American, Japanese and Thai respondents. It was found that American and Thai respondents were better at encouraging feedback (4.32 and 4.21, respectively) while Japanese respondents were a little bit worse at encouraging feedback (4.10). However, the results show that American respondents seem to be better at encouraging feedback than Japanese and Thai respondents. Moreover, the results of the F-test at 5.053 and p-value at .007 reveal that American, Japanese and Thai respondents differed in encourage feedback significantly.

TABLE 4.19  
ENCOURAGING FEEDBACK

Encouraging feedback	$\bar{X}$			F-test	p- value
	American	Japanese	Thai		
Encouraging feedback	4.32	4.10	4.21	5.053	.007*
1. When there are some problems in communication, you think that giving a chance to communicate, exchanging ideas, or asking about those problems will help improve understanding.	4.40	3.99	4.36	19.961	.000*
2. You think giving a chance in communicating and exchanging ideas in a workplace may weaken the dominant power and waste time.	4.25	4.22	4.06	2.480	.085

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.20 shows the results of acquiring social and cultural knowledge of American, Japanese and Thai respondents. It was found that American and Thai respondents were good at acquiring social and cultural knowledge (3.79 and 3.42, respectively) while Japanese respondents were neutral (3.37). However, the results showed that American respondents seem to be better at acquiring social and cultural knowledge than Japanese and Thai respondents. Moreover, the results of the F-test at 25.130 and *p-value* at .000 reveal that American, Japanese and Thai respondents differed in acquiring social and cultural knowledge significantly.

TABLE 4.20  
ACQUIRING SOCIAL AND CULTURAL KNOWLEDGE

Acquiring social and cultural knowledge	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Acquiring social and cultural knowledge	3.79	3.37	3.42	25.130	.000*
1. You think learning cultures of your foreign colleagues can help you to communicate with them more effectively.	4.48	3.99	4.16	2.337	.000*
2. You think it takes a long time to learn and adapt yourself to make friends with your foreign colleagues.	3.11	2.75	2.68	7.365	.001*

Note: \* significance level of .05 ( $p=0.05$ ).

Table 4.21 illustrates the results of increasing contact of American, Japanese and Thai respondents. It was found that even though American, Japanese and Thai respondents were good at increasing contact (3.97, 3.78 and 3.93, respectively), American respondents seem to be a little bit better than the other two groups. However, the results of the F-test at 3.833 and *p-value* at .022 reveal that American, Japanese and Thai respondents differed in increasing contact significantly.

TABLE 4.21  
INCREASING CONTACT

Increasing contact	$\bar{X}$			F-test	<i>p-value</i>
	American	Japanese	Thai		
Increasing contact	3.97	3.78	3.93	3.833	.022*
9. You think socializing more with your foreign colleagues improves your knowledge and leads to better communication.	4.21	3.92	4.22	8.221	.000*
10. In communicating with your foreign colleagues, you think avoiding conversation but using more writing will promote the most successful communication.	3.72	3.64	3.63	.397	.673

Note: \* significance level of .05 ( $p=0.05$ ).

The hypothesis of intercultural communication adaptation was set as follows:

Hypothesis: American, Japanese and Thai employees adapt to people from different cultures differently.

$H_0$  : American, Japanese and Thai employees do not adapt to people from different cultures differently.

$H_1$  : American, Japanese and Thai employees adapt to people from different cultures differently.

Table 4.22 presents the comparison between the groups of American, Japanese and Thai respondents in terms of intercultural adaptation. The findings show that  $H_0$  is rejected (F-test at 20.332 and *p-value* at .000, which is less than the significance level of .05). Therefore, the test of hypothesis is accepted  $H_1$  that American, Japanese and Thai respondents adapt to people from different cultures differently.

TABLE 4.22  
INTERCULTURAL ADAPTATION  
(BETWEEN GROUP COMPARISONS)

Intercultural Adaptation	$\bar{X}$	SD	F-Test	<i>p-value</i>
Nationalities			20.332	.000*
American	4.03	.38		
Japanese	3.75	.36		
Thai	3.87	.37		

Note: \* significance level of .05 (p=0.05).

Table 4.23 shows the results of multiple comparisons of American, Japanese and Thai respondents in terms of intercultural adaptation. The results are as follows:

- The American, Japanese and Thai respondents improved empathy differently at the significance level of .05.
- The American respondents encouraged feedback differently from Japanese respondents at the significance level of .05. Meanwhile, neither American nor Japanese respondents were significantly different from Thai respondents.
- The American respondents acquired social and cultural knowledge differently from Japanese and Thai respondents at the significance level of .05.
- The American respondents increased contact differently from Japanese respondents at the significance level of .05. Meanwhile, neither American nor Japanese respondents were significantly different from Thai respondents.

TABLE 4.23  
INTERCULTURAL ADAPTATION  
(MULTIPLE COMPARISONS)

Intercultural Adaptation	$\bar{X}$	Mean Difference		
		American	Japanese	Thai
Improving empathy				
American	4.05		.315*	.136*
Japanese	3.74			
Thai	3.92		.179*	

TABLE 4.23 (Continues)

Intercultural Adaptation	$\bar{X}$	Mean Difference		
		American	Japanese	Thai
Encouraging feedback				
American	4.32		.220*	.115
Japanese	4.10			
Thai	4.21		.104	
Acquiring social and cultural knowledge				
American	3.79		.425*	.373*
Japanese	3.37			
Thai	3.42		.052	
Increasing contact				
American	3.97		.186*	.037
Japanese	3.78			
Thai	3.93		.149	

Note: \* significance level of .05 (p=0.05).

#### 4.5 PERSONAL INTERVIEW

One American, one Japanese and one Thai employee were interviewed and their comments were used to support the findings of this study. The summary results of personal interviews appear in Table 4.24:

TABLE 4.24  
PERSONAL INTERVIEWS

Respondents	The American	The Japanese	The Thai
Personal Information	<ul style="list-style-type: none"> <li>- Male</li> <li>- 57 years old</li> <li>- Bachelor's degree</li> <li>- Journalist</li> </ul>	<ul style="list-style-type: none"> <li>- Male</li> <li>- 37 years old</li> <li>- Bachelor's degree</li> <li>- Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>- Female</li> <li>- 37 years old</li> <li>- Master's degree</li> <li>- Secretary</li> </ul>
Relationships	- Professional at work is more important than maintaining relationships with colleagues.	- Relationships are very important at work.	- Relationships are very important in the work place.
Communication Climates	- Most colleagues are likely to hide their feelings.	<ul style="list-style-type: none"> <li>- Being direct and straightforward is beneficial at work, but it depends on the situation.</li> <li>- Expecting colleagues to show their feelings explicitly and be direct.</li> </ul>	- Being direct and straightforward with foreign colleagues, but less directly with Thai colleagues.
Time	<ul style="list-style-type: none"> <li>- Time plays an important part in any job position.</li> <li>- Punctuality is important at work.</li> </ul>	- Time is not so important in job performance.	<ul style="list-style-type: none"> <li>- Time doesn't play a major role in job performance.</li> <li>- Punctuality at work is important.</li> </ul>

TABLE 4.24 (Continued)

Respondents	The American	The Japanese	The Thai
Communication Skills	<ul style="list-style-type: none"> <li>- Having no problems communicating with foreign colleagues.</li> <li>- No needs to take any language courses.</li> <li>- Writing is less effective than speaking.</li> </ul>	<ul style="list-style-type: none"> <li>- Having no problems communicating with foreign colleagues but sometimes having problems communicating with outsiders.</li> <li>- Speaking is more effective than writing.</li> </ul>	<ul style="list-style-type: none"> <li>- Having some problems communicating with foreign colleagues, especially in special situations.</li> <li>- Using Portuguese to communicate with foreign colleagues but using English when needing a definite answer.</li> <li>- Using verbal communication at the work place both in personal and work-related situations.</li> </ul>
Attitudes	<ul style="list-style-type: none"> <li>- Understanding other cultures helps to work more effectively.</li> <li>- People in minor cultures should not adapt to people in major cultures.</li> </ul>	<ul style="list-style-type: none"> <li>- It is not necessary for foreign colleagues to learn his culture.</li> <li>- People in the minority cultures should adapt themselves to people who are in the majority culture.</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding foreign colleagues' cultures is very important at work because the lack of cultural understanding can sometimes lead to prejudice.</li> <li>- People in minor cultures should not adapt to people in major cultures.</li> </ul>

TABLE 4.24 (Continued)

Respondents	The American	The Japanese	The Thai
			- Foreigners who try to learn Thai culture are more welcomed.
Improving Empathy	<ul style="list-style-type: none"> <li>- Trying to help foreign colleagues when they have problems at work.</li> <li>- A person who has a lower status should adapt to a person who has a higher status.</li> </ul>	<ul style="list-style-type: none"> <li>- Listening to and helping foreign colleagues when there is a problem at work.</li> <li>- A person who has a lower status should adapt to a person who has a higher status.</li> </ul>	<ul style="list-style-type: none"> <li>- Willing to help foreign colleagues when there is a problem at work.</li> <li>- Everyone whether they have a lower status or a higher status should try to adapt to each other.</li> <li>- One will want to adapt to another depending on one's behavior.</li> </ul>
Encouraging Feedback	<ul style="list-style-type: none"> <li>- Usually exchanging ideas with colleagues to find out the problem.</li> </ul>	<ul style="list-style-type: none"> <li>- Allowing opportunities to communicate and exchange ideas with colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>- Exchanging ideas with colleagues to find out the problem at work.</li> </ul>
Acquiring Social and Cultural Knowledge	<ul style="list-style-type: none"> <li>- Culture doesn't play an important part in communicating with foreign colleagues, but learning the cultures of foreign colleagues can help to work with them more easily.</li> </ul>	<ul style="list-style-type: none"> <li>- It's not difficult to learn and adapt to Thai colleagues because Japanese and Thai cultures are not much different.</li> </ul>	<ul style="list-style-type: none"> <li>- Learning about foreign colleagues' cultures is very important regarding both their working styles and personal behaviors.</li> <li>- It is not difficult to learn about work,</li> </ul>

TABLE 4.24 (Continued)

Respondents	The American	The Japanese	The Thai
	- How long it takes to learn and adapt to other people depends on an individual's personality as well as the characteristics of the people he/she socializes with.		but it may take a while to adapt to foreign colleagues
Increasing Contact	- Socializing more with foreign colleagues leads to the chance to build relationships.	- Rarely going out with foreign colleagues.	- Almost participating in the office activities, but rarely socializing with foreign colleagues after work.
Experience with Foreigners	- Used to work with Indians and Koreans. - Experience working with foreigners cannot help to adapt to foreign colleagues at the current work place.	- Used to work with Europeans. - Having foreign friends and being used to work with foreigners help to adapt to foreign colleagues at the current work place more easily.	- Used to work with the English and the Dutch. - Having foreign friends and being used to work with foreigners help to be more confident to communicate with foreign colleagues at the current work place.

## 4.6 THE SUGGESTIONS FROM THE QUESTIONNAIRES OF RESPONDENTS

The suggestions from the questionnaires of American, Japanese and Thai respondents are as follows:

### 4.6.1 Suggestions from the American respondents

1. Organizations and companies should offer language and culture training to both the foreign and Thai personnel.

2. In multi-cultural organizations, all parties must try to understand the cultures that are different from their own. However, a person from a minority culture has to make a bigger effort to adapt to the place where he/she goes to work—he/she should respect the culture he/she joins and make the most effort.

3. Whatever means of communication is utilized, communication normally achieves results. I agree that verbal communication can lead to misunderstandings but these can be dissolved by further explanations. If a person fails to communicate with others, whether it is a colleague, wife, a husband, children or friends, he/she will lose contact with reality. My motto is “If you have something constructive to say, say it; otherwise, keep quiet and listen.”

4. I think in order for two colleagues from different cultures to work together, it is important for both people to understand each other’s cultures.

5. Not only should you understand the cultural background differences, but you must also understand the type of person you are dealing with. Sometimes it is a personality conflict rather than a cultural misunderstanding.

6. An increase in communication at all levels of an organization is vital to the success of the organization. Increased contact and communication among people of different cultures breaks down the barriers between and among colleagues and leads to increased effectiveness of the organizations.

7. A minority should adapt to the majority and in this case I am the minority so I must adapt myself.

In conclusion, the American respondents view that learning and understanding others’ cultures is more important in working with people from different cultures. They also think that it is important for people from a minority culture to adapt to the majority even if they have to make a bigger effort. Finally,

even though American employees think that communication skill barriers can be dissolved by further explanation, organizations should offer both language and culture training in order to break down communication and culture barriers.

#### **4.6.2 Suggestions from the Japanese respondents**

1. For me, when speaking a second language, such as English, it is easier to say what I think or feel. This is my opinion, for Japanese people, drinking after work is quite important to foster good relationships among team or organization. While drinking after work, all participants are allowed to talk freely regardless of their relationship to each other, be they the boss or the subordinate. We can open our minds by drinking together and sharing experiences. This activity can lead a team to be unified and successful at work. I think that this can be applied to building up a relationship between foreigners and others.

2. As I'm only working with Thais and Japanese, I do not have other chances to make contact with other foreigners. Therefore, I think I do not have too much of an ability to adapt myself to other foreigners if compared with other people.

3. I think it is common to have a different idea or opinion from people who are from different cultures, but if we try to understand each other, problems will not happen.

4. As most of my Thai colleagues cannot speak Japanese, it is sometimes very difficult to communicate with them even though we use English to communicate. Moreover, I think to learn and understand Thai culture can help me to understand my Thai colleagues better.

5. It is a good experience for me to work with Thais because I can learn many things from them.

6. I think if we try to learn and understand other cultures, we can work together more effectively.

7. As we have grown from different cultures, it is normal to have different ideas and opinions. However, if we try to understand other cultures by not considering that our opinions are right while others' are wrong, it can help us to work and communicate with other people more easily.

8. As I'm working in Thailand and working with Thai employees, I should respect Thai culture and behave as Thai people do.

9. I think, as my Thai colleagues used to study in Japan, can speak Japanese and have learned and know about Japanese culture, it is not difficult to work with them.

10. I think the superiors in an organization should create a good atmosphere in order to support communication with their subordinates; as a result, communication can go smoothly.

11. In my personal experience of working with foreigners for over 10 years, I have directly paid attention to personal interaction rather than focusing on personal culture. Even though everyone has a different culture, I think it depends on each person because even if we are from the same culture, if we are not open to others, it is not easy to adapt to each other. Therefore, I think trying to accept and adapt to other people who have different cultures is not difficult because it is the natural behaviors of human beings.

12. In working at an international organization, communication with foreigners is very important. I think we should not have a bias where on the other side to us is a foreigner who is different from us, but we should consider how we should preserve our relationships with other people because if we try to maintain a good relationship with others, it can help to bring success in doing business.

13. Lack of communication is a cause of not understanding each other.

14. As every culture is different, we should try to learn and understand other cultures. In addition, we should not consider that our culture is better than others'.

15. Recently, my company set up a training course for both Thai and Japanese staff in order for them to learn the Japanese language in order to improve their efficiency in communicating and understanding Japanese culture. On top of that, I would like my company to set up a course for learning the Thai language to better communicate with Thai employees as well as to better understand Thai culture.

16. I think using the host language is very beneficial for communication. However, even though we cannot communicate in the host language, if we have the same goal, the job will be easier to do.

17. In order to communicate with other people, it is better to present the way we are and look at the advantages of other people.

In conclusion, as Japanese respondents view that learning and understanding others' cultures is essential in working with people from different cultures, they think people should be open to different cultures. Secondly, Japanese respondents think that to socialize and increase contact is important for intercultural adaptation because it can help not only to foster good relationships with their foreign colleagues but also to help in their success in doing business. Finally, as Japanese respondents think that language is significant in working with foreigners, an organization should offer both Thai and Japanese language training in order to effectively improve communication.

#### **4.6.3 Suggestions from the Thai respondents**

1. I think language is very important in communication with foreigners. Even though we are Thai, we should be skilled and confident in using English in order to work effectively in international organizations. In my experience in working with foreigners, I've found that there are some language problems in communicating with foreigners, such as the differences in pronunciation, accent, technical terms, etc. As a result, the communication is not clear and leads to misunderstandings. Moreover, I think we should be open to, respect and accept other cultures. For example, they should be open-minded about Thai food and dining etiquette. On the other hand, Thai people should understand foreign cultures in terms of frankness and expressions of disagreement, as just one example characteristic. As a result, there will not be any problems in intercultural communication. However, I accept that in working in international organizations, we have gradually adopted the way of thinking and attitude of foreign cultures. Whatever the reasons are for absorbing those foreign cultures, I think the way of thinking and attitude that we bring from foreign cultures can help us to work and adapt with foreigners more effectively.

2. Even though a language barrier can be a cause of problems in communication between people from different cultures, it is not the most important thing because we can use our body language to communicate, which works even

better. Learning and understanding one another's culture also helps in communication with foreigners.

3. Even though verbal skill is very important in communication, it is better to verify communication in writing in order to make sure that we are understanding the same points. In addition, as different cultures and different languages can cause problems in communication, we should learn about other cultures and languages so that we can better understand and can communicate with other people who have different cultures more effectively.

4. I think foreigners who are working in Thailand should learn about Thai culture as well as Thai behavior so that they can work with Thai people more successfully.

5. I think working with people from different cultures gives me lots of experience. Even though I have to encounter many different things and different problems that I have never met before, those differences could be solved sooner or later. Moreover, I could learn from those differences to adapt myself to other people in order to work with them more effectively.

6. I think even though we are from different cultures, if we try to understand others' cultures, it could help to reduce the gap in communication with other people. Moreover, we should not think that our culture is better than other cultures, and we should think that we ought to accept and understand the differences of other cultures and adapt to those differences. I also believe that it takes a period of time to learn and adapt ourselves to other cultures because we cannot change our values or attitudes which we have learned since we were children within a short time.

7. I would like to have foreign friends so that I can practice my English skills and exchange knowledge about culture, attitude, belief, etc. with them. As a result, it will not be difficult for me and my foreign friends to adapt to each other even though we have different cultures and languages.

8. I think there should be activities between foreign and Thai staff within an organization in order to facilitate communication between them more effectively.

9. I think I should enroll in a course of language training in order to better understand the communication that is usually used in the organization. Also,

there should be activities in the organization where everyone can have a chance to participate with other people.

10. Problems working in an international organization between Thai employees and foreigners may occur as a result of differences of attitudes and personal behaviors of each person. Even though we are from the same culture, if we have different attitudes and ideas, it will easily affect our working life.

11. The most important thing in working with foreigners is speaking and writing skills. In addition, giving opinions is also important in communication. However, even though exchanging ideas is important at work, the chances to show ideas and opinions are sometimes limited. For example, subordinates might think that if they show their opinions, their opinions will be different from their superiors, so their superiors will be offended. That is why it is sometimes difficult for superiors to get ideas from their subordinates.

12. In working with others, there should be opportunities for exchanging ideas and opinions in order that they better understand each other and they can lead the organization to be more unified and successful.

13. The most important thing in working with other people from different cultures not only for Thai employees but also for foreigners is that everyone should be open to other people.

14. The organization should have language training for the staff after working hours.

15. According to my experience in working in a Japanese organization, they usually make a group decision, so it is hard to make decisions alone.

16. In order to have effective communication in an organization; there should be an exchange of attitudes and ideas from one side to another, which is based on knowledge, language and culture. As a result, this could help to promote understanding of different ideas, points of view and attitudes. Moreover, giving people a chance to show their opinions and explain problems at work as well as giving them a chance to participate in solving problems between superiors and subordinates can help everyone involved to work effectively.

17. I think finding a chance to meet with foreigners can help to improve any speaking and social skills. As a result, it can help me to have more confidence in talking and consulting with foreigners when there is a problem to solve.

18. Trying to understand each other either with the same or a different culture can help us to work together successfully.

19. In order to succeed in communication with foreigners, we should not be shy to talk to them.

20. In working with people who have different cultures, we should accept and understand the language and culture differences because if we can accept those differences, it will help us to work together effectively.

In conclusion, like American and Japanese respondents, Thai respondents view that learning and understanding others' cultures is very significant in working with people from different cultures. Secondly, Thai respondents think that in order to better adapt to other people, allowing opportunities to exchange ideas and opinions is important. Thirdly, they think that organizations should have language training in order to break down communication barriers. Finally, Thai respondents think that having foreign friends can help them to better adapt to working in international organizations because it can help them not only to learn a foreign language but also help them to learn about the culture as well as the way of thinking of foreigners.

In summary, this chapter presents the results of the study in terms of personal information and experience with foreigners, factors that affect intercultural communication success, intercultural communication barriers and intercultural adaptation. The results of personal interviews and the suggestions from the questionnaires of the respondents are included. The findings of the study will be discussed in the next chapter.