

**CROSS-CULTURAL ENVIRONMENT IN ORGANIZATIONS: A
STUDY OF WORKING WITH PEOPLE FROM OTHER
CULTURES**



PINTIP TAENGPBUAK

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2016**

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**The Research has been approved by
Stamford International University
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with people from other cultures

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Abstract

The objective of this independent study was to find guidelines for self-development in cross-cultural organizations, and how to work effectively with people from other cultures. Data for this research came from books, articles, journals, academic research papers as well as face to face interviews.

Research Methodology: This research was conducted in a 6 months' study period from November 2016 to April 2017. Analysis and reporting is in the form of a descriptive research method. Guidelines for self-development in a multicultural company are recommended.

In general, international companies are full of diverse people and for some people, who lack experience of interacting with employees from different cultural or ethnic backgrounds, there is no practical way for them to develop themselves. When working in a large multicultural organization, it is important to develop skills such as good communication, relationship building, respect for other cultures and ideas etc. This will help to reduce mistakes and increase efficiency in communicating with foreign colleagues and understanding their culture.

Research findings were that self-development approaches in multicultural organizations require effective communication and building relationships. The benefit is to create effective coordination in the organization and create opportunities for growth in the job. Respect for other people's culture and non-attachment to their culture is a must in this type of organization. Employees should be open minded to accept new things and to work as a team to solve problems faster.

Keywords: cross-cultural environment, multi-cultural, diverse, organization, self-development

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CHAPTER 1

INTRODUCTION

This chapter will describe the background of this research study and the definition of a cross-cultural environment and of a diversity of people in work place. In this research able to find a strategy, how to communicate efficiently with international co-workers and group working. As today we able to connect with each other via high-technology and we can work together cross-country. With cross-country connections, able to have a change to meeting with a diverse range of people. This is a one of a kind, valued experience of working life to study cross-cultural interactions in the working place. The research and scope of this research are also explained briefly.

1.1 Statement of the Problem

Working in international or cross-culture organization make the opportunity to meet with diverse of colleagues and people. Thus, collaborative communication is a problem because people from different cultures and this can sometimes becomes a barriers to work together.

This research prioritizes self-development toward cross-culture organization to communicate effectively with diversity in the work place, to discover and bring strategy from the experience plus self-study to benefit the reader and achieve a working life in a cross-culture organization.

1.2 Research objectives

A Cross-cultural environment is a challenge for the author and Thai workers in general, because in a global organization we have to communicate with foreign colleagues. Thus, the objectives of this research will focus on self-development in cross-cultural environments for effective performance and work success. Therefore, the objectives of this study were:

- To develop myself and parties interested in this research for organization change within a cross-cultural environment.
- To study how to handle and coordinate with foreign colleagues.
- To understand why it is necessary to have to respect for other cultures.

- To study and use strategies to success through a diversity of people.
- To understand the general for cross-cultural environments.

Overall these objectives will provide self-development for working in cross-cultural environments which is the core of this research.

1.3 Significance of the study

This cross-culture environment study would be of benefited for self-development in international organization or to those who would like to collaborate with international co-workers. This research provides a strategy and a key to succeed with effective communication. Especially, in an organization changed from local to global management, because someone with no guidelines line or someone not knowing how to adapt themselves to communicate with different nationalities in the organization.

Additional, this research will prove the significance of cross-culture understanding and how it is important and benefits you when working in a multinational workplace.

1.4 Scope and the limitation of the study

The scope of is study was limited by example of a small company located in Bangkok Thailand. The scope of this research consisted of collaboration between workers from diverse cultural background. This research will be a case between study with real situations in everyday working life and personal experiences of people base on opinions from reader, co-worker and supervisor obtained by interview as this research used qualitative research methodology.

This research will limitation by interviewing with co-worker and employees from difference division and company. In interviewing will talking about strategy for self-development, cross-cultural in work place. By interviewing, the core of interview will focus on experience and strategy for self-development.

1.5 Conceptual Framework

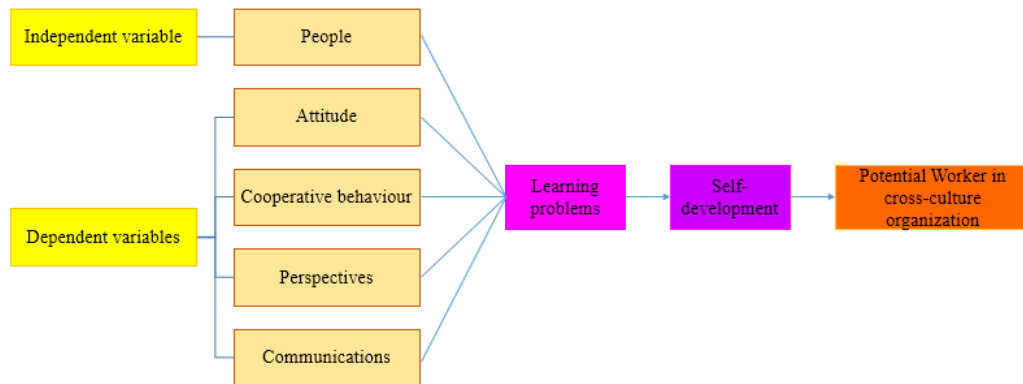


Figure 1.1 The conceptual framework

The structure of this research will study from identifying the problems for development and individual strategies to benefit a potential worker for the organization. In the research, the independent variables and dependent variable are classified as follows: Independent Variable: workers, co-workers and employees. Dependent Variable: Work attitude, cooperative behavior, Behavior ideas and perspectives, communication skills, relationship building skills and adaptability skills.

1.6 Definition of terms

What is a culture? Kim Ann Zimmermann, Live Science Contributor, (2015) provides the definition of culture as “Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, cuisine, social, habits, music and arts”.

A Cross-cultural environment in an organization for this research means: the work place which is including people, co-workers or colleagues who came from different countries and cultures. A global organization normally has an office or branches worldwide and the leadership team will place a regional manager to manage the business, this may result in a non-native speaker in that area because people from different countries will have different skills to drive the business to achieve their goal

CHAPTER 2

LITERATURE REVIEWS

This chapter provides an overview of previous work on related topics and necessary background for the purpose of this research from reviewing and my study from my working experience concentrates on a multicultural and diverse workplace. The content in this chapter delves into the usefulness of this research to lead to self-development in the organization. This is summarized by topic as follows:

- 2.1 Concepts and perspective of cultures
- 2.2 Understanding the Business and environment of multicultural organizations
- 2.3 Attitude adjustment with diverse people
- 2.4 The value and challenges of a multicultural workforce in an organization
- 2.5 Formal and Informal communication
- 2.6 Adaptability in multicultural workplaces
- 2.7 Building relationships and self-development with people from different cultures

2.1 Concept and perspective of culture

Prior to human occurrence, there was a diversity in nature as a basis. Humans exist in different environments. In each place, humans learn to live together and live in harmony with nature. There is a different way of life called biodiversity. Multiculturalism is a coherent proposition. Because life must occur in different places (Abdulsuco, 2008).

This definition reflects a variety of different theories to understand. In 1871, Edward Burnett, Tyler, described culture in the view of social anthropology as "a culture or civilization that is widely viewed in terms of ethnicity". The overlap between knowledge, beliefs, art, morals, laws, traditions, and other qualities that humans seek for membership of a social group.

In 2000, UNESCO described the culture as: "culture should be recognized as a distinct set of spiritual, intellectual, and emotional expressions of society or a social group which has been further assimilated by art, literature, and lifestyle. A way of living together, a system of values and traditions". These definitions and many other

2.2 Understanding the business and environment of multicultural organizations

“We are living now in a very small world thanks to the technology,” Ignacio says (Nintex, 2016). “Hence, we are going to be dealing with people from different places, so if you know their culture, it will make things much easier.”

Eastcoastrm post on July 15, 2015 as “Learn about your employees. Research the various ethnicities represented in your company to gain a better understanding of the cultures with which your employees may identify”

Why have to understand the business because everyone need to succeed their career and everyone is looking for self-development and needs to achieve the goals in their working life will prefer learning and understanding of the business and workplace environment. Understanding the business is an advantage for employees as they are able to formulate direction and process for smooth working in terms of working within a multicultural company. Since the local organization and international organization are totally different in terms of: people, process, rules, cultures, environment and the way to communication with non-native speaker and native speakers. Hence, understand and learning about the organization or company culture would be important because if you are able to understand the nature of people in the workplace, you can place your direction if you would like to grow in employment (Cavusgil, Knight, Riesenberger, Rammal, & Rose, 2014).

When a lot of people come together no one would deny that there is a different attitude towards the concept of diversity. To do that, the organization will incorporate a variety of different benefits to deliver value to customers and all stakeholders. Aside from differences of competition, language, and culture what can also be a problem is the huge difference between the ages of employees, known as the generation gap between the ages because each age has a different attitude to work. If we study and try to understand each other we are able to reduce the gap. It will intensify the problem not recognizing each other. The final result, it will fall to the organizations they work for then we must know and understand them.

(Regina & Neill, 2006)

Studying an Organization will help executives to understand their own feelings and behavior, such as an understanding of the feelings, needs and motivations of their

own. Keeping in mind the Strengths and Weaknesses of their own behavior, the causal factors making it possible to predict and control their behavior in the direction of their own as desirable as the knowledge acquired to improve behavior. (Visser & Ebbinghaus, 1992)

The ability to control emotions and stress responses were developed to communicate with others. This will cause a tremendous advantage to the administration in careers. Thus, the behavior of people in the organization needs to be developed. Therefore it is extremely important to management colleagues and everyone in the organization will work to achieve the goals of the mission is that everyone needs to understand behavior is the management or colleagues. Conditions related to policy by understanding these will be able to predict behavior and can improve their behavior, motivation, support, and knowledge the behavior of others are the key to success. (Van, Dreu, & Homan, 2004)

2.3 Attitude adjustment with diverse people

Attitude is a determinant of behaviour because it involves perception, personality, and motivation. Attitudes are both positive and negative. It is the mental state of being prepared to learn and be adapted to a multicultural organization. By experiencing influences that are unique to a person's response to the person, object, and situation of the individual. Or maybe that attitude is a person's feelings toward one's stimulus and the environment around us. Attitude is something that is not a permanent trait of personality and it's not a fixed thing. Some people may experience it, whether it be stress. Or the discomfort of things that may result in those people change their feelings. (Pratkanis, Breckler & Greenwald, 2014).

By changing attitudes or behaviours such as getting new information may change the attitude. Attitude of people is not easy to change. It often changes only when there is a stimulus or something to motivate the need to change, as if things change the attitude of people will change also.

Thus, being ready to change attitudes is imperative when faced with diverse people. By learning new things that may be beneficial to oneself and the body and the

smoothness of contact and coordination with business units. (Greenwald & Anthony, 2014)

Sometimes, what we perceive may not be appropriate or adaptable to today's society. In addition, individual attitudes also affect work and collaboration with others. Opening the mind to accept the difference is very important as well.

2.4 The value and challenges of a multicultural workforce in an organization

Katherine W. Phillips (2014) give the definition about valued of diversity works as “This is not only because people with different backgrounds bring new information. Simply interacting with individuals who are different forces group members to prepare better, to anticipate alternative viewpoints and to expect that reaching consensus will take effort.

Terry J. Soto, Author and CEO (2016) of About Marketing Solutions, Inc., Mentions that “Having a diverse staff allows successful organizations to think like their diverse customers, rather than just think about them”.

In November 1, 1999 the staff of Stanford GSB talking about work diversity in the workplace and show the value of divers as “The study of diversity in the workplace has taken on new importance as changing economics prompt many companies to downsize and restructure themselves into flatter, more decentralized entities”.

In terms of self-development in a multicultural organization workers are able to learn many things in every day from co-workers such as communication, culture behaviour, attitude and experience. As part of a multicultural workplace, we can meet colleagues came from how to communicate efficiently with others and we can learn about cultural differences from personal experience and to adept ourselves and use in business talking and awareness. Cultural diversity in the workplace offers remarkable benefits (Parvis, 2003).

From my experience, Author can learn from the manager that he can manage his job as a professional in terms of think global but act local. Apart from that, the study found the benefits of working within a multicultural environment. Anna Pinsky (2014) shared her experience that working in multicultural environment with diversity of people is an opportunity for development. Because diverse people provide you with experiences that show that you might be making. Incorrect assumptions or missing out perspectives due to overreliance on your own cultural background.

Diversity has advantage of people multicultural has influence towards organizational because creativity come from variety of people. Each individual has their

own attitude and perception, the differences lead to performance improvements and drive high quality, especially when people brainstorm working together. In terms of communication with external clients a multicultural organization is better able to cope and solve problems. The greater variety of the people's ability provides the organization with advantages for dealing with interpersonal and complex issue. A diverse workforce in an organization has empowerment and the capabilities to negotiate, dealing and easy to contact liaison for foreign nationalities. (Cox, 1991)

Team work and knowledge sharing, diversity increases group performance we can learning instructions from the colleagues for self-development. The workforce can learn that what is a barrier and the way to breaking it, from your colleagues and exchange attitude and culture. Because working in international organization the most common culture would be working as a team. There are many values of Thailand that are highly regarded among foreigners. But there are certain values that are a barrier to work, such as being afraid to ask questions or comment in public. To work with foreigners do not dare to think a comment the courage to ask, remember that if you don't dare to ask you just never know. (Belle, 2002)

Punctual, working with the good company what is required to meet everyone it is to be working with foreigners. There are some foreign leaders, some partners or some customers but the common thing that we will face is that we must be on time. Punctuality is important in every action, In addition to expressing focus it also makes an impression on those who attend. Particularly Japanese it is quite another nationality with a very serious focus on punctuality, to complete negotiations well, do not forget to focus on punctuality and their behavior can change and lead employees to behave in the same direction. Diversity and international people in organization have the power to overcome many barriers because of the difference experiences.

Accent and fluency of the language for non-English speakers was a trouble sometimes when communicating. Because English has become the official standard language for business causing anxiety in communication among non-English employees. Advantages and challenges for a multicultural organization is to increase communication skill and confidence among employees by learning and knowledge sharing between employees.

These are the benefits to employee's lack of skill: they can learn from international workers in a multicultural workplace. Improving the language skills from English native speakers influence non-English speaking employees patronized to brave and confident by learning via talking and communicating through email. Fluency in language often latent by dealing with workforce, coordination, doing project or assignment from manager every business activities that employees involved with company or organization would help for self-development which is of benefit to both the organization and employees.

Another important aspect apart from the benefit from fluency of the language of employees in multicultural organization, is direct versus indirect communication. The challenge of communication style in western cultures with non-western cultures is sometimes confusing to understand and can lead to conflict in several times. The majority of misunderstand came from different attitude and perspective of the background cultures. Because working with Asians and Westerners quite different as Asians more high-context and Westerners more low-context. Westerner's behavior helps to build confidence to local workforce and Asians employees in company as normally Asians' culture is high-context and has indirect communication to avoid conflict. Hence, sometime does not get direct results as expected. The advantages to have western culture in organization is that it is very useful in terms of direct communication is means that answers are very clear. These behaviors from Westerners help to drives people get direct results, dare to express themselves and empowerment when people communicate in the organization. (Würtz, 2005)

2.5 Formal and Informal communication

Customs and characteristic, According to the common habits of people in each country are different, hence we can take this opportunity to have an experience and learn how to working with a diversity of people. Because culture inspires and broadens horizons. Research and development benefits from creativity and enthusiasm. But cultural inspiration also opens people up to new ideas. (Amaram, 2011).

From author's experience, working with local people and international people were different and diverse even though we use English language for intermediate communication but cultures and religions will bring people different meanings. Co-workers may come from America, Europe and neighboring countries. Learning from

your international co-workers forces you to develop stronger communication skills and confidence as you progress your career path.

The advantage comes not only from your job description but takes experience from your international co-workers will provide you for opportunity to gain different ideas, creative and you able to fulfill some of your skills which is benefit to your job. Learning and understanding international colleagues bring your ideas on how to communicate with them completely because sometime working as a team we will face with problems, such as not understand well, circumstances, and the way to communicate. Dealing with international colleagues a basis strategy to learn from others in workplace is observation when you're attending meeting. Because contending with people in meeting to get a best result at that time you able to learn emotional, feeling and reaction when they get feedback from others. (Peterson, 2011)

Being able to learn the way to connect and to deal with people are also important because in an international company people come from different countries. Moreover, about high-context and low-context cultures in company it was different by religion and country they came from. Sometimes conflict happen due to misunderstanding and diversity issues in organization because people have different ideas from a culture that has been acquired. Therefore, workforce diversity can lead to success or can become a barrier in workplace and organization needs to have a good strategic management plan for workforce diversity. (Argyris, 1991)

This is a case study from the Author's experience to shared how difference in the meeting between Thai and foreigners meeting.

Working culture was very different between a local and an international business meeting. Local meetings tend to be more informal. The atmosphere in the meeting room is simple and easy. People are able to talk while everybody is able to drink a mix of soft drink and snacks. During the meeting people are able to visit restroom as many times as they would like to and sometimes are able to receive a phone call they can answer and just talk outside the room. Sequence of meetings may run as per the agenda or able to swap as appropriate or readily available by the lecturer. Meeting time may not be straight but one can be late by as much as ten or fifteen minutes from schedule. Normally, in a local meeting employees able to join the activity according to the host create such as play game and give a reward after meeting. Dress

code in local meeting was informal or able to wear as theme as the host set. The object of the meeting head to announce the direction for the business and make everyone enjoy the meeting even if some topics are quite serious.

By contrast international meetings and with people from different countries. The meeting was very formal and be polite because when interacting with people from other countries without knowing much about them, it is sometimes possible to misunderstand how to act yourself accordingly and communicate well. Thus, awareness of yourself and others must be important when in meetings with many people and from different countries. Clothing must be formal and look smart no meeting theme and dress code. The atmosphere of the meeting will be mostly quite quiet, mostly people turn off their phone or mute the phone. Some people will answer the phone call only in an emergency or for important calls. The meeting runs as agenda and everything happens on time and do not talk out of the topic. When the speaker presents everyone will pay attention and ask many questions after he has finished the presentation. No snacks or soft drink but only water and taking lunch outside the room. Generally break time will be clearly displayed on the agenda hence people will go the restroom at break time. When the speaker ask for anyone wants to ask the questions the response will be fast and get a good cooperation. The potential for self-improvement faced with a global meeting or international conference employees must be prepared to have a good answer and frankness. Confidence and preparedness are important for employees to show self-potential.

2.6 Adaptability in multicultural workplaces

In this globalization era, especially working in a multicultural workplace, adaptability is an important part for self-development to reach to the goal for career path. It is the era of economic propulsion with creative ideas and a time when people in society are diverse in different areas such as ethnicity, language, culture, education, thinking, ability, and experience, economic and social status. Being accepted in an organization is not easy sometimes. Because the work in global companies has changed over time. Hence employees should be prepared to learn new things that are coming up or be ready to deal with problems over times. Therefore, we should learn to work with a diversity of people, which includes different races and

cultures to work in concert and achieve maximum efficiency and minimize the potential conflict. (Noe, Hollenbeck, Gerhart, & Wright, 2006)

Learn and understand the culture of colleagues when in a multicultural environment. Often conflict it happens because we lack understanding of the culture of colleagues. Because often people's behavior is influenced by culture. For example: Thai people have a culture of respect for the elderly.

Therefore, it may be an injustice to colleagues from the west with their cultural individualism who do not care about seniority. Learning and understanding cultures in addition to understanding why some colleagues have such behavior. It also allows to be friendly and get to know them more quickly. Do not be afraid to talk openly, it is difficult to learn and understand many other cultures so sometimes when not sure about something, do not be afraid to ask and openly to talk and understand each other. Do not try to subject your own culture on others because each culture has its own beliefs. As author studied from colleagues in workplace Christian people will have the idea not to worship statues or any other idols while Buddhists will respect the Buddha. Be aware that each culture has its own beliefs and ready to defend their beliefs, trying to put their own beliefs or culture on others and may lead to conflict. Sometimes comedy is often about the difference in culture involved and may be insensitive for other cultures. (De Long, 1997)

2.7 Building relationships and self-development with people from different cultures

Today's working patterns of multicultural organization often work is in the form of teamwork. End of the age of solitary work responsible for work alone in all matters. Nowadays, the only ones who are good worker but lack of learning about teamwork are lack of human relationship in work and co-workers. Being unable to adjust and work with others is Difficult to achieve anymore. Learning to build good relationships with colleagues levels both with bosses and co-workers including followers it is necessary for work success. (Binsiddiq & Alzahmi, 2013)

Personality: The word personality is not just good looks, posture and dress. But good personality must be in the form of external appearance including what is inside: the ideas, values, attitudes, and vision as well. The good personality overall must look good, know and known emotional expression and it able to make a good relationship

with diversity of people around. Hence, people with good personality will including both outside and inside will be charming, affectionate and accepted by colleagues. These things can make work smoothly and successfully.

Friendly and helpful: working in a diverse organization being a very important for teamwork and supporting to success of the project. Because team not only success but organization will also success. Creating a working atmosphere should give everyone a chance to comment creative argument for a good working atmosphere. From the past experience of Author working with foreigners mostly people from the western culture. The boss will like to open the opportunity for us to comment and to consider the comments seriously.

Enthusiasm and Responsibility: It is important to work actively and to be responsible for completing the tasks assigned on time. Day, time and timeline are important to manage your work because working in global company there must be international coordination involved. Coordination and enthusiasm are important to be able to coordinate in a timely manner when dealing with foreign countries.

Respect: because the organization comprises a diverse range of people with different Age, Gender, and religion then the need to respect the culture of others is required for a multicultural company as well. In the workplace, we should not talk about conflicts in matters such as politics, religion, and the lives of people in that country. To avoid the problems brought about by the ineffectiveness in working together. Asking people about their cultures, customs and perspectives is the way to learn about other people's cultures. People will tell a lot about their cultures and easy to open mind because if talking about their stories its mean people care about them and need to know them more. (Tehrani, 2003)

Building relationships with diverse people is one of challenge for working in an international company and self-development in terms of working as a team. The power of relationships and different cultures are affect to social not only in community in company but clients can also be affected. Therefore, learning to build and connecting with community and people are the foundation of the key to achieve significant goals. Building a strong relationship provide great network to solve problems that we faced in common. (Fullan, 2014).

CHAPTER 3

RESEARCH METHODOLOGY

Research method

This chapter discusses the substantial of research composed population and sample research tools data collection and collected data analysis. This research is by interview using qualitative research techniques to expand the verification to increase the depth of the data. The depth of the data aims to study the work of multicultural organizations and people from different cultures. Also study the issues and hurdles in working and teamwork with the diverse people in the organization by the content of the research methodology is as follows:

1. Research design
2. Population and sample
3. Research instrument
4. Data collection
5. Data analysis

1. Research design

This research is qualitative research by studying information from documents. Data Collection by the use of observation in the researcher's workplace and in-depth interviews.

In-depth interview, the researcher studied relevant documents and also used in-depth interviews to deploy and get more complete details. The form of the questions was flexible and ready to modify the wording of the questions. The aim was to be consistent with each research participant or interviewee in each incident situation or a changing environment.

2. Population and sample

This research was conducted by using an in-depth interview consisting of employees from three multicultural companies there are: Three people from Merck Ltd, one person from Kingston hotel group, one person from Linde Thailand and one person from Qualcomm Technologies. In total seven people were interviewed the sample group must be different in a kind of company industry but the relevant point is that they

are working in global and international companies. For the employees that were specifically selected, they must have had working experience with diverse people connected and communicated with employees in different countries. With their experience they can provide practical examples relevant to the research.

To understand the implications of the concept in the way philosophy, as well as conceptual and procedural views or process mechanics. The researcher realizes that the selection of samples, whether in terms of properties and quantity, Affect the reliability of the research findings. But with time constraints and In-depth interviews relate the interviewer to the interviewee. So access to the sample and trust in disclosure are important issues in determining the sample size. For qualitative research, there are disadvantages in referring to a group. The population is already compared to quantitative research. The researcher will further specify the limitations of research to provide information to those who wish to understand the situation and limitations of this research. However, the researcher will use other techniques to establish the credibility of the research as member checking and clarifying the writing so that the reader understands the context of the organization of the sample that the researcher studied.

3. Research Instrument

Researchers have prepared knowledge about concept theory of multicultural workplace general knowledge of diversity people, problems, obstacles, and documents, especially previous research. Researchers have prepared knowledge about qualitative research methodology.

The questionnaire in the interview was a tool developed by the researcher by studying the issues of literature review and related theoretical concepts. By creating a question, it covers the scope of research. Questions are sorted, the content of the question and the question structure is divided into sections as follows:

3.1 The questions about the interviewee's general information include age, gender, job title, education level and working experience.

3.2 The question of environmental factors that affect the performance of a multicultural organization.

3.3 The question of barriers to work due to differences of colleagues from multiple cultures, languages and contact with international colleagues.

3.4 The question of the need for self-development at work in the case of working with colleagues from diverse cultures. The equipment used for the interview was a pen, a voice recorder and notebook.

4. Data collection

In this study, the researcher divided the data access and data collection into two parts there are review data and field data collection, Review data and field data are as follows:

4.1 Secondary Data: study from books, documents, contents, theories, principle and related research. In order to define the scope of research and create research tools to cover the purpose of research.

4.2 Primary Data: Study how to create interview questions from Research papers to define scope and content that will be clear for the purpose of this research.

4.3 Field Data: The researcher collected data using in-depth interviews to reveal the motives, beliefs, attitudes of the respondents. Prepare interview questions formally and informally. By defining the question in alignment with the research subject. Before starting an interview the researcher explained the purpose of the interview. The researcher asked for permission to take notes and record during the interview (Taylor, S. J., Bogdan, R., & DeVault, M, 2015).

At the time of interview, the researcher took brief notes only on key issues and at the end of the interview recorded other information, such as gesture style, tone. Actually without any interpretation. In addition to recorded thoughts feelings or problems with researchers while collecting the data. This short summary writing is useful for researcher in vision (Guion, L. A., Diehl, D. C., & McDonald, D, 2001).

The information will be recorded for unclear or incomplete information for further study in the next interview. The data obtained, the researchers will verify the accuracy of the data again by listening to the voice recorder repeatedly for accurate analysis.

5. Data analysis

For the process of analyzing the data obtained from in-depth interviews, the researchers extracted the data from in-depth interviews. In the process of data analysis and processing by working with the crawling process based on the study of documents, by defining the process as follows:

5.1 Take the information from the transcription and field recording to read many times. Understand the overall picture of the information obtained and consider important issues.

5.2 Bring back all the details and interpreted. Addition of important text or sentence related to Environmental factors, barriers and guidelines for self-development in a multicultural and diverse workplace.

5.3 Use descriptive, detailed and clear descriptions without the theory. Control the phenomenon occurring include examples of key words to show clarity of the phenomena occurring.



CHAPTER 4

RESEARCH FINDINGS

4.1 Introduction

This section will explore and explain the relationships between populations and their interaction with people from different cultures. The information from data collection obtained from this interview will be useful for researchers and interested parties. It is a guide for self-improvement and what to learn if working in multicultural environments. Therefore, all of the analysis data will be presented in this chapter. All of the data is collected based on interviews with qualified and highly experienced people from global organizations. To obtain complete and reliable information from the data collected, the background of the person giving this interview is important. The researcher selected the personnel based on work experience to obtain credible data. This information was collected by interviews in person with employees in various companies. The data was gathered together by requesting seven employees to provide answers to the interview questions in Bangkok, Thailand.

4.2 Biographic profile of participants

The biographic table 4.1 below provides background information from respondents. There are profiles of one British director and six Thai managers who participated in this research project.

Table 4.1 Biographic profile of respondents

Respondents	Nationality	Gender	Age	Experience	Managerial
1	Thai	Female	42	20 years	Head of CCC
2	Thai	Male	33	5 years	Manager
3	Thai	Female	34	5 years	Manager
4	Thai	Female	44	16 years	Manager
5	Thai	Male	33	10 years	Manager
6	Thai	Female	50	28 years	Manager
7	British	Male	55	9.5 years	Director Engineering

Firstly, interviewers were asked to provide information about their personal background. Including their current work and responsibilities in their company. In this section, the researcher can understand the sections of interviewees responsible for and interactions with the research. It has been agreed with the interviewers that the information provided will not be distributed anywhere except in this research. To protect their privacy and personal information.

Initially, the researcher asked participants about the working situation and the experiences they had with multiculturalism in the workplace. They were then asked about communication and contacts.

4.3 Findings of the research study

The research question focuses on the cross-cultural differences in the workplace and self-improvement when communicating with foreign colleagues. The information provided by the participants is related to their opinions, feelings and experiences. The researcher analyzes the content from interview. By categorizing the data for access any significant results for cross-cultural environment in organization are made clear.

Content analysis involves classification of data. The aim of contextual information analysis is to understand the data collected and to highlight key messages, features, or findings. Furthermore, the researcher used the SWOT Analysis tool to access and analyze the data to help make this analysis get completely results.

4.3.1 SWOT analysis tools

4.3.1.1 Strengths

In the strengths of the organization, all interviewees have the same level of alignment to work in large corporations. By virtue of this strength, employees are empowered to work. Based on interviews, most employees expressed pride in their organization. Because the organization is focused on the development of personnel, which strengthens the organization.

Interviewee 1 explained that:

“Work in a big organization, the advantage that the company focuses on developing people. Meet new ideas, new perspectives from other. For example, in large organizations there will be many great people. We can learn something from them here. Both ways to think and work.”

Interviewee 3 expressed that:

“Working in a diverse organization we will get a new perspective. And this advantage makes us choose to adapt to the work with ourselves.”

Interviewee 4 expressed that:

“To get new ideas and get to understand other cultures. Which we cannot find easily with local companies. So what's the advantage is the development of self-knowledge and take advantage of the knowledge of others to adapt to their work.”

Interviewee 5 expressed that:

“The advantage is getting a new perspective on the work. From people experiencing different cultures and environments.”

Interviewee 6 expressed that:

“We can grab all good things we met to develop ourselves. Form me I can learn from when people sharing ideas in meeting and can adept to myself.

Interviewee 7 expressed that:

“People from diverse backgrounds bring different perspectives and ways of thinking which helps the team solve problems.”

4.3.1.2 Weaknesses

In terms of weaknesses, the interviewees had the same opinion, namely communication and language problems. Because most of the problems they encounter in the work of a diverse organization are mutual understanding. Common problems and weaknesses include: Culture, Values, Language and understanding. They are said to be a weakness to be aware of, especially misunderstanding. Because misunderstanding brings about wrong things, which can lead to many problems that follow. All interviewers give importance to communication in the workplace in order to minimize mistakes.

Interviewee 1 expressed that:

“Just have to aware culture different such as: With American people be direct, with Japanese be polite and respect.”

Interviewee 2 expressed that:

“Although some resist to change, learn Thai culture but that is the beauty of having different thoughts for the best outcome by manipulating each individual thoughts and ideas.”

Interviewee 3 expressed that:

“Culture and values make a difference. Miscommunicate is the important thing to talk about because Asian is High-context cultures which is different from American or Europe.”

Interviewee 4 expressed that:

“Culture and thought, all languages are human-like, but they differ in the way they work and live and how they communicate.”

Interviewee 5 expressed that:

“Cultural background may sometimes look different. Make the difference in how to communicate. Understanding self-culture may cause misinterpretation.”

Interviewee 6 indicated that:

“Different of opinion is some issue, they might see in another way that we think. Some may better but some may not logical. It depends on us whether we open minded enough to learn from it or not?”

Interviewee 7 also noted that:

“Even when there is no language barrier, cultural misunderstandings can still occur. For example: when someone says they will deliver something "next Friday" do they mean the Friday at the end of the current week or the Friday at the end of the following week? Both interpretations are linguistically correct and people from different countries may understand either interpretation. The way round this situation is to always double check by asking for the exact delivery preferably write down agreements and action items.”

4.3.1.3 Opportunities

Most interviewers look at the opportunities when working with a diverse range of colleagues. They give the reason as not only within the organization, but also outside the organization as a customer. Each one gives an opportunity to bring success and self-development. But one thing most interviewers recommend is the opportunity to build relationships. One of the interviewers commented, “in the future, we do not know what to expect. Creating a network or a good colleague can be a great opportunity to find new change.” Some participants have a technique for building relationships with both internal and external individuals.

Interviewee 1 expressed that:

“Establishing relationships in the organization is a must are willing to learn and accept difference and open mind.”

Interviewee 2 expressed that:

“Get to know people from different culture background and try to talk to them as much as possible. Do not ask random questions if you are not close enough. As a person asking questions, you should also know what kind of questions to ask since different cultures has theirs believe on the rude question. And the last be friendly and open mind”

Interviewee 3 expressed that:

“Open mind, Trust and believe in them. I normally use two words with my colleagues because we are adult and most of them can respond themselves or may be do the activities together.”

Interviewee 6 expressed that:

“Flexibility and open minded, accept the different of people and give sincerity to everyone.”

Interviewee 7 expressed that:

“The best way to avoid conflicts at work is to the facts. Use data and analysis to reach decisions, and patience and understanding that your colleagues may understand things differently to you.”

4.3.1.4 Threats

In collaboration, the interviewees said that conflict was a stumbling block to work. Due to the diversity that exists, reviews may not be consistent and may lead to incomprehensible agreements. The interviewees also mention that this is the true cause of dislike. Because the other party may use this as a reason to subvert the idea by adhering to their own culture and then the problem does not find a way out. Many believe that conflict is bad, deserving to be eliminated. The organization believes that conflict is not the only one. But the advantages of conflict do not make the difference. Because competition stimulus is a challenge, creating new innovations or new things to make the organization succeed and survive in the middle of the competition.

Interviewee 2 Expressed that:

“We do not avoid conflicts, we rather clear the air by setting up the meeting and to share individual problems for the best solutions. We understand that no conflict could be cleared 100%, the best we can do, if conflict happens, is to have either a win win situation or compromise.”

Interview 3 expressed that:

“Avoiding conflict can start with hearing, opening and understanding. Look for solutions or points that can be mutually agreed upon.”

Interview 4 expressed that:

“To work and collaboration, we should find a middle ground that is acceptable to both parties, or stay on the subject. Trying to convince a new target.”

Interview 7 expressed that:

“The best way to avoid conflicts at work is to the facts. Use data and analysis to reach decisions.”

From the interviews, the table was summed up using SWOT to summarize the results in a table as follows:

Table 4.2 Summary of SWOT analysis to conclude about cross-culture environment in organization

Strengths	Weaknesses
1. Diverse people provide multi-perspectives	1. People with different backgrounds
2. Collaboration with diverse people	2. Misunderstandings
3. Solving problems faster	3. Communication
Opportunities	Threats
1. Relationships	1. Conflicts
2. Team work	2. Attitude

4.4 Discovering the purpose of research using information as a guiding tool for working in diverse organizations.

Results from this data gathered by interview and processed by SWOT analysis can help guide employees who work in a multicultural or multi-ethnic organization. In

order to help employees be effective they need to be aware that communication is important. Based on the research results, the researcher found that the main problem in working with foreign colleagues was communication. What can be developed to enhance communication efficiency is learning to understand other cultures.

Additionally, attitude is also an important factor in working with foreign friends. The conclusion is that fellow employees must learn from each other and respect each other's beliefs. Without clinging to their own culture. All respondents had the same approach: tuning attitudes towards each other both foreign and Thai.

Furthermore, all the information provided is a guide for developing self-improvement from experienced participants. Including experiences and problems of role-contributors, which can be used as a source for further study.

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATION

This research is a study of cross-cultural environments in organizations and aims to: 1) Investigate self-development in a multicultural environment or how to work effectively in an international company. 2) To study how to collaborate with foreign colleagues. 3) To get an understanding of why it is important to respect other cultures. 4) Study factors or barriers affecting self-development.

Independent data was collected using interviews with 7 experienced Managers and Directors. Data was analyzed using the SWOT analysis tool. The summary, conclusion and recommendations will be provided in this chapter.

5.1 Summary

The sample data selected in the interviews showed that each person had different working experience with different job responsibilities. But one thing that participants be the same is they are work in large organizations and usually meet with colleagues or customers from different countries. The results of the study concluded that the problems they faced in working with foreigners were: Communication problems, Acceptance of other cultures, culture context and building relationship. In this study, provide a case study and the guidance to adapt to be used for self-development which is the main point to focus on of this research.

The samples were collected by interview to allow the participants to express their opinions whilst answering pre-determined questions.

Data analyzed using the SWOT technique. Conclusions were made about self-development techniques based on strength, weakness, opportunity and threat. The advantage of working in a diverse organization is that employees have opportunities to develop themselves. The weaknesses that need to be improved are: Working with people from different cultures can lead to misunderstandings and erroneous communication. There are opportunities to build relationships with people from other cultures and to learn how to perform effective teamwork. The barriers to be overcome are adaptability and attitude, confrontation and how to work thought the cross-culture.

5.2 Conclusion

Discussion of research findings of cross-cultural environment in organization. Can be addressed as follows.

Advantage: diversity helps employees to have broader perspectives. Based on interviews, the participants concluded that diversity was beneficial as they could cope with the diversity and it had other advantages such as solving problems faster which is another factor that must be met in international organizations. Because diversity is not only within the organization but also outside the organization, the ability to deal with diversity is an added asset. Another benefit is team building and relationship building. The study found that building relationships is not only useful in organizations, but it also means having good connections for the future.

Barriers and improvement: from the study of the way to reduce the problem of not understanding the culture, it was found that: The language of communication and understanding contributes to communication failures. For example: even the ways of writing English and American dates are different.

In terms of attitude, based on the study, it is concluded that the development of a person in a diverse organization should not be based only on their own culture. Based on the results of the study, having the attitude of the mind to open-up to new things will lead to better development. All interviewees commented that: In addition to being open-minded, the willingness to learn in different cultures also has a positive effect on self-development. It also improves relationships and understanding between colleagues.

Self-development: the results of the study of self-development in multicultural organizations are openness and willing to learn. The key attribute is having a positive attitude which is needed to overcome the barriers between different cultures. In the sequence of self-development, there is a need to understand the different cultures in order to work effectively across the organization.

Regarding personnel, the interviewees had extensive work experience and based on their interviews, they suggested that success in an international organization focused on the outcome, largely ignoring the approach. So, to be successful we should learn and develop all the time. Beyond the work, self-development programs are interwoven in large organizations. Because the organization hopes to develop employees and realize their personal potential.

In Summary, self-development approaches in multicultural organizations require effective communication and building relationships. This benefit is to create effective coordinate.

5.2 Recommendations

5.2.1 The use of this research prior to the knowledge gained from the study included: Principles of self-development in multicultural organizations. It also includes new ideas from experienced people who are involved in this research.

5.2.2 Suggestions for further research should be added to the more detailed sampling data. And the selected samples must be confident that they have the rich of experience and the information they need. Should be added in the poll section by answering the questionnaires, to easy navigation, research and support for data analysis.

5.3.3 In this study, there are also other issues that affect self-development. For example, elements in choosing a company to work for, etc.

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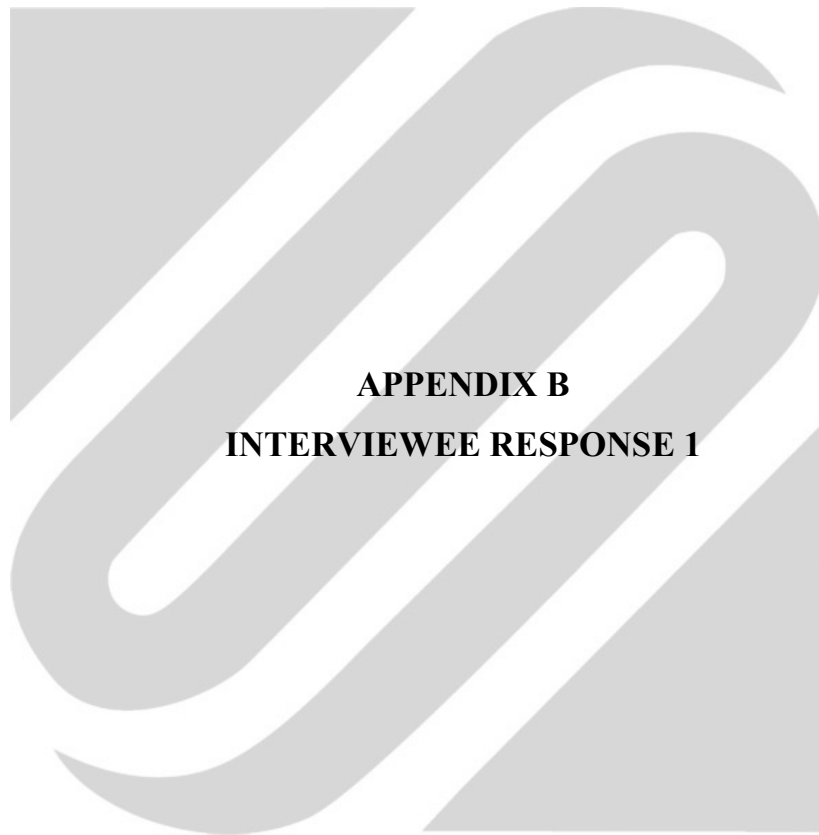
APPENDIX A
INTERVIEW QUESTIONS

Part one. General information

Background information of respondents as following are: Age, Gender, Position, Work experience in years and about how long work with company.

Part Two. Interview questions

1. Based on your experience of working in a culturally diverse organisation, what are the advantages of working with people from diverse backgrounds?
2. What are the barriers to communication with foreign colleagues?
3. What the challenges for you to work with colleagues from foreign countries and different religious backgrounds?
4. How important is it for you to align work attitudes towards colleagues and organizations?
5. What do you think is the key to self-development in a diverse organization?
6. What is the importance of building relationships with diverse colleagues?
7. What are the problems in collaboration as a team with people from diverse backgrounds?
8. How do you avoid a conflicts with colleagues when they have different opinions?
9. What are your personal techniques that can be used to work with colleagues from diverse backgrounds?
10. What do you think are the qualities that are required to work in a diverse organization?



APPENDIX B
INTERVIEWEE RESPONSE 1

Interviewee 1

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

1. We can learn other culture and how each countries style and working 2. Be able to make us adaptable ourselves to work in international environment 3. Learn good things from other and what have to aware while working with other countries because of culture different.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Just have to aware culture different such as with American people, be direct, with Japanese, be polite and respect.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

Aware of culture different to avoid misunderstanding.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

Very much as to get collaboration and drive company in the same direction.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

Openness and willing to learn.

Questions 6. What is the importance of building relationships among foreign colleagues?

Willing to learn and accept difference.

Questions 7. What are the problems in collaboration as a team through diverse people?

Conflict of interest and try to think in corporate to get same goal.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

Just think corporate.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Open and accept difference.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

Willing to learn and good attitude.





APPENDIX C
INTERVIEWEE RESPONSE 2

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

Firstly, you get to understand how foreigners think and the way they handle issues. Secondly, you get to learn variety of management style based on each individual origin of staff. Lastly, you get to cope up with the different management style to win win scenario rather than dictator on the decisions.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

They are open mind and open to all options. They do not neglect junior staff by having them getting a chance to grow in their career path. Although some resist to change, learn Thai culture but that is the beauty of having different thoughts for the best results/outcome by manipulating each individual thoughts and ideas.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

You get to understand how each individual likes, dislikes, wants and needs. In this point, the main challenges for me is to understand and try to make them work according to organization cultures rather than individualism. Getting to learn in a way knowing if they are implicit or explicit so the management company can make an appropriate approach towards each individual colleagues.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

Well, it is very important knowing that they are working in Thai style culture, they also need to understand how Thai culture are and to certain point they need to cope up with Thai style management as well. In addition to this point, some senior level might resist to change due to they are working in international company and some of the senior foreigners might find it best to stick to the Western management style by overlooking the fact that will it work or not. This could be done if their businesses are mainly making profits via foreigners.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

Open minded, accept to hear all comments, compliment and complaints and improve yourself by knowing what you are lacking in yourself. you get a chance to learn from foreigners, therefore, it is a key to grow in international company.

Questions 6. What is the importance of building relationships among foreign colleagues?

Be friendly and open mind.

Questions 7. What are the problems in collaboration as a team through diverse people?

Different people have different ideas -- ideas are generally the main caused of the problem since we are not the one to make the major decisions. By neglecting individual decisions might demotivate them from thinking or sharing their best practice again in the future.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

We do not avoid conflicts, we rather clear the air by setting up the meeting and to share individual problems for the best solutions. We understand that no conflict could be cleared 100%, the best we can do, if conflict happens, is to have either a win win situation or compromise.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Get to know people from different culture, background and try to talk to them as much as possible. Do not ask random questions if you are not close enough. As a person asking questions, you should also know what kind of questions to ask since different cultures has their believes on the rude questions. Such as UK people do not like people to ask what their income etc. are, how you know if individual persons dislike stuff, you need to do your homework on that by yourself or ask some of your close friends.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

My priority is to be open mind, accept all the ideas from each individual staff, be friendly but the work should get done -- My personal principles 1. Be strong but not

rude, 2. Be kind but not weak, 3. Be bold but don't be bully, 4. Be humble but not shy,
5. Be proud but not arrogant.





APEENDIX D
INTERVIWEE RESPONSE 3

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

From my position and experience need to coordinate with the foreign like American, Philippines and India, which they came from many countries. I have learnt their culture, traditional, lifestyle, time cycle and everything. This is the best thing that I don't need to go to aboard but I absorb the culture from them.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Miscommunicate is the important thing to talk about because Asian is High-context cultures which is different from American or Europe.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

Working with English native speaker because my job most of English communication needs to learn how to communicate efficiently in English but sometime I nervous because I don't know how to explain English to English, so I will ask foreign colleagues help me sometimes.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

This is the important thing to know colleagues you need to make friend or get familiar first and then working will be smooth. If we have bias we can't work together and will be effect to our work.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

For me, self-learning, energetic and motivated.

Questions 6. What is the importance of building relationships among foreign colleagues?

Trust and believe in them, I normally use two words with my colleagues because we are adult and most of them can respond themselves or may be do the activities together.

Questions 7. What are the problems in collaboration as a team through diverse people?

It's time because we have different schedule and difficult to achieve work together.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

Normally, I will make apportionment to plan or discuss about work when we in the meeting.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Just be yourself. I talk with them like friend not command them as boss because nobody like it, whenever I need their work I will talk with them politely and friendly in order to make them feel relax to work with me.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

- Self-developing
- Self-learning
- Motivation
- Energetic
- Multi-cultural
- Friendly - Patient



**APPENDIX E
INTERVIEWEE RESPONSE 4**

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

Ideas are different, understand different cultures.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Language, ideas, understanding to other cultures.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

Communicate in the same way that we want to communicate. What do you want them to do?

Questions 4. How important is it to align attitudes toward colleagues and organizations?

Important to work together and collaboration. Because together has power.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

Language and Listening comprehension.

Questions 6. What is the importance of building relationships among foreign colleagues?

Understand the difference. And think that the difference is always worth.

Questions 7. What are the problems in collaboration as a team through diverse people?

Find a middle point that is acceptable to both parties or stay debated before trying to convince a new target.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

Listen and find ways to benefit both parties.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

Listen to different opinions, team work, collaboration and self-motivated.



APPENDIX F
INTERVIEWEE RESPONSE 5

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

Get a new perspective on the work from people with different cultural and environmental backgrounds.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Fundamental thinking may sometimes look different. Or we can call difference perspective and attitude.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

Differences in terms of language, culture, and perspectives are not the same.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

Must accept different opinions. To work together.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

Open your mind, adjust your mind to get something new.

Questions 6. What is the importance of building relationships among foreign colleagues?

Learned to be a friend and gave a better understanding of other cultures.

Questions 7. What are the problems in collaboration as a team through diverse people?

Communication, because if it does not understand it, it will make everything elephant down with. Therefore, to make people understand what we need is what is needed.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

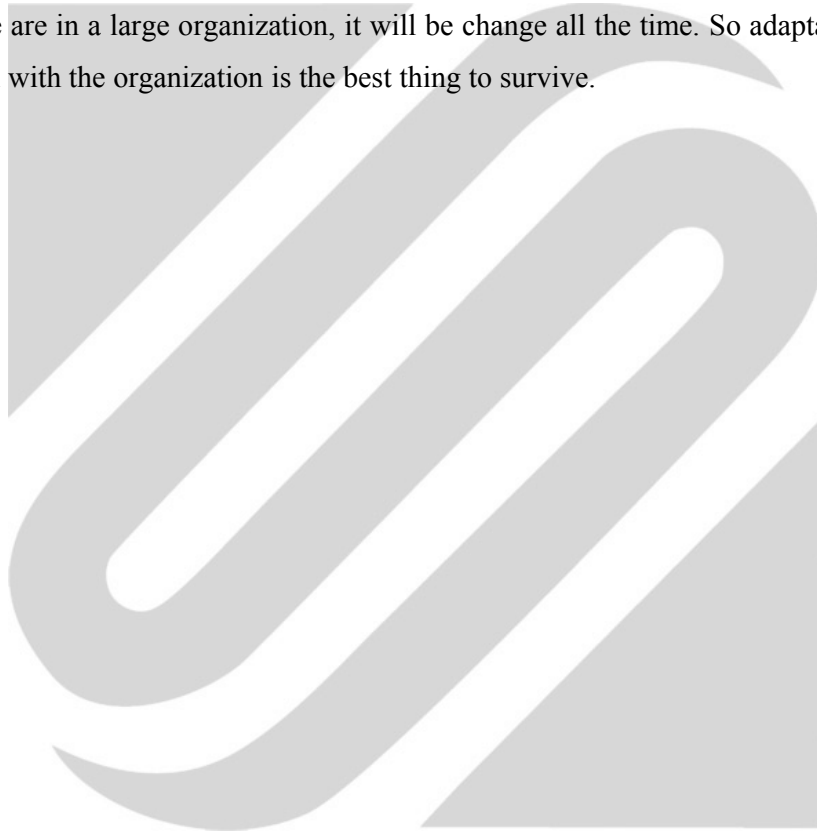
Just open your mind, because some of us may not understand enough with someone. The other people will see it because he had meet a problem which we have not met yet.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Accept the comments from others. Take that comments to improve to ourselves to be a better.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

You have to know how to adapt to changing things and yourself around. For example, if we are in a large organization, it will be change all the time. So adaptation yourself align with the organization is the best thing to survive.





APPENDIX G
INTERVIEWEE RESPONSE 6

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

We can learn from their experience, sharing opinion in the meeting, presentation and by contacting them both personally and e-mail. Then we could grab all good things we met to develop ourselves and know how to approach them.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Different of opinion in some issues, they might see in another way that we think. Some may better but some may not logical. It depends on us whether we open minded enough to learn from it or not?

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

Language is the most challenge for me due to I was not graduated from abroad and had not much chance to deal with foreign colleagues by speaking except e-mail. The next one is how to get connected with them in a short term meeting due to we have not known their background and favorites.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

The align attitudes toward colleagues may not effective if the colleagues may not have good attitude and open minded enough. We should stand on the positive attitude and open minded, in addition every colleagues should try to peruse their friends, their colleagues to have positive attitude in order to work and help leading organizations to be success.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

Key success is positive attitude which is the way to help us open minded to learn both from success, failure or even from the negative feedback to ourselves to overcome the obstacle and prove ourselves that able to be improve.

Questions 6. What is the importance of building relationships among foreign colleagues?

Open minded, focus only good thing of people and ignore what we consider as bad thing of that people. Nobody is perfect.

Questions 7. What are the problems in collaboration as a team through diverse people?

The different of education and working background including each personality of people.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

We could not avoid conflict when have different opinion and I think we should not avoid. We must discuss based on reason and not use emotional to find out the best solution to suit everyone not only ourselves.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Flexibility and open minded, accept the different of people and give sincerity to everyone.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

1. Positive attitude 2. Open minded 3. Thinking of others too not only us 4. Willing to learn and change 5. Flexibility



**APPENDIX H
INTERVIEWEE RESPONSE 7**

Questions 1. Based on your experience of working in a culturally diverse organizations. What are the advantages of working with people from diverse backgrounds?

Working in a large organization typically involves working in teams to solve problems. People from diverse backgrounds bring different perspectives and ways of thinking which helps the team solve problems faster.

Questions 2. What is the differences do you have in communicating with foreign colleagues?

Even when there is no language barrier, cultural misunderstandings can still occur. For example: when someone says they will deliver something "next Friday" do they mean the Friday at the end of the current week or the Friday at the end of the following week? Both interpretations are linguistically correct and people from different countries may understand either interpretation. The way round this situation is to always double check by asking for the exact delivery preferably write down agreements and action items.

Questions 3. What is the challenges for you to work with colleagues from foreign, foreign and religious backgrounds?

The main challenge is to avoid misunderstandings. People from different backgrounds interpret things differently. For example: If someone writes a date as 03/04 do they mean 3rd April or 4th March? A European would understand the former and an American would understand the latter. The way to avoid confusion here is to use a "neutral" date format such as 03-Apr, 3rd April, etc. Another example: when your manager requests a bi-weekly update does he mean two updates per week or one update every two weeks? Again both interpretations are linguistically correct. The only way to avoid confusion is to ask a clarifying question.

Questions 4. How important is it to align attitudes toward colleagues and organizations?

To ensure that your organization or team functions effectively, it is important that all members are aware of the misunderstandings and confusion that can occur when colleagues come from diverse backgrounds. Everyone should consider this and take steps to speak precisely and write down agreements and action items to ensure there is no misunderstanding.

Questions 5. In your opinion what do you think is the key to self-development in a diverse organization?

First you need to recognize that people from different backgrounds will understand things differently. It is important to speak precisely and to write down in clear language meeting minutes and action items.

Questions 6. What is the importance of building relationships among foreign colleagues?

The main problem is that different colleague may interpret tasks differently. For example: Even a word as simple as "yes" can be a source of confusion: if a European answers "yes" to an implied question such as "we need someone to update the sales forecast", he probably means "yes I will do it", whilst a Chinese person may well mean "yes, I think it's a good idea that someone, but not me, does the task". The way to approach this kind of confusion is to be very specific about tasks and actions: who, what and when?

Questions 7. What are the problems in collaboration as a team through diverse people?

It is important to build solid working relationships with all people within your organization that you need to work with. This includes foreign colleagues both within your office as well as those in offices in other countries.

Questions 8. How do you avoid a conflict to colleagues when have different opinion?

The best way to avoid conflicts at work is to the facts. Use data and analysis to reach decisions.

Questions 9. What are your personal techniques that can be adapted to work with diverse colleagues?

Use simple precise language and write things down. Ask questions to ensure that colleagues have understood the tasks agreed.

Questions 10. What do you think are the qualities that are required to work in a diverse organization?

Patience and understanding that your colleagues may understand things differently to you.

BIOGRAPHY

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