

**THE CAUSAL EFFECTS OF EFFECTIVE HUMAN RESOURCE
PRACTICES AND PERCEPTION OF OWN CULTURE
INFLUENCING ON AWARENESS OF INTERCULTURAL
COMMUNICATION TOWARD TEAMWORK PERFORMANCE
AMONG 5 STAR-RATED HOTEL STAFF IN THAILAND**



Thitima Lumliengphon

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism and Hospitality
Management)
The Graduate School of Tourism Management
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ABSTRACT

Title of Dissertation	THE CAUSAL EFFECTS OF EFFECTIVE HUMAN RESOURCE PRACTICES AND PERCEPTION OF OWN CULTURE INFLUENCING ON AWARENESS OF INTERCULTURAL COMMUNICATION TOWARD TEAMWORK PERFORMANCE AMONG 5 STAR-RATED HOTEL STAFF IN THAILAND
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The hotel industry is the largest and most rapidly growing industry in Thailand. Many tourists are travelling there from many different countries around the world. The ability for hotel staffs to use multi-languages in communication with guests, such as English, Chinese and Japanese, is becoming more than ever so needed as an absolute minimal requirement. Due to widespread difficulties with the language barrier, many hotels hire native speaker to solve this problem. This study, therefore, explored the effectiveness of human resource practices (HRP) that led to the awareness of intercultural communication among 5 star-rated staff. The data were collected from expatriate staff in 5 star-rated Thai hotel chains in Thailand. The total of 578 out of 600 questionnaires were obtained and analyzed by using structural equation modeling to test the hypotheses. The main results indicated that HRP had a positive, direct effect on the awareness of intercultural communication among 5 star-rated hotel in Thailand. The researcher recommended that the human resources department in the hospitality industry provide training to expatriate to make them aware of intercultural communication.

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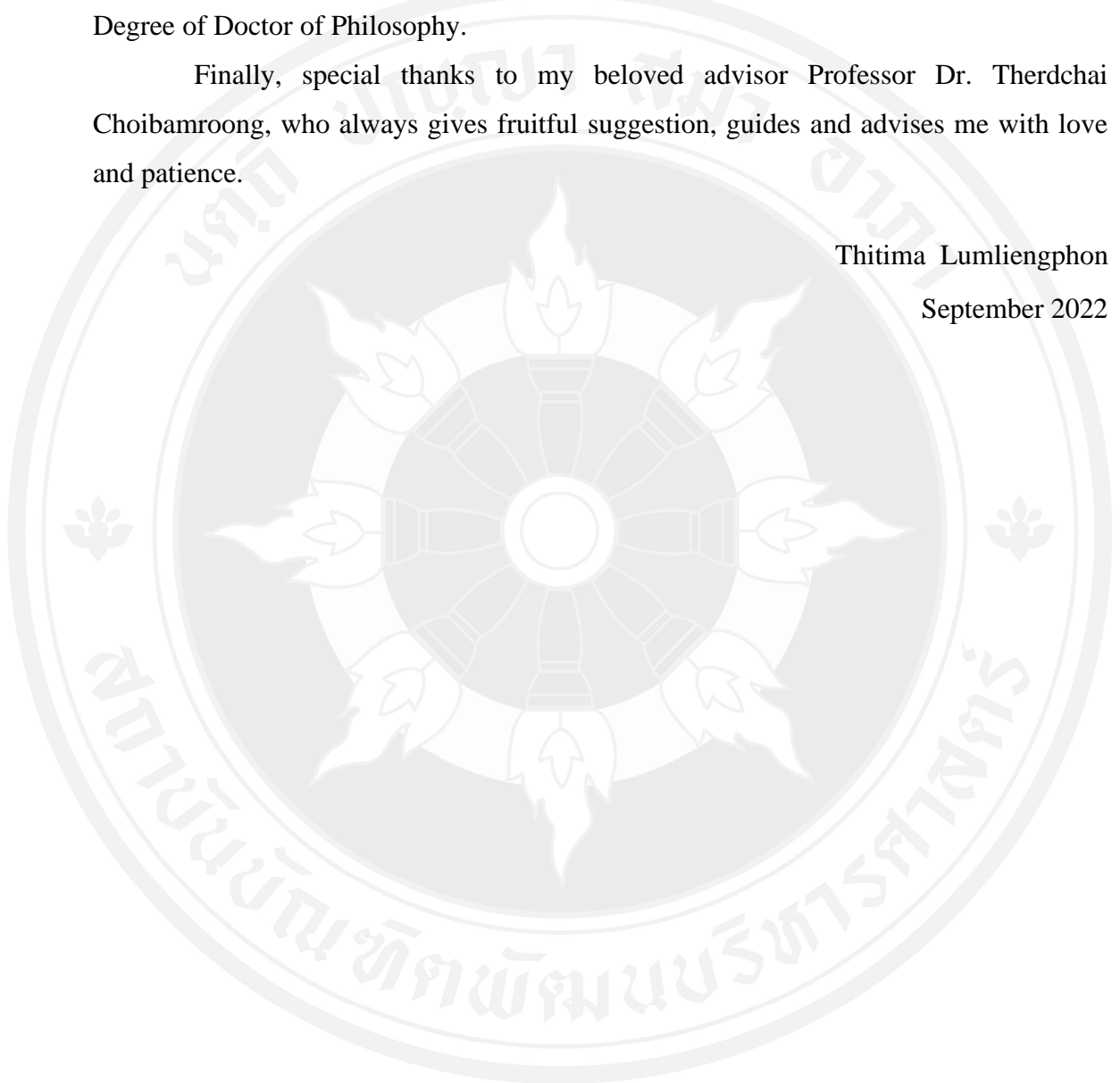


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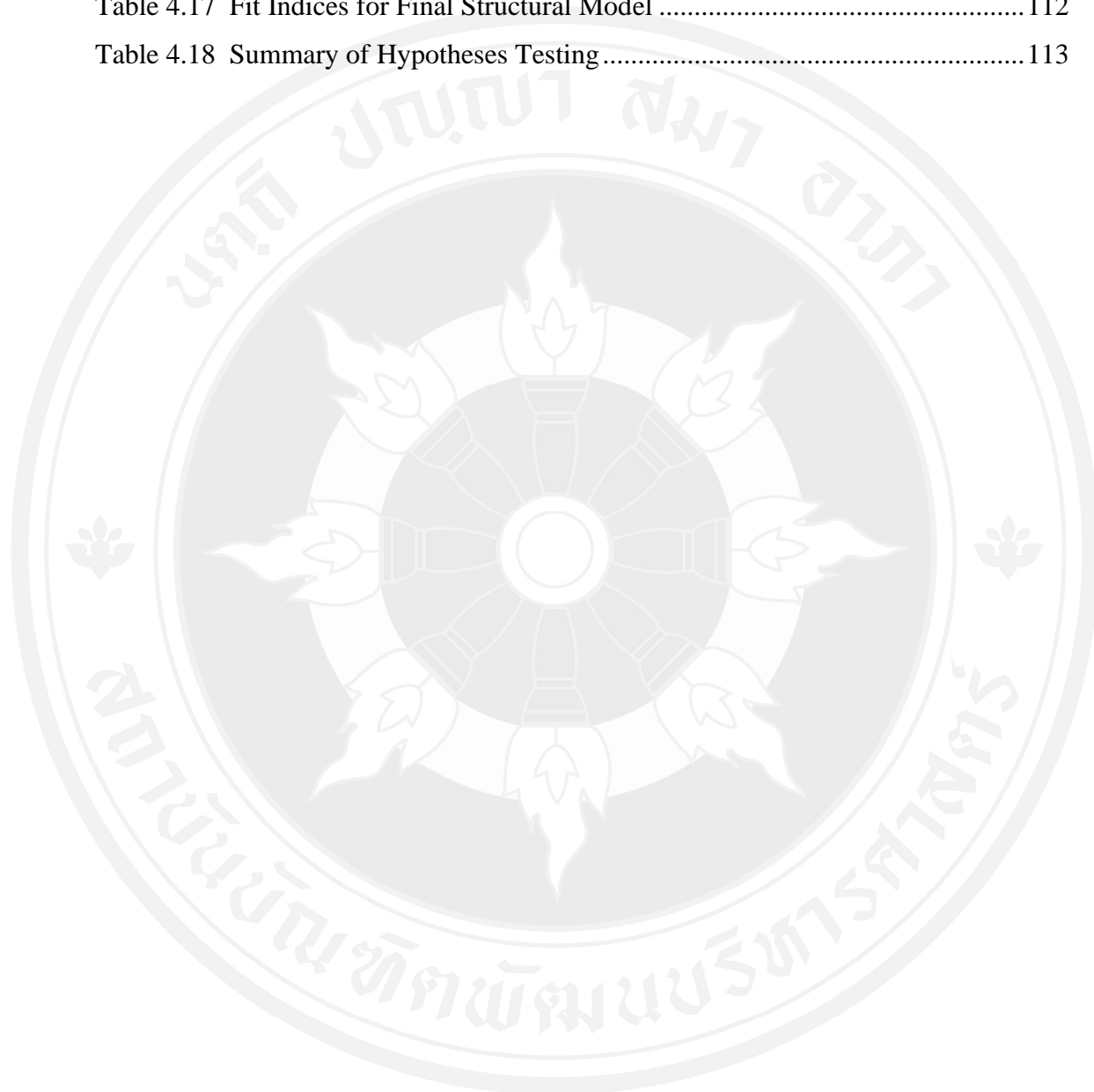
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CHAPTER 1

INTRODUCTION

1.1 Introduction

The World Travel and Tourism Council (2018) reported that Thailand could generate an income of 2,137.5 billion baht from the travel and tourism industry. In fact, the travel and tourism industry contributed to Thailand's GDP, 19.7% of the total economy or can increase of 1.8% of economy GDP growth (World Travel and Tourism Council, 2019). The growth of the travel demand contributed to the employment 8,054.6 jobs (World Travel and Tourism Council, 2019), which directly caused the hotel sector to grow rapidly. Thailand is the destination where many tourists around the world would like to visit. It was ranked ninth of all the most visited countries, in 2019 by the United Nation's World Tourism Organization (UNWTO, 2019). The rank by UNWTO is a challenge for investors or businessmen to invest in hotel business, as seen from the increasing number of hotels and guest houses. According to Ministry of Information and Communication Technology (2016), the number of hotels and guest houses reached 12,654 in 2016 (see Table 1.1).

Table 1.1 Number and Percentage of Hotels and Guest Houses Classified by Size and Region

Region/Bussiness Size	Hotels/Guest Houses		Room	
	Number	%	Number	%
Around the country	12,654	100	481,529	100
Less than 60 rooms	10,802	85.4	219,432	45.6
60-169 rooms	1,344	10.6	118,609	24.5
150 rooms or more	508	4.0	143,488	29.8
Bangkok	728	100	88,176	100

Region/Bussiness Size	Hotels/Guest Houses		Room	
	Number	%	Number	%
Less than 60 rooms	332	45.6	11,644	13.2
60-169 rooms	225	30.9	23,244	26.4
150 rooms or more	171	23.5	53,288	60.4
Central Part	3,273	100	129,394	100
Less than 60 rooms	2,753	84.1	59,899	46.3
60-169 rooms	392	12.0	33,729	26.1
150 rooms or more	128	3.9	35,766	27.6
Northern Part	2,321	100	65,812	100
Less than 60 rooms	2,071	89.2	36,005	54.7
60-169 rooms	200	8.6	16,521	25.1
150 rooms or more	50	2.2	13,286	20.2
Northeastern Part	2,204	100	51,941	100
Less than 60 rooms	2,034	92.3	34,112	65.7
60-169 rooms	142	6.4	12,411	23.9
150 rooms or more	28	1.3	5,418	10.4
Southern Part	4,128	100	146,206	100
Less than 60 rooms	3,612	87.5	77,772	53.2
60-169 rooms	385	9.3	32,704	22.4
150 rooms or more	131	3.2	35,730	24.4

Source: National Statistical Ministry of Digital Economy and Society (2016).

Furthermore, statistics reported by the Ministry of Tourism & Sports indicated that the number of inbound tourists that visited Thailand in 2017 was 35,381,210 persons, and increase of 2,851,622 persons compared to 2016 (Ministry of Tourism & Sport, 2017). Until present, since many tourists have visited Thailand from many different countries around the world, the ability for hotel staffs to use several languages to communicate with guests, especially English, Chinese and Japanese, is becoming a minimal requirement. Because of the language barrier, many hotels have hired native speakers to solve this problem. The statistics 2016 to 2019 recorded by

the Department of Employment, Thailand, showed that the number of expatriates coming to work in hospitality business has been continually increasing. In 2016 the number of expatriates was 10,715 persons; in 2017 was 11,531 persons, and in 2018 was 12,298 persons. In 2019 the total number of expatriate working in Thailand was 133,174 persons. Of this number the expatriates who work in the hotel business was 9.4% or 12,569 persons. (Department of Employment, 2019). The top five nationalities were 1,831 Filipinos, 1,479 Indians, 974 Chinese, 820 French total persons and 818 Japanese.

Hiring expatriates from many countries such as from the Philippine, China and Japan to work in the Thailand is not easy. People from different countries have different cultures and norms, so the human resources department needs to find obstacles among the staff and to ensure that they understand each other and work efficiently (Chutikan Sriviboon & Kittisak Jermstiparsert, 2019). Intercultural communication, defined as an ability of person in adjusting himself/herself to fit with a new environment, needs to be effective to ensure that they will understand the company's goal (Spitzberg & Cupach, 2011).

This research will study the effectiveness of human resources practices in intercultural communication that will influence the awareness of intercultural communication among 5-star rated hotel staffs, which can, in turn, impact, teamwork performance.

The Ministry of Tourism and Sports (2010) defined the hotel as the business which provided the accommodation for people and travelers and received the money in return, The Thai Hotels Association (1999) set up the hotel standard in order to evaluate hotels by giving them a star rate; one star, two stars, three stars, four stars and five stars. The updated five star hotel standard (2016) consists of; 1) location, environment, construction and parking area of the hotel 2) reception area, public toilets, elevator and walkway in the hotel building 3) standard room (including corridor, balcony and bathroom) 4) suite and executive floor type 5) food & beverage, restaurant, coffee shop, bar and kitchen 6) hotel facilities, recreation and swimming pool 7) meeting room and business center 8) staff and service 9) safety and security 10) friendly environment 11) staff fringe benefits welfare and 12) hotel reputation, hotel awards and staff retention.

Thai Hotels Association (THA) indicated in the report of February 2019 that the number of hotels that received the certificate of Hotel Standard in Thailand was 260 hotels in total. They were divided into 5 star (27.9%), 4 star (42.9%), 3 star (26.9%) and 2 star (2.3%).

The data in this study were collected in January-March, year 2018 before COVID-19 pandemic all around the world.

1.2 The Significant Role of Expatriate Employees

Expatriate employees in the hotel refer to foreigners in Thailand who sign a contract with a hotel to work in as specialists, service renders in restaurants and others in general (Department of Employment, 2017). The role of the expatriate employees was to welcome and serve the hotel guests. Also, they have to create a relationship among the team (Singh, 2000). Thus, the success or failure of the hotel can be reflected by the performance of the employees, especially expatriate employees who will be the hotel representatives to the clients. In this study focuses on the expatriate employees who work in 5-star-rated Thai hotel chains. This is different from a recent study which investigated a 5-star-rated international hotel chains in Thailand. The data from that research were collected from the expatriate employees who worked in the international hotel chain with the total of 6 hotels and the aim of the study was to improve cross-cultural competency and strengthening team performance (Sucher & Cheung, 2015). The 5-star-rated Thai hotel chains in Thailand are attractive to the tourist market which has greatly expanded in recent years. For example, Amari Group (ONYX Hospitality group) Thai hotel chain company expanded from 16 properties to 23 properties during 2016-2017 (Charanachitta, 2017).

1.3 The Effectiveness of Human Resources Practices

Human resources practices refer to the implementation of practices and policies that influence the employees' perceptions (Makhecha, Srinivasan, Prabhu, & Mukherji, 2016; Wright & Nishii, 2007), attitudes, behaviors, and performance (Noe, Hollenbeck, Gerhart, & Wright, 2007), as well as organizational performance. Hotel

should design HR activities that will better employee performance (Jiang, Lepak, Hu, & Baer, 2012; Obeidat, Mitchell, & Bray, 2016; Violetta & Heidi, 2018) and HR practices including recruitment, development, rewarding, retention, orientation, training, self-assessment and recreation (Boselie et al., 2005)

Human resources Management practices (HRM practice) in hotel business have impacts on four levels: (1) employee level, (2) organization level, (3) financial level and (4) market level (Wright & MacMahan, 1992). HRM activities are divided into two types: (1) actual-activities implemented at present and over which the human resources manager has the greatest influence and (2) perceived-activities already experienced until now (Purcell et al., 2008).

1.4 The Importance of the Study of 5-Star-rated Thai Hotels Chains

To meet the objectives of this research, the researcher will collect the data from only 5-star-rated Thai hotel chains for several reasons. First, since this study will examine the level of effectiveness of human resources practices, perceived by expatriate employees, the precious studies have suggested that 5-star-rated Thai hotels chain have high number of expatriate employees. Second, the 5-star-rated Thai hotels chain have considerably expanded in recent years. Third, despite the growing numbers of 5-star-rated hotel chains few studies have focused on 5-star-rated Thai hotel chains when compared to 5-star international hotel chains. For the above records, the five star-rated Thai hotel chains are the most appropriate target group for to study.

1.5 Research Objectives

1) To measure the level of perception of one's own culture, human resources practices, awareness of intercultural communication, and teamwork performance among 5-star-rated hotel staffs in Thailand.

2) To study the causal effects of effective human resources practices and perception of one's own culture influencing the awareness of intercultural

communication, which, in turn, affects teamwork performance among 5-star-rated hotel staffs in Thailand.

3) To investigate the awareness of intercultural communication as mediator factor between human resources practices and perception of one's own culture and teamwork performance among 5-star-rated hotel staffs in Thailand.

1.6 Research Questions

1) What is the level of effectiveness of human resources practices in intercultural communication among 5-star-rated hotel staffs, which affects teamwork in Thailand?

2) What is the level of the expatriate employees' perception of their own culture among 5-star-rated hotel staffs in Thailand?

3) What is the level of awareness of intercultural communication among 5-star-rated hotel staffs in Thailand?

4) What is the level of teamwork performance of 5-star-rated hotel staffs Thailand?

5) What are the causal effects of effective human resources practices in intercultural communication and the awareness of intercultural communication on enhancing teamwork performance among 5-star-rated hotel staffs in Thailand?

6) What are the causal effects of perception of the expatriate employees' own culture and the awareness of intercultural communication on enhancing teamwork performance among 5-star-rated hotel staffs in Thailand?

7) How does the awareness of intercultural communication play a role as a mediator *between* human resources practices and expatriates employees' perception of their own culture *and* teamwork performance among 5-star-rated hotel staffs in Thailand?

1.7 Research Outputs

- 1) The level of effectiveness of human resources practices which contributes to the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand.
- 2) The level of the expatriate employees' perception of their own culture which affects the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand.
- 3) The level of awareness of intercultural communication among 5-star-rated hotel staffs in Thailand.
- 4) The level of teamwork performance of 5-star-rated hotel staffs in Thailand.
- 5) The relationships between the effectiveness of human resources practices in intercultural communication and the expatriate employees' perception of their own culture and the awareness of intercultural communication on teamwork performance.

1.8 Research Outcomes

- 1) The awareness of intercultural communications will be recognized as a key factor in successful hotel management.
- 2) The teamwork performance of 5-star-rated hotel staffs in Thailand will get more emphasis in hotel management.
- 3) The human resources department can use the knowledge found in this research to increase effectiveness in hotel management.
- 4) The international hotel staffs will have a better understanding of each other resulting in a better teamwork.
- 5) The conflicts among international staffs with different cultural backgrounds would be lessened as the human resources department would have the practical guideline to follow.
- 6) The human resources department would have better information for budget planning in staff development and empowerment.

1.9 Research Hypothesis

1) H1: The perception of one's own culture has influence on the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand.

2) H2: The effectiveness of the human resources practices has influences on the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand.

3) H3: The awareness of intercultural communication has impact on the efficiency of teamwork performance among 5-star-rated hotel staffs in Thailand.

4) H4: The perception of one's own culture has influence on the efficiency of teamwork performance among 5-star-rated hotel staffs in Thailand.

5) H5: The effectiveness of the human resources practices has influence on the efficiency of teamwork performance among 5-star-rated hotel staffs in Thailand.

1.10 Research Scope

1) Scope of Content

This study focuses on the concepts of the perception of one's own culture (self-cultural awareness, one's own cultural interest, and cultural transmission) of human resources practices (HRP), awareness of intercultural communication (sympathy, understanding colleague and forgiveness), and teamwork performance (work efficiency, coordination, task replacement and communication effectiveness). Also, the mediating of awareness of intercultural communication toward teamwork performance will be investigated.

2) Scope of Geographical

This study carried out in Thailand with, the expatriates who worked in 5-star-rated Thai chains hotel.

3) Scope of demography

The population of this study are expatriates who work in a 5-star-rated Thai chains hotel.

1.11 Terminologies

1) 5-Star-rated Hotel

The Department of Tourism has set the standard for 5-star-rated hotels by setting the criteria cover 12 sections: 1) location, surrounding and car parking area 2) lobby, public area toilet, elevator and walkway inside the hotel 3) standard room and toilet 4) suite and executive floor 5) restaurant, all day dining, bar and kitchen 6) recreation; spa, fitness and pool 7) meeting room and business center 8) employee and service 9) safety and security 10) community and environment around the hotel and handling the garbage 11) employees' fringe benefit and welfare 12) hotel reputation to the society, hotel activities (indoor and outdoor) and providence fund. The Department of Tourism has set up a committee to check the hotels that apply for the 5-star-rated standards (Department of Tourism, 2014).

2) Expatriates

An expatriate is a foreigner who signs a contract to work for a hotel in Thailand as a specialist, a service render in its restaurant and service in general.

3) Human Resources Practices

Human resources practices (HRP) consists of practices and methods which improve the employees' behavior, motivate them to have a better performance. These practice included orientation, training, giving the related knowledge, creating an understanding, building an appreciation and developing a positive attitude among employees.

4) Knowledge

The knowledge of intercultural communication gained from the internal training and group activities created by HR department. The employee can apply and increase the knowledge by discussing with the colleagues to design/ create a new project which helps improve his or her of intercultural communication knowledge.

5) Understanding

The understanding of intercultural communication gained from internal activities and training. This will create the understanding of behavior of the colleagues who come from different cultures.

6) Appreciation

The appreciation of other cultures after training in intercultural communication and respect of the colleagues' cultures.

7) Attitude

A positive attitude toward the colleagues who come from different cultures, accept their ideas, comments, opinions, and are willing to work with them.

8) Perception of One's Own Culture

The way that people perceive their own culture and have self-cultural awareness or own cultural interest, including the ability to transmit the uniqueness of their own culture to others.

9) Self-cultural Awareness

Self-cultural awareness refers to the understanding of norms and taboos of one's own culture and behaving in conformity with them. People know pro/cons of their own culture and are aware of them while they are working with people from different cultures.

10) One's Own Cultural Interest

The individual interested in his/her own culture and seeking the knowledge of his or her own culture from many sources and being willing to buy books to learn more about his/her culture and to learn from family/roots and abiding by the customs.

11) Cultural Transmission

Cultural transmission means that the individual can share and teach his/her culture' norm and taboos and is proud to communicate the uniqueness of own culture to others as well as he/she has the capability to describe his/her culture behavior and transmit to others.

11) Awareness of Intercultural Communication

The awareness of intercultural communication refers to the awareness of other cultures. People from different cultures who contact others and have mutual sympathy. Trying to understand each other and communicate in an appropriate way without bias and with forgiveness when a person from a different culture did something wrong due to cultural differences.

12) Sympathy

The feeling sympathetic to the colleagues who face a problem of misunderstanding at work because of the intercultural communication, and listening to the problem with compassion.

13) Understanding of colleagues

Understanding colleagues who come from other cultures by being patient in any situations and trying to understand and support them in order to get things done.

14) Forgiveness

Forgiving the colleagues who do something wrong because they are from different cultures and not feeling negative when they behave differently from our and always giving a chance to them to make a correction.

15) Teamwork Performance

The teamwork performance refers to the working in teams to bring about efficiency by focusing on the quality of work, communication effectiveness and good coordination in helping each other in the team.

16) Work Efficiency

Work efficiency refers the fact that colleagues from different cultures work well with others focus on the quality of work.

17) Coordination

Coordination means that employees are willing to support their colleagues who come from different cultures and feel comfortable to work with them and to communicate in the team.

18) Task Replacement When Colleague Absence

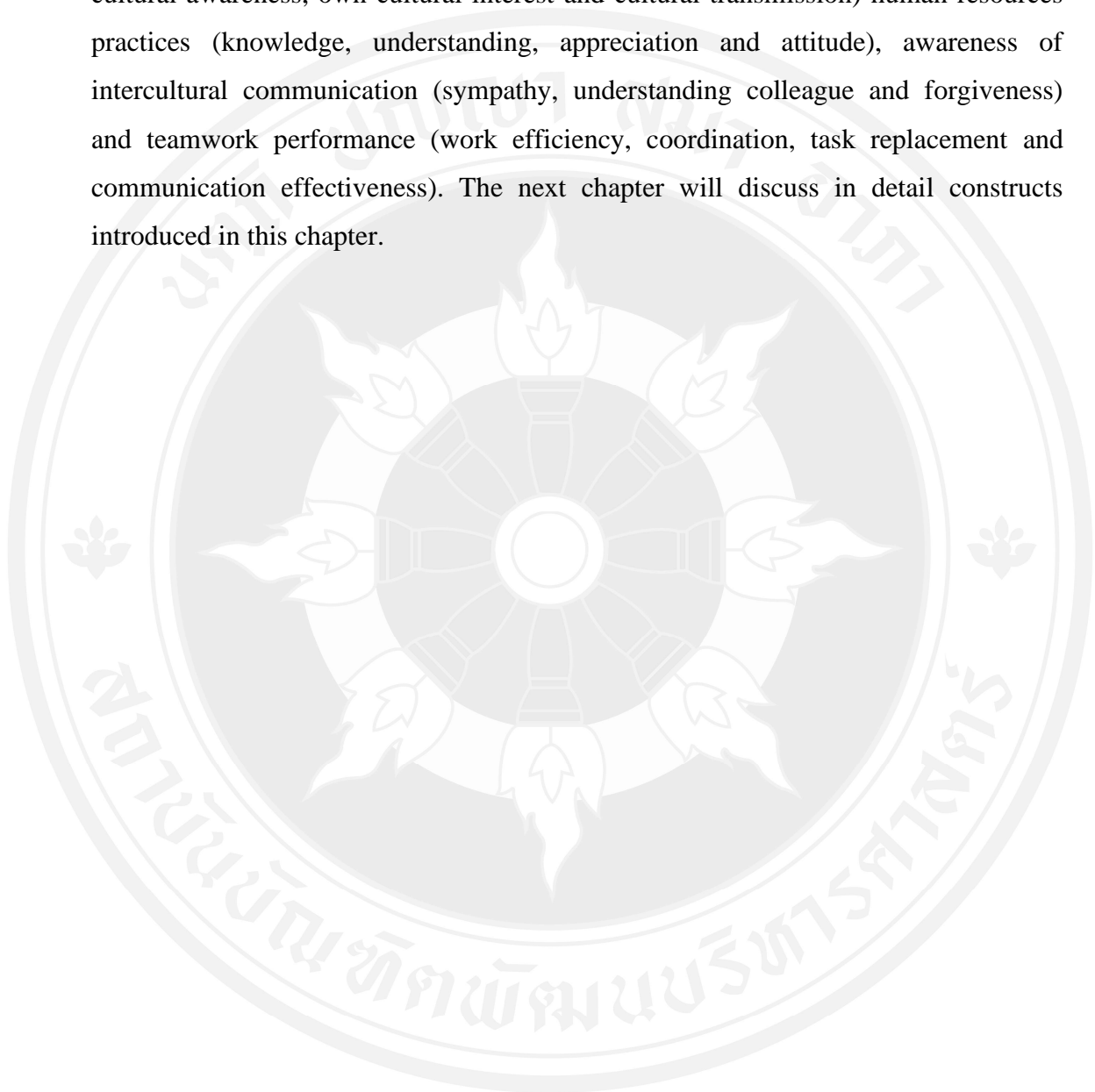
The employees can replace their colleagues during their absence and are willing to continue the pending tasks and take ownership to complete the job.

19) Communication Effectiveness

Communication effectiveness refers to communication between employees who come from different cultures without bias and hindrance, to convey correct messages to each other with open mindedness to listen to their colleagues.

1.12 Chapter Summary

This chapter describes the overview of the study on the challenges of expanding Thai hotel chain businesses. The four constructs one's own culture (self-cultural awareness, own cultural interest and cultural transmission) human resources practices (knowledge, understanding, appreciation and attitude), awareness of intercultural communication (sympathy, understanding colleague and forgiveness) and teamwork performance (work efficiency, coordination, task replacement and communication effectiveness). The next chapter will discuss in detail constructs introduced in this chapter.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents the concepts, theories and background related to the causal effects of human resources practices, perception of one's own culture, awareness of intercultural communication and teamwork performance among 5-star-rated hotel staffs in Thailand. It focuses on an overview of perception of one's own culture, intercultural communication, human resources practices, awareness of intercultural communication and teamwork.

Table 2.1 Organization of Chapter 2

Section	Topic
2.1 Introduction	
2.2 Perception of one's own culture	2.2.1 Self-cultural awareness 2.2.2 One's own-cultural interest 2.2.3 Cultural transmission
2.3 Human resources Practices	2.3.1 Knowledge 2.3.2 Understanding 2.3.3 Appreciation 2.3.4 Attitudes
2.4 Awareness of intercultural communication	2.4.1 Sympathy 2.4.2 Understanding 2.4.3 Forgiveness
2.5 Teamwork performance	2.5.1 Work Effectiveness 2.5.2 Coordination 2.5.3 Task Replacement

Section	Topic
	2.5.4 Communication Effectiveness
2.6	Summary of literature support hypothesis
2.7	Chapter summary

2.2 Perception of One's Own Culture

Culture has significant influence on the way individuals think about and perceive the world. Gender, sex, nationality, and age all affect the perception of one's own culture. The way a person interprets what he perceives is influenced by his perception of culture. The way people of a cultural identity group look at the world are usually similar while those of different cultural groups have different perspectives. If one does not have enough exposure to various culture groups and learn how others perceive him and the world, he may experience misunderstanding. Nisbett and Masuda (2003) found that people from different cultures tended to possess different habitual patterns and perceptions. Knapp and Hall (2009) stated that cultural differences caused misunderstandings. For example, a thumbs-up signaling approval is viewed as positive in American and European cultures but negative in Islamic and Asian cultures.

Hofstede (2001) said that culture was an intangible phenomenon and highly complex comprising orientation patterns for behavior. Maude (2011) mentioned that a culture was a system of beliefs, values, and practices. Thus, a culture refers to a group's shared values that determine patterns of behavior (Schein, 2004). Culture can be defined as the way of living and the inherited concept which is transmitted by ancestors in the same ethnic group (Kawar, 2012). Culture can be categorized into two types; First, generic culture which is shared by all people in the world; Second, local culture which is referred to schemas shared by a particular social group (Earley, 2006).

Pizam (1993) proposed the culture hierarchy, which consists of national cultures, industry cultures, occupational culture and corporate cultures which included organizational structure, managerial practices and work attitudes. Culture exists

everywhere, and each individual belongs at least one culture. Furthermore, Pizam (1993) described that the national culture was that people learn from their ethnic and racial groups. You et al. (2000) gave importance to the attitudes and behavior of people from different nationalities when they worked at the same place. Pizam (1993) also explained about industrial culture and corporate culture. Industrial culture was classified by economic activities, for into, hospitality industrial, and tourism industrial, financial industrial. Corporate culture was defined as a culture in a company which included the organizational structure, managerial practices, and work attitudes.

Moreover, Groschl and Doherty (2006) stated that culture boundary occurred after merging cultures and levels of society together. The physical boundary of the country was related to the national culture which created the differentiation whereas the distinct form patterns of behavior of a social unit were shown in industrial culture, occupational culture, corporate culture, and organizational culture. In addition, Burnard (2005) stated that national culture showed the root of an individual through communication and reflected the culture commitment as an individual communicated to other people.

There are areas in management whereby differences of attitudes, behaviors, functioning, communication issues and cultural implications can be seen.

Perception of one's own culture may result from different backgrounds of each culture. Cultural varieties may be witnessed in the workplace, and there are other factors, such as understanding of pro/cons of one's own culture, which may help to avoid any conflict. Because of the differences in cultures, there might be misunderstanding among people working in the same organization due to their different values, beliefs, backgrounds, etc. Taylor (2003) suggested that to communicate or work with the people from different cultures, and individual needs to realize the following:

- 1) Understanding the exquisitely of cultures
- 2) Working with people from other cultures may cause a person to feel unconfident
- 3) Feeling threatened often occurs when faced with those from different cultures

4) Outsiders may interpret that a particular culture is unimportant

Furthermore, Walker et al. (2003) revealed that to learn and know the basic principle of other culture is needed for interaction with the people from different culture and to behave in appropriate way. Hofstede's model on culture dimensions remains the most popular among researchers. Culture is fundamentally defined as thoughts and values of members of a cultural group which influence their lives in terms of behaviors, emotions and attitudes (Kawar, 2012). Culture is associated with nationality; it determines differences in people's behaviors, beliefs and attitudes (Chen, 2000). Individuals have self-cultural awareness and use own cultural interest and knowledge as a reference for their own perceptions (Campinha-Bacote, 2002).

Exposing oneself to cultural does not mean that one has to change one's to match that of other culture groups. Instead, it may offer him a chance to better understand why and how the perception of his own culture was constructed. The concept of culture has provided a foundation for the perception of one's own culture (Hofstede 2005). Perception of one's own culture is the development of national culture derived from various factors, including self-cultural awareness, in one's own cultural interest, and cultural transmission (Peterson, 2004).

2.2.1 Self-cultural Awareness

The workplace was born changing rapidly. Expats from many countries are represented in the workplace in Thailand and all over the world. In hotel business, self-culture awareness can improve the work environment for all co-workers. Campinha-Bacote (2002) explained that cultural awareness referred to an individual's appreciation for and sensitivity toward examining their own preconceptions toward other cultures and their own culture. Individuals reflected opinions, concepts and attitudes of the groups they belong to because the concept of culture relates to people at much deeper levels which are more difficult to change values and beliefs (Constantin et al., 2011). Culture cannot be separated as it is deeply embedded in people's minds since they are born, they have learned to see and do things at an unconscious level (Quappe & Cantatore, 2005).

A person's culture can affect how he behaves in the workplace-from the way they speak to the way they interact with colleagues. Hymes (1972) said that self-

cultural awareness was important to workplace learning as of culture's impact on everyday interactions and on norms behavioring and speaking. It is of crucial important to be aware that the meaning that people give to certain activities could be different from their own (Boboc, 2009). Cultural awareness becomes essential mainly when individuals have to interact with people from other cultures. Individuals should be aware that it is difficult to think and behave in the context of their own culture within the confines of another culture (Constantin, et al., 2015).

Being aware of the common differences between cultures increases trust, improves work relationships, and streamlines projects. It also improves communication, which is the backbone to any successful team. Sugai et al. (2012) described culture as common behaviors related to comparable learning histories, social and environmental contingencies, contexts and stimuli. So self-cultural awareness might also include verbal discrimination of these aspects of personal experience. An understanding of one's own cultural system may be an important first step toward correcting biases that affect his interactions with others (Lillis and Hayes 2007).

Self-cultural awareness can be defined as verbal discrimination of one's own behavior (BarnesHolmes et al., 2001). Furthermore, Loukaitou-Sideris (2003) stated that to increase self-cultural awareness at workplace, all co-workers had to be given a common understanding of norms and taboo of their own culture. In other words, all co-workers could share their history, native language as they learn about each other due to the fact that many conflicts at workplace arise because of miscommunication and misunderstanding. Expatriates workers from different cultural backgrounds normally have different styles of verbal and non-verbal communication especially in the hospitality business, in which offered a crash course on handling cultural differences with acute sensitivity. Reich (2006) concluded that self-cultural awareness could allow expatriate workers to better understand the country where they worked and the world they lived.

2.2.2 One's Own Cultural Interest

One's own cultural interest can be defined as the express on individuals interested in the root of their own culture and ability of one to seek the relevant

information (Earley & Ang, 2003). One's own cultural interest plays a significant role in behavioral consequences of his interactions with those from different cultures (Presbitero & Attar, 2018). With his own cultural interest and one will have an ability to act in accordance with cultural structure and have the an ability to identify the information he obtains concerning with his own culture (Triandis, 2006). Furthermore, culture involves knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by a member of society (Tyler, 1870, p. 1, as cited in Avruch 1998, p. 6). So when one works with people from different backgrounds, one normally finds that there are huge differences in how one works and interpret the world. One of the best approaches to understand other cultures is to first examine your own culture. Earley and Ang, (2003) mentioned that one's own cultural interest can be defined as the expression of individuals interested in the root of their own culture.

Workers who are interested in their own culture could seek knowledge from different sources to understand where it was derived from. When they had to work with someone from a different culture they should be curious to learn about how other workers behaved and what they believed. Presbitero and Attar, (2018) stated that an ability to seek relevant information and one's own cultural interest play a significant role in behavioral consequences of his interactions with those from different cultures. One's own culture interest is learned not intertied. Culture should be distinguished from human nature on one side, and from an individual's personality on the other side. According to with Triandis (2006) individuals have an ability to act in accordance with cultural structure and the information they obtained on the basis of their own culture. Lustig and Koester (1999, pp. 31-32) mentioned that culture was also taught by the explanations of people and events around them. Reading a booking is an obvious way to learn about the factors of a country or someone' life. Similarly, Ferraro (1998, p. 19) explained that one's own culture interest was derived through the leaning process and has crucial implications for the international business. Businesspeople could run their business successfully effective training. Needless to say, culture could in spite of everyone inevitably conclude that although perhaps lacking some job-related skills expatriate work forces could learn skills in the future if they attended culturally training programs.

2.2.3 Cultural Transmission

Cultural transmission is implicit in many explanations of culture change (Eerkens & Lipo, 2007). Smith and Kirby (2008) defined cultural transmission as an ability of individuals to communicate and perceive the information of their own culture and transfer the uniqueness including norms and taboos to others. Every unique culture in the world is grounded by its own set of basic assumptions to the basis of thinking, actions and feelings among its member and towards others (Gibson et al., 2009). Thus, Byran (1977) defined the core dimensions of cultural transmission as knowledge transfer on know-how, norms and taboos, and interpretation and understanding to act with critical cultural awareness. Moreover, cultural transmission is a universal process, which it means that the passing on of information from an individuals to an individuals or from groups to other groups. Nordquist & Richard (2020) explained that cultural transmission was generally regarded as one of the key characteristics distinguishing human language from animal communication.

The process of transmission has two stages: is awareness of the information to be transmitted acceptance of it. In the second stage there is a choice to accept or not to accept it.

Boyd and Richerson (1985) defined culture as the transmission of knowledge, values, and other factors which that influence behaviors of people generation after generation. Oishi (2014) implied that moving to live in another culture was increasingly common for most of the world's population, even becoming a way of life for some.

2.3 Human resources practices

Human resources practices (abbreviated as HRP) refer to the practices, activities and policies implemented in the organization, which affect the employees' perceptions, knowledge, attitudes, behaviors, and performance, (Makhecha et al., 2016; Wright & Nishii, 2007) when training to achieve the organization's goal and gain competitive advantage (Noe et al., 2007). HRP are the activities in the concept of Human Resources Management (HRM) (Armstrong & Taylor, 2014), which can be defined as the strategies and the process of managing employees' talents to achieve

the objectives of the organization (Lado & Wilson, 1994) and all activities and processes to develop the employees as they are the valuable asset of the company and to maintain organizational performance. Cabrera and Bonache (1999) stated that HRM was a the process to develop the employees' behavior to perform better. According to Ireland (2005, p. 10) HRM can be referred to "high performance work practices" or "high involvement work practices." HRM practices is the activities indicate how the company are supported, provided sufficient training to develop its their employees. Young-Thelin and Boluk (2011) stated that HRM directly affected the employees' behavior and performance, which impacted the operations of the organization and, by the end, increasing profitability. The HRM will have the positive outcome and show on quality of service (Consten & Salazar, 2011). In fact, HRM has developed from the basic to be a strategic approach, Hughes (2002) and Nankervis (2000) energized the requirement of the systems and framework to create the sustainable of HRM. Strategic human resources management focuses on the commander's value management, strategic partners, process of upgrading human resource skills with highlight on latent, knowledge management and understanding (Davidson, McPhail, & Barry, 2011). In human resources management it is necessary to apply an appropriate approach, namely "the best-fit or" "the external fit" approach which the company's human resources management policies and procedures must use to guide the company's strategy (Hughes, 2002). Armstrong (2008) defined the HRM as a strategy to manage the people in an organization while Nakervis (2011) and Townsend and Lee (2010) described HRM as the process of optimizing talents including planning, training and hiring based on the needs of the market. HRM should try to gain and maintain the competitive advantage of the organization, showing the positive result in finance as well as in corporate social responsibility (Torrington, Hall, and Taylor, 2008). Furthermore, Torrington et al. (2008) stated that the basic HRM philosophy has two purposes, First, skills have skill has been used in order to reach the company's objectives and second, the company needs to arrange proper training programs for employees in order to develop their skills. Lundy and Cowling (1996) mentioned that HRM functions were of selection, appraisal, rewarding and development while Naidu and Chand (2014) stated that there were six important ways to implement best HRM practice: to encourage the employees to improve the quality

of service, to improve their skills & talents and to sharpen their knowledge, to put the right employees to the right job. Benefits and compensation should be fair, and undergo the working schedule arranged to ensure that employees have work life balance and to reduce the stress in workplace.

Tarhini et al. (2016) stated that the most significant asset in the organization was employees but a few company were unable to asset this as an advantage (Ahmad and Schroeder, 2003; Jaussauda & Liub, 2011). Human resources Management (HRM) is an element in and organization and it is primarily functional in improving employees who are value asset of the company / organization (Schuler, 2000; El-Masri et al., 2015). Furthermore, Nayyab et al. (2011) stated that HRM was the practices of human resources which included recruitment, job definition, training, career opportunity, employee appraisal, compensation & benefits. The HR department should ensure that the employees could do their job and provide the quality of service to satisfy the clients and to maximize the revenue of the organization. Delery (1998) mentioned that the HRM practices involved activities that an organization held to motivate, encourage the employees in order to reach the company's goals. Furthermore, two essential functions of HRM was training the employees and internal communications. These two were developed as the organization strategy for enhancing and sustaining organizations performance (Ahmad & Schroeder, 2003).

The seven HRM practices for improving the organization performance (Pfeffer, 1998) was hiring, managing team, high compensation, efficient training, reduced barriers, sharing of financial and communication effectiveness. HRM in an organization which is a link that integrates all levels consist of four components; first, focusing on employees in the company; second highlighted HR program and concept of activity; third, planning the strategic process to reach the goal, finally linking the people, practices, and plans to achieve the goal of the organization (Wright, 1998). The functions of HRM practices in the successful organizations emphasizes the process of recruitment, job descriptions, the interaction of employees, implementing the employee development program by holding training and by using the performance appraisals (Huang, 2001). In the early models of HRM, the best practice concept is very important. Hence, organizations need to identify and analyze the best practices that help the organization to achieve more efficiency. Essentially, the guiding idea of

best practices is to employ the techniques that will result in superior performance. These processes must be linked with and adhere to the organization's strategy (Cho, Woods, Jang, & Erdem, 2006; Baum & Odgers, 2001; Bamberger & Meshoulam, 2000). Evidently, the terms "high commitment" and "high participation" and "high performance" are used interchangeably (Gould & Williams, 2004). Several studies on high performance recommended that organizations use benchmarking to identify a set of industry best practices (Farndale, Hope-Hailey & Kelliher, 2011; Whitener, 2001; Yasin, 2002). The research conducted by Boxal and Purcell (2000) resulted in the development of a best practice model that emphasizes the significance of enhancing the capabilities and skills of employees via hiring, training, and rewarding, or performance management. In addition, Alleyne, Doherty, and Greenidge (2006) and Pfeffer (1998) concurred that selective recruiting, training, and pay-related performance were elements of the most effective HR practices. However, a long-term employee relationship results in good performance since it increases the employees' abilities and their enthusiasm to improve the organization's effectiveness (Sun, Aryee, & Law, 2007). Nonetheless, human resource procedures must be modified to reflect the organization's present degree of development, growth, capability, or decline (Hughes, 2002). This study the focused on the effectiveness of human resource practices (HRP) as the fundamental element human resource management. HRP can be defined as the people-oriented management practices. People is the most valuable asset of the organization to create its competitive advantage (Nassar (2017, p. 5). The main aspects of human resources management are recruiting candidates, training, and employee performance appraisal (Thelin & Boluk, 2012). Also, human resources management is related to personnel management other with focus on fulfilling the company's expectations and requirements, preparing fair compensations wages, salaries and other administration benefits for employees. On the other hand, human resources management includes terminating employees who did not perform well (Chutikan Sriviboon & Kittisak Jermsittiparsert, 2019).

Human resources Practices (HRP) consist of practices and methods which improve the employees' behavior and motivate them to perform better (Senyucel, 2009). As well, HRP are a key factor of the well-established organizations in Thailand, which involved employee skills, employee incentives, and employee

participation. The practices will yield the positive outcome and indicated the quality of service Consten and Salazar (2011) advised that human resources of the company directly involved in increasing its performance and profitability. In fact, HRP has developed from the basic to the strategic approach and it is necessary for the organization to understand its employees and its operations in order to adopt the appropriate strategies to enhance their performance and compete with their rivals (Siriyannun & Jermstiparsert, 2019). Nankervis (2000) energized the requirement of systems and framework to create the sustainability of HRP. In addition, the only way to find out the needs of the employees is through training. HRP should emphasize the training and development program, as the knowledge & attitude of the employees are directly impacted by training & development. The understanding of employees is necessary as it has a positive impact on the performance (Saengchai et.al., 2019). According to while Naidu (2014), there were six cores of implementing the best HRP; to encourage employee to improve the quality of service, to improve the skills & talent of the employees to sharpen their knowledge, to put the right employee to the right job, to transparent employment to all candidates, to give fair benefits and compensation , and to arrange the fair working schedule to ensure that the employees have a work life balance and to reduce stress at workplace. Solnet and Scott (2010) stated that the hotel industry is labour intensive and needs the innovative human resources practices is needed and this will help the management to handle their responsibility effectively. The top management in the organization plays an important role their management strategy will directly influence the whole organization to achieve higher performance (Watson, Maxwell, & Farquharson, 2007) and (Lepak & Snell, 1999). The essentiality of HRP can support the hotel industry as it will ensure that the employees have trained and the knowledge acquired from the training sessions can apply to resolve problems at the hotel. The training and development (T & D) provides the process of experiential learning and growth opportunities and affects the employees' behavior in positive way and increase their productivities, skills for handling job (Consten & Salazar, 2011) and allowing them to build a stronger pool of skills for their career progression. Lacking of knowledge and skill can be acquired from leaning programs T&D can help the employees for self-improvement. This in turn, assists the company in raising productivity, and thus its

profit margins. T&D is regarded by employees because it gives them an opportunity to update their skills through the training program. As a result, the employees have received training will have stronger attachment, commitment, and loyalty to their organization (Kyriakidou & Maroudas, 2010; Spector, 1997). Training is different from development in that training stresses short-term needs and solves current problems, while development has a longer-term focus. That is, development is arrived at increasing the employees' knowledge and skills or building their new competencies in order to prepare them for new duties and responsibilities of a higher position (Bogardus, 2004; Lundy & Cowling, 1996). In addition, leadership, behaviors, communication, and actions are the product of T&D which promoted in the organization. These elements are necessary in developing human assets in an organization as well as securing its future as it puts skilled teams in place to meet the organization's future needs and goals. The organization's strategy can be successful by getting supportive from T&D (Kyriakidou & Maroudas, 2010). In addition, the quality all training directly influences on the level of motivation in the organization (Hughes, 2002) In the employees' perception, the practices are internally consistent in their organization. The practices distinctive and unique, legitimate and relevant (Sanders, Dorenbosch, & Reuver, 2008).

Human resources practices (HRP) in hospitality business the hotel is a key in the tourism industry in every country. The nature of the hotel is to provide accommodation, food and drink. It requires the expedient use of HR in delivering these goods and services (Page, 2007). The quality of the employees is the competitiveness of the hotel (Locker & Scholarios, 2004). An effective HRP becomes a factor that determines the continued success and profitability of any hotel. According to Hoque (1999), the delivery and quality of service is crucial. Because of this, to meet the expectations of the clients the hotel require skilled employees. To be successful in finding the quality people, the elements to consider include: 1) recruitment process and how 2) how to manage them 3) how to train and educate them 4) how to value and reward them 5) how to do the career development (F'ailte, 2005). However, HRP are not fully developed in the hotel industry and very little effort is put into ensuring the employee development. The presence of systematic HRP processes, policies, procedures and training are not common in most hotel

organizations even if such mechanisms are vital. (Baum, 2007; Liu & Wall, 2006). In other words, there is an apparent lack of attention paid to HR procedures (Powell, 2009). According to Redman and Wilkinson (2009), described the economic and social pressures faced by the hotel industry by highlighting this contention, saying that the hotel industry was short of qualified candidates and that there was strong competition. Especially, smaller hotels with fewer resources had difficulty experienced in competing with bigger hotels with more resources. The former had a limited number of quality applicants because they were generally perceived poor image or lack of ability to survive. Because of this, smaller sized hotels had to use more informal methods to recruit their staff. They usually ended up with less qualified employees who get a low salary a low position/ job status. They had poor prospects in terms of career advancement in spite of hard work. They had to work in anti-social working hours and in isolated locations (Redman & Wilkinson, 2009). These poor conditions led to high turnover rates at many hotels (Wildes, 2007). Therefore, good human resource practices needed to be adopted because they could bring about bottom-line profitability, contends (F'ailte, 2005). To conclude performance management, recognition and training and development needed to be highlighted.

2.3.1 Knowledge

The word knowledge here refers to the knowledge that employees acquired from training. Knowledge helps the organization to achieve the goals in an efficient way. The management must set up the goal to implement the knowledge. Furthermore, the practices has been impacted by national culture (Ford and Chan, 2003) Previous research showed that individuals from different cultures had different attitude toward knowledge processes which showed in knowledge sharing (Jiacheng et al., 2010). Thus, national culture may become barriers to knowledge processes because of the individuals have failed in adjustment and adoption (Ray, 2014).

Table 2.2 Definitions of Knowledge

Theorist	Year	Definition
J. Sowa	1984	It can be both implicit and explicit restrictions which are placed for objects, operating and relationships.
K. Wiig	1993	Truths and beliefs, know-how, methods, expectations, judgments perspectives are examples of knowledge
T. Beckman	1999	In order to solve the problem, good decision making and acquiring related knowledge are necessary.

1) Essential Concepts of Knowledge Management

Many scholars such, as ALavi and Leidner (1999) defined knowledge as a stream of the information which has been synthesized in the individual's mind. Knowledge management is considered one of the tools for organizational to communicate, to transfer and apply knowledge in organization. Meanwhile, Davenport and Prusak (2000) defined knowledge management as an insight, value and experience intermixture to assess and incorporate new data and information. Knowledge management comprises explicit and tacit knowledge. Explicit knowledge could be transformed to be a tangible form with original value still remaining because knowledge management is objective. On the contrary, the tacit knowledge is difficult to codify or communicate since it is tremendously subjective, existing in the individual or a process and hard to separate the knowledge from the context.

2) Knowledge Management Approaches

There are diverse approaches to knowledge management. Knowledge could not be excluded from the work practices. Styhre (2003) and Orlikowski (2002) shared the same point of view that both tacit and explicit knowledge could not separated from each other.

An objectivist perspective to knowledge management is another dimension mentioned by Hislop (2009) and Nonaka (1994) and Haas and Hansen (2007). They believed that the knowledge that individuals or groups possess can be extracted to a discrete entity or some portions of knowledge are destitute of contextual

and individual influences. The scholars above agreed that there was potential that tacit knowledge is able to be converted into explicit knowledge.

The process of Knowledge Management (KM) aims to find out or build up and disseminate the knowledge throughout the organizations by generating related activities that all functions concerned are aware of.

(1) Knowledge Creation: employing existing knowledge to encounter new scenarios.

(2) Knowledge Sharing: needing the codification process to transform tacit to explicit and share with everyone in the organization.

The successful process of KM suggested by Nonaka (1994) encompassed the “socialization”, “externalization”, “combination” and “internalization” (SECI). The model was used to investigate the several modes of knowledge transformation from tacit to explicit knowledge.

The four modes of knowledge conversion are

1) Socialization: knowledge is built up from “tacit to tacit” via interaction process to sharing experiences.

2) Combination: knowledge is created between “2 explicit forms”. Multiple explicit knowledge sources are combined together to drive new knowledge.

3) Externalization: knowledge conversion occurs from tacit to explicit by communicating among individuals.

4) Internalization: Knowledge that is transferred from explicit, and to tacit that is the learning from theories, concepts, instructions in textbooks, manuals and applying them in real jobs.

The most difficult part of KM process, according to that Grant (1996), is how to capture, distribute and integrate the knowledge into the strategic aims of the corporations.

2.3.2 Understanding

Self-evaluation is required in order to adapt to a new culture at work. It is a positive experience that employees who deal with colleagues from different cultural backgrounds can benefit from (Nicolas, 1993). In addition, organizations can reduce

and/or prevent negative aspects that can arise following the transfer of a new manager to handle an assignment in a foreign country:

1) Selection of the manager

A careful selection and screening of the manager needs to be done. In this type of situation, technical skills are as important as interpersonal skills. Managers who take such a role also need to have strong adaptation skills.

2) Trainings

Trainings play a major role in soothing the transition process of the new manager. Learning a new language is a good start, in addition to cross-cultural trainings that are conducted prior to the move, and during the first three months after the move. Experience shows that the first six months of a foreign assignment is the most difficult to deal with.

3) Development of Understanding

The manager selected for the new assignment in a foreign country needs to have a good understanding of the host country's culture. This includes the way teams are managed, the different types of communications, and the decision-making processes.

4) Induction Programs

Those programs are also important components of the move, and need to be conducted both prior and after the relocation of the new manager. This should include information on the organization, environment and the local customs and culture.

5) Clear Job Description

A clear definition of the tasks involved in the job, parameters of responsibility and the roles the manager will be required to minimize the manager's initial insecurity.

6) Guidance and Support from Superiors

It is important for new managers and employees to be welcomed properly into a team, by having the right guidance and support from their superior. This will make them feel appreciated and recognized.

7) Family Support

2.3.3 Appreciation

Tessema, Ready, and Embaye (2013) stated that recognition encompassed the acknowledgement, the appreciation, or the approval of the positive accomplishments or the behaviors of a person or a team (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009). According to Gostick and Elton (2007), the smallest appreciation signs were, for example, praise, or writing personal notes to acknowledge the employees' achievements.

Furthermore, Alam et al. (2013) stated that recognition was the identification or the acknowledgement given to employees for their good work and contribution to the organization. The employee recognition was the informal or formal acknowledgement of a person's or a team's behavior, efforts or business results, which were been beyond normal expectations, and that fully supported the organization's goals and values.

One of the most central tasks within the human resources function is the development of effective and efficient compensation and recognition programs (Hall & Hall, 1999). This is because recognition systems are an essential tool to integrate individual efforts with the company's strategic objectives by promoting its employees to do the right things (Schuler & MacMillan, 2006). To get these results, managers must understand the psychology of praising others for their good work, apply the principles of employee recognition, and encourage others to initiate the same in their working relationships. In other words, recognition systems are a significant means of focusing attention within an organization.

Employees respond to recognition because it is a confirmation that their work has been valued by their superiors. When this is done, employees' satisfaction and productivity rise, which will then result in their work improvement (Roshan, 2005).

2.3.4 Attitudes

Training and Development in HRP often designs the activities to motivate employees, thus influencing their attitudes and behavior (Russell, 1991), which affects their performance. Kendra (2021) considered attitude as a set of emotions, beliefs, and behaviors toward a particular object, person, thing, or event. Attitudes are often the result of experience or upbringing and can have a powerful influence over

behavior (Susma, 2021). While attitudes are enduring, they can also change. The factors influencing attitude formation are experience, social roles & norms, classical & operant conditioning and observation of people in the environment (Verywell, 2021). Susma (2021) points out that the components of attitude are cognitive component, affective component and behavioral component. The cognitive component is the thoughts and beliefs about the subject. The affective component refers to how the object, person, issue, or event makes they feel. Sakuragi (2008) mentioned that the attitudes toward language and intercultural attitudes were associated with ethnic groups. The use of HRP in a company or an organization varied especially in the service industry (Boxall, 2003). The attitudes and behaviors of employees are the most important in order to meet the customers' expectations (Bettencourt, Gwinner, & Meuter, 2001; Karatepe & Sokmen, 2006; Wu & Liao, 2016). The employees' attitudes affect the job performance so the HRP that help to improve their attitude of the employee as well as their behaviors must be applied in order to ensure that better service will be provided to the guests so that they will be satisfied and be the loyal clients (Hauff et al., 2014). Furthermore, Kuslivan et al. (2010) stated that the employees' attitude lead them to have the best performance and make a high contribution to the organization (Karatepe, 2013).

2.4 The Awareness of Intercultural Communication

Many scholars regard Edward T. Hall as the Father of Intercultural Communication. The word "intercultural communication" appeared in the book called *The Silent Language* written by Edward T. Hall, 1959. He has been well-known since then as the founder of this field. Hall's "The Silent Language", revealed two key concepts of cultural factors: High context & Low context and Polychronic & Monochronic. Most of the works in the 1960s and 1970s were under Hall's influence, together with that of Kluckhohn and Strodtbeck (1961). During the 1970s, the field flourished, and the most notable works were possibly that of Condon and Yousef (1977) and Samovar, Porter and Jain (1981), who were the first researchers to systematize the area of investigation. During the 1980s and 1990s, most publications

focused on deepening the outreach of the theory and on refining the applied methodology (Chen & Starosta, 1998).

Two key concepts of cultural factors in Hall (1959) are high context & low context and polychronic & monochronic are briefly described below.

High context: The sender supposes that the receiver he is talking to understand the context in which the message is set and he can guess if he does not understand the message communication includes facial expressions, body language, inflexions of the voice, eye contact. High context cultures belong to China, Japan, the Arab world, France, Russia, Mexico, Brazil and India.

Low context: In one way communication, only one person speaks at a time with completed information. In low-context cultures clear explanation is needed. People tend to be precise and need to know what is going on, so the background information is required. Low context cultures belong to: United States of America, Switzerland, Netherlands, Sweden, Germany, Finland and the United Kingdom.

Monochronic cultures: people focus on the plan, timeline, agenda and schedule. They do one project at a time and then move to the next. Thus, preparation is required. Monochronic cultures belong to: Anglo-Saxon USA and Canada, Australia, Scandinavia, Germany, Netherlands, Switzerland and the United Kingdom.

Polychronic cultures: people are doing more than one activities at the same time such as talking on the phone during shopping, while listening to the presentation and thinking about the menu at lunch time. Polychronic cultures belong to: Latin, African and Asian.

Intercultural communication is needed to help the staff, ensuring that they understood the company's goal. It is defined as an ability of person in adjusting himself / herself to fit with a new environment and culture and to understand others (Spitzberg & Cupach, 2011). Thus, intercultural communication refers to interaction between people who come from different cultures such as face-to-face communication (Gudykunst, 2002).

Multi-cultural workforces become one of major resources for Thai hospitality industry and the development of human resources practices remain the most crucial and significant factor for the success of the hospitality industry (Hong, 2010). Therefore, managing the intercultural team is one of the significances for strategic

human resources practices, as a team consists of people who have different in nationalities and cultures (Chand & Katou, 2007). Paige (2006) stated that the essential component in hospitality was the employees who had to have the awareness in intercultural communication, since they have to interact with guests and colleagues who come from different cultures. Graf (2004) pointed out that effective intercultural communication skills was a significant determinant for success in intercultural contexts. Awareness of different customs, rules and social behavior in different cultures can reduce the barriers caused by prejudice and stereotypes. In addition, different cultural groups have different rules of politeness, courtesy in speech, irony and humor. Roebuck (1998) stated that for business dealings to be successful, individuals had to be aware of and sensitive to cultural differences. They needed to be aware of an individual's background and experience so that they could use appropriate language and correctly interpret non-verbal communication. They had to try closely observe the body language. They needed to value individual and cultural differences (learn to value, appreciate, and accept individual differences). Given the international nature of the hospitality industry, cultural awareness and intercultural communication have become very important, both in relations with hotel guests and hotel employees. There are several reasons which justify why today's hotel professionals should be aware of these interactions and the possibilities of managing them (Grobelna, 2015). According to Hofstede (1980), there was a multitude of definitions. The definition of culture depended on the context in which one defined it, such as whether it was a culture pertaining to a nation or that of an organization. Another major contributor to research on culture was Alfons Trompenaars, through his work on understanding diversity within the business sphere. Trompenaars, along with his colleague Hampden-Turner, highlighted that culture was more than just a product of a society, but contained many layers, "like an onion" (Trompenaars & Hampden-Turner, 2012, p. 8), with its other layers being its values and beliefs. As described by Vila (2005), intercultural communication might be defined as a communicative process involving individuals from reference cultures which were sufficiently different to be perceived as such, with certain personal and/or contextual barriers having to be overcome in order to achieve effective communication. In

addition, intercultural communication was a key factor conducive to various outcomes in teams (Badubi, 2017).

In Thailand, many organizations encountered problems in intercultural communication, knowledge management, and there was an increasing need of intercultural communication knowledge, Wiwattananukul (2012) stated that human resources practices in multi-national or international organization should arrange training for providing intercultural communication knowledge and skills. Most expatriates needed to get “how” besides “what” and be set up as a core knowledge-sharing network and to make some guidelines: conceptual understanding in the context, creditability of information and attitudinal adaptation.

2.4.1 Intercultural Communication

Intercultural communication is defined as the interpersonal communication between people from different cultures, societies and ethnic groups or it can be the communication between members from other race groups living/working in the same cultural system (Gudykunst, 1987). Communication competence can be described as a capability of an individual which has been developed or adjusted to fit with an ambient over the period time (Spitzberg & Cupach, 1984). Communication competence focuses on adaptability of people when they are living, studying or working in a culturally diverse environment. Flexibility is needed for working in culturally diverse workplaces. Especially in the hotel industry, improvement of communication competence will create the value in quality service, work effectiveness and competitiveness. Furthermore, the hotel industry is labor intensive and the staff members directly create the customer experience (Powers & Riegel, 1993). The management should have good communication skills and establish an effective communication system to ensure that an appropriate communication will cascade to all levels of employees (Brownell, 1991). The communication skills include listening and speaking as well as cascading information from top-down (Cichy, Sciarini, & Patton, 1992). However, stereotyping, incorrect cultural assumptions, lack of interest in other cultures and biases are problems that affect the management and staff competence in intercultural communication as well as the values mismatch. Diversity of culture

workforce in the organization can create communication problems (Oktadiana & Djauhari, 2011).

The way people communicate, how they talk, how they respond with other people at workplace or talk to a stranger is influenced by their culture. It can be said that culture and communication cannot be separated from each other (Samovar & Porter, 1995). The fundamental managerial competence in intercultural communication is an understanding of differences and reacting of people in communication. Those who work in hospitality business should have this skill. The hospitality business centers on service, so it must emphasize communication in order to maximize work efficiency, employees' productivity, and all these are dependent on the effectiveness of human resources management to handle the multicultural employees and to ensure that they understand the messages (Hall & Hall, 1987).

Furthermore, the human resources department and management needs to understand the complicated communication process due partly to language barrier. The management should learn how culture, race and nationality influence the behavior in general and how to communicate to the people from other cultures, including and the role of each individual in teamwork. In the cultural diverse workforce, communication effectiveness is needed. The management should know how to motivate the employees to better perform their roles, as this requires planning, leading, coordinating, managing, encouraging (Oktadiana & Djauhari, 2011).

Guilherme (2012) stated that being intercultural competent means that a person from one culture has an ability to understand people from other cultures that he has interaction with. There are many models that conceptualize the elements and stages of intercultural competence Deardorff (2009). Bennet (1993) for example, proposed three conditions which were necessary for constructive intercultural contact:

- 1) Intercultural mindset (cognitive characteristics) – to recognize the cultural differences and having the optimistic point of view.
- 2) Intercultural skillset (behavioral characteristics) – choosing the appropriate behavior based on the situation in order to avoid misunderstanding.
- 3) Intercultural sensitivity (affective characteristics) – the competent to deal with complicated circumstances in other cultures.

Moreover, Bennet (1993) proposed the Developmental Model of Intercultural Sensitivity (DMIS). The model of DMIS consists of six stages and the first three stages are ethnocentric that is, an individual uses his/her own culture as the criteria to understand others. The last three stages are ethnorelative, which focus on other cultures in the context.

Byram (1997) considered the attitudes, skills, and knowledge as the essences of intercultural competence, and this core component could be broken down into five savors. The “savours” can be defined as a know-how to understand and interpret the self and the value of others and to act appropriately related to the cultural awareness. Furthermore, Intercultural communication is described by Deardorff (2009) as a composition of attitudes, knowledge, and skills that are conducive to developing intercultural competence. The core components are respect for otherness, tolerance, empathetic attitude, communicative awareness, knowledge of how other cultural groups function, skills of comparison, interpreting, and relating, skills of discovery and interaction. The four components of the cognitive domain are knowledge, awareness, language, and learning. Reisner (2011) mentioned that the key factor of effectiveness and appropriate in multicultural interaction is awareness, which includes awareness of self and others. Awareness also refers to awareness of our own culture, values, norms and traditions - all these will lead to the knowledge, attitudes, skills and emotions. Languages is the cognitive domain in which is learning is the key. The method by which

The emotional (affective) domain refers the motivation that an individual develops in order to acquire the cultural knowledge. This domain consists of four factors: motivation, responsiveness to different cultures, attitude toward learning new cultures and helping others to gain the cultural knowledge.

The behavioural domain refers to the skills, such as the communication, social and comparative skills used to engage with the new culture.

The environmental domain refers the personal relationship with the environment. An individual knows how to adjust and oriented to the with new environment.

2.4.2 Intercultural Teamwork

The forming of intercultural teams in the hotel is required in the present day as the hotel business is rapidly growing. To gain competitive advantage and success in this business depends on effective cooperation and communication within the team. Successful teamwork is the key of running business. The team should recognize the cultures of team members, languages, ways of thinking and behaviors. The intercultural teamwork can lead to an initiative, creativity and new skills. The combination of cultural differences increase new ideas. However, there are some disadvantages of intercultural teams such as communication problems, misunderstanding, and mistrust. In order to avoid the disadvantage, training intercultural training is the key to build and blend a team together. The human resources department needs to help in training and creating activities to build the team helping them to cultivate a harmonious relationship between team members. Also, the human resources department should realize that this intercultural team has differences and similarities in some areas (Oktadiana & Djauhari, 2011).

2.4.3 Intercultural Management

The term of intercultural management is normally used as part of training and the setting of administration instruction. On the other hand, in the social sciences, language and researches of culture, the term of intercultural communication overwhelms, and their distinctiveness stamped by disciplinary. Intercultural communication emphasizes a focal point on many subsidiary terms such as “character”, “culture”, “language”, and “power” (Holmes, 2017).

Adler (2008) defines the behavior of individuals in organizations/companies around the world and teaches individuals how to operate with colleagues, supervisors, and clients / guests from various distinctive societies. The significance of intercultural management can see in the development and cooperation in an association where troubles may emerge as the different cultural backgrounds. Hofstede (1980) pointed out that work was considered fundamental to any research on culture and management. Nowadays an ever increasing number of organizations in the accommodation industry are operating in better locations across the world. This will increase the number of activities worldwide, resulting in increased intercultural

communication. In addition, culture refers to the things that people acquire and in order to do so, they require communication, which is a system for encoding and deciphering the dialect and symbols used in that language. For example, humans communicate in many different ways more than just language such as gestures, posters, facial expressions, etc. Particularly, communication and culture are intimately connected: communication is fundamental after discovering a culture. The term “intercultural business communication” is new business vocabulary to define as communication that occurs within business which employs people from many different backgrounds of culture (Kawar, 2012).

2.4.4 Cultural Intelligence

To live in a different culture a person / individual needs to adapt himself/herself to the new environment and the new culture. Peterson (2004) pointed out that cultural intelligence as the competence and ability to demonstrate particular actions, cultural intelligence comprises of abilities and attributes that lead to the attitudes and values of others. Chaney and Martin, (2011) stated that cultural intelligence covers other types of intelligence, namely,

- 1) Linguistic Intelligence: It can support learning of customer’ native language and utilizing international business English can bring about effectiveness in communicating with a person of other cultures.
- 2) Spatial Intelligence: It includes the space between a person and is used during self-introduction and in the meetings.
- 3) Intrapersonal Intelligence: The individual uses his/her cultural style for making an adjustment to international counterparts.
- 4) Interpersonal Intelligence: It is the ability to understand other people and their motivations.

Therefore, to communicate with people from different cultures, a person / an individual should have a basic knowledge of the space while talking, the language or word choice to be selected during the conversation, awareness of intercultural communication and how to use basic knowledge to his behavior to other cultures (Kawar, 2012).

2.4.5 Sympathy

In hospitality business, creating deep connections with one's colleague is very important. When an individual and a team encounters challenges, compassionate culture tends to outperform the sympathetic one. Sympathy is defined as the sense of concern, care and even sorrow for another person's suffering due to their challenges. To exist, sympathy must originate from one's own perspective and belief that the other person's suffering is legitimate. In his *Treatise on Human Nature*, David Hume (1739), who was the first theorist of sympathy described that people's minds were similar and could be actuated by any affection of which all others are susceptible in a certain degree. All the affections readily passed from one person to another and bring about corresponding movements in every one.

Hoffman (1984) mentioned that sympathy was an emotional state that shifted one's attention toward others' pain, thus, increasing one's drive to help to relieve dampen the other's pain. Furthermore, Clark (1987) stated that sympathy was an emotion guided by cultural "feeling rules" and by the structure of a relationship. Feeling sorry for or with another person was basic to a human society; therefore, Love and jealousy, empathy or sympathy, for example, is a social reaction. In fact, one can sympathize even though one has not been in the same situation as the other individual and may not know what the other feels. Hochschild (1979) explained that sympathy reflected the relationship between people - how close they were. When a colleague has a problem, an individual or team care and feels sympathetic because of intercultural communication and always helps once they have a problem in intercultural communication. In addition, Holm and Tsai (2014) stated that culture shaping people's emotion in response to the situation when seeing a person is suffering. Sympathy and compassion have functions in the daily life. They are the factors that influence the people's emotion. Clark (1997) stated that people are shaped by their culture when they show sympathy.

Shaver, Murdaya, and Fraley (2001) stated that people from different cultures have different in emotions, and the sympathy can be seen from the emotions an individual has been shaped by culture to have compassion for, sympathy with / understanding of other people when they are in the suffering time (Varnum, Hou, & Han 2014). Furthermore, the mixture of compassion and sympathy can be either

positive or negative the difference depending on the culture from which people came. For instance, Thais try to avoid a negative expression and encourage people to focus on a positive one when they are expressing their feeling of sympathy (Holm & Tsai, 2014). Mead (1934) mentioned that sympathy was an interpersonal process of identification that incorporates the motivation and the ability to read another's mind. Bettencourt et al. (2001) found that employees' compassion for a colleagues caused them to try harder to satisfy that colleague through providing superior working environment and through intercultural communication by listening to his or her problem created by a misunderstanding. Not only does sympathy contributes to teamwork, but it can also have a greater potential to positively address the challenge, moving the individuals and the team forward.

Furthermore, studies in the past decade have shed light on a "reference-dependent sympathy effect" (Small, 2010; Small, Loewenstein, & Slovic, 2007; Sudhir, Roy, & Cherian, 2016), which is based on the prospect theory Kahneman & Tversky (1979), said that sympathy was greater if one framed a victim's current condition as a decline from a reference condition rather than simply presenting the actual condition. One of the best way hotels and those working in the hospitality industry can provide better service and deeper connection among colleague is through sympathy.

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compassion and sympathy could be positive and negative feelings. The difference in expressing sympathy could be seen from people who came from different cultures. For instance, people try to avoid negative expressions and encourage other people to focus on positive ones when they are expressing their feeling and sympathy (Holm & Tsai, 2014).

2.4.6 Understanding of Colleague

Table 2.3 Levels of Intercultural Understanding, Mode and Interpretation as Suggested by Wu and Marek (2014)

Level	Information	Mode	Interpretation
1	Awareness of superficial or very visible cultural traits: stereotypes	Tourism, textbooks	Unbelievable, bizarre, exotic
2	Awareness of significant and subtle cultural traits that contrast markedly with one's own	Cultural conflict situations	Unbelievable, frustrating, irrational
3	Awareness of significant and subtle cultural traits that contrast markedly with one's own	Intellectual Analysis	Believable logically
4	Awareness of how another culture feels from the standpoint of the insider	Cultural immersion; living in the culture	Believable because of subject familiarity

Source: Wu and Marek (2014).

To promote migration, international commerce, foreign direct investments, expatriate work, and international cooperation, according to Routamaa and Hautala (2008), requires an appreciation of cultural diversity. For instance, corporate negotiations, expatriate professionals, the administration of foreign staff, and the management of cross-cultural teams all require a solid understanding of cultural

differences. For example, commercial negotiations, expatriate professionals, the administration of foreign staff, and the management of intercultural teams all require a solid understanding of cultural differences. However, research on expatriates reveals that botched expatriate assignments continue to be expensive and common. Values from a cross-cultural perspective have sparked significant attention in recent years alongside globalization. The types of values and job objectives of individuals vary between cultures. Understanding the relationship between values and cultures can help the business people or travelers in comprehending regional multicultural variations. International business, foreign direct investments, the work of expatriates, and all forms of international cooperation require an appreciation of cultural differences. Numerous studies offer advice on how to improve expatriate success in a new culture.

Hofstede (1984, p. 21) defined culture as “the collective programming of the mind that distinguishes the members of one human group from another”. Tylor (1871) described culture as the comprehensive whole that consists of knowledge, beliefs, arts, laws, traditions, and any other skills and behaviors gained by man as a member of society.

Black, Mendenhall, and Oddou (1991) identified three primary skill areas that expatriates must concentrate on in order to survive in a new culture: skills related to self-maintenance, skills related to fostering relationships with host nationals, and skills that promote a correct perception of the cultural context and its social systems. Berry, Kim, and Boski (1988, p. 63) presented three coping techniques for this adjustment procedure. Expatriates can adjust psychologically by changing their behavior to the surroundings, by altering the environment, or by relocating to a more hospitable setting. Hofstede (1984) defined culture as “the common programming of the mind that differentiates one human group from another”.

2.4.7 Forgiveness

McCullough (2008) pointed out that the instinct to forgive is fundamental to human nature and has served crucial relational functions throughout history. Therefore, forgiveness necessarily overcomes cultural barriers. But even though forgiveness is universal, cultural differences might contextualize how individuals

experience it intrapsychically and interpersonally (Fu, Watkins, & Hui, 2004; Hui & Bond, 2009). The cultural aspect of individualism-collectivism (Hofstede, 2001) is frequently examined in research on culture and forgiveness.

Admittedly, forgiveness is a very intimate psychological experience (Enright & Fitzgibbons, 2000), it is essential to evaluate how relational partners communicate forgiveness externally. Much evidence shows that forgiveness approaches provide insight into the emotional states and perceived relationship quality of individuals (Guerrero & Bachman, 2010; Waldron & Kelley, 2008). As for conditional forgiveness communication, a style was indicated by the attachment of conditions to forgiveness offerings. Individuals who report exercising conditional forgiveness in response to a relational transgression also indicate increased rather than diminished relational damage, as well as the persistence rather than diminution of unpleasant emotion (Merolla & Zhang, 2011; Waldron & Kelley, 2005). Suppose such outcomes run against those typifying most people's schematic and prototypic representations of forgiveness (Friesen & Fletcher, 2007; Kearns & Fincham, 2004), exploration of how—not just why—forgiveness happened the relationships has to be done.

2.4.8 Interpersonal Forgiveness and Forgiveness Antecedents

A set of emotional and motivational changes characterize interpersonal forgiveness (Worthington, 2003). Individuals experience forgiveness when their emotional state changes from anger and resentment to goodwill and compassion, allowing them to engage in prosocial repair acts (McCullough, 2000; Rusbult, Hannon, Stocker, & Finkel, 2005). In recent decades, the fundamental objective of many forgiveness researchers has been to identify the primary antecedents of forgiveness in an effort to distinguish the intrapsychic profiles of forgiving and unforgiving individuals (Fehr et al., 2010). Forgiveness communication is described as the verbal and nonverbal means by which persons self-present their altered emotional-motivational condition to an offender after transgression (Clark, Pataki, & Carver, 1996). Like relational maintenance and conflict management behavior forgiveness granting behavior (Canary & Dainton, 2006; Sillars, 1980), can be acted out in many ways. Forgiveness can be directly or indirectly communicated (Exline & Baumeister, 2000; Kelley, 1998). Merolla, Zhang, and Sun (2012) found that there

were three types of communication on forgiveness: direct, indirect, and conditional, as well as subcomponents of each style (Merolla & Zhang, 2011; Waldron & Kelley, 2005). Merolla and Zhang's factor analysis of Waldron and Kelley's forgiveness styles measure confirmed Kelley's initial three-style model (i.e., direct, indirect, and conditional) (1998). According to the findings of Merolla and Zhang, direct forgiveness includes both verbal and nonverbal responses, such as vocal ("I forgive you") and visual ("The look on my face conveyed 'I forgive you'") expressions. In contrast, indirect forgiveness involves communication that minimizes the interpersonal debt between partners. Indirect forgiveness also includes actions such as "resuming normal conduct" after a period of avoidance (Kelley, 1998). At the highest level of indirectness, couples can "silently forgive" and refrain from indicating their forgiveness (Exline & Baumeister, 2000). Moreover, according to Kadiangandu et al. (2007), the concept of interpersonal forgiveness has garnered considerable empirical attention from social scientists who have investigated the possible relevance of interpersonal forgiveness in human relationships (Worthington, 2005). However, intercultural studies on this topic investigated such a topic were hard to find (Sandage & Williamson, 2005). Those who were, for instance, Takaku, Weiner, and Ohbuchi's (2001) in Japan Park and Enright (1997) in Korea; Fu, Watkins, and Hui (2004) in China, Azar and Mullet (2002) in Lebanon. The only work to date with African samples was conducted by Kadima Kadiangandu, Mullet, and Vinsonneau (2001), who used the forgiveness scale to examine willingness to forgive in Congo and concluded that willingness to forgive may be more characteristic of collectivistic cultures than individualistic cultures (Mullet, Barros, Frongia, Usai, & Neto, 2003).

Conceptualizations of forgiveness concern to the nature and the meaning of forgiveness. The willingness to forgive is the (daily) act of forgiving. Recent research on forgiving concepts has been conducted by Mullet, Girard, and Bakhshi (2004). Four variables of conceptualization were discovered. Change of Heart suggests that forgiveness requires the replacement of negative feelings toward the wrongdoer with positive feelings. Forgiveness Good suggests that forgiveness encourages the offender to admit past wrongdoings and behave better in the future. The concept expressed in Forgiving Is Bad is that forgiveness is a process that devalues both parties. Finally, the More-Than-Dyadic Process reflects the notion that forgiveness is not confined to

the parties directly involved in the conflict, but may extend to close relationships or even institutions (e.g., the state or the church). In collectivistic societies, forgiveness should be conceptualized primarily as an interpersonal construct, forgiveness and reconciliation should be closely associated, and relational incentives for forgiveness should predominate, according to Kadiangandu et al. Additionally, forgiveness may be extended not only by an individual victim to an individual perpetrator, but also by one group to another (Kadima Kadiangandu, & Mullet, 2007). Individualistic worldviews, in contrast, consider the self as independent and self-reflective and place a premium on personal responsibility and well-being.

2.5 Teamwork Performance

Teamwork performance referred to the collaboration of the team members to carry out the task, activities and assignments to reach the organization's goals (Driskell et al., 2018). Teamwork performance was the extent to which a team was capable of communications cooperation, and coordination, which were essential to hospitality business, especially in the operations section (Schrader & Goepfert, 1996; Lechler, 1997). Thus, it was important to include views from several parties when team performance was rated setting clear and precise performance was necessary (Gemuenden & Hoegl, 1998). The team performance involved as the unity, work efficiency, coordination, task replacement, trustworthiness, communication effectiveness and knowledge transfer to the team. The linkage of teamwork performance is the understanding. And all team member can be contributed their knowledge (Hoegl & Gemuenden, 2001). Multicultural organizations must necessarily pay special attention to cultural rules, idea sharing, problems, and solutions. Of course, clear and open communication contributed to an effective organizational culture. To sum up, multicultural organizations need to acknowledge and respect cultural norms (Weaver et al., 2010).

2.5.1 Work Efficiency

Teamwork is regarded as one of the most effective methods for reaching objectives in any field, industry, or activity. It is also one of the most essential

components of continuous improvement systems, since it promotes the sharing of information, the resolution of issues, and the growth of employee accountability (Cooney & Sohal, 2004). Today's organizations are more complicated than ever, and it is not uncommon for a single individual to belong to multiple teams in different locations and across businesses. As a result, teamwork is becoming increasingly significant, not just at the organizational or team level, but also in terms of team members. Teamwork factors are the components or traits that contribute to the enhancement of a group's performance (Jaca et al., 2013).

2.5.2 Team Effectiveness Model

For the past few decades, many scholars have explained teamwork by designing different models to show the complexity of the collaborative process. Until now, researcher have proposed more than 130 theories and models of team performance have been produced inside academia alone (Kozlowski & Ilgen, 2006; Salas et al., 2008). The majority of models are based on McGrath's (1964) input-process-output (IPO) model, which is seen in Figure 1: This paradigm, Input – Process – Output (IPO), provides a framework for analyzing team processes. In this model, teamwork development is seen as a process that is influenced by several aspects relating to the makeup and features of teams (input), the activities that team members engage in (processes), and the consequences and products of team activity (outcomes) (Kozlowski & Ilgen, 2006; Mathieu et al., 2008).

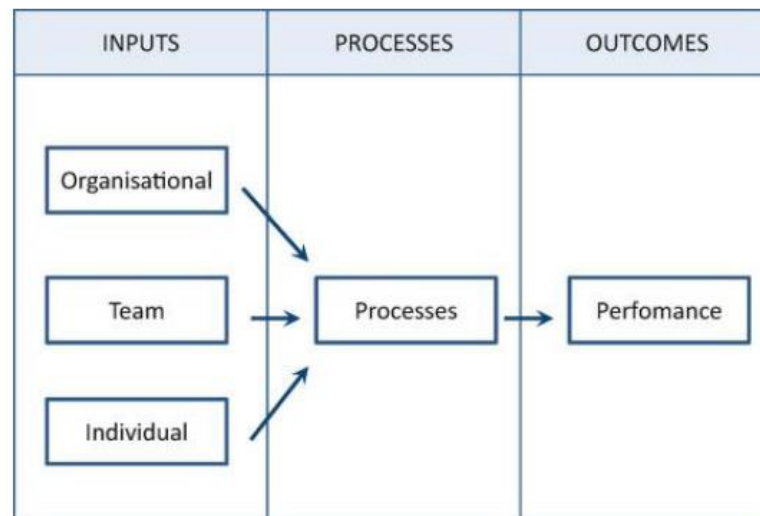


Figure 2.1 Input – Process – Output (IPO)

Source: McGrath (1964).

The model most well-known and referred to over the last few years has been the input, mediators, and output (IMO) model, reviewed by Ilgen et al. (2005) and modified by Mathieu et al., has been the most well-known and cited model (2008). This model illustrates how teams change qualitatively and are variably impacted by various elements as they mature over time (Mathieu et al., 2008; Kozlowski et al., 1999). Figure 2: Input, Mediators, and Output (IMO) model. The IMO team effectiveness model is a framework that conceptualizes the links between the aspects of team structure and process.

The IMO model represents teamwork as a maturing process that develops as teams mature. The model is separated into three major sets of components: input (antecedent factors that influence the team before it begins to operate), mediators (mediating processes that influence the team's efficacy throughout development), and results (outcomes of the teamwork processes). Input elements consist of the qualities of individual team members, the characteristics of the team as a whole, and the characteristics of the organization within which the team operates. Thus, input components are separated into three categories: people, team context, and organizational context. Nesting the three groups illustrates the many levels of teamwork input components. Before forming a team, input elements are evaluated, as

they influence the team's traits and subsequent processes. The mediators are the factors that influence the efficiency of team processes. In addition, the IMO model represents feedback loops that highlight cyclical or episodic processes, such as the progression from one teamwork experience to another (Ilgen et al., 2005).

2.5.3 Coordination

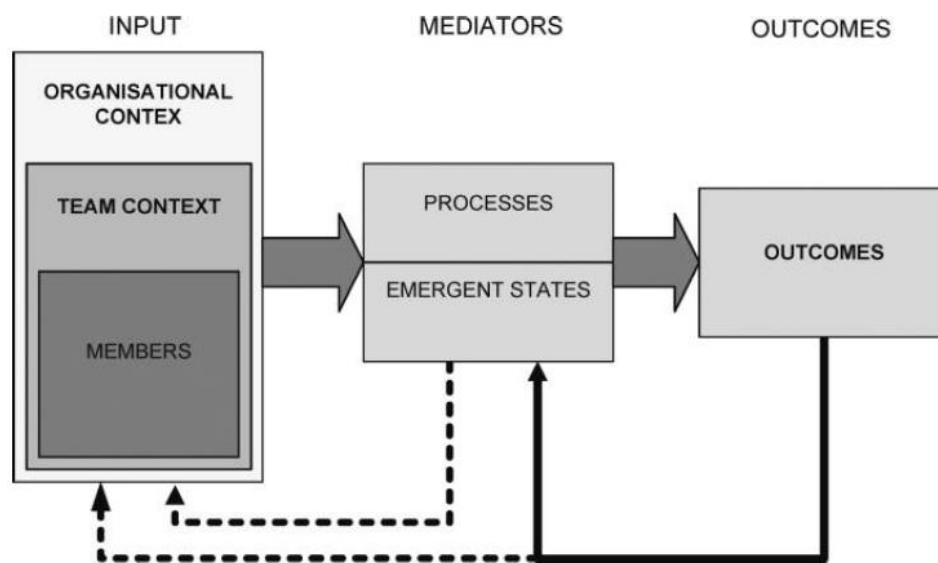


Figure 2.2 Input, Mediators and Output (IMO) Model

Source: Mathieu, Maynard, Rapp and Gilson (2008).

From a role-system perspective, human organizations are artificial and only exist as collections of job roles (Katz & Kahn, 1978). These labor responsibilities, each of which carries certain knowledge or credentials, supplement and/or complement one another to build a purposeful arrangement. Therefore, in order for an organization to exist and continue to be viable, its members cannot act however they like. Instead, they must fulfill their assigned tasks inside the system. This implies that an organization must accomplish coordination among its members in order to function effectively as a system. Specifically, an organization must achieve a minimum level of coordination in order to function (Lawrence & Lorsch, 1967), and its system performance will improve when further coordination is achieved in excess of the minimum level.

Depending on the organization's degree of dependency, the level of coordination necessary for its operation will vary. In organizations with low interdependence, the performance of any particular work function is generally independent of the performance of other work roles, and each work role makes a distinct, unqualified contribution to the system as a whole. Thus, groups with limited dependency will be able to function so long as some members fulfill their assigned responsibilities. In high interdependence organizations, on the other hand, no work role can be done unless all or the majority of work roles are carried out properly, and each work function must be coupled with other work roles for the system as a whole to have meaning. Thus, organizations with a high degree of dependency will not be able to function unless all or the majority of their members fulfill their assigned responsibilities. As the amount of coordination reflects how well the organizational members as a whole perform in accordance with their functions in the system, high interdependence organizations will require a higher level of coordination to function effectively than low interdependence organizations. Consequently, the higher the level of interdependence, the higher the level of coordination required for an organization to function. The impact of coordination on organizational performance is also dependent on the degree of interdependence within the organization. Low interconnectedness systems, according to system theory (Bertalanffy, 1968), are regulated by a "summative" composition rule, in which the whole is an additive or pooling result of its parts. High interdependence systems, on the other hand, are governed by a "constitutive" composition rule, in which the whole is a "super additive" (Miller, 1965) or the combined result of its parts. Three people on a boat, with one at the helm and the others rowing, is an illustration. The system's outcome is the sum of the individual contributions of each member. Thus, in organizations with little dependency, the influence of coordination on organizational performance will be an additive effect of the role performances of organizational members. In organizations with a high degree of interconnectedness, the effect of coordination on organizational performance will be a superaddition of the role performances of organizational members. It can be mathematically demonstrated that a super additive outcome is greater than an additive one, as stated by Miller (1965). Thus, the effect of

coordination on organizational performance will be greater in organizations with high interdependence than in those with low interdependence, according to Cheng (1983).

2.5.4 Task Replacement in the Absence of Colleagues

Realistic work teams are dynamic, open, and complicated systems (Katz & Kahn, 1978; McGrath et al., 2000; Van de Ven & Poole, 1995). As open systems, teams' physical boundaries are changeable, as team members frequently come and leave. As complex systems embedded in organization's higher-level systems, teams are comprised of lower-level entities and individuals. As dynamic systems, teams are able to establish objectives, assess goal accomplishment, and make adjustments as necessary to achieve desired outcomes. Due to the fact that poor team performance frequently indicates a misalignment between team functioning and environmental / task needs, teams will be more change-seeking and sensitive to new practices during periods of low performance (Choi & Levine, 2004; Ziller & Behringer, 1960).

When once poor team performance results from personnel problems – for instance, lack of sufficient task commitment, motivation, or competence of particular members – it is necessary for members to be retrained, removed, or replaced (Johnson, Hollenbeck, DeRue, Barnes, & Jundt, 2013). Sports psychology research showed that member substitutions in football matches are often made later when the team is likely to win opposing team, but when it is likely to lose the game, substitutions takes place (Rey, et al., 2015). Often, substitutes who come when the team has poor performance are expected to be the agents of change typically they are believed to possess outstanding task-related characteristics compared with those that they replace (Bunderson et al., 2014; Choi & Levine, 2004; Ziller & Behringer, 1960). First, substitutes may possess various sorts of knowledge or functional experience. At the individual level, functional background refers to a member's domain or position-specific skills, knowledge, and abilities (Mathieu et al., 2014). For a member replacement act, the functional background dissimilarity between the substituting and substituted members reflects the degree to which the two members differ in the sorts of task-related KSAs. The greater the difference between a substitute's functional background and that of the predecessor, the greater the possibility that the

replacement act may introduce qualitatively distinct task resources to the team (Li & Gever, 2018).

2.5.5 Communication Effectiveness

As communication is the foundation of effective teamwork. It is crucial to discuss expectations, timelines, and obligations with your group members in an open and honest manner. Setting open communication channels fosters trust and creates a pleasant team environment. Despite the possibility of conflicts, resolving difficulties swiftly can be facilitated by communicating with other team members in an open and considerate manner. Agarwal and Garg (2012) defined that communication as the exchange of information & emotion between an individual or group. Communication is the way to spread information in the organization by stressing the organization's objective. The root of the word communication is Latin word "communis", meaning to share. In all communication there must be a sender, a message and a receiver. Communication can occur any time with no boundary. Feedback is the process of criticism when communicate with others. Formal and informal forms of communication inside organizations are separated into two distinct categories. There are four styles of formal communication: "up to down", "down to up", "horizontal", and "cross". Nonverbal communication includes facial expression, body language, gesture, posture, eye contact, attire, and hairstyles. Paralanguage consists of nonverbal components of language. These include voice instruction quality, emotion, and speaking style, in addition to prosodic characteristics like rhythm, intonation, and stress. Similarly, written texts contain nonverbal features such as handwriting style, the spatial arrangement of words, and the usage of emoticons to convey graphical emotional responses.

Minssen (2005) stated that teamwork is one of, if not the most important aspect of decentralization in companies. The flattening of hierarchies and the decentralization of abilities and responsibilities. Consequently, a distinct method of coordination is necessary. According to Weber and Taylor, hierarchy was the most reasonable and successful method of economizing over a long period of time. There is a significant distinction between giving commands and carrying them out in hierarchical management. This cannot be maintained when organizations decentralize

and the autonomy of decentralized subsystems increases. Introducing teamwork does not mean the end of hierarchy, but rather a change in hierarchy, from giving and carrying out commands to reaching consensus. This type of coordination is referred to as discursive coordination. Teams are required to self-regulate their tasks, which is a form of discursive coordination because it requires discussion and agreement processes between teams and their superiors as well as inside teams. These procedures require more communication than in hierarchical organizations, therefore the introduction of teamwork in production produces a new emphasis on communication within the organization. The demands of self-regulation make communication relevant even on the shop floor, which, according to the Taylorist dictum “work, don’t chat,” should have been kept as free of contact as possible. Naturally, even in Tayloristic work systems, there is communication between workers. However, communication is now an official and significant part of the task in teams that must discuss their work, solve work-related issues, and negotiate with their superiors; the communication density required to complete the task increases. At least a portion of one-way communication between bosses and subordinates is abandoned, and dialogue is given greater weight in the daily operations of businesses. From order to conversation - this is how the transformation could be succinctly described. This should not be construed as communication in the sense of a rationally motivated consensus untainted by considerations of power and dominance (Scott, 1995, p. 252), as asymmetric communication relationships determined by dominance are the norm in corporations; thus far, discourse unpretentiously refers to discussion and agreement. But even this is connected to fundamentally different interpretations of social reality, as the hierarchical subordinate can no longer be viewed as a recipient of instructions but rather as an expert to be incorporated through discussion and agreement; in short, through discursive coordination. Discursive coordination does not relate to the previously valid rules and routines of Tayloristic work systems (Minssen, 2005).

2.6 The Summary of Hypotheses and Supporting Literature

Table 2.4 Summary of Hypotheses and Supporting Literature

Hypotheses	Literature Support
OC → AWI	Hofstede (2001), Pizam (1993), You et al. (2000), Maude (2011), Earley (2006), Burnard (2005), Sugai et al. (2012), Waller et al. (2003), Groschl and Doherty (2006), Taylor (2003), Chen (2000), Presbitero and Attar (2018), Smith and Kirby (2008)
HRP → AWI	Noe et al. (2007), Boluk (2011), Takeuchi, Way, and Tian (2018), Ford and Chan (2003), Naidu and Chand (2014), Wright (1998), Gould and Williams (2004), Ahmad and Schroeder (2003), Nassar (2017), Hall (1987), Deardorff (2009)
AWI → TEW	Wu and Marek (2014), Routamaa and Hautala (2008), Tylor (1871), McCullough (2008), Gemuenden and Hoegl (1998), Sicotte and Langley (2000), Cooney and Sohal (2004), Agarwal and Garg (2012)

Note: OC = Perception of one's own culture, AWI = Awareness of intercultural communication, HRP = Human resources practices, TEW = Teamwork performance

2.7 Chapter Summary

This chapter discusses the definitions and concepts of perception of one's own culture, human resource practices (HRP), intercultural communication awareness, and teamwork performance. The purpose of this chapter is to present empirical views and theoretical foundations for the four researched constructs. The empirical research relevant to the hotel business is discussed, as well as the relationship between each construct based on the findings of prior research, in order to generate hypotheses. The next chapter will focus on the research methodology of this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The chapter 1 describes the research problems, the objectives of the research, and the background related to the study. The review of literature presents in chapter II to lay the groundwork for the study. This chapter details the research methodology to test the research hypotheses. The first section begins with discussion of the research questions and the conceptual research framework, followed by the five hypotheses to be tested. The second section provides discussion of the statistical method for data analysis “structural equation modeling”.

The third section deals with the research design, the survey instrument, population, sampling and data collection method. Then, detailed of how the constructs, and their variables were selected and operationalized. The next section explains the measurement scale and how the survey instrument were refined through the pretest procedures, including the reliability and validity of the measurement scales.

Carvalho and Chima (2014) stated that structural equation modeling (SEM) is a statistical tool for analyzing multivariate data which involved complex relationships between and among variables (Hoyle, 1995). SEM is better than traditional regression models in that it includes multiple independent and dependent variables to test the hypotheses. To find out the relationship of the observed and the latent variables. SEM explains why results occur while reducing misleading results by submitting all variables in the model to measurement error or uncontrolled variation of the measured variables. The SEM is the analysis technique need to test the relationships between indicator variables and latent constructs. SEM provides a way to test the specified set of relationships among observed and latent variables as a whole, and allows theory testing even when experiments cannot be conducted. On the other hands,

Confirmatory Factor Analysis (CFA) is a confirmatory technique for testing the relationship among observed and unobserved variables (Schreiber et al., 2006).

3.2 Conceptual Research Framework

This study tested a proposed structural model (Figure 3.1) of effective human resources practices and perception of one's own culture as they were related to the awareness of intercultural communication, and the interplay of factors affecting the preferences about teamwork performance. Accordingly, six research questions were addressed. The first question was "What is the level of the effectiveness of human resources practices in intercultural communication for 5-star-rated hotel staffs for teamwork in Thailand?". The second question was "What is the level of perception of one's own culture among 5-star-rated hotel staffs in Thailand?". The third question was "What is the level of the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand?". The fourth question was "What is the level of teamwork performance of 5-star-rated hotel staffs for teamwork in Thailand?". The fifth question was "What are the causal effects of effective human resources practices and the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand?". The sixth question was "What are the causal effects of perception of one's own culture and the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand?".

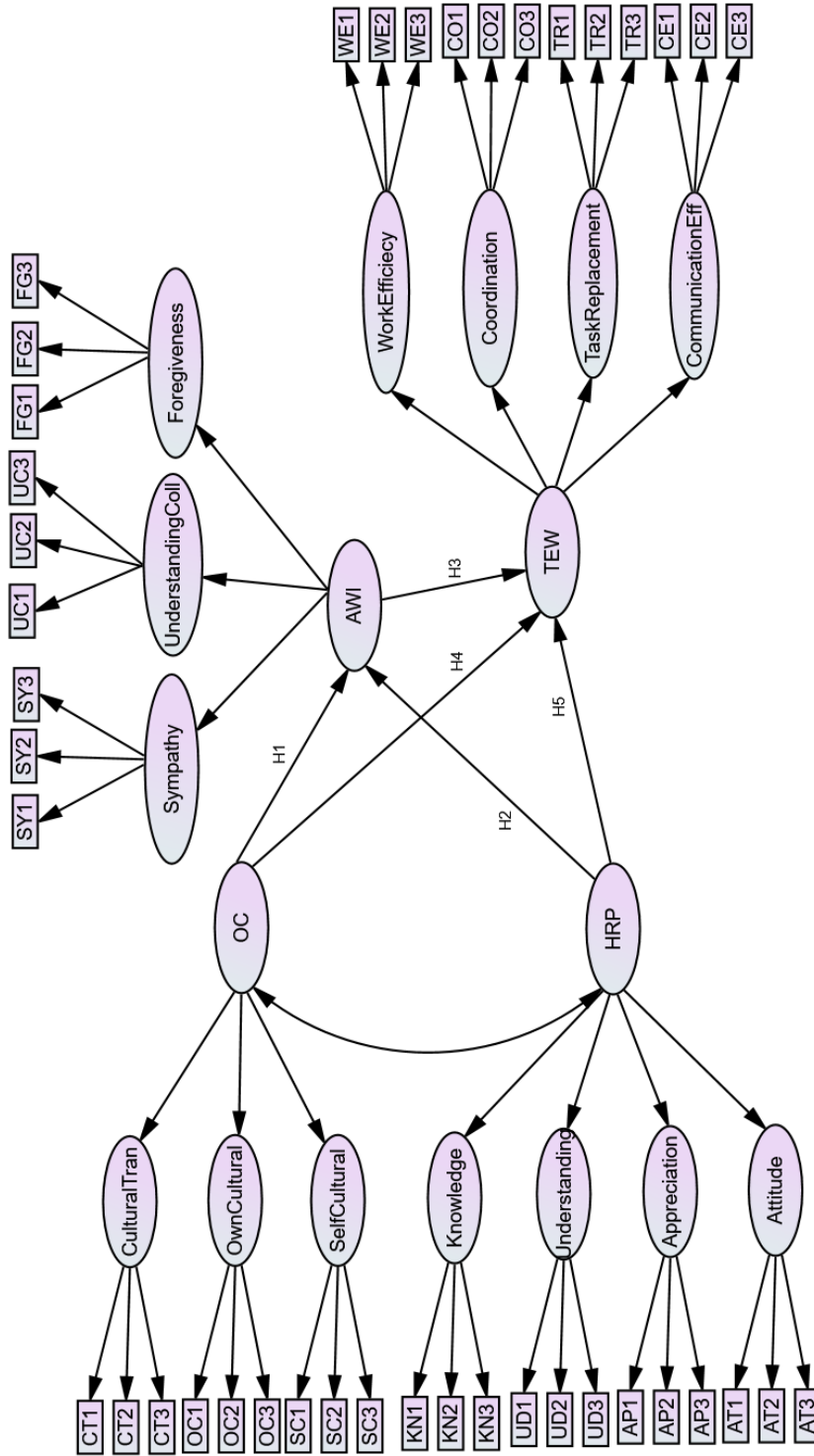


Figure 3.1 Conceptual Research Framework

The review of the existing relevant literature was performed and a theoretical structural model was developed that incorporates concepts from the fields of human resources practices in 5-star-rated hotel in Thailand. As presented in Figure 3.1, the constructs included the effectiveness of human resources practices in intercultural communication, the perception of one's own culture, awareness of intercultural communication, and teamwork performance.

The literature review has provided the justification for the proposed model that describes the interplay of factors to affect directly and indirectly preferences about the human resources practices in intercultural communication, perception of one's own culture, and teamwork performance. Theoretical structural relationships among the constructs were developed which based on the literature review and presented in Figure 3.1.

Figure 3.1 illustrates the logical flow of the interplay of factors that affect the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand. Each arrow at the end of a line depicts a progressive linkage between constructs. The direction of the arrows specifies the relationship between the constructs.

Additionally, each linkage represents a hypothesis that was empirically tested by estimating the degree of the relationship between the variables. It was also assumed that the two exogenous constructs influenced on teamwork performance through a mediator: the awareness of intercultural communication.

In the structural model, the teamwork performance was considered as the ultimate dependent or endogenous construct. It was thought to be affected indirectly by the two constructs: 1) the human resources practices in intercultural communication, and 2) the perception of one's own culture. The indirect effect of the construct on teamwork performance would depend on the way in which they affected development preferences about the human resources practices in intercultural communication, and the perception of one's own culture. The total effect on the teamwork performance included of both direct and indirect effects.

The structural model examined the impacts of the exogenous constructs. It was tested by identifying the structural relationships among the exogenous and endogenous constructs. As a result, the structural model in this study. The next section will present the research hypotheses to be tested.

3.3 Research Hypotheses

Three hypotheses to be tested were:

H1: There is a positive relationship between the perception of one's own culture and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate).

H2: There is a positive relationship between the effectiveness of human resources practices in intercultural communication and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate).

H3: There is a positive relationship between awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) and teamwork performance.

H4: There is a positive relationship between the perception of one's own culture and the teamwork performance among 5-star-rated hotel staffs (expatriates).

H5: There is a positive relationship between effectiveness of the human resources practices and the teamwork performance among 5-star-rated hotel staffs (expatriates).

3.4 Statistical Method for The Hypotheses Test

AMOS was used to examine the qualities of the four research constructs (two exogenous and two endogenous) in the proposed structural model (Figure 3.1) and the three hypotheses. Maximum likelihood (ML) was applied as an estimation technique for model evaluation. The SEM approach is suitable for assessing the proposed structural model and hypotheses since it is designed to assess how well a proposed conceptual model that includes observed indicators and speculative constructs explains or fits the collected data. In addition, it offers the capacity to measure or characterize the structural links between sets of unobserved (latent) variables, while characterizing the degree of unexplained variance. The purpose of this study's hypothetical model was to determine the structural links between unobserved constructs obtained from relevant theories and previous empirical research and results.

According to Byrne (1998), stated that SEM is a statistical method that employs a multivariate analysis of a structural theory pertaining to a particular phenomenon and a confirmatory testing of hypotheses. Multiple variables or constructs can be explained by a structural theory. The processes in structural equation modeling are represented by a sequence of structural equations and relations that can be graphically drawn to facilitate a better understanding of the studied topic. It is feasible to investigate and describe the pattern of a series of interdependent dependency interactions among a collection of latent (unobserved) components using the SEM method (Reisinger & Turner, 1999).

In addition, structural equation modeling consists of two independent components: 1) the measurement model and 2) the structural equation model. The component of the general model that specifies latent constructs is the measurement model. Latent constructs are unobserved variables inferred from the covariance between two or more observed indicators. Through the use of confirmatory factor analysis for the measurement model. It is possible to test hypotheses regarding the relationships between observed indicators and their underlying latent constructs. The measurement model describes the links between the observed indicators and the latent constructs, as well as the random error freedom and uniqueness of their indicators.

Confirmatory measurement models should be analyzed and re-specified prior to measurement, while structural equation models should be evaluated simultaneously. Before assessing the measurement models as a whole, it is necessary to investigate each model construct separately. When each construct has an acceptable fit based on the fit indices, a pair of constructs should be reviewed to verify that the variables or indicators generated by the theory measure what is theorized to be its underlying structure. Modifications should be made to the model so that the final model is both theoretically meaningful and statistically acceptable. Therefore, the final model embodies the theory of interest. After evaluating the overall model, the psychometric qualities of each latent concept must be examined independently by considering the completely standardized loading, error variance, construct reliability, and extracted variance.

The structural model general, also known as the component of a general model, is a hypothetical model that illustrates the links between latent constructs and

observed variables that are not latent construct indicators. By supplying path coefficients (parameter values) for each hypothesis, the model ties the constructs to other constructs. Specifically, the statistical significance of each estimated path coefficient, including standard errors and derived t-values, can be evaluated.

Regarding the Chi-square statistic (χ^2), since a large value of χ^2 relative to the degrees of freedom indicates that there is a difference between the observed and estimated covariance matrices with a statistical significance value ($p < .05$), a low Chi-square value (χ^2) is desirable. Little difference between the actual and predicted input matrices needs to be obtained. However, what should be noted is that this Chi-square statistic is too sensitive to sample size.

As another absolute fit index, the Goodness-of-fit index (GFI) represents the overall degree of fit, indicating a non-statistical measure ranging in value from zero (poor fit) to 1.0 (perfect fit). The higher the score, the better the model fit. The above .95 is desirable indicates as it a better fitting model.

The standardized root mean square residual (SRMR) is the average difference between the predicted and observed variances and covariances of a model. Consequently, a smaller RMR suggests a higher model fit. SRMR is 0 when the model fit is perfect. The root mean square residual (RMSR) is a measure of the average residuals between observed and calculated input matrices. It is calculated by taking the square root of the squared mean of the residuals. The root mean square error of approximation (RMSEA) reflects a close approximation of fit relative to the expected degrees of freedom if the model is derived from the population rather than the sample. If a) the RMSEA point estimate is less than .05; b) the lower and upper confidence interval boundaries are less than the recommended values of .05 and .08, respectively; and c) the probability value associated with this test of close fit is greater than .50, then the degree of approximation in the population is very small and the model fits the data well. The model is indeed acceptable.

The incremental fit measures are examined so that the proposed model can be compared with some baseline models. The adjusted goodness-of-fit index (AGFI), the Tucker-Lewis index (TLI), the normed fit index (NFI), and the comparative fit index are representative examples of this category of fit indexes (CFI).

The AGFI which is an extension of the GFI, is adjusted by the ratio of degrees of freedom between the suggested model and the null model. It is suggested that a value of 0.95 or above is appropriate for a good match. The TLI, often referred to as the Non-normed fit index (NNFI), is utilized for evaluating factor analysis and comparing various models by replacing the alternative model for the null model. It is also suggested that a value of 0.95 or above is appropriate for a well-fitting model. The NFI and CFI are also used for a relative comparison of the proposed model to the null model or independent model, ranging from 0 (poor fit or no fit at all) to 1 (perfect fit). It is suggested that a well-fitting model should get a value of at least 0.95. The greater the value, the greater the level of fit.

3.5 Research Design

Based on the literature review of the research methods, and conceptual research framework of the study on The Causal Effects of Effective Human resources Practices and Perception of one's own culture Influencing on Awareness of Intercultural Communication toward Teamwork Performance Among 5-star-rated Hotel staffs in Thailand was formulated.

3.5.1 Population

The population of this research was expatriate employees of 5-star-rated hotel in Thailand local Thai hotel chains selected were: Centara Group, Dusit Thani Group, Amari Group (ONYX Hospitality), Anantara Resorts & Spa and The Sukosol Hotels. The population was all expatriates from all the above mentioned local Thai hotel chains.

Table 3.1 Population Size of 5-Star-rated Hotel Staffs in Thailand the Local Thai Chains

No.	Hotel	Population	Quantity (Person) Sample
1	Centara Group	259	150
2	Dusit Thani Group	227	150
3	Amari (ONYX Hospitality Group)	284	150
4	Anantara Resorts & Spa	198	120
5	The Sukosol Hotels	136	80
Total		1104	650

Source: Human resources department of Centara Group, Dusit Thai Group, ONYX hospitality Group, Anantara Resorts & Spa and the Sukosol Hotel (January, 2019)

3.5.2 Sample Size

As the Structural Equation Modeling (SEM) was used to analyze, the size of the sample is important. If the sample size is too small, the correlation coefficient tends to have high standard error. Tabacnick and Fidell (1966) stated that it was necessary to set the appropriate sample size in order to decrease the standard error and make a consistent estimation of the population's parameter. Klin (2011) stated that Structural Equation Modeling (SEM) needed a large group of samples which should have more than 200. Hair et al. (2010) stated that the appropriate sample size should be 20 times of all variables. In the conceptual research framework there are 14 variables, so 20 times of 14 variables is 280. The sample size of this research should be 280 persons. In addition, to get the appropriate of sample size from the population the researcher used the program G*Power 31.94 to find the right number of samples by indicating test family χ^2 -test and then selecting Goodness of fit tests: contingency tables as a statistical test by using effect size = 0.30 α error prob = 0.05, power (1 p err prob) = 0.95 and df = 105. Finally, the program recommended 645 people for the

sample size. To ensure that the researcher will receive the response not less than 280 persons, the researcher decided to have the sample size of 650 persons.

3.5.3 Sampling Technique

The samples were selected and based on a nonprobability sampling method by using purposive sampling. A questionnaire was used as a tool for data collection. The questionnaires were distributed to the target group of 650 expatriate employees in all department of 5-star-rated hotel chains in Thailand; Centara Group, Dusit Thani Group, Amari Group, Anantara Resorts & Spa and The Sukosol Hotels. A details of the population and sampling are shown in Table 3.1.

3.5.4 Research Tool

A questionnaire was a tool for data collection. The researcher studied related research and methods in order to find a guideline for designing a questionnaire on the causal effects of effective human resources practices, perception of one's own culture influencing on the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand. The procedures for tool development procedures were as follows.

- 1) To design the tool, researcher studied the method for designing a questionnaire and specifying questions in accordance with the research objectives based on the framework and method. After that a questionnaire was drafted and proposed to the advisor for approval.

- 2) The proposed questionnaire was sent to five experts (two research and evaluation experts, two hotel business management experts, and one human resources development expert to examine the validity of content and language. Index of Item – Objective Congruence (IOC) is also used in the analysis for considering the quality of the questions. The questions to be selected must have IOC of more than 0.5.

- 3) The questionnaire was revised as, recommended by all experts, and then tried out with 30 samples who has the same qualifications as those in the research. The reliability was tested by using Cronbach's alpha Coefficient (Cronbach, 1990).

The questionnaire consisted of 5 parts:

Part 1: Respondent's general information

This part requires general information from the respondents, which included sex, age, marital status, and duration of work, average working hour per week, monthly income, and position.

Part 2: The questions were related to the perception of one's own culture, this part was used the five rating scale ranging from strongly disagree (1) to strongly agree (5).

Part 3: The questions were related to the effectiveness of human resources practices in intercultural Communication among 5-star-rated hotel staffs in Thailand. This part used five rating scale for ranging from strongly disagree (1) to strongly agree (5).

Part 4: The questions were related to the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand. This part used the five rating scale ranging from strongly disagree (1) to strongly agree (5).

Part 5: The questions were related to the level of teamworking of 5-star-rated hotel staffs in Thailand. This part will use the five rating scale ranging from strongly disagree (1) to strongly agree (5).

3.5.5 Data Collection

The secondary data were came from related documents, journal articles, and textbooks to find out factors related to the causal effects of effective human resources practices, perception of one's own culture influencing, the awareness of intercultural communication which in turn influenced teamwork performance among 5-star-rated hotel staffs in Thailand. The primary data were collected by using a rating scale questionnaire which sought respondents' opinions on the studied topics. The total of 650 survey questionnaires was sent to 35 participating 5-star hotels in Thailand to distribute expatriate employees in all departments. The total of completed of 578 questionnaires were returned.

3.5.6 Data Analysis

The correctness of each part of the questionnaire was examined to ensure that all the question corresponded to research objectives.

Research objective 1: The SPSS program was used to analyze the data by using descriptive statistics such as the frequency percentage, mean and standard deviation. The empirical data included the general information of the 5-star-rated Thai hotel chains in Thailand, the level of each local construct and variable. In addition, skewness and kurtosis were performed to assess the data normality. The five-point by using the five-linker scales which was used as the measurement scale was divided into intervals and interpreted as follows:

$$\text{Class interval} = (\text{Maximum} - \text{Minimum}) / \text{Class number} = (5-1) / 5 = 0.80$$

1.00 – 1.80 = Very low (Strongly disagree)

1.81 – 2.60 = Low (Disagree)

2.61 – 3.40 = Moderate (Not sure)

3.41 – 4.20 = High (Agree)

4.21 – 5.00 = Very high (Strongly disagree)

Research objective 2: The AMOS program was used to analyze the data. The correlation were calculated to obtain the general information of each indicator first. After that, covariance based structural equation modeling (SEM) was figured out. All construct validity convergent validity and discriminant validity were discussed by running a confirmatory factor analysis (CFA).

A series of goodness-of-fit measurements was used to determine whether the improved model was suitable with the empirical data and structural models (Kline, 2015). Ratio of chi-square to degree of freedom (χ^2/df), Comparative fit index (CFI), Root mean square error of approximation (RMSEA), standardized root mean square residual (RMR), and tucker-lewis index (TLI) were used to evaluate the model fit in accordance with Table 3.2. This study did not employ the standard significant chi-square ($p < 0.005$) to evaluate model fit because of its sensitivity to sample size, particularly over 200, which could result in a poor model fit (Schumacker & Lomax, 2010). Consequently, just chi-square was used to calculate χ^2/df .

Table 3.2 Summary of Model-fit Indices with Recommended Value for SEM

Goodness of Fit Indices	Recommended Value	Source
Chi-square to degree of freedom (χ^2/df)	≤ 3.00	Kline (2015)
Comparative fit index (CFI)	≥ 0.90	Hair, Black, Babin, and Anderson (2014)
Root mean square error of approximation (RMSEA)	≥ 0.07	Steiger (2007)
Standardized root mean square residual (RMR)	< 0.08	Schumacker and Lomax (2010)
Tucker-lewis index (TLI)	≥ 0.90	Schumacker and Lomax (2010)

Research objective 3: Again the AMOS program was employed. The mediating roles of awareness of intercultural communication (AWI) was tested by examining the direct and indirect effects of two exogenous construct on teamwork performance (TEW). The bootstrapping was used for testing.

3.6 Chapter Summary

This chapter describes the research methodology of the study which investigated causal relationship between human resources practices and perception of one's own culture and awareness of intercultural communication, which in turn influences and teamwork performance among 5-star-rated hotel staffs in Thailand. The quantitative method was used for to find out a causal relationship between constructs or variables. Structural equation modelling (SEM) was employed to draw the answer for the research questions. The next chapter 4 will present process of data analysis and the results.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The purposes of this chapter are 1) to evaluate the effectiveness of human resources practices in intercultural communication, and the perception of one's own culture, 2) to measure the awareness of intercultural communication, 3) to measure the level of teamwork performance. In addition, 4) studying the causal effects of effective human resources practices, perception of one's own culture influencing on the awareness of intercultural communication toward teamwork performance among 5-star-rated hotel staffs in Thailand.

The findings and discussion of this research are divided into four parts. The first part is an introduction of the chapter. The second part is presented the demographic characteristics of the respondents that made up the sample described. The third part presents result of the measurement scales for the 4 constructs: the effectiveness of human resources practices in intercultural communication, the perception of one's own culture, the awareness of intercultural communication, and teamwork performance. Then, the reliability and validity of the measurement scales are examined and reported. Further, the forth part proposes a model of causal effects of effective human resources practices, perception of one's own culture influencing on the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand.

The results of data analysis presented below are based on data collected from 578 samples used in quantitative research methodology.

4.2 Demographic Characteristics of 5-Star Rated Hotel Staffs (Expatriates)

The demographic characteristics of the 5-Star Rated Hotel staffs (Expatriates) included gender, age, nationality, number of years working in Thailand, education affiliated hotel department, and experience in the department for whom the respondent works. The respondents were asked to provide their answers to the questions designed by using nominal, ordinal scales and open-ended ratio scales (only for the number of years working in Thailand). The respondents' demographic characteristics were exhibited in Table 4.1.

The respondents were comprised of male (62.11%) and female (37.89%), was the most of the respondents 38.24% aged 31-40 years, followed by 21-30 years (28.03%), 41-50 years (24.39%) and 51 years or above (9.34%), respectively they came from Myanmar, Cambodia, India, China, German, Japan, France, Switzerland, South Korea, and the Philippines (24.05%, 14.01%, 13.14%, 11.94%, 7.96%, 7.09%, 6.57%, 6.06%, 4.50%, and 3.63%, respectively).

The average number of working years was 2.89 (SD. = 3.21). About 51.56% of the respondents worked in Thailand for 1-5 years, followed by less than 1 year (22.84%), 6-10 years (20.07%), and more than 10 years (5.53%) respectively. Regarding the education level, 38.93% of the respondents had a Bachelor's degree and 34.08% had a diploma degree. Therefore, most of the respondents were quite highly educated.

The majority of respondents worked for the housekeeping department (23.88%) for less than 2 years (51.04%) followed by the front office department (20.93%) for 2-5 years (42.04%).

Table 4.1 Demographic Characteristics of 5-Star Rated Hotel Staffs (Expatriates)

Characteristics	Frequency (n = 578)	Percent (%)
Gender		
Male	359	62.11
Female	219	37.89
Age		

Characteristics	Frequency (n = 578)	Percent (%)
21-30 years	162	28.03
31-40 years	221	38.24
41-50 years	141	24.39
51 years or above	54	9.34
Nationality		
Burmese	139	24.05
Cambodian	81	14.01
Indian	76	13.15
Chinese	69	11.94
German	46	7.96
Japanese	41	7.09
French	38	6.57
Swiss	35	6.06
Korean	26	4.50
Filipino	21	3.63
Others	6	1.04
Number of working years in Thailand (Min = 0.67 Years, Max = 16 Years, Mean = 2.89, SD.= 3.21)		
Less than 1 year	132	22.84
1 – 5 years	298	51.56
6 – 10 years	116	20.07
More than 10 years	32	5.53
Education		
High school	145	25.09
Diploma	197	34.08
Bachelor's degree	225	38.93
Master's degree	11	1.90
Hotel Department		
Housekeeping	138	23.88
Front office	121	20.93

Characteristics	Frequency (n = 578)	Percent (%)
Food & Beverage	104	17.99
Human resources	87	15.06
Engineering	64	11.07
Executive Office	52	9.00
Sales & Marketing	7	1.20
Finance	5	0.87
Experience in the Department		
Less than 2 years	295	51.04
2-5 years	243	42.04
More than 5 years	40	6.92

4.3 Measurement Scales Results

4.3.1 Descriptive Analysis of Measurement Scales

1) Respondents' Opinion on Effectiveness of Human Resources Practices in Intercultural Communication

The results of descriptive statistics analysis for the effectiveness of human resources practices in intercultural communication scale are presented in Table 4.2. This measurement scale consisted of 12 items reflected the respondents' knowledge, understanding, appreciation, and attitude.

It was found that overall the respondents has a knowledge of intercultural communication at a high level ($\bar{x} = 3.936$, $SD. = .568$) They discussed with their colleagues to increase such knowledge ($\bar{x} = 4.122$, $SD. = .706$), the respondents enjoy design new projects to improve the intercultural communication ($\bar{x} = 3.914$, $SD. = .745$), and they can apply the knowledge of intercultural communication to use at work ($\bar{x} = 3.771$, $SD. = .519$), respectively. All items result showed average score tend to agree.

Second, respondents tended to agree on understanding ($\bar{x} = 4.125$, $SD. = .606$) consist of the respondents understand other cultures through the training courses ($\bar{x} = 4.353$, $SD. = .742$), the respondents understand the behavior of their colleagues more after training courses ($\bar{x} = 4.318$, $SD. = .643$) and the internal

activities encourage the understanding in intercultural communication ($\bar{x} = 3.704$, $SD. = .953$). The result of all items showed average score tend to agree.

Third, respondents tended to strongly agree on appreciation ($\bar{x} = 4.208$, $SD. = .392$) consists of the respondents appreciate their colleague who are proud of their own culture ($\bar{x} = 4.327$, $SD. = .512$), after training in intercultural communication the respondent appreciated other cultures ($\bar{x} = 4.226$, $SD. = .476$) and the respondent respect their colleague who bring their own culture and adapt it in appropriate way at work ($\bar{x} = 4.070$, $SD. = .788$). The result of all items revealed average score tend to strongly agree.

Fourth, the respondents tended to agree on attitude ($\bar{x} = 4.191$, $SD. = .441$) consists of the respondents feel good to work with colleagues from other cultures ($\bar{x} = 4.341$, $SD. = .474$), the respondents have a healthy (good) attitude to colleagues who come from other cultures ($\bar{x} = 4.197$, $SD. = .415$) and the respondents accept and do not upset if their colleagues from different cultures think differently from them ($\bar{x} = 4.036$, $SD. = .686$). The result of all items showed average score tend to agree. When examining each measurement item for skewness and kurtosis, the results show that the values of all items fell within the suggested threshold (skewness = ± 3 , kurtosis = ± 10) (Kline, 2015) satisfying the normality assumption. Thus, the measurement scales of Effectiveness of Human resources Practices, as shown in Table 4.2, were appropriate for next analysis.

Table 4.2 Descriptive Analysis of Effectiveness of Human resources Practices Items

It.	Effectiveness of Human Resources Practices	Mean	Std.	Skewness	Kurtosis	Meaning
		(\bar{x})	Deviation (SD.)			
	Knowledge	3.936	.568	-.292	-.045	High
1	I can apply the knowledge of intercultural communication to use at work.	3.771	.519	-.466	.383	High

It.	Effectiveness of Human Resources Practices	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
2	I discuss with my colleagues to increase the knowledge of intercultural communication.	4.122	.706	-.162	-.447	High
3	I enjoy design new projects to improve the intercultural communication.	3.914	.745	-.348	-.289	High
Understanding		4.125	.606	-.211	-.047	High
4	The internal activities encourage the understanding in intercultural communication.	3.704	.953	-.291	.087	High
5	I understand the behavior of my colleagues more after training courses.	4.318	.643	-.180	-.230	Very High
6	I understand other cultures through the training courses.	4.353	.742	-.149	-.161	Very High
Appreciation		4.208	.392	.071	-.775	Very High
7	After training in intercultural communication I appreciate other cultures.	4.226	.476	.041	-.838	Very High
8	I appreciate my colleagues who are	4.327	.512	.089	-.826	Very High

It.	Effectiveness of Human Resources Practices	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	proud of their own culture.					
9	I respect my colleagues who bring their own culture and adapt it in appropriate way at work.	4.070	.788	.092	-.831	High
Attitude		4.191	.441	-.048	-.951	High
10	I have a healthy attitude to colleagues who come from other cultures.	4.197	.415	-.021	-.984	High
11	I feel good to work with colleagues from other cultures.	4.341	.474	-.029	-.980	Very High
12	I accept and do not get upset if my colleagues from different cultures think differently from me.	4.036	.686	-.012	-.952	High

Note: Measurement scale, 1= Strongly Disagree and 5 = Strongly Agree

2) Results of Perception of One's Own Culture

The results of descriptive statistics analysis for the perception of one's own culture scale are presented in Table 4.3. This measurement scale consisted of 9 items reflecting the self-cultural, own cultural interest and cultural transmission. Respondents were asked to provide answers on each item that was measured by a five point Likert scale ranging from 1 being Strongly Disagree to 5 being Strongly Agree.

Based on the mean score of each dimension and own item, the first, respondents tended to agree on self-cultural awareness (\bar{x} = 4.019, SD. = .504) consist of the respondents attempt to behave according to their own culture (\bar{x} =

4.154, SD. = .681), the respondents aware of their culture's pro/cons while working with others (\bar{x} = 4.022, SD. = .709), and they understand their culture's norms and taboos (\bar{x} = 3.882, SD. = .569). All items results showed average score tend to agree.

Second, respondents tended to agree on own cultural interest (\bar{x} = 4.030, SD. = .572) consists of the respondents always learn from social environment such as books, people, searching information from internet and visit culturally rich landmarks in their country (\bar{x} = 4.303, SD. = .776). Moreover, the respondents study from their family about the roots of their culture (\bar{x} = 4.152, SD. = .738) and the respondents interested in their own culture (\bar{x} = 3.634, SD. = .983). The result of all items showed average score tend to agree.

Third, respondents tended to strongly agree on cultural transmission (\bar{x} = 4.304, SD. = .408) consists of the respondents have the capability to transmit their cultural behavior to others (\bar{x} = 4.514, SD. = .586), they proud to communicate the uniqueness of their culture to others. (\bar{x} = 4.235, SD. = .613) and the respondent able to share/teach their culture's norm and taboos to others. (\bar{x} = 4.164, SD. = .571). The result of two items revealed average score tend to strongly agree and one item showed average score tend to agree.

Finally, the skewness and kurtosis results of all measurement scales of Perception of one's own culture were within the acceptable range, confirming the normality distribution. They were appropriate for further analysis.

Table 4.3 Descriptive Analysis of Perception of One's Own Culture Items

It.	Perception of One's Own Culture	Mean (\bar{x})	Std.			Meaning
			Deviation (SD.)	Skewness	Kurtosis	
	Self - cultural awareness	4.019	.504	-.306	.294	High
1	I understand of norms and taboos of my own culture.	3.882	.569	-.472	-.025	High
2	I attempt to behave	4.154	.681	-.259	-.237	High

It.	Perception of One's Own Culture	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	according to my own culture.					
3	I am aware of my culture's pro/cons while working with others.	4.022	.709	-.157	-.399	High
	Own cultural interest	4.030	.572	-.096	-.201	High
4	I am interested in my own culture.	3.634	.983	-.055	-.279	High
5	I study from my family about the roots on my own culture.	4.152	.738	.051	-.562	High
6	I always learn from social environment such as books, people, internet and visit culturally rich landmarks in my country.	4.303	.776	-.031	-.527	Very High
	Cultural transmission	4.304	.408	-.173	-.396	Very High
7	I am able to share/teach my own cultures' norm and taboos to others.	4.164	.571	-.030	-.484	High
8	I am proud to communicate the uniqueness of my own culture to others.	4.235	.613	-.121	-.567	Very High
9	I have the capability to transmit my own cultural behavior to	4.514	.586	-.323	-1.042	Very High

It.	Perception of One's Own Culture	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	others.					

Note: Measurement scale, 1= Strongly Disagree and 5 = Strongly Agree

3) Results of Awareness of Intercultural Communication

The results of descriptive statistics analysis for the awareness of intercultural communication are presented in Table 4.4. This measurement scale consisted of 9 items reflecting the sympathy, understanding of colleague and forgiveness. Respondents were asked to provide answers on each item that was measured by a five point Likert scale ranging from 1 being Strongly Disagree to 5 being Strongly Agree.

Based on the mean score of each dimension and own item, the first, respondents tended to strongly agree on sympathy ($\bar{x} = 4.253$, SD. = .599) consist of the respondents always help their colleagues when they have problem in intercultural communication ($\bar{x} = 4.339$, SD. = .701). Furthermore, the respondents care and feel sympathetic when their colleagues have the obstacle at work because of intercultural communication ($\bar{x} = 4.295$, SD. = .680), and they listen with compassion to their colleagues' problem created by a misunderstanding ($\bar{x} = 4.125$, SD. = .801). Two items results showed average score tend to strongly agree and one item revealed average score tend to agree.

Second, respondents tended to agree on understanding of colleague ($\bar{x} = 4.197$, SD. = .487) consists of the respondents always support their colleagues when they ask for it in order to get things done as per expectation ($\bar{x} = 4.221$, SD. = .642). Moreover, the respondents patient and try to understand their colleagues from different cultures ($\bar{x} = 4.199$, SD. = .629) and they understand the difference between colleagues from different cultures ($\bar{x} = 4.173$, SD. = .644). The two items showed average score tend to agree and one item average score tend to strongly agree.

Third, respondents tended to agree on forgiveness ($\bar{x} = 4.064$, SD. = .679) consists of the respondents always give a chance to their colleagues to make

corrections ($\bar{x} = 4.253$, $SD. = .711$), they do not feel anything when their colleagues behave differently from their culture ($\bar{x} = 3.978$, $SD. = .704$) and the respondent always forgive when their colleagues did something wrong due to misunderstanding the content ($\bar{x} = 3.961$, $SD. = .879$). The result of one item showed average score tend to strongly agree and the rest two items tend to agree.

Lastly, all measurement scales were normally distributed as the skewness, and kurtosis values were, between $-.040$ to $.330$ and $-.444$ to $-.087$, respectively, meet the normality distribution assumption.

Table 4.4 Descriptive Analysis of Awareness of Intercultural Communication Items

It.	Awareness of Intercultural Communication	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	Sympathy	4.253	.599	.330	-.302	Very High
1	I care and feel sympathetic when my colleagues have the obstacle at work because of intercultural communication.	4.295	.680	.116	-.126	Very High
2	I always help my colleagues when they have problem in intercultural communication.	4.339	.701	.309	-.318	Very High
3	I listen with compassion to my colleagues problems created by a misunderstanding.	4.125	.801	.213	-.384	High
	Understanding of colleague	4.197	.487	.097	-.444	High
4	I understand the	4.173	.644	-.016	-.223	High

It.	Awareness of Intercultural Communication	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	difference between colleagues from different cultures.					
5	I always support my colleagues when they ask for it in order to get things done as per their expectation.	4.221	.642	-.034	-.186	Very High
6	I am patient and try to understand my colleagues from different cultures.	4.199	.629	-.027	-.435	High
Forgiveness		4.064	.679	.059	-.428	High
7	I always forgive my colleagues when they did something wrong due to misunderstanding the content.	3.961	.879	-.040	-.087	High
8	I do not feel anything when my colleagues behave differently from my culture.	3.978	.704	.036	-.397	High
9	I always give a chance to my colleagues to make corrections.	4.253	.711	.111	-.422	Very High

Note: Measurement scale, 1= Strongly Disagree and 5 = Strongly Agree

4) Results of Teamwork Performance

The results of descriptive statistics analysis for teamwork performance are presented in Table 4.5. This measurement scale consisted of 12 items reflecting work efficiency, coordination, task replacement when colleague absence and communication effectiveness. Respondents were asked to provide answers on each

item that was measured by a five point Likert scale ranging from 1 being Strongly Disagree to 5 being Strongly Agree.

Based on the mean score of each dimension and own item, the first, respondents tended to strongly agree on communication effectiveness ($\bar{x} = 4.466$, $SD. = .542$) consist of the respondents always listen to their colleagues with an open mind and without bias ($\bar{x} = 4.666$, $SD. = .507$). Furthermore, the respondents can communicate to their colleague without hindrance ($\bar{x} = 4.404$, $SD. = .735$), and they can convey the correct message to their colleague ($\bar{x} = 4.327$, $SD. = .663$). The result of all items showed average score tend to strongly agree.

Second, respondents tended to strongly agree on work efficiency ($\bar{x} = 4.345$, $SD. = .555$) consists of the respondents confident when working with other cultures in harmony ($\bar{x} = 4.443$, $SD. = .708$). Moreover, the respondents and their colleagues focus on quality of work ($\bar{x} = 4.399$, $SD. = .509$) and the respondents and their colleagues work well together, get things done in time ($\bar{x} = 4.252$, $SD. = .665$). All items showed average score tend to strongly agree.

Third, respondents tended to strongly agree on coordination ($\bar{x} = 4.326$, $SD. = .373$) consists of after joining the internal group activities the respondents confident to communicate with their colleagues in order to finish the job ($\bar{x} = 4.348$, $SD. = .477$), they feel comfortable to coordinate with colleagues from other cultures ($\bar{x} = 4.332$, $SD. = 503$) and the respondent work in harmony with my colleagues from other cultures ($\bar{x} = 4.300$, $SD. = .656$). The result of all items showed average score tend to strongly agree.

Fourth, respondents tended to strongly agree task replacement when colleague absence ($\bar{x} = 4.314$, $SD. = .437$) consists of the respondents were taken an ownership to finish their colleagues' task ($\bar{x} = 4.474$, $SD. = .570$), they can replace their colleagues when they are absent ($\bar{x} = 4.236$, $SD. = .496$) and the respondents are able and willing to continue their colleagues's pending tasks in order to complete it during their absence ($\bar{x} = 4.231$, $SD. = .457$). The result of all items revealed average score tend to strongly agree.

Lastly, all measurement scales were normally distributed as the skewness, and kurtosis values were, between $-.597$ to $.111$ and $-.627$ to $.836$,

respectively. Thus, the range of skewness and kurtosis values of all items met the normality distribution assumption for next analysis.

Table 4.5 Descriptive Analysis of Teamwork Performance Items

It.	Teamwork Performance	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	Work efficiency	4.345	.555	.111	-.422	Very High
1	I am confident of working with other cultures in harmony.	4.443	.708	-.059	-.564	Very High
2	I and my colleagues work well together, get things done in time.	4.252	.665	-.081	-.627	Very High
3	I and my colleagues focus on quality of work.	4.339	.509	-.151	-.429	Very High
	Coordination	4.326	.373	-.076	-.608	Very High
4	I feel comfortable to coordinate with colleagues from other cultures.	4.332	.503	-.126	-.550	Very High
5	After joining the internal group activities, I am confident to communicate with my colleagues in order to finish the job.	4.348	.477	-.294	-.174	Very High
6	I work in harmony with my colleagues from other cultures.	4.300	.656	-.347	-.089	Very High
	Task replacement when colleague absence	4.314	.437	-.114	-.443	Very High
7	I can be replaced my	4.236	.496	-.208	-.274	Very

It.	Teamwork Performance	Mean (\bar{x})	Std. Deviation (SD.)	Skewness	Kurtosis	Meaning
	colleagues when they are absent.					High
8	I am able and willing to continue my colleagues' pending tasks in order to complete it during her/his absence.	4.231	.457	-.373	.182	Very High
9	I take ownership to finish my colleagues' task.	4.474	.570	-.185	-.362	Very High
	Communication Effectiveness	4.466	.542	-.597	.836	Very High
10	I convey the correct message to my colleagues.	4.327	.663	.030	-.264	Very High
11	I can communicate to my colleagues without hindrance.	4.404	.735	.013	-.212	Very High
12	I always listen to my colleagues with an open mind and without bias.	4.666	.507	-.013	-.141	Very High

Note: Measurement scale, 1= Strongly Disagree and 5 = Strongly Agree

4.3.2 Reliability and Validity of Measurement Scales

1) Reliability of Measurement Scales

Scale reliability is considered as the proportion of variance attributed to the true score of the latent construct. It usually is measured by internal consistency reliability that indicates the homogeneity of items comprising a measurement scale. The meaning of internal consistency is the extent that its items are inter-correlated. Thus, high inter-item correlations explain that the items of a scale have a strong relationship to the latent construct and are possibly measuring the same thing. Cronbach's coefficient alpha is the index for measure internal reliability. It is generally recommended that if a measurement scale having a Cronbach's coefficient above .70 is acceptable. (Choudhary et al., 2013, p. 436; Carmeli et al., 2006, p. 81)

Table 4.6 Summary of the Measurement Reliability (Cronbach's Alpha)

Measurement Scales	Number of Items	Cronbach's Alpha
Human resources practices in intercultural communication	12	.874
Perception of one's own culture	9	.789
Awareness of intercultural communication	9	.883
Teamwork performance	12	.908

As an initial examination of the reliability for the measurement scales for the 4 constructs proposed in this study, the Cronbach's alpha coefficients were calculated and presented in Table 4.6. All of the measurement scales for the 4 constructs obtained an acceptable level of a coefficient's alpha above .70, indicating that the measurement scales are reliable and appropriate for further data analysis.

Another, construct validity by convergent validity will be reported in the next section along with the results of confirmatory factor analysis (CFA), since CFA can produce empirical evidence of construct validity. Convergent validity was used to measure the extent to which items purporting to measure one construct indeed converge. This type of validity evidence can be assessed by examining the t-tests for

confirmatory factor analysis loadings, since statistically significant t-tests for all confirmatory factor loadings indicate effective measurement of the same construct.

2) Measurement Model

Each measurement model of the 4 constructs can be examined through a process of confirmatory factor analysis (CFA). A confirmatory factor analysis (CFA) is used to test the measurement model specifying the posited relations of the observed variables to the underlying constructs. This CFA approach examines whether or not the collected data are consistent with a highly constrained hypothesized model, or a priori specified model (Byrne, 1998; Maruyama, 1997). Thus, CFA allows identification and clustering of the observed variables in a pre-specified, theory-driven hypothesized model to evaluate to what extent a particular collected data set confirms what is theoretically believed to be its underlying constructs (Mueller, 1996).

(1) Confirmatory Factor Analysis (CFA) for Human resources practices in intercultural communication

The results of the initial estimation of the CFA of human resources practices in intercultural communication construct were not acceptable since there was a Chi-square value of 275.784 with 50 degrees of freedom ($p < .001$) and a Root Mean Square Error of Approximation (RMSEA) of .088. RMSEA explains the error of approximation in the population; values should be less than .05 for a good fit. Accordingly, other fit indices also indicated a poor fit and suggested that the estimate parameters should be modified. These included the Goodness-of-Fit Index (GFI = .938), the Adjusted Goodness-of-Fit Index (AGFI = .903), and the Comparative Fit Index (CFI = .982). Another index such as RMSEA = .088 and SRMR = .062. However, the modification indices (MI) showed that the model would achieve a better fit if highly correlated indicators were adjusted (Fig 4.1).

According to the t-value, which represents the parameter estimate divided by its standard error, should be greater than + 1.96 at the .05 significant level to be an important indicator for the associated construct. The squared multiple correlation (R^2) which examines the extent to which the measurement model adequately represents the observed indicators should be high, ranging from .00 to

1.00. These values are also used to estimate the indicator reliability that explains the extent to which an item adequately measures its associated underlying construct.

After that, the results of the modification indices (MI), 5 sets of correlated errors were found. After recreating the covariance matrices as an entered matrix for the CFA, the respecified model with 5 indicators was estimated. The final results of the CFA for human resources practices in intercultural communication are presented in fig 4.1, Table 4.7, and Table 4.8.

The re-specified model results in a Chi-square (χ^2) of 50.157 with 45 degrees of freedom that is not significant at a level of .05 ($p = .276$). All other fit indices also showed that the data successfully fit the model with GFI = .986, AGFI = .977, CFI = 1.000, TLI = .999, RMSEA = .014, and SRMR = .006.

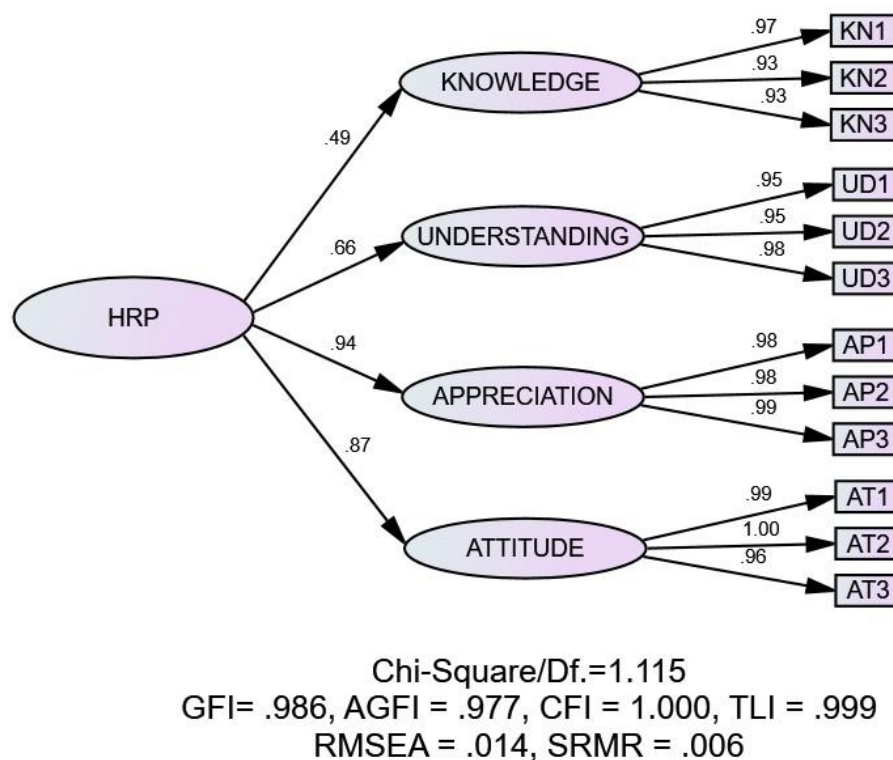


Figure 4.1 Confirmatory Factor Analysis (CFA) for Human Resources Practices in Intercultural Communication

Table 4.7 Fit Indices for CFA of Human Resources Practices in Intercultural Communication

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	1.115	Pass
GFI	≥ 0.90 (Schermelleh et al., 2003)	0.986	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.977	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	0.999	Pass
CFI	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	1.000	Pass
(S) RMR	< 0.08 (Kline, 2005, Hooper et al., 2008)	0.006	Pass
RMSEA	< 0.08 (Kline, 2005, Hooper et al., 2008)	0.014	Pass

Table 4.8 The Results of CFA for Human Resources Practices in Intercultural Communication

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
HRP in intercultural communication		.83	.58
Knowledge	.49	.25	.75
Understanding	.66	.44	.66
Appreciation	.94	.89	.11
Attitude	.87	.75	.25
Knowledge		.96	.88
I can apply the knowledge of intercultural communication to use at work.	.97	.94	.06
I discuss with my colleagues to increase the knowledge of	.93	.86	.14

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
intercultural communication.			
I enjoy design new projects to improve the intercultural communication.	.93	.86	.14
Understanding		.97	.92
The internal activities encourage the understanding in intercultural communication.	.95	.90	.10
I understand the behavior of my colleagues more after training courses.	.95	.90	.10
I understand the behavior of my colleagues more after training courses.	.95	.90	.10
I understand other cultures through my training courses.	.98	.95	.05
Appreciation		.99	.97
After training in intercultural communication I appreciate other cultures.	.98	.97	.03
I appreciate my colleagues who are proud of their own culture.	.98	.95	.05
I respect my colleagues who bring their own culture and adapt it in appropriate way at work.	.99	.98	.02
Attitude		.99	.96
I have a healthy attitude to colleagues who come from other	.99	.97	.03

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
cultures.			
I feel good to work with colleagues from other cultures.	1.00	.99	.01
I accept and do not get upset if my colleagues from different cultures think differently from me.	.96	.93	.07
$\chi^2 = 50.157$, $df = 45$, $P \text{ value} = .276$ $\chi^2/df = 1.115$ $GPI = .988$, $AGFI = .977$, $CFI = 1.00$, $TLI = .999$ $RMSEA = .014$, $SRMR = .006$			

According to table 4.8, the completely standardized factor loadings which determine the relative importance of the observed variables as indicators of the sub-constructs of the Human resources practices in intercultural communication construct revealed loadings, ranging from .93 to 1.00. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the sub-constructs, R^2 values ranged between .86 and .99. These coefficient scores also serve as indicators reliabilities.

Furthermore, the completely standardized factor loadings of the sub-constructs as components or dimensions of the Human resources practices in intercultural communication construct revealed loadings, ranging from .49 to .94. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the components, R^2 values ranged between .25 and .89. These coefficient scores also serve as constructs reliabilities. In addition, all factor loadings are statistical significant at .001 level ($P < .001$).

Meanwhile, the composite reliability of this measurement construct resulted in .89, which exceeded the recommended threshold level of .70. As another measure of validity, the average variance extracted measure was also calculated. This

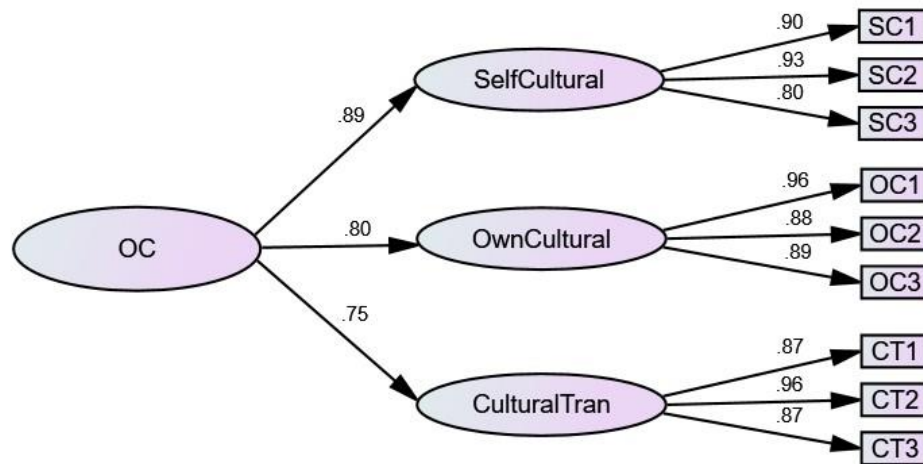
measure represents the overall amount of variance in the indicators accounted for by the latent construct. The value should exceed a threshold guideline level of .50 for the construct. In this study, the average extracted variance for the construct of Human resources practices in intercultural communication revealed a value of .58, which exceeded a recommended level of .50. Considering in each sub-constructs its shown composite reliability of 4 sub-constructs result in .96, .97, .99 and .99. The average extracted variance for the sub-constructs of Human resources practices in intercultural communication revealed a value of .88, .92, .97 and .96.

(2) Confirmatory Factor Analysis (CFA) for Perception of One's Own Culture

The results of the initial estimation of the CFA of perception of one's own culture construct were not acceptable since there was a Chi-square value of 202.762 with 24 degrees of freedom ($p < .001$) and a Root Mean Square Error of Approximation (RMSEA) of .114. RMSEA explains the error of approximation in the population; values should be less than .05 for a good fit. Accordingly, other fit indices also indicated a poor fit and suggested that the estimate parameters should be modified. These included the Goodness-of-Fit Index (GFI = .937), the Adjusted Goodness-of-Fit Index (AGFI = .882), and the Comparative Fit Index (CFI = .962). Another index such as RMSEA = .114 and SRMR = .047. However, the modification indices (MI) showed that the model would achieve a better fit if highly correlated indicators were adjusted (Fig 4.1).

After that, the results of the modification indices (MI), 5 sets of correlated errors were found. After recreating the covariance matrices as an entered matrix for the CFA, the re-specified model with 5 indicators was estimated. The final results of the CFA for perception of one's own culture are presented in fig 4.1, Table 4.9 and Table 4.10.

The re-specified model results in a Chi-square (χ^2) of 18.019 with 19 degrees of freedom that is not significant at a level of .05 ($p = .521$). All other fit indices also showed that the data successfully fit the model with GFI = .993, AGFI = .984, CFI = 1.000, TLI = 1.00, RMSEA = .000, and SRMR = .005.



Chi-Square/Df=.948
 GFI= .993, AGFI = .984, CFI = 1.000, TLI = 1.000
 RMSEA = .000, SRMR = .005

Figure 4.2 Confirmatory Factor Analysis (CFA) for Perception of One's Own Culture

Table 4.9 Fit Indices for CFA of Perception of One's Own Culture

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	.948	Pass
GFI	≥ 0.90 (Schermelleh et al., 2003)	0.993	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.984	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Sigauw, 2006)	1.000	Pass
CFI	≥ 0.90 (Diamantopoulos & Sigauw, 2006)	1.000	Pass
(S) RMR	< 0.08 (Kline,2005, Hooper,et al,2008)	0.005	Pass
RMSEA	< 0.08 (Kline,2005, Hooper,et al,2008)	0.000	Pass

Table 4.10 The Results of CFA for Perception of One's Own Culture

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
Perception of one's own culture		.83	.66
Self-cultural awareness	.89	.79	.21
Own culture interest	.80	.64	.36
Cultural transmission	.75	.57	.43
Self-cultural awareness		.91	.77
I understand of norms and taboos of my own culture.	.90	.81	.19
I attempt to behave according to my own culture.	.93	.86	.14
I am aware of my culture's pro/cons while working with others.	.80	.64	.36
Own culture interest		.93	.83
I am interested in my own culture.	.96	.92	.08
I study from my family about the roots on my own culture.	.88	.78	.22
I always learn from social environment such as books, people, internet and visit culturally rich landmarks in my country.	.89	.80	.20
Cultural transmission		.93	.81
I am able to share/teach my own cultures' norm and taboos to others.	.87	.75	.25
I am proud to communicate the uniqueness of my own culture to others.	.96	.92	.08

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
I have the capability to transmit my own cultural behavior to others.	.87	.75	.25

$\chi^2 = 18.019$, $df = 19$, $P \text{ value} = .521$
 $\chi^2/df = .948$
 $GPI = .993$, $AGFI = .984$, $CFI = 1.00$, $TLI = 1.00$
 $RMSEA = .000$, $SRMR = .005$

The completely standardized factor loadings which determine the relative importance of the observed variables as indicators of the sub-constructs of the perception of one's own culture construct revealed loadings, ranging from .80 to .96. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the sub-constructs, R^2 values ranged between .64 and .92. These coefficient scores also serve as indicators reliabilities.

In addition, the completely standardized factor loadings of the sub-constructs as components or dimensions of the perception of one's own culture construct revealed loadings, ranging from .75 to .80. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the components, R^2 values ranged between .57 and .79. These coefficient scores also serve as constructs reliabilities. All factor loadings are statistical significant at .001 level ($P < .001$).

Meanwhile, the composite reliability of this measurement construct resulted in .83, which exceeded the recommended threshold level of .70. As another measure of validity, the average variance extracted measure was also calculated. This measure represents the overall amount of variance in the indicators accounted for by the latent construct. The value should exceed a threshold guideline level of .50 for the construct. In this study, the average extracted variance for the construct of perception of one's own culture construct revealed a value of .66, which exceeded a recommended level of .50. Considering in each sub-constructs its shown composite

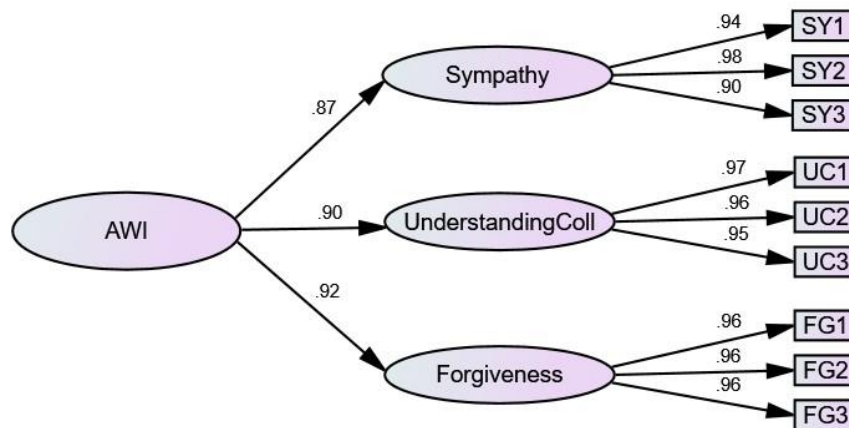
reliability of 3 sub-constructs result in .91, .93 and .93. The average extracted variance for the sub-constructs of perception of one's own culture revealed a value of .77, .83 and .81.

(3) Confirmatory Factor Analysis (CFA) for awareness of intercultural communication

The results of the initial estimation of the CFA of awareness of intercultural communication construct were not acceptable since there was a Chi-square value of 136.142 with 24 degrees of freedom ($p < .001$) and a Root Mean Square Error of Approximation (RMSEA) of .090. RMSEA explains the error of approximation in the population; values should be less than .05 for a good fit. Accordingly, other fit indices also indicated a poor fit and suggested that the estimate parameters should be modified. These included the Goodness-of-Fit Index (GFI = .955), the Adjusted Goodness-of-Fit Index (AGFI = .916), and the Comparative Fit Index (CFI = .985). Another index such as RMSEA = .090 and SRMR = .022. However, the modification indices (MI) showed that the model would achieve a better fit if highly correlated indicators were adjusted (Fig 4.1).

After that, the results of the modification indices (MI), 4 sets of correlated errors were found. After recreating the covariance matrices as an entered matrix for the CFA, the re-specified model with 4 indicators was estimated. The final results of the CFA for perception of one's own culture are presented in fig 4.3, table 4.11 and Table 4.12.

The re-specified model results in a Chi-square (χ^2) of 21.195 with 20 degrees of freedom that is not significant at a level of .05 ($p = .386$). All other fit indices also showed that the data successfully fit the model with GFI = .992, AGFI = .983, CFI = 1.000, TLI = 1.00, RMSEA = .010, and SRMR = .006.



Chi-Square/Df.=1.00
 GFI= .992, AGFI = .983, CFI = 1.000, TLI = 1.000
 RMSEA = .010, SRMR = .006

Figure 4.3 Confirmatory Factor Analysis (CFA) for Awareness of Intercultural Communication

Table 4.11 Fit Indices for CFA of Awareness of Intercultural Communication

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	1.00	Pass
GFI	≥ 0.90 (Schermelleh et al., 2003)	0.992	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.983	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	1.000	Pass
CFI	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	1.000	Pass
(S) RMR	< 0.08 (Kline,2005, Hooper et al., 2008)	0.006	Pass
RMSEA	< 0.08 (Kline,2005, Hooper et al., 2008)	0.010	Pass

Table 4.12 The Results of CFA for Awareness of Intercultural Communication

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
Awareness of intercultural communication		.93	.81
Sympathy	.87	.76	.24
Understanding of colleague	.90	.82	.18
Forgiveness	.92	.85	.15
Sympathy		.95	.88
I care and feel sympathetic when my colleagues have the obstacle at work because of intercultural communication.	.94	.88	.12
I always help my colleagues when they have problem in intercultural communication.	.98	.96	.04
I listen with compassion to my colleague's problems created by a misunderstanding.	.90	.80	.20
Understanding of colleague		.96	.88
I understand the difference between colleagues from different cultures.	.97	.94	.06
I always support my colleagues when they ask for it in order to get things done as per their expectation.	.96	.92	.08
I am patient and try to understand my colleagues from different cultures.	.95	.77	.23

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
Forgiveness		.97	.92
I always forgive my colleagues when they did something wrong due to misunderstanding the content.	.96	.92	.08
I do not feel anything when my colleagues behave differently from my culture.	.96	.93	.07
I always give a chance to my colleagues to make corrections.	.96	.92	.08
$\chi^2 = 21.195, df = 20, P \text{ value} = .386$			
$\chi^2/df = 1.00$			
GPI = .992, AGFI = .983, CFI = 1.00, TLI = 1.00			
RMSEA = .010, SRMR = .006			

The completely standardized factor loadings which determine the relative importance of the observed variables as indicators of the sub-constructs of the awareness of intercultural communication revealed loadings, ranging from .90 to .98. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the sub-constructs, R^2 values ranged between .77 and .96. These coefficient scores also serve as indicators reliabilities.

In addition, the completely standardized factor loadings of the sub-constructs as components or dimensions of the awareness of intercultural communication construct revealed loadings, ranging from .87 to .92. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the components, R^2 values ranged between .76 and .85. These coefficient scores also serve as constructs reliabilities. All factor loadings are statistical significant at .001 level ($P < .001$).

Meanwhile, the composite reliability of this measurement construct resulted in .93, which exceeded the recommended threshold level of .70. As another measure of validity, the average variance extracted measure was also calculated. This measure represents the overall amount of variance in the indicators accounted for by the latent construct. The value should exceed a threshold guideline level of .50 for the construct. In this study, the average extracted variance for the construct of awareness of intercultural communication revealed a value of .81, which exceeded a recommended level of .50. Considering in each sub-constructs its shown composite reliability of 3 sub-constructs result in .95, .96 and .97. The average extracted variance for the sub-constructs of awareness of intercultural communication revealed a value of .88, .88 and .92.

(4) Confirmatory Factor Analysis (CFA) for teamwork performance

The results of the initial estimation of the CFA of teamwork performance construct were not acceptable since there was a Chi-square value of 125.11 with 50 degrees of freedom ($p < .001$) and a Root Mean Square Error of Approximation (RMSEA) of .051. RMSEA explains the error of approximation in the population; values should be less than .05 for a good fit. Accordingly, other fit indices also indicated a poor fit and suggested that the estimate parameters should be modified. These included the Goodness-of-Fit Index (GFI = .966), the Adjusted Goodness-of-Fit Index (AGFI = .947), and the Comparative Fit Index (CFI = .992. Another index such as RMSEA = .051 and SRMR = .032. However, the modification indices (MI) showed that the model would achieve a better fit if highly correlated indicators were adjusted (Fig 4.4).

After that, the results of the modification indices (MI), 5 sets of correlated errors were found. After recreating the covariance matrices as an entered matrix for the CFA, the re-specified model with 5 indicators was estimated. The final results of the CFA for perception of one's own culture are presented in fig 4.4, table 4.12 and Table 4.13.

The re-specified model results in a Chi-square (χ^2) of 51.598 with 45 degrees of freedom that is not significant at a level of .05 ($p = .232$). All other fit

indices also showed that the data successfully fit the model with GFI = .986, AGFI = .975, CFI = .999, TLI = .999, RMSEA = .016, and SRMR = .012.

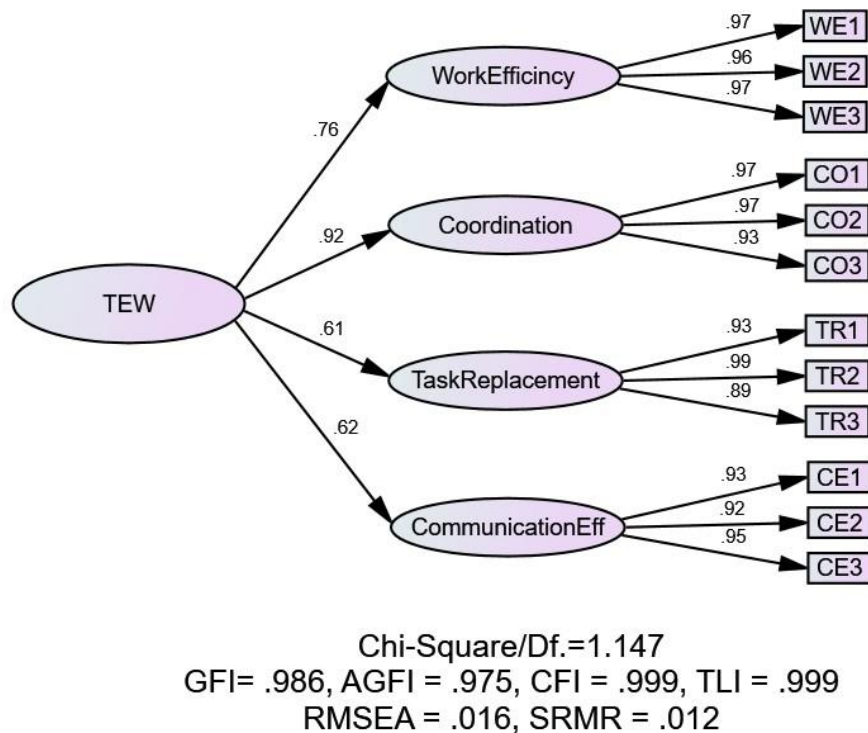


Figure 4.4 Confirmatory Factor Analysis (CFA) for Teamwork Performance

Table 4.13 Fit Indices for CFA of Teamwork Performance

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	1.148	Pass
GFI	≥ 0.90 (Schermele et al., 2003)	0.986	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.975	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	1.000	Pass
CFI	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	.999	Pass
(S) RMR	< 0.08 (Kline, 2005, Hooper et al., 2008)	0.012	Pass

Fit Indices	Criteria	Valued	Result
RMSEA	< 0.08 (Kline, 2005, Hooper et al., 2008)	0.016	Pass

Table 4.14 The Results of CFA for Teamwork Performance

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
Teamwork performance.		.82	.55
Work efficiency	.76	.58	.42
Coordination	.92	.85	.15
Task replacement when colleague absence	.61	.37	.63
Communication Effectiveness	.62	.39	.61
Work efficiency		.96	.93
I am confident of working with other cultures in harmony.	.97	.94	.06
I and my colleagues work well together, get things done in time.	.96	.91	.09
I and my colleagues focus on quality of work.	.97	.93	.07
Coordination		.97	.91
I feel comfortable to coordinate with colleagues from other cultures.	.97	.94	.06
After joining the internal group activities, I am confident to communicate with my colleagues in order to finish the job.	.97	.93	.07
I work in harmony with my colleagues from other cultures.	.93	.86	.14

Constructs & Indicators	Completely Standardized Loadings	Construct & Indicator Reliability	Average Variance Extracted
Task replacement when colleague absence		.98	.88
I can be replaced my colleagues when they are absent.	.93	.87	.13
I am able and willing to continue my colleagues' pending tasks in order to complete it during her/his absence.	.99	.98	.02
I take ownership to finish my colleagues' task.	.89	.80	.02
Communication Effectiveness		.93	.87
I convey the correct message to my colleagues.	.93	.87	.13
I can communicate to my colleagues without hindrance.	.38	.84	.16
I always listen to my colleagues with an open mind and without bias.	.95	.90	.10
$\chi^2 = 51.598$, $df = 45$, $P \text{ value} = .232$			
$\chi^2/df = 1.147$			
GPI = .986, AGFI = .975, CFI = .999, TLI = .999			
RMSEA = .016, SRMR = .012			

The completely standardized factor loadings which determine the relative importance of the observed variables as indicators of the sub-constructs of the teamwork performance revealed loadings, ranging from .38 to .99. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the sub-constructs, R^2 values ranged between .84 and .98. These coefficient scores also serve as indicators reliabilities.

In addition, the completely standardized factor loadings of the sub-constructs as components or dimensions of the teamwork performance construct revealed loadings, ranging from .61 to .92. In terms of estimating the squared multiple correlations (R^2), which are used to examine the extent to which the measurement model adequately represents the components, R^2 values ranged between .37 and .85. These coefficient scores also serve as constructs reliabilities. All factor loadings are statistical significant at .001 level ($P < .001$).

Meanwhile, the composite reliability of this measurement construct resulted in .82, teamwork performance which exceeded the recommended threshold level of .70. As another measure of validity, the average variance extracted measure was also calculated. This measure represents the overall amount of variance in the indicators accounted for by the latent construct. The value should exceed a threshold guideline level of .50 for the construct. In this study, the average extracted variance for the construct of teamwork performance revealed a value of .55, which exceeded a recommended level of .50. Considering in each sub-constructs its shown composite reliability of 4 sub-constructs result in .96, .97, .98 and .93. The average extracted variance for the sub-constructs of teamwork performance revealed a value of .93, .91, .88 and .87.

3) Overall Measurement Model

Prior to estimating the overall measurement model, each measurement model was separately examined to investigate whether the collected data fit the specified observed indicators of the construct successfully. Based on the results of the goodness-of-fit indices, modification indices, and estimated coefficient scores such as t-values and multiple correlations, the measurement models for each construct were modified and re-specified.

Consequently, the final measurement model for each construct with the observed indicators was determined on the basis of the statistical and theoretical soundness of the constructs. Thus, each final model represented best-fitting model to the data in terms of parsimony and substantive meaningfulness.

Accordingly, 42 observed indicators associated with 14 sub-constructs and 4 constructs were determined from CFA, as shown in Figure 4.5, table 4.14 and Table 4.15. The overall measurement model to be tested consisted of 4 constructs

represented by the effectiveness of human resources practices in intercultural communication (HRP), perception of one's own culture (OC), the awareness of intercultural communication (AWI) and teamwork performance (TEW). Given these 4 constructs; 12 observed indicators loaded onto 4 sub-constructs of HRP, 9 observed indicators loaded onto 3 sub-constructs of OC, 9 observed indicators loaded onto 3 sub-constructs of AWI and 12 observed indicators loaded onto 4 sub-constructs of TEW.

In order to estimate the overall measurement model, this study sample ($n = 578$) for CFA. An initial estimation of the measurement model did not produce acceptable levels of model fit, having a Chi-square value of 1,932.008 with 799 degrees of freedom ($p < .01$). Some of goodness-of-fit indices also revealed that the initial hypothesized model did not fit the data very well, showing GFI, AGFI, CFI, TLI, RMSEA and SRMR equally .840, .764, .884, .851, .130 and .034. These results also indicated that the initial model was not fit with the empirical data. The modification indices suggested that more fit results of the overall measurement model could be obtained by re-specifying the measurement model.

Based on an examination of modification indices, 159 set of correlated errors were re-specifying. The final results of the CFA for all measurement model presented in Figure and Table below.

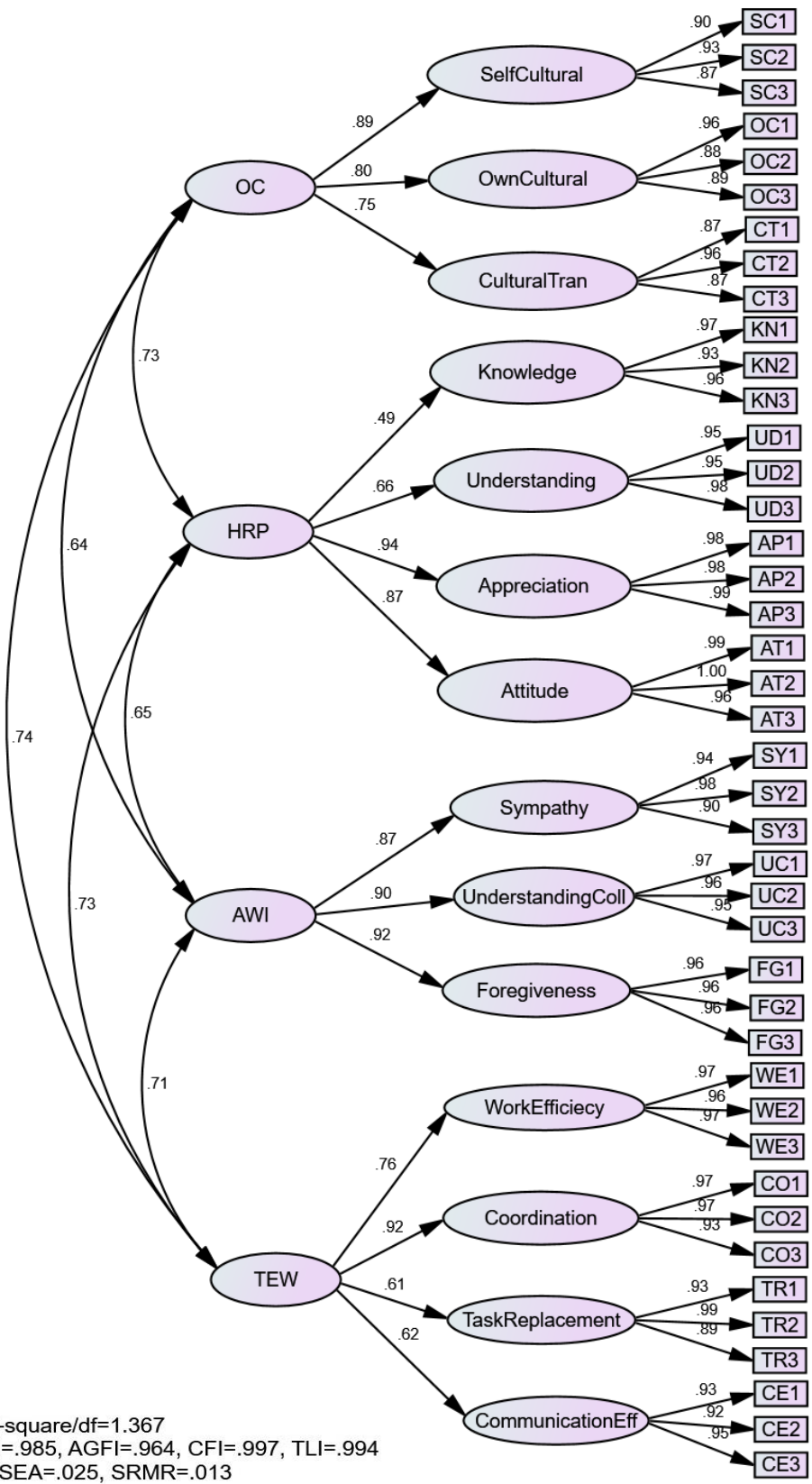


Figure 4.5 Confirmatory Factor Analysis (CFA) for Overall Constructs

Table 4.15 Fit Indices for CFA of Overall Constructs

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	1.367	Pass
GFI	≥ 0.90 (Schermeleleh et al., 2003)	0.985	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.964	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Sigauw, 2006)	0.994	Pass
CFI	≥ 0.90 (Diamantopoulos & Sigauw, 2006)	0.997	Pass
(S) RMR	< 0.08 (Kline,2005, Hooper et al., 2008)	0.013	Pass
RMSEA	< 0.08 (Kline,2005, Hooper et al., 2008)	0.025	Pass

Table 4.16 The Results of CFA for Overall Constructs

Constructs	Sub-Construct/ Indicators	Completely Standardiz ed Loadings	Indicator reli.	Error Var.	CR	AVE
OC					.83	.67
	SelfCultural	.89	.79	.21		
	SC1: I understand90	.81	.19		
	SC2: I attempt93	.86	.14		
	SC3: I am aware80	.64	.36		
	OwnCulture	.80	.64	.36		
	OC1: I am interested	.96	.92	.08		
	...					
	OC2: I study from88	.78	.22		
	OC3: I always learn	.89	.80	.20		
	...					

Constructs	Sub-Construct/ Indicators	Completely			CR	AVE
		Standardiz ed Loadings	Indicator reli.	Error Var.		
	CulturalTran	.75	.57	.43		
	CT1: I am able87	.75	.25		
	CT2: I am proud96	.92	.08		
	CT3: I have the87	.75	.25		
HRP					.83	.58
	KNOWLEDGE	.49	.25	.75		
	KN1: I can apply97	.94	.06		
	KN2: I discuss with93	.86	.14		
	KN3: I enjoy design93	.86	.14		
	UNDERTANDING	.66	.44	.66		
	UD1: The internal95	.90	.10		
	UD2: I understand95	.90	.10		
	UD3: I understand other98	.95	.05		
	APPRECIATION	.94	.89	.11		
	AP1: After training98	.97	.03		
	AP2: I appreciate98	.95	.05		
	AP3: I respect99	.98	.02		
	ATTITUDE	.87	.75	.25		
	AT1: I have a99	.97	.03		
	AT2: I feel good ...	1.00	.99	.01		
	AT3: I accept and96	.93	.07		
AWI					.93	.81
	SYMPHATY	.86	.73	.27		
	SY1: I care and94	.88	.12		
	SY2: I always98	.96	.04		
	SY3: I listen90	.80	.20		

Constructs	Sub-Construct/ Indicators	Completely			CR	AVE
		Standardiz ed Loadings	Indicator reli.	Error Var.		
	UNDERCOLL	.90	.81	.19		
	UC1: I understand97	.94	.06		
	UC2: I always96	.92	.08		
	UC3: I am patient95	.77	.23		
	FORGIVE	.92	.84	.16		
	FG1: I always forgive96	.92	.08		
	FG2: I do not feel96	.93	.07		
	FG3: I always give96	.92	.08		
	...					
TEW					.82	.55
	WORKEFF	.76	.58	.42		
	WE1: I am confident97	.94	.06		
	WE2: I and my ... work96	.91	.09		
	WE3: I and my ... focus97	.93	.07		
	COORDINAT	.92	.85	.15		
	CO1: I feel comfortable97	.94	.06		
	CO2: After joining97	.93	.07		
	CO3: I work in harmony93	.86	.14		
	TASK	.61	.37	.63		
	TR1: I can be93	.87	.13		
	TR2: I am able99	.98	.02		
	TR3: I take ownership89	.80	.02		

Constructs	Sub-Construct/ Indicators	Completely			CR	AVE
		Standardiz ed Loadings	Indicator reli.	Error Var.		
	COMMUE	.62	.39	.61		
	CE1: I convey93	.87	.13		
	CE2: I can38	.84	.16		
	CE3: I always listen	.95	.90	.10		
	...					

$\chi^2 = 874.882$, df = 640, P value = .055
 $\chi^2/df = 1.367$
 GPI = .985, AGFI = .964, CFI = .997, TLI = .994
 RMSEA = .025, SRMR = .013

The re-specified model results in a Chi-square (χ^2) of 874.882 with 640 degrees of freedom that is not significant at a level of .05 ($p = .055$). All other fit indices also showed that the data good fit the model with GFI = .985, AGFI = .964, CFI = .997, TLI = .994, RMSEA = .025 and SRMR = .013

4.3.3 Discriminant Validity and Correlation Matrix Among 4 Constructs

Discriminant validity is referring to the extent in which the construct is actually differing from another one constructs. It also measures the degree of differences between the overlapping construct. The discriminant validity can be evaluated by Fornell-Larcker criterion (Henseler, Ringle, & Sarstedt, 2015).

The discriminant validity assessing by Fornell-Lacker criterion, this method compares the square root of the average variance extracted (AVE) with the correlation of latent constructs. The latent construct should explain better the variance of its own indicator rather than the variance of other latent constructs. Therefore, the square root of each construct's AVE should have a greater value than the correlations with other latent constructs (Fornell & Larcker, 1981).

According to the Fornell-Larcker criterion (Table 4.17), the constructs' discriminant validity has been established the square root of each construct's AVE is

higher than its correlation with another construct. Thus, the Fornell-Lacker results in Table 4.17 revealed that discriminant validity has been established.

Table 4.17 Discriminant Validity and Correlation Matrix among the Research Constructs

Constructs	CR.	AVE	HRP	OC	AWI	TEW
HRP	.83	.58	.762			
OC	.83	.67	.730	.818		
AWI	.93	.81	.640	.650	.900	
TEW	.82	.55	.738	.729	.711	.742

Note: CR: Construct Reliability, AVE: Average variance extracted, Diagonal figures in bold represent the square root of AVE of the latent variables.

4.4 Structural Equation Modeling (SEM)

In this study the Structural Equation Modeling (SEM) has been used for testing the hypotheses about relationships among observed latent variables (Hoyle, 1995b). Principally, SEM is the specified theory for testing the relationship between constructs (Joreskog, 1995).

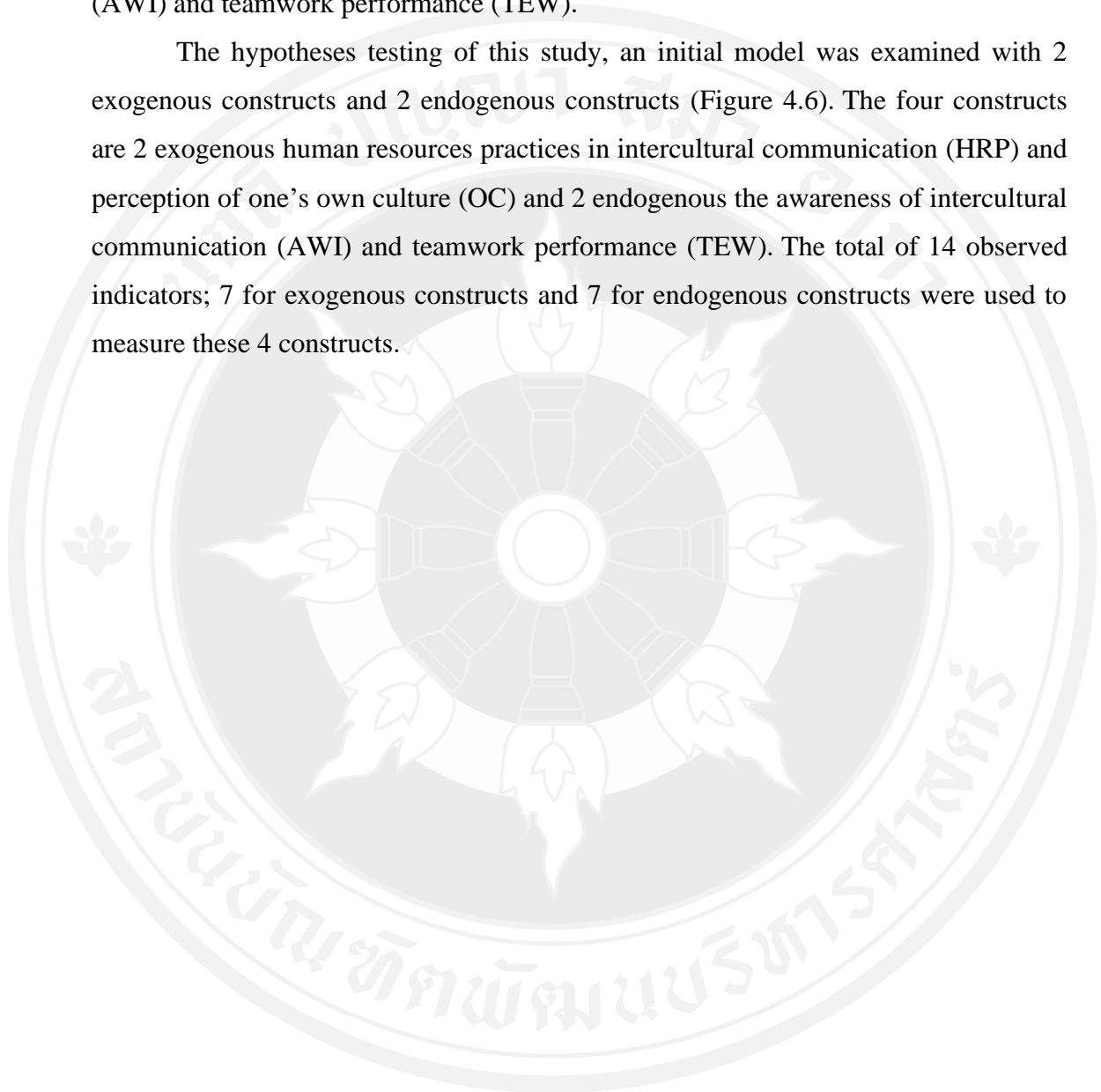
Furthermore, the SEM can be used for testing hypothetical model that determines relationships between latent constructs and observed variables which are indicators of latent constructs. To provide path coefficients (parameter values) on each hypotheses its can identify the relationship between the constructs and the respective statistical significance of hypotheses' relationships which included standard errors and calculated t-values can be tested by the estimated path coefficients (Bollen, 1989a; Byrne, 1998; Hair et al., 1998; Loehlin, 1992).

4.4.1 Initial Theoretical Structural Model

The main objective of this study were to proof developed model of the effectiveness of human resources practices in intercultural communication, perception

own culture and the awareness of intercultural communication toward teamwork performance and to empirically test the relationships among the 4 constructs; the effectiveness of human resources practices in intercultural communication (HRP), perception of one's own culture (OC), the awareness of intercultural communication (AWI) and teamwork performance (TEW).

The hypotheses testing of this study, an initial model was examined with 2 exogenous constructs and 2 endogenous constructs (Figure 4.6). The four constructs are 2 exogenous human resources practices in intercultural communication (HRP) and perception of one's own culture (OC) and 2 endogenous the awareness of intercultural communication (AWI) and teamwork performance (TEW). The total of 14 observed indicators; 7 for exogenous constructs and 7 for endogenous constructs were used to measure these 4 constructs.



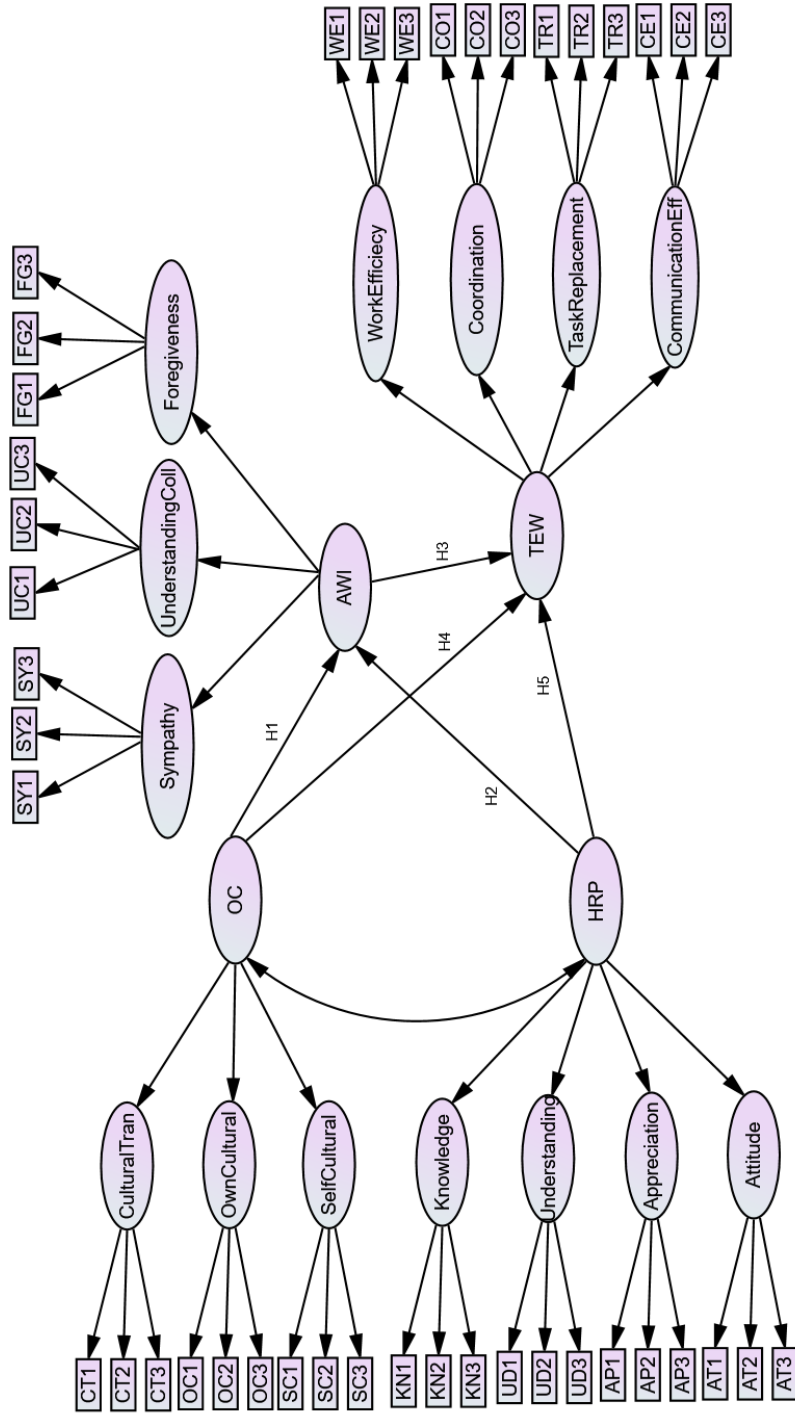


Figure 4.6 Initial Structural Model of the Effectiveness of Human Resources Practices in Intercultural Communication, Perception Own Culture, and the Awareness of Intercultural Communication toward Teamwork Performance

Since the primary interest in SEM for testing hypotheses is to examine the relationships between/among the exogenous and endogenous constructs, the relationship can be specified by maximum likelihood method. The method represents the regression coefficients that link the exogenous constructs and the endogenous constructs. Each of coefficients or parameters to be estimated represents one of the proposed research hypotheses in this study.

Describing the figure 4.5, H1 defines hypothesis 1 (There is a positive relationship between perception of one's own culture and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate)), H2 represents hypothesis 2 (There is a positive relationship between the effectiveness of human resources practices in intercultural communication and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate)), H3 illustrates hypothesis 3 (There is a positive relationship between awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) and teamwork performance). H4 represents hypothesis 4 (There is a positive relationship between perception of one's own culture and the teamwork performance among 5-star-rated hotel staffs (expatriate)) and H5 shown the hypothesis 5 (There is a positive relationship between human resources practices and the teamwork performance among 5-star-rated hotel staffs (expatriate)).

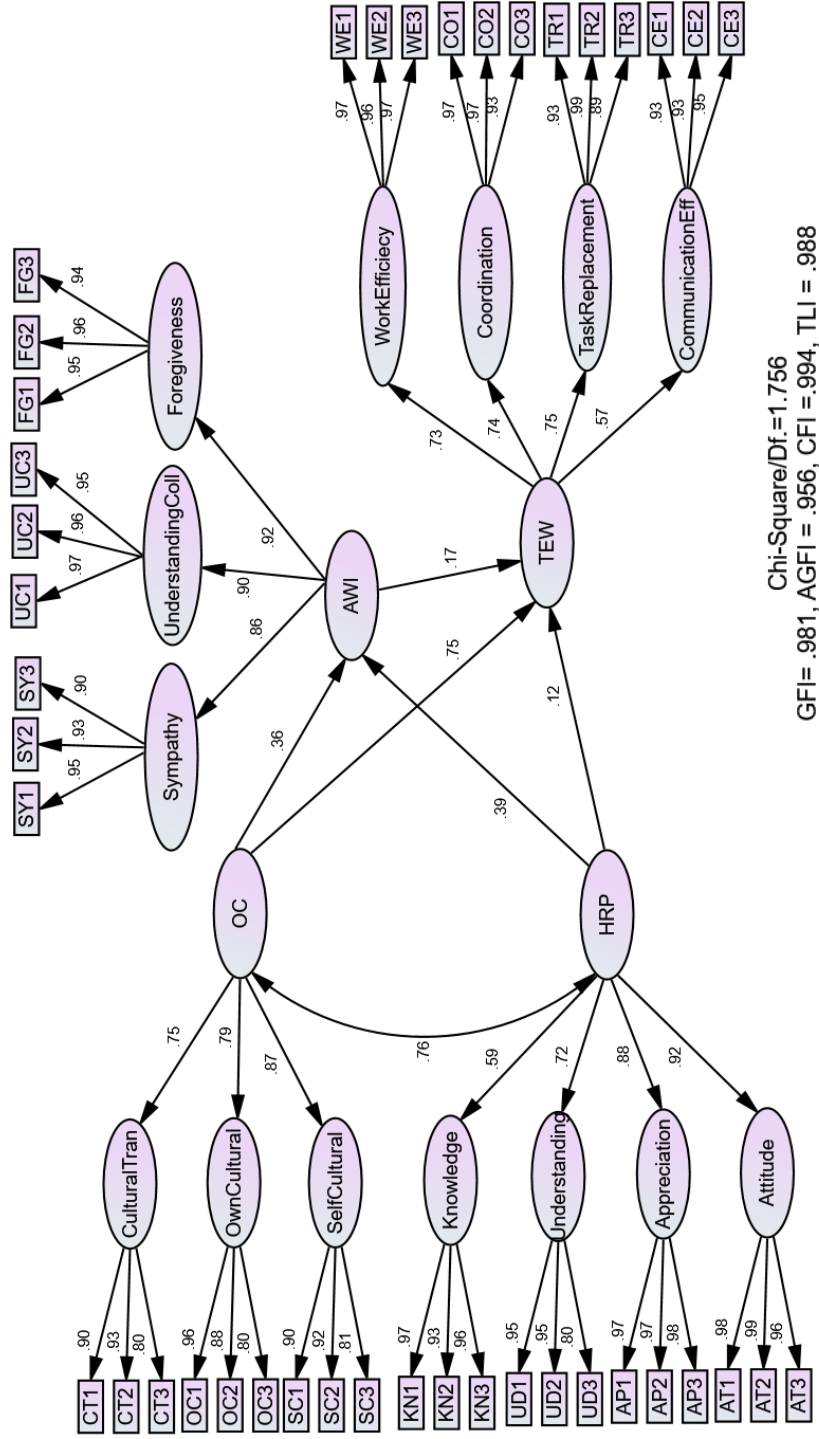
Consequently, the initial structural equation model with 3 paths was tested using the AMOS program for structural equation modeling (SEM). The review of the initial structural model revealed that the Chi-square value was 764.694 with 73 degrees of freedom ($p < .001$). This result indicated that the initial model was not acceptable as a well-fitting model to the data. This indicated that the proposed initial model was underestimated and could be improved. However, given the known sensitivity of the Chi-square test to the sample size, other goodness-of-fit indices have been suggested to help model evaluation. Because of the sample size for this study was 578 cases, the use of the Chi-square value provides little guidance in determining the extent to which the proposed model fits the data (Byrne, 1998). Review of goodness-of-fit statistics revealed that the initial model fit the data somewhat well (Chi-square/df = 10.475, GFI = .840, AGFI = .764, CFI = .884, RMSEA = .130, SRMR = .034). However, there was evidence of the misfit in the model.

4.4.2 Modified Structural Model

The review of the modification indices suggested that the initial model could be improved in order to represent a better model fit to the data. Since every correlated error covariance must be justified and substantially.

After modifying the model with the error variances were highly correlated specified as estimated parameters, the Chi-square value dropped to 80.784 with 46 degrees of freedom ($p = .001$). Goodness-of-fit statistics were improved. The review of modification indices revealed the model fit the data well and other goodness-of-fit statistics reached quite satisfactory levels for a well-fitting model (GFI = .981, AGFI = .956, CFI = .992, TLI = .988, RMSEA = .036 and SRMR = .016).

The summary of the final model and the associated goodness of fit statistics with added parameters was reported in fig 4.7 and table 4.17.



Chi-Square/Df.=1.756
 GFI=.981, AGFI=.956, CFI=.994, TLI=.988
 RMSEA=.036, SRMR=.016

Figure 4.7 Final Structural Model of the Effectiveness of Human resources Practices in intercultural Communication, Perception Own Culture, and the Awareness of Intercultural Communication toward Teamwork Performance

Table 4.17 Fit Indices for Final Structural Model

Fit Indices	Criteria	Valued	Result
Chi-square/DF	< 2 (Byrne, 1989)	1.756	Pass
GFI	≥ 0.90 (Schermelleh et al., 2003)	0.981	Pass
AGFI	≥ 0.90 (Bagozzi & Yi, 1988)	0.956	Pass
NNFI (TLI)	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	0.988	Pass
CFI	≥ 0.90 (Diamantopoulos & Siguaw, 2006)	0.994	Pass
(S) RMR	< 0.08 (Kline,2005, Hooper,et al,2008)	0.016	Pass
RMSEA	< 0.08 (Kline,2005, Hooper,et al,2008)	0.036	Pass

4.4.3 Analysis of Hypotheses Testing

The results of structural equation analysis by AMOS were utilized to test the proposed hypotheses in this study. As discussed in the previous section, the relationships between the constructs were examined based on t-values associated with path coefficients between the constructs. If an estimated t-value is greater than a certain critical value ($p < .05$, $t\text{-value} = 1.96$) the null hypothesis that the associated estimated parameter is equal to 0 was rejected. Subsequently, the hypothesized relationship was supported. The summary of the hypotheses testing is presented in Table 4.17.

In this study, a total of 5 hypotheses were proposed and tested by using structural equation modeling. The relationship between perception of one's own culture and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) represented hypothesis 1, and the relationship between the effectiveness of human resources practices in intercultural communication and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) explained hypothesis 2. The relationship between the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) and teamwork performance specified hypothesis 3. The relationship between perception of one's own culture and teamwork

performance defined hypothesis 4. The relationship between the effectiveness of human resources practices and teamwork performance represented hypothesis 5.

Table 4.18 Summary of Hypotheses Testing

Hypothesis	Hypothesized Path	Completely Standardized	T-value	Results
H1	OC to AWI	.36	6.073*	Supported
H2	HRP to AWI	.39	6.602*	Supported
H3	AWI to TEW	.17	3.934*	Supported
H4	OC to TEW	.75	11.515*	Supported
H5	HRP to TEW	.12	2.136*	Supported

Note: * $P < .05$ (t-test > 1.96)

HRP refers to the effectiveness of human resources practices in intercultural communication

OC refers to perception of one's own culture

AWI refers to the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate)

TEW refers to teamwork performance

H1: There is a positive relationship between perception of one's own culture and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate)

The result of SEM analysis indicated that the path from the construct of perception of one's own culture (OC) and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) (AWI) was significant and positive (t-value = 6.073, $p < .05$). This result supported that if the expatriates who are working in 5-star-rated hotel in Thailand have positively in perception of their own culture, they would prefer to have positive on the awareness of intercultural communication.

Specifically, if the expatriates were more strongly agree on the perception of one's own culture (OC) that cultural transmission, own cultural interest and self-cultural awareness, they would support the awareness of intercultural communication on sympathy, understanding of colleague and forgiveness.

H2: There is a positive relationship between the effectiveness of human resources practices in intercultural communication and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate)

Hypothesis 2 investigated the relationship of the effectiveness of human resources practices in intercultural communication (HRP) and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) (AWI) was significant and positive (t -value = 6.602, $p < .05$). This result defined that if more effectiveness of human resources practices in intercultural communication (HRP) in local Thai chain 5-star-rated hotel then the high on the expatriates' awareness of intercultural communication.

In addition, if the local Thai chain 5-star-rated hotel have highly on knowledge, understanding, appreciation and attitude which were components of HRP, they would highly effect to intercultural communication awareness on sympathy, understating of colleague and forgiveness.

H3: There is a positive relationship between awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) and teamwork performance).

In hypothesis 3, it was postulated that the expatriates who have more intercultural communication awareness they have more likely to be good in teamwork performance.

The result of SEM analysis supported this hypothesis having a positive relationship between the constructs (t -value = 3.934, $p < .05$). Accordingly, the awareness of intercultural communication was successfully measured by 3 observed indicators that were related to sympathy, understanding of colleague and forgiveness, it highly effect to work efficiency, coordination, task replacement when colleague absence and communication effectiveness.

H4: There is a positive relationship between the perception of one's own culture of 5-star-rated hotel staffs (expatriate) and teamwork performance).

In hypothesis 4, it was postulated that the expatriates who have more of the perception of one's own culture they have more likely to be good in teamwork performance.

The result of SEM analysis supported this hypothesis having a positive relationship between the constructs (t-value = 11.515, $p < .05$). The perception of one's own culture was successfully measured by 3 observed indicators that were related to cultural transmission, own cultural and self-cultural, it is highly effect to work efficiency, coordination, task replacement when colleague absence and communication effectiveness.

H5: There is a positive relationship between the effectiveness of human resources practices and teamwork performance.

In hypothesis 5, it was postulated that the expatriates who have more of the perception of one's own culture they have more likely to be good in teamwork performance.

The result of SEM analysis supported this hypothesis having a positive relationship between the constructs (t-value = 2.136, $p < .05$). The effectiveness of human resources practices was successfully measured by 4 observed indicators that were related to knowledge, understanding, appreciation and attitude, it is highly effect to work efficiency, coordination, task replacement when colleague absence and communication effectiveness.

4.5 Chapter Summary

This chapter presents the results of descriptive statistics and inferential statistics. The data (n=578) was initially assessed for the normality. Then, the confirmatory factor analysis (CFA), first-order CFA, was performed for each construct. The overall measurement model were achieve the model fit. The construct validity for all measurement scales was supported. The result of hypotheses testing was shown in the structural equation modelling (SEM) that model achieved the model fit. In chapter 5, the findings and conclusion will discuss.

CHAPTER 5

DISCUSSION AND CONCLUSIONS

This chapter consists of the following sections:

- 5.1 Introduction
- 5.2 Overview of the demographic characteristics of respondents
- 5.3 Discussion on the hypothesis testing results
- 5.4 Conclusions
- 5.5 Recommendations
- 5.6 Limitations of the study

5.1 Introduction and Overview

The purpose of this study is to examine of the effectiveness of human resources practices, perception of one's own culture, awareness of intercultural communication and teamwork performance in 5-star-rated hotels in Thailand.

The data were collected by distributing the questionnaire to 578 expatriate staffs in 5-star-rated Thai hotels chain in Thailand-namely, Dusit Thani group, Anantara Resorts & Spa, Amari (ONYX Group), Centara group, and The Sukosol Hotels during January-February, 2018 before the COVID 19 pandemic. The following research questions were addressed and the answers provided.

1) What is the level of the effectiveness of human resources practices in intercultural communication of 5-star-rated hotel staffs in Thailand? Briefly, the mean scores of their knowledge, understanding, appreciation, and attitude were found to be at high level (3.936 to 4.208).

2) What is the level of perception of one's own culture among 5-star-rated hotel staffs in Thailand? The mean scores of self- cultural awareness, one's own cultural interest, cultural transmission were found to be at a high level (4.019 to 4.304).

3) What is the level of the awareness of intercultural communication among 5-star-rated hotel staffs in Thailand? The mean scores of sympathy, understanding of colleagues, and forgiveness were found to be at a high level (4.064 to 4.253).

4) What is level of teamwork performance of 5-star-rated hotel staffs for teamwork in Thailand? 5) The mean scores of work efficiency, coordination, task replacement when a colleague was absent, and communication effectiveness were found to be at a very high level (4.314 to 4.466).

5) What are the causal effects of effective human resources practices in intercultural communication and the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand? The SEM was utilized to examine the causal relationship of these three constructs. It was found that there was a significantly positive relationships among knowledge, understanding, appreciation, attitude, sympathy, understanding of colleagues, forgiveness, work efficiency, coordination, task replacement when a colleagues was absent, and communication effectiveness. All the research hypotheses were accepted.

6) What are the causal effects of perception of one's own culture and the awareness of intercultural communication for enhancing teamwork performance among 5-star-rated hotel staffs in Thailand? The SEM was utilized to examine the causal relationship of these three constructs. Again the hypotheses about relationships among, self-cultural awareness, own cultural interest, cultural transmission, sympathy, understanding of colleague, forgiveness, work efficiency, coordination, task replacement when a colleagues was absent, and communication effectiveness were accepted. That is, there was a positive relationship between perception of one's own culture and awareness of intercultural communication which affected teamwork performance.

5.2 Overview of the Demographic Characteristics of Respondents

The sample of the study was 359 male and 219 female expatriates working at 5-star-rated hotels in Thailand. Then ages ranged between 31-40 years. The top ten nationalities of the respondents were Burmese, Cambodian Indian Chinese, German, Japanese, French, Swiss, Korean, and Pilipino.

The average number of their working years in Thailand was 2.89 years. Most of respondents had a bachelor's degree (38.93%), followed a diploma degree (34.08%). The majority of respondents worked for the housekeeping department (23.88%) for less than 2 years (51.04%) and the front office department (20.93%) for 2-5 years (42.04%).

5.3 Discussion on the Hypotheses Testing Results

The 4 constructs that were tested were the effectiveness of human resources practices in intercultural communication (HRP), perception of one's own culture (OC), awareness of intercultural communication (AWI) and teamwork performance (TEW). There were 4 observed indicators loaded onto HRP, 3 observed indicators loaded onto OC, 3 observed indicators loaded onto AWI and 4 observed indicators loaded onto TEW.

5.3.1 Finding about the Relationship between on Perception of One's Own Culture and Awareness of Intercultural Communication of 5-Star-rated Hotels Staff (Expatriates)

There was a positive relationship between the perception of one's own culture and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriates). The results of the study supported Taylor's stated (2003) that people who need to communicate or work with their people from different cultures should understand the own culture. Moreover, Walker et al. (2003) revealed that learning and knowing the basic principle of other cultures is necessary for interaction with people from different cultures in order and to behave in an appropriate way. This also the case for expatriate working at hotel in Thailand.

The result of the study if the expatriates working in 5-star-rated hotel in Thailand have a positive perception of their own culture, they would be positive by aware of intercultural communication. The results of this study are also consistent with that of Burnard (2005), who stated that national culture which is the root of an individual can be reflected in communication and Chen (200) pointed out that culture was associated with nationality; it determined the difference people's on behaviors, beliefs and attitude Lillis and Hayes (2007) mentioned that an understanding of own culture was the first step toward interaction with others. Moreover, the results of this study were consistent with those of Earley and Ang (2003) who mentioned that one's own cultural interest played a significant role in behavioural consequences of his interactions with these from different cultures (Presbitero & Attar, 2018). With his own cultural interest, and individual will have an ability to act in accordance with cultural structure and have the ability to identify the information they obtained concerning with their own culture (Triandis, 2006). Cultural transmission is one of the significant part the of perception of one's own culture because it influences the awareness of intercultural communication Smith and Kirby (2008) defined cultural transmission as the ability of individuals to communicate and perceive the information of their own culture and transfer the uniqueness including norms and taboos to others.

The results of the study suggest that perception of one's own culture (OC) positively and significantly influence the awareness of intercultural communication (AWI). Expatriate employees in 5-star-rated Thai hotels chains in Thailand have self-cultural awareness, their own cultural interest and cultural transmission. The result of SEM analysis indicated that the path from the construct of perception of one's own culture (OC) and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) (AWI) were significant. If the expatriates working in 5-star-rated hotel in Thailand have a positively perception of their own culture, they will be positively aware of intercultural communication. Specifically, if the expatriates know about their own culture (OC) cultural transmission, own cultural interest and self-cultural awareness, they will have awareness of intercultural communication, sympathy, understanding of colleagues and forgiveness. The results of this study were consistent with the previous research findings by Mostafa, Gould-Williams, and

Bottomley (2015), and Tang and Tang (2012), regarding the direct effects of OC on AWI in multi-nationality organizations in Thailand.

5.3.2 Relationship between the Effectiveness of Human Resources Practices in Intercultural Communication and the Awareness of Intercultural Communication of 5-Star-rated Hotels Staff in Thailand

There is a positive relationship between the effectiveness of human resources practices in intercultural communication and the awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) in Thailand. If human resources practices in intercultural communication (HRP) in local Thai chain 5-star-rated hotel was effective, then the expatriates' awareness of intercultural communication will be at a high level. In addition, if the expatriates working in Thai chain 5-star-rated hotel have a good knowledge, understanding, appreciation and attitude, which were components of HRP, there will be better intercultural communication awareness, sympathy, understand of colleagues and forgiveness. The results coincided with the previous research findings by Young and Boluk (2012) and Paige (2006), on the direct effect of HRP on AWI in small hotels in Sweden.

The only way to serve the needs of the employees is through training, HRP should emphasize the training and development program as the knowledge & the attitude of employees are directly impacted by training & development. The understanding of employees can be enhanced because it has an impact on the performance (Saengchai et al., 2019). Moreover, Senyucel (2009) stated that HRP and could improve the employees' behavior and motivated them to perform a better performance. They provided the best practice model stressing the importance of improving employee capability and skills through training and understanding the role of rewards through performance management. According to Boxal and Purcell's (2000), training and development (T&D) is known as a process that provides experiential learning and growth opportunities which positively affect employees' behavior such positive behavior has the potential to increase their productivity (Consten & Salazar, 2011). In addition, Ford and Chan (2003) stated that knowledge could be acquired through practice which impacted and individual's own culture.

5.3.3 Discussion on the Hypotheses Testing Results on awareness of Intercultural Communication of 5-Star-rated hotel Staffs (Expatriate) and Teamwork Performance

There is a positive relationship between awareness of intercultural communication of 5-star-rated hotel staffs (expatriate) and teamwork performance. Intercultural communication is defined as the communication between people from different cultures, society and ethnic groups or between members from different race groups but living/working in the same cultural system (Gudykunst, 1987). The communication skill includes listening and speaking as well as sending information from top to-down levels (Cichy, Sciarini, & Patton, 1992). Flexibility in the context is needed when working in cultural differences. Especially in the hotel industry improvement of communication competence will create the value in quality service, work effectiveness and competitiveness. Furthermore, the hotel industry is labor intensive and the staff directly create the customer experience (Powers and Riegel, 1993).

The fundamental component for competent managerial in intercultural communication is an understanding and reacting of people from different culture should have in all people those who work in hospitality business should possess this skill. The hospitality business centered on service, so it emphasizes on communication effectiveness in order to maximize work efficiency, employee's productivity and all these depend on the effectiveness of management and the human resources department to handle the multicultural employees and to ensure that they understand what they are asked to do (Hall & Hall, 1987).

In addition, the human resources department and management need to understand complicated communication processes as well as the language barrier. The management should learn how culture, race and nationality influence the behavior in general and how to communicate to people from other cultures and the role of each individuals in teamworking. In the cultural diversified workforce, communication effectiveness is needed, so the management should know how to motivate the employees to better perform their roles, and their required planning, leading, coordinating, managing, encouraging (Oktadiana & Djauhari, 2011). Guilherme (2012) stated that being intercultural competent means that a person from one culture

has an ability to understand and has an interaction with people from other cultures. Clark (1997) stated that the people shaped by their culture to show the sympathy. Shaver, Murdaya and Fraley (2001) stated that people from different cultures were different in a degree of sympathy and forgiveness which are shaped by their culture. Routamaa and Hautala (2008) stated that expatriates' work, any international cooperation was required to have an understanding of differences between cultures. Forgiveness-granting behavior, like relational maintenance and conflict management behavior (Canary & Dainton, 2006; Sillars, 1980), could be instilled in various ways. Since the expatriates who had more intercultural communication awareness were more likely to be good in teamwork performance, the awareness of intercultural communication was successfully measured by 3 observed indicators which were sympathy, understanding of colleagues and forgiveness. All of them contributed to work efficiency, coordination, task replacement when a colleague absent and communication effectiveness. Expatriate employees who have an awareness of intercultural communication could coordinate between the departments and showed work efficiency. This finding coincided with the previous research finding by Vila (2005).

5.3.4 Relationship between Perception of One's Own Culture and Teamwork Performance

There is a positive relationship between perception of one's own culture and teamwork performance. The result showed that the employees who had a positive perception of their own culture would have better teamwork performance; they could work efficiency, coordinated with others, even in other departments with efficiency in communication and could do task replacement when their colleague was absent.

5.3.5 Relationship between Effectiveness of Human Resources Practices and Teamwork Performance

There is a positive relationship between the effectiveness of human resources practices and the teamwork performance. Effectiveness of human resources practices positively affected the teamwork performance. The employees who had good

knowledge, understanding, appreciation and attitude which would have better teamwork performance.

5.3.6 A Awareness of Intercultural Communication as the Mediator

The study reveals that awareness of intercultural communication was a mediator of the relationship between perception of one's own culture and human resources practices and teamwork performance. In other words, the human resources practices fostered teamwork performance through the awareness of intercultural communication. Also, the perception of one's own culture fostered teamwork performance through the awareness of intercultural communication. The awareness of intercultural communication was successfully measured by 3 observed indicators which were sympathy, understanding of colleagues and forgiveness. Besides, the findings revealed that the human resources practices helped the expatriates to have an awareness of intercultural communication; therefore the hotel should invest in human resources development by holding training and orientation in intercultural communication, which directly affected their teamwork performance.

5.4 Conclusions

This study examined the relationships between the effectiveness of human resources practices (HRP) and awareness of intercultural communication (AWI) of expatriate staff of 5-star-rated hotels in Thailand. The findings indicated a positive relationship between HRP and AWI. The multi-dimensional measurements of HRP and AWI were used for a CFA and structural model testing. The measurement scales used in this study were verified by statistical analysis. It was noted that all activities created by the human resources department (HRP) directly affect to the awareness of all the expatriates in intercultural communication, which reflected the effectiveness of HRP. The perception of one's own culture has a positive effect on teamwork performance. This means that the employees who have good perception of their own culture they can easily work well with their colleagues. The effectiveness of human resources department (HRP) also leads to good teamwork performance. The

employees' knowledge and understanding of each other and as well as appreciation and a positive attitude toward others from different cultures.

In the Thai hospitality context, there have been limited studies of intercultural communication. Wiwattananukul (2012) stated that Thailand lacked of knowledge in intercultural communication so training was needed for improving the knowledge in all multi-national or international organizations. Therefore, the effectiveness of HRP involved on training the employees to have knowledge and skills. Long-term growth required the organizational effectiveness (Chutikan Sriviboon & Kittisak Jermittiparsert, 2019). The researcher found that knowledge and the awareness of intercultural communication affected the attitude and could create the appreciation among the staff so that they could work without any barrier. It also affected teamwork performance. As multi-cultural workforce become one of major resources for Thai hospitality and the development of human resources practices remains the most crucial and significant factor for the success of the hospitality industry (Hong, 2010).

5.5 Recommendations

The researcher suggested that Thai hotel chains should invest in human capital, focusing on orientation and training, which will be beneficial to both the company and the employee. In work orientation, new employees should be divided into two groups – expatriate & local people – to ensure that they will fully understand the information.

Moreover, training should be offered after the orientation is completed the first week in order to avoid culture shocks and this will help the expatriate employees to understand their colleagues. Also the buddy system can be applied because it can help to monitor and evaluate the behavior of expatriate employees after being trained.

In addition, HR department should study update the information for new expatriate employees. It needs to conduct a survey and share the information with other hotels. This will help the training department to get new ideas for training sessions in the future. Hotel management should invest in various types of ongoing training programs such, as on-the-job training and cross-training programs. These will

help to develop knowledge, understanding, appreciation and attitude of the employees. Monitoring is needed for cross-training programs because it will help the employees to improve their sympathy, understanding of colleagues and teamwork performance. Rewarding can be applied by designing a rewarding program and giving the monthly reward.

5.6 Limitations of the Study

One major limitation of the study was that the data collection was very time consuming. It took a lot of time to collect the data because many expatriates under this study did not know English and Thai well so the researcher had to sit with them to clarify each item in the questionnaire so that they could rate all the items to reflect their opinion.

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APPENDICES



APPENDIX A

Questionnaire

No

Hotel

QUESTIONNAIRE

THE CAUSAL EFFECTS OF EFFECTIVE HUMAN RESOURCES PRACTICES AND PERCEPTION OF ONE'S OWN CULTURE INFLUENCING ON AWARENESS OF INTERCULTURAL COMMUNICATION TOWARD TEAMWORK PERFORMANCE AMONG 5-STAR-RATED HOTEL STAFFS IN THAILAND



Dear Expatriate staff,

This questionnaire survey is conducted by Thitima Lumliengphon as a part of Ph.D dissertation in Integrated Tourism Management, Graduate School of Tourism Management (GSTM), National Institute of Development Administration (NIDA). The researcher would highly appreciate your kind participation in this research in completing this entire questionnaire and all responses will be treated confidentially and purely used for academic purposes.

The questionnaire is divided into five sections

- A. Demographic profile
- B. Perception of one's own culture
- C. The effectiveness of human resources practices in intercultural communication
- D. The awareness of intercultural communication
- E. Teamwork performance

This questionnaire consists of five parts which will take approximately 10 minutes of your time. The researcher would like to thank you very much for your valued time and great assistance in extending this research successfully.

Thitima Lumliengphon

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SECTION A: Demographic profile (please mark “✓” the appropriate response into the)

1. Gender

- 1) Male 2) Female

2. Age

- 1) 21-30 2) 31-40 3) 41-50 4) 51 or Above

3. Nationality (please identify)

4. Number of years working in Thailand..... years

5. Education

- 1) High school 2) Diploma 3) Bachelor's degree
 4) Master's degree 5) Doctorate degree
 6) Others (Please specify.....)

6. Hotel department

- 1) Front Office 2) Food & Beverage
 3) Sales & Marketing 4) Housekeeping
 5) Engineering 6) Financial
 7) Recreation (Spa & Fitness) 8) Human resources
 9) Executive Office

7. Your experience in department

- 1) Less than 2 years 2) 2-5 years
 3) More than 5 years

SECTION B: Agreement level toward perception of one's own culture.

Please mark "✓" the appropriate response into the

1- Strongly disagree 2 -Disagree 3- Neither agree or disagree 4- Agree 5-Strongly agree

Question: Self-cultural awareness		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I understand of norms and taboos of my own culture.					
2	I attempt to behave according to my own culture.					
3	I am aware of my culture's pro/cons while working with others.					
Question: Own cultural interest		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I am interested in my own culture.					
2	I study from my family about the roots on my own culture.					
3	I always learn from social environment such as books, people, internet and visit culturally rich landmarks in my country.					

Question: Cultural transmission		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I am able to share/teach my own cultures' norm and taboos to others.					
2	I am proud to communicate the uniqueness of my own culture to others.					
3	I have the capability to transmit my own cultural behavior to others.					

SECTION C: Agreement level toward the effectiveness of human resources practices in intercultural communication.

Please mark “✓“ the appropriate response into the

1- Strongly disagree 2 -Disagree 3- Neutral 4- Agree 5-Strongly agree

Question: Knowledge		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I can apply the knowledge of intercultural communication to use at work.					
2	I discuss with my colleagues to increase the knowledge of intercultural communication.					

3	I enjoy design new projects to improve the intercultural communication.					
Question: Understanding		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	The internal activities encourage the understanding in intercultural communication.					
2	I understand the behavior of my colleagues more after training courses.					
3	I understand other cultures through my training courses.					
Question: Appreciation		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	After training in intercultural communication I appreciate other cultures.					
2	I appreciate my colleagues who are proud of their own culture.					
3	I respect my colleagues who bring their own culture and adapt it in					

	appropriate way at work.					
Question: Attitudes		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I have a healthy attitude to colleagues who come from other cultures.					
2	I feel good to work with colleagues from other cultures.					
3	I accept and do not get upset if my colleagues from different cultures think differently from me.					

SECTION D: Agreement level toward the awareness of intercultural communication.

Please mark “✓” the appropriate response into the

1- Strongly disagree 2 -Disagree 3- Neither agree or disagree 4- Agree 5-Strongly Agree

Question: Sympathy		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I care and feel sympathetic when my colleagues have the obstacle at work because of intercultural communication.					
2	I always help my colleagues when they					

	have problem in intercultural communication.					
3	I listen with compassion to my colleagues problems created by a misunderstanding.					
Question: Understanding of colleague		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I understand the difference between colleagues from different cultures.					
2	I always support my colleagues when they ask for it in order to get things done as per their expectation.					
3	I am patient and try to understand my colleagues from different cultures.					
Question: Forgiveness		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I always forgive my colleagues when they did something wrong due to misunderstanding the content.					

2	I do not feel anything when my colleagues behave differently from my culture.					
3	I always give a chance to my colleagues to make corrections.					

SECTION E: Agreement level toward teamwork performance.

Please mark “✓” the appropriate response into the

1- Strongly disagree 2 -Disagree 3- Neither agree or disagree 4- Agree 5 –Strongly Agree

Question: Work efficiency		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	I am confident of working with other cultures in harmony.					
2	I and my colleagues work well together, get things done in time.					
3	I and my colleagues focus on quality of work.					
Question: Coordination		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	I feel comfortable to coordinate with colleagues from other cultures.					

2	After joining the internal group activities, I am confident to communicate with my colleagues in order to finish the job.					
3	I work in harmony with my colleagues from other cultures.					
Question: Task replacement when colleague absence		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I can be replaced my colleagues when they are absent.					
2	I am able and willing to continue my colleagues ' pending tasks in order to complete it during her/his absence.					
3	I take ownership to finish my colleagues 'task.					
Question: Communication Effectiveness		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I convey the correct message to my colleagues.					
2	I can communicate to my colleagues without hindrance.					

3	I always listen to my colleagues with an open mind and without bias.					
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Other suggestions on teamwork performance

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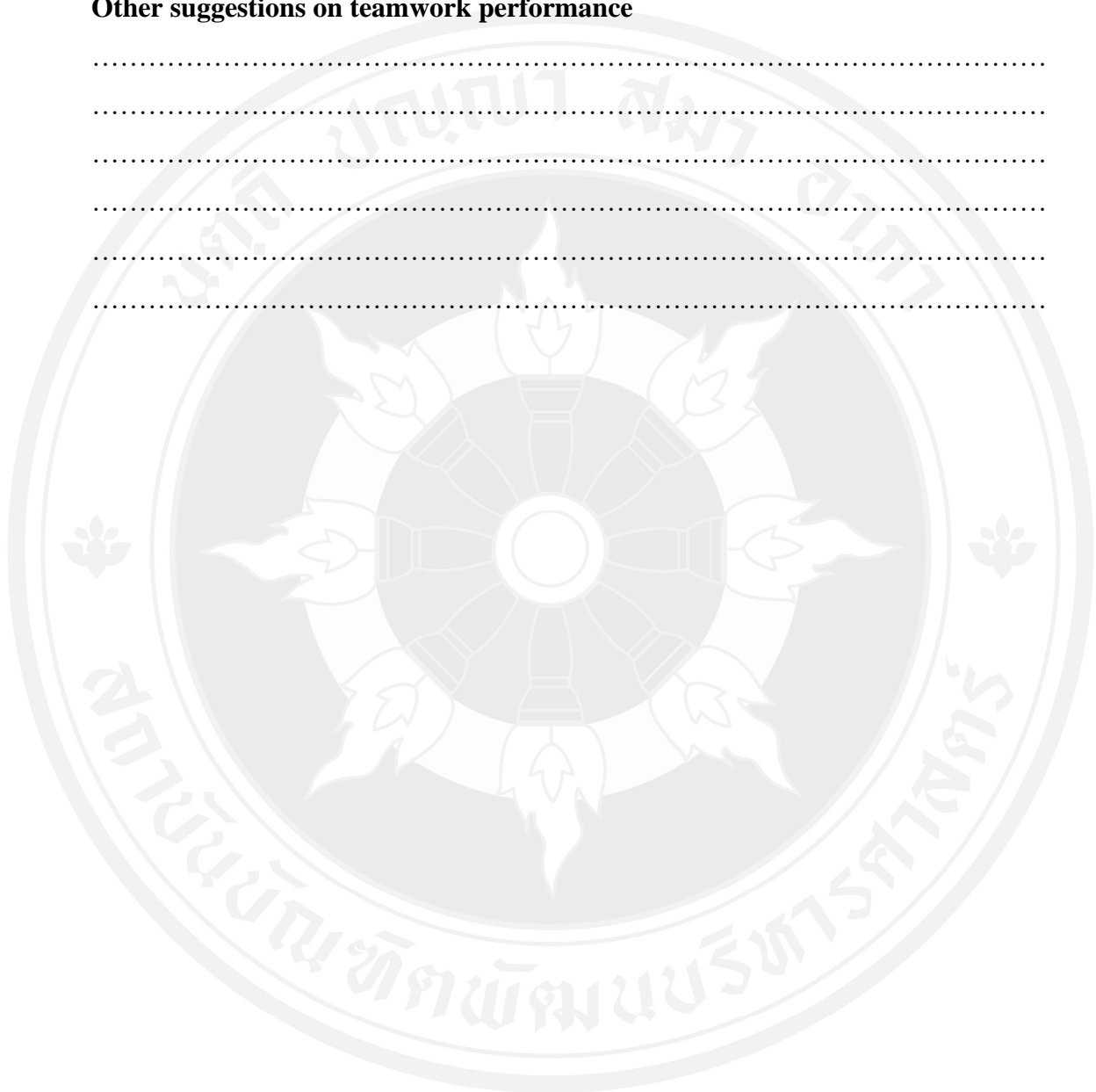
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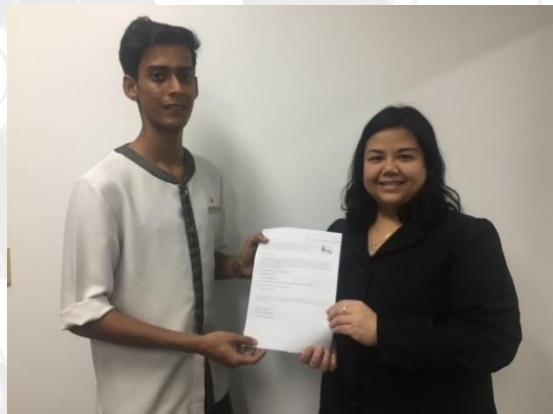


APPENDIX B

Photography of Data Collections

Photography of Data Collections





บริษัทพัฒนาบริษัท

BIOGRAPHY

Name-Surname	Miss Thitima Lumliengphon
Academic Background	Bachelor's Degree of Arts Business English (International Program) Assumption University, Bangkok, Thailand in 2002 Master's Degree in Language and Communication (English Program) National Institute of Development Administration (NIDA), Bangkok, Thailand in 2010
Experience	December 2002-February 2007 Secretary Pool at Executive Office Amari Watergate Hotel, Bangkok March 2007-April 2010 Secretary, Executive Assistant Manager Amari Watergate Hotel, Bangkok May 2010-February 2022 Secretary, General Manager and Hotel Manager Amari Watergate Hotel, Bangkok March 2022-Present Manager, Operations & Project Amari Watergate Hotel, Bangkok Awards Amari Watergate Hotel, Bangkok Employee of the month September 2011 Amari Watergate Hotel, Bangkok Employee of the year 2011 Amari Watergate Hotel, Bangkok Employee of the month December 2018