



Analysis of Cross-Cultural Understanding on Leadership Style: A Case Study of Thai and Indonesian Cultures on PT 'Tomyum' Tbk

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Abstract

Companies around the world have expanded their business overseas through globalization that, eases the restrictions for the movement of resources between countries. These companies who operate their businesses overseas face challenges to help them achieve their objectives. The skill needed for these challenges is called cross-cultural understanding, and if the leaders who deal with diverse cultures fail to implement it, conflict might occur. Thus, having a good cross-cultural understanding is useful to minimize unintended conflict, and applying the right cross-cultural leadership style is also necessary. PT 'Tomyum' Tbk. is an animal feed company based in Jakarta that employs people from Indonesia and Thailand. This research aims to find out which leadership style the company implements by using the GLOBE study's cross-cultural leadership style and the GLOBE study's nine cultural dimensions as the coping mechanism that the company's leaders use to deal with the cultural differences within the company. This research is a single case research using a qualitative method with in-depth interviews conducted towards the employees of PT 'Tomyum' Tbk. to collect the data. The findings of this research suggest that the company is implementing a team-oriented leadership style by having good in-group collectivism values and uncertainty avoidance and lacking cultural dimensions overall. The company also has the same goal as its employees, and the Thai manager also learns how to speak Bahasa Indonesia to minimize communication problems when dealing with his subordinates.

Keywords—cross cultural leadership; cultural dimension; Indonesia; Thailand

Abstrak

Perusahaan di seluruh dunia telah memperluas bisnis mereka ke luar negeri melalui globalisasi yang memudahkan pembatasan pergerakan sumber daya antar negara. Perusahaan-perusahaan yang mengoperasikan bisnis mereka di luar negeri menghadapi tantangan untuk membantu mereka mencapai tujuan mereka. Keterampilan yang dibutuhkan untuk menghadapi tantangan ini disebut pemahaman lintas budaya, dan jika para pemimpin yang berurusan dengan beragam budaya gagal mengimplementasikannya, konflik dapat terjadi. Dengan demikian, memiliki pemahaman lintas budaya yang baik berguna untuk meminimalkan konflik yang tidak diinginkan dan menerapkan gaya kepemimpinan lintas budaya yang tepat juga diperlukan. PT 'Tomyum' Tbk. adalah perusahaan pakan ternak yang berbasis di Jakarta yang mempekerjakan orang-orang dari Indonesia dan Thailand. Penelitian ini bertujuan untuk mengetahui gaya kepemimpinan yang diterapkan perusahaan dengan menggunakan gaya kepemimpinan lintas budaya studi GLOBE dan sembilan dimensi budaya studi GLOBE, serta mekanisme coping yang digunakan pemimpin perusahaan untuk menghadapi perbedaan budaya di dalam perusahaan. Penelitian ini merupakan penelitian studi kasus dengan menggunakan metode kualitatif dengan wawancara mendalam yang dilakukan terhadap karyawan PT 'Tomyum' Tbk. untuk mengumpulkan data. Temuan dari penelitian ini menunjukkan bahwa perusahaan menerapkan gaya kepemimpinan berorientasi tim dengan memiliki nilai kolektivisme dalam kelompok yang baik dan penghindaran ketidakpastian dan tidak memiliki dimensi budaya secara keseluruhan. Perusahaan juga memiliki tujuan yang sama dengan karyawannya dan manajer Thailand juga belajar bagaimana berbicara Bahasa Indonesia untuk meminimalkan masalah komunikasi ketika berhadapan dengan bawahannya.

Kata kunci— gaya kepemimpinan lintas budaya; dimensi budaya; Indonesia; Thai

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I. INTRODUCTION

People try to understand each other based on their similarities and differences through a single term called culture. Culture is a dynamic phenomenon that always surrounds us, being constantly enacted and created by our interactions with others and shaped by leadership behavior and a set of structures, routines, rules, and norms that guide and constrain behavior (Schein, 2004). What makes a person different from all others is his/her surroundings and background. However, it is not always going to guarantee the culture that he/she believes in. An Asian man who grew up in a Western environment may not have any understanding of Asian culture at all. Nevertheless, people from the same country might also be slightly different from each other. Hence, the norms and values that hold the people make them viewed as one.

Indonesia is well-known for its friendly and kind culture. However, Indonesian people have their mindset and personality determined by the culture they hold, and they construct it into a habit. As an example, one of the causes of traffic jams in Indonesia is queuing habits. The cause of Indonesian society being known as an undisciplined community in queuing is the lack of public awareness, the excessive sense of ego who wants to be the first, and the Indonesian nation being known as a flexible community (Chairilisyah, 2015). Indonesian also has some habits in the working world; one of the examples is that Indonesians tend to build up their personal relationship first with business partners before business relationships (Utami, 2018).

Nowadays, the business world is experiencing the ease of doing business overseas with the help of globalization. Globalization is a multifaceted phenomenon that encompasses economic, social, political, technological, and cultural dimensions (Mir et al., 2014). Scholte (2007) states that globalization shows the process of removing restrictions on the movement of resources between countries to form an open and "unlimited" world economy; territorial distance and territorial boundaries do not determine the current geography.

Therefore, many companies grow their business overseas, and they are known as multinational companies (MNCs). A multinational company (MNC) is any company that engages in business functions beyond its domestic borders (Cullen & Parboteeah, 2014:4). In MNC, there are two terms that are always connected, which are home country and host country. Home country refers to the country where the headquarters or parent company is located, whereas host country refers to the country where the parent company invests and establishes its branch company. Multinational companies who come from home countries are attracted to the benefits that the host countries have to offer, such as lower labor costs, lower tax rates or tax exemptions, etc. On the other hand, these MNCs also help the host countries to develop themselves by reducing poverty, driving economic growth, creating jobs for local people, and raising employment standards by paying better wages than local firms pay (Ferdausy and Rahman, 2009).

Operating an MNC is not as simple as operating a local company. The managers of MNCs should have a distinct skill or an understanding to be able to relate themselves with the local partners regarding cross-cultural diversity, known as cross-cultural management. Cross-cultural management is the people's behavior in organizations worldwide that reflects how people or employees with different cultural backgrounds work in an organization and the service they will extend to the clientele (Adler, 2008; as cited by Dalluay and Jalagat, 2016). The managers of the MNCs that operate worldwide, such as Starbucks, Honda, Dyson, Chevron, etc., need to have cross-cultural management skills to successfully lead their companies in the host countries. In Indonesia, these MNCs have been successfully operating for years.

House et al. (2004) have developed research called The GLOBE Study (2004:12-13). The GLOBE study will help managers around the world to understand other cultures by its nine cultural dimensions (power distance, uncertainty avoidance, humane orientation, institutional collectivism, in-group collectivism, assertiveness, gender egalitarianism, future orientation, and performance orientation) and its six leadership styles (charismatic/value-based leadership, team-oriented leadership, participative leadership, humane-oriented leadership, autonomous leadership, and self-protective leadership).

PT 'Tomyum' is an Indonesian branch company of Thailand's family-owned company of Chearavanont/Jiaravanon family. It used an FDI (Foreign Direct Investment) entry strategy and was established on the 7th of January 1972 (cp.co.id). Animal feed is the leading business field of PT 'Tomyum.' The company's upper management is occupied by both Indonesians and Thais, whereas the lower management is dominated by Indonesians. Therefore, the managers of this company need to have cross-cultural management skills in order to

Be successful in Indonesia. The GLOBE study's cultural dimensions and leadership styles are worth studying coping mechanisms to deal with cultural differences that might occur in multinational companies (MNCs). Also, cross-cultural understanding is important in the professional world and organization in order to minimize misunderstandings and cultural differences in the work environment. Thus, the aims of this research are a) to analyze the cultural dimensions used by PT 'Tomyum' Tbk. Based on the GLOBE study, b) to determine the leadership style(s) used by PT 'Tomyum' Tbk, and c) to understand the coping mechanism used by the employees in PT 'Tomyum' Tbk. When dealing with the cultural differences that occur in the company.

This research aims to provide an in-depth analysis of cross-cultural understanding and leadership styles by comparing Indonesian and Thai cultures. Furthermore, this research is hoped to serve as a base for future Business Administration researchers or relevant fields of study, especially in the international business field.

II. LITERATURE REVIEW

A. Cross-Cultural Understanding

Globalization has changed people's lives in many ways, such as communication, human mobilization, logistics, and even business aspects. These lead to the growth of multinational companies. At the moment, there is a greater need for effective international and cross-cultural communication, collaboration, and cooperation, not only for the active practice of management but also for the betterment of the human condition. As economic borders come down, cultural barriers will most likely go up and present new challenges and opportunities in business (House et al., 2004).

B. The GLOBE Study's Cultural Dimensions

Culture has been researched for years since humans tried to understand each other. Thus, many experts have tried to develop it as culture evolves from human activities. According to Schein (2004), culture is a dynamic phenomenon that always surrounds us, being constantly enacted and created by our interactions with others and shaped by leadership behavior and a set of structures, routines, rules, and norms that guide and constrain behavior.

House et al. (2004) have developed research called The GLOBE Study (2004:12-13), which contains nine cultural dimensions, namely power distance, uncertainty avoidance, humane orientation, institutional collectivism, in-group collectivism, assertiveness, gender egalitarianism, future orientation, and performance orientation. Below are the brief definitions of each dimension.

1. Power Distance
The degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels of an organization or government.
2. Uncertainty Avoidance
The extent to which members of an organization or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices. People in high uncertainty avoidance cultures actively seek to decrease the probability of unpredictable future events that could adversely affect the operation of an organization or society and remedy the success of such adverse effects.
3. Humane Orientation
The degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others.
4. Collectivism I /Institutional Collectivism
The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
5. Collectivism II /In-Group Collectivism
The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.
6. Assertiveness
The degree to which individuals in organizations or societies are assertive, confrontational, and aggressive in social relationships.
7. Gender Egalitarianism
The degree to which an organization or a society minimizes gender role differences while promoting gender equality.
8. Future Orientation
The degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying individual or collective gratification.
9. Performance Orientation
The degree to which an organization or society encourages and rewards group members for performance improvement and excellence.

The GLOBE study of cultural dimensions is used in this research because it is an extensive study of cultural dimensions, as it describes nine of them.

C. *The GLOBE Study's Leadership Styles*

Organizational leadership is the ability of an individual to influence, motivate, and enable others to contribute to the effectiveness and success of an organization which they are members of (House et al., 2004).

House et al. (2004:14) have identified six global leader behaviors, which are charismatic/value-based leadership, team-oriented leadership, participative leadership, humane-oriented leadership, autonomous leadership, and self-protective leadership. These global behaviors (leadership dimensions) are briefly defined as follows:

1. **Charismatic/Value-Based Leadership**
This leadership dimension reflects the ability to inspire, motivate, and expect high-performance outcomes from others based on firmly held core values. The most important cultural dimensions for charismatic/value-based leadership style are performance orientation, in-group collectivism, and gender egalitarianism, which have a positive correlation with the company's cultures in those cultural dimensions, while power distance is negatively correlated.
2. **Team-Oriented Leadership**
This leadership dimension emphasizes effective team building and implementation of a common purpose or goal among team members. The most important cultural dimensions for team-oriented leadership style are uncertainty avoidance and in-group collectivism that has a positive correlation with the company's cultures in those cultural dimensions.
3. **Participative Leadership**
This leadership dimension reflects the degree to which managers involve others in making and implementing decisions. The most important cultural dimensions for participative leadership style are performance orientation, gender egalitarianism, and humane orientation, which have a positive correlation with the company's cultures in those cultural dimensions, while uncertainty avoidance and power distance are negatively correlated.
4. **Humane-Oriented Leadership**
This leadership dimension reflects supportive and considerate leadership but also includes compassion and generosity. The most important cultural dimensions for humane oriented leadership style are humane orientation, uncertainty avoidance, and assertiveness, that have a positive correlation with the company's cultures in those cultural dimensions.
5. **Autonomous Leadership**
This leadership dimension refers to independent and individualistic leadership attributes. The most important cultural dimension for autonomous leadership style is performance orientation, which has a positive correlation with the company's cultures in those cultural dimensions, while humane orientation and institutional collectivism are negatively correlated.
6. **Self-Protective Leadership**
This leadership dimension focuses on ensuring the safety and security of the individual and group through status enhancement and face-saving. The most important cultural dimensions for self-protective leadership style are power distance and uncertainty avoidance, which have a positive correlation with the company's cultures in those cultural dimensions, while gender egalitarianism has a negative correlation.

The GLOBE study leadership style is used in this research because it explains the recent theory of leadership styles and it relates to the nine cultural dimensions, which helps those who are interested in leadership styles so they can use it to analyze or to implement these styles in real-life organizations. At the end of this research, only one or a mix of two leadership styles will be chosen to describe the right leadership style for this research topic.

Several previous researchers have used this topic. Firstly, Dalluay and Jalagat (2016) researched international operations that focused on cultural diversity, such as the challenges that managers face in the global workspace. The growth of multinational enterprises (MNE) throughout the world results in more challenges and issues for managers, not only domestically but globally, in terms of dealing with cultural diversity and workforce diversity.

The implication of this research suggests that managers should take into consideration the importance of developing effective intercultural communication in order to communicate the intended messages to employees

of different cultural orientations. Also, managers and organizations should develop strategies and plans to ensure that cultural diversity is managed and controlled. A harmonious working relationship will be achieved with the support of upper management, and this should be incorporated into the strategic plans and programs of the organizations. This research method is different from the current research, but both discussed cross-cultural understanding, which is essential to managers.

Similar to Dalluay and Jalagat (2016), Jassawalla, Truglia, and Garvey (2004) conducted exploratory research to understand the key reason why expatriates returned to their home country before their foreign assignment ended. The implications of this research suggest that selecting and preparing the expatriate managers for their foreign assignment in the host country is crucial to avoid failure on the given assignment, providing the expatriate managers with extensive pre-departure cultural training, and sending the expatriate managers on one or two pre- sojourn visits to familiarize themselves with the host culture and workplace norms. This research method is different from the current research, but both discussed multinational operations.

In the research conducted by Irawanto (2009), Hofstede’s cultural dimensions and the GLOBE’s study are used to identify important values of Indonesia’s culture and leadership style in an organizational setting. The research implies that Indonesian organizational culture has a large power distance, collectivism, short-term oriented, weak uncertainty avoidance, feminine culture, and assertive. Regarding the leadership style, Indonesian leaders should consider the differences in the culture itself. This research shows that effective leaders are expected to show compassion by using a more paternalistic leadership style. This research method is different from current research, but the current research also uses the GLOBE study theory and Indonesian as the subject of the research.

In the research conducted by Adams and Vernon (2004), they found that there was a Thai style of management (TMS), mostly in firms that are Thai-owned or Thai-managed. TMS has some characteristics, such as compromising, less formal evaluation of performance, centralized management based on seniority, personal relationships, and slow decision-making. This research method is different from the current research method, but both discuss Thai culture.

Based on the above explanation, the conceptual framework of this study is as follows:

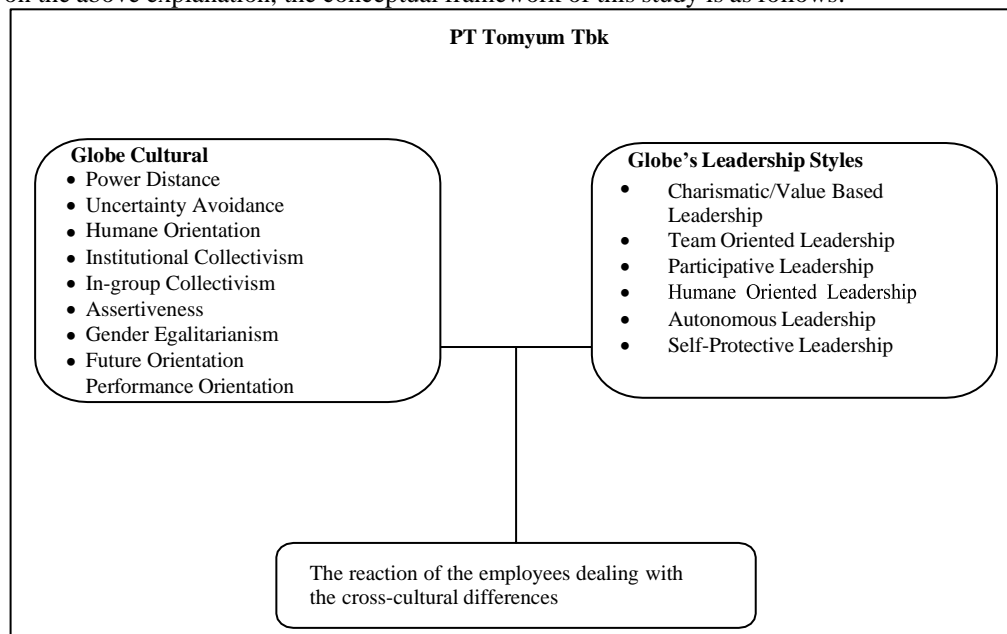


Figure. 1. Research Framework

Source: Globe, 2004

III. RESEARCH METHODOLOGY

A. Research Design

This research used qualitative case study research. Qualitative research is an inductive approach, and its goal is to gain a deeper understanding of a person’s or group’s experience (Wahyuni, 2019). According to Wahyuni (2019), qualitative research methods are developed in the social sciences to enable researchers to study social and cultural phenomena. Therefore, qualitative research was more suitable for this research because the goal was to analyze the cross-cultural aspects of a multinational company and to gain extensive information.

The case study research method, according to Yin (2009), is an empirical inquiry that investigates a contemporary phenomenon within its real-life context when the boundaries between phenomenon and context are

not clear and in which multiple sources of evidence are used.

According to Sugiyono (2017), the qualitative research method is a research method used to examine the condition of natural objects where the object of research develops as it is, is not manipulated, and the presence of the researcher does not affect the object by utilizing the researcher as a key instrument.

B. Research Subject

The subjects of this research were one Thai general manager, one Indonesian general manager, and one Indonesian manager of PT 'Tomyum,' each with different cultural perceptions.

C. Data Collection Method

This research mainly focused on primary data gained from an in-depth semi-structured interview. According to Wahyuni (2019), conducting a qualitative interview differs from having an everyday conversation. Researchers should be aware of the essence that an interview is a research tool, and the researcher must write a good report. Therefore, the researcher must prepare the research protocol properly and focus on the question. Beyond the Acquisition of interview skills: interviewing is a philosophy of learning where the interviewer becomes a student and then tries to get people to describe their experiences in their own terms.

Semi-structured interviews are superbly suited for several valuable tasks, particularly when more than a few of the open-ended questions require follow-up queries (Adams, 2015). Using the semi-structured interview method, data gained from the interviewee could be richer because, during the interview session, new questions can be brought up.

D. Data Triangulation

According to Sugiyono (2017), data triangulation is defined as a data collection technique that combines various existing data collection techniques and data sources. This research's initial plan for triangulation was to use the data collected from both the general managers of the company and data from the Indonesian managers to verify or test the credibility of the data obtained. However, due to the limited access given by the company to gain more subjects in middle management positions, the data triangulation was done by double-checking the data gained from one subject to another. Thus, data from the Thai general manager and from the Indonesian general manager were verified by the Indonesian manager of PT Charoen Pokphand Indonesia.

E. Limitations of the Research

It should be noted that the data for this research were only the interview results obtained from PT 'Tomyum's employees. The company's privacy policy might also influence the collected data. Moreover, since the company has operated for more than 45 years in Indonesia and due to a limited number of Thai people in the company, most of them have adopted the Indonesian culture, which makes the Thai culture less dominant. Also, this research's coping mechanism is limited to the top and middle management because the research subjects are only limited to these positions in the company. COVID-19 also took part, which limited the authors' ability to conduct interviews and gain more information from the subjects, such as observing the farm site or interacting with the employees in the company.

F. Data Analysis

The data analysis in this research was done in three steps which are: a) data Transcript. This step was done by transcribing the recorded interview sessions with the subjects into text. It is meant to provide convenience during the later steps of data analysis; b) data Categorization. In this step, all collected data were tabulated and coded based on each variable's indicators mentioned in the operational definition; c) conclusion making. Lastly, all collected data were compared with the cross-cultural leadership style of The GLOBE Study (2004) to determine the leadership style that is being implemented in the company.

IV. RESULT / FINDING

A. Cultural Dimensions

This section will focus on analyzing the cultural dimensions between Indonesia and Thailand based on the GLOBE Study's cultural dimensions. The level of cultural dimensions for both countries is based on the practice score of the GLOBE study data.

Table 1. The GLOBE Study of Indonesia and Thailand Cultural.

Cultural Dimensions	Indonesia	Thailand
Power Distance	Relatively High	High
Uncertainty Avoidance	Medium	Medium
Humane Orientation	Relatively High	Relatively High
Institutional Collectivism	Medium	Medium

In-Group Collectivism	High	High
Assertiveness	Medium	Medium
Gender Egalitarianism	Relatively Low	Relatively Low
Future Orientation	Medium	Relatively Low
Performance Orientation	Medium	Medium

Source: Globe, 2004

- Power distance

From the interviews, it can be concluded that PT Tomyum Tbk values good communication between managers and subordinates; thus, building relationships is important to create a better work environment for the employees. This company also values hierarchical structure in decision-making as they need to discuss it with upper management before making decisions. This hierarchy structure is also viewed as a good structure to keep the company running well and away from chaos.

- Uncertainty avoidance

Based on the interviews, it can be concluded that PT Tomyum Tbk. Views uncertainty as something that needs to be minimized. The company has rules and SOPs to avoid bad outcomes that might occur in the future or at least minimize the chance of uncertainty. Improvisation is acceptable in the company if it is still in line with the company's rules and SOP.

- Humane orientation

It can be concluded that the managers in PT Tomyum Tbk. Care for their subordinates. They encourage them with compliments and presents to keep them motivated and as a reward for their good performance. In addition, the managers handle the subordinates' mistakes well. They chose to find the reason instead of throwing a tantrum.

- Institutional collectivism

The research found that the employees in PT Tomyum Tbk. are encouraged to work as a group, and they are rewarded as a group even though sometimes they are given individual projects.

- In-Group collectivism

Based on the interviews, it can be concluded that the employees in the company value loyalty. Every employee might have different views on the importance of loyalty, but in general, they view it as something that makes them one part of PT Tomyum Tbk.

- Assertiveness

The research found that PT Tomyum Tbk. Values a good competition to stay motivated as long as it is a healthy competition. This company also values each other's feelings by choosing to do private confrontations rather than public confrontations.

- Gender egalitarianism

It can be concluded that PT Tomyum Tbk. It gives both men and women the same opportunity to acquire higher positions. However, the company also considers their employee's safety, and therefore, certain positions would be given to men instead of women. In comparison to the GLOBE study, it is true that the distribution of male and female workers is still uneven, although it is worth mentioning that the reason for the inequality is due to the nature of the job itself and it is not because of people's mindset as the subjects seemed to be open for gender equality ideas.

- Future orientation

Based on the interviews, it can be concluded that employees at PT Tomyum Tbk are concerned about future planning and have their personal goals. In comparison to the GLOBE study, it is true that Thais value objects (such as talismans and amulets), and therefore, they make investments in those objects, as mentioned by the Thai general manager in the interview. It is also true that Indonesians make plans for their future, as mentioned by the Indonesian general manager that nowadays it is best to make a backup plan, and therefore, planning for savings and investments matters.

- Performance orientation

It can be concluded that PT 'Tomyum'Tbk pays attention to the employees' performance by doing objective assessments, and the company will reward the employees who achieve the company's goals. In comparison to the GLOBE study, it is true that Indonesian culture values performance as an assessment conducted by the company to evaluate the employees. It is also true that Thailand's culture values excellent performance as the company rewards employees who achieve the company's goals.

B. Leadership Style

In this section, PT 'Tomyum' Tbk's leadership style will be analyzed according to GLOBE Study's Leadership Styles (2004), which are charismatic/value-based leadership, team-oriented leadership, participative leadership, humane-oriented leadership, autonomous leadership, and self-protective leadership.

Based on the interview results, it can be summarized that the team-oriented leadership style fits PT 'Tomyum' Tbk. From the GLOBE study's team-oriented leadership style explanation, uncertainty avoidance and in-group collectivism are the important cultural dimensions in this type of leadership, and there are no cultural dimensions that are negatively related or low-scored. As mentioned above, there is a good uncertainty avoidance method implemented within the company through SOP, and employees' loyalty has been proven to exist because they see themselves as one part of the company. Also, the GLOBE study's team-oriented leadership style suggests that members of societies and organizations who have collectivist (in-group) values and want to reduce uncertainty are likely to have leadership prototypes that emphasize team-oriented leadership attributes (GLOBE, 2004:704). Therefore, out of the six leadership styles, the style that is implemented by the company is the team-oriented leadership style.

According to the GLOBE study, the team-oriented leadership style has some characteristics such as collaborative team orientation, team integration, diplomatic, malevolent (reversed scored), and administratively competent. Based on the information gathered from the interviewees, the general managers always show their concern about the cohesiveness within the company. They see themselves as part of a company which is both a team and a family. The general managers of the company, both from Indonesia and Thailand, also state when their subordinates make a mistake, they always talk about the reason, which signals that diplomatic skills are important for the company. The interviewees also mentioned the company structure and how important it is for them. The findings correlate with one of the characteristics of team-oriented leadership styles, administrative competence, which suggests that managers and their employees do their roles as they should.

V. DISCUSSION

A. The Cultural Differences within The Company

PT 'Tomyum' Tbk is a multinational company. There are two different cultures included: Indonesia and Thailand. It has some Thai culture because some of the upper management is handled by Thai people who are being sent from the parent company in Thailand. Due to the differences in culture within the company, the subjects have been asked some questions to answer about these differences. From the information gathered, subjects expressed that there is no distinctive problem that occurs from the cultural differences. Communication is the main problem for them, but they expressed that with the same goal that they have, they can understand each other without any great difficulties. In the company, there are also some Indonesian people in the upper management who help to communicate the goal of the company to subordinates who may have little knowledge about another language. In this company, the general manager of Thailand can also speak Bahasa Indonesia. This is why they have no real difficulties in communicating with each other, and they can work in harmony.

The research by Dally and Jalagat (2016) is similar to this research in that it suggests managers should take into consideration the importance of developing effective intercultural communication in order to communicate the intended messages to employees of different cultural orientations. In the previous subsection of this research, Dr. Prangh, as one of the subjects of this research, developed effective intercultural communication by learning how to speak Bahasa Indonesia to overcome the language barrier with his subordinates. As a general manager in

the company, he has successfully worked in harmony with his subordinates, most of whom are Indonesian, showed by the duration he has worked for the company.

The second previous research from Jassawalla, Truglia, and Garvey (2004) similar to this research in terms of discussing multinational operations. However, this research did not discuss about the pre-departure cultural training for the expatriates before they arrive in the host country (Indonesia). The objective of this research is to gain knowledge about the cultural dimension of PT 'Tomyum' Tbk. Based on the GLOBE study, the leadership

style(s) used by the company, and also the coping mechanism used by the company when dealing with the cultural differences within the company. These are part of the multinational operations because, without a good strategy and execution made by the company, both Thai and Indonesian managers, the company might not survive until now.

The third previous research by Irawanto (2009) has a similarity to this research by using the same GLOBE study (2004) theory and Indonesian as one of the subjects of this research. Moreover, this research analyzes more into a specific multinational company named PT 'Tomyum' Tbk., which has both Thais and Indonesian people working together. The results of this research suggest that PT 'Tomyum' Tbk. Values good communication between managers and subordinates (power distance), views uncertainty as something that needs to be minimized,

the managers of the company care about their subordinates and give rewards to keep them motivated, the employees of the company value loyalty and competition as long as it is a healthy competition to keep them motivated, the company gives the same opportunity for both men and women to achieve a higher position, the employee concern about future planning and their personal goals, and also the company pays attention to the employees' performance.

The fourth previous research by Adams and Vernon (2004) found that the Thai style of management (TMS) in most Thai-owned or Thai-managed firms has the characteristics of compromising, less formal evaluation of performance, centralized management based on seniority, personal relationships, and slow decisionmaking. This research did not find any evidence about TMS characteristics being implemented in PT 'Tomyum' Tbk. The company uses formal evaluation to assess the performance of its employees; it also values hierarchy structures to keep the company running well and away from chaos; the personal relationship did not show any significant contribution towards the performance assessment because everything is valued by systems made within the company.

VI. CONCLUSION AND RECOMMENDATION

The culture dimensions of PT 'Tomyum' are based on the GLOBE Study: PT 'Tomyum' Tbk. Values good communication between managers and subordinates; thus, building relationships is important to create a better work environment between the employees. This company also values hierarchical structure in decision-making as they need to discuss it with upper management before making decisions. This hierarchy structure is also viewed as a good structure to keep the company running well and away from chaos.

PT 'Tomyum' Tbk. Views uncertainty as something that needs to be minimized. The company has rules and SOPs to avoid bad outcomes that might occur in the future or at least minimize the chance of uncertainty. Improvisation is acceptable in the company as long as it is still in line with the company's rules and SOP.

The managers in PT 'Tomyum' Tbk. Care for their subordinates. They encourage them with compliments and presents to keep them motivated and as a reward for their good performance. In addition, the managers handle the subordinates' mistakes well. They chose to find the reason instead of throwing a tantrum.

The employees in PT 'Tomyum' Tbk. are encouraged to work as a group, and they are rewarded as a group even though sometimes they are given individual projects.

The employees in the company value loyalty. Every employee might have different views on the importance of loyalty, but in general, they view it as something that makes them one part of PT 'Tomyum' Tbk.

PT 'Tomyum' Tbk. Values a good competition to stay motivated as long as it is a healthy competition. This company also values each other's feelings by choosing to do private confrontations rather than public confrontations.

PT 'Tomyum' Tbk. It gives both men and women the same opportunity to acquire higher positions. However, the company also considers their employee's safety, and therefore, certain positions would be given to men instead of women.

The employees at PT 'Tomyum' Tbk. are concerned about future planning, and they have their personal goals. PT 'Tomyum' Tbk. Pay attention to the employees' performance by doing objective assessments, and the company will reward the employees who achieve the company's goals.

The leadership style that is being implemented in PT 'Tomyum,' based on what the interviewees have expressed, is a team-oriented leadership style. It matched with the theory of GLOBE study about the team-oriented leadership style, which the theory underlines the importance of uncertainty avoidance and in-group collectivism cultural dimensions, and there is no low level of cultural dimensions in the company.

The coping mechanism used by the employees in PT 'Tomyum' when dealing with the cultural differences that occur in the company is understanding each other. With the same goals they have, they can understand each other favorably. The Thailand manager also learns to speak Bahasa Indonesia to communicate with other employees. There are also Indonesian people in upper management who can help communicate the plan if communication is a problem with the subordinates.

The academic suggestions for business administration researchers or another field of studies, especially in the international business field, to develop similar research are as follows: (1) for similar future research, using mixed methods is recommended to gain more accurate data and can better explain the actual conditions in the field; (2) it is also recommended to incorporate other cross-cultural theories to gain more wider description and

deeper analysis for more interesting findings.

The practical suggestions for managers and leaders who work in a multinational company or in a diverse work environment with different cultures, especially in PT 'Tomyum' Indonesia Tbk, are (1) The knowledge of cross-cultural understanding for all employees in the company, both Indonesian and Thai, are really important to avoid conflict or misunderstanding that can jeopardize the work. (2) Implementing a suitable leadership style in the company is also important to motivate the employees for better performance, resulting in more efficient and effective work. (3) Learning another language, starting from some basic greetings, can help build relationships and minimize misunderstandings. The most important thing is that everyone should be open-minded and respectful of each other.

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