Corporate Culture of a Multinational Company Operating in Thailand: A Grounded Theory Approach

■ **Niti Choosawat**

Abstract *This study used a grounded theory approach to study the corporate values of a multinational company operating in Thailand. Its purpose was to discover the "Core Values" of the corporate culture that are held by members of the selected stakeholder groups. The setting involved purposive sampling and theoretical sampling that was used to identify 25 participants who were working at the selected multinational company. Data were collected from in-depth, semi-structured interviews of the participants. Based on a content analysis of the interview transcripts, the findings were presented in a model indentifying seventeen characteristics of corporate culture.This model was proposed as a tentative explanation of the findings at this stage of the research. There are six components of the model: (1) Corporate Direction Force, (2) Adapting at All Time, (3) Team Player, (4) Brother & Sister Working Culture, (5) Business Ethics, and (6) Business Target. This study made a significant contribution to our knowledge of the importance of corporate values to multinational organizations, policy maker, and local countries, especially for the management which uses corporate culture values to support its business strategies, the appropriate management style that contributes to the work atmosphere, the nature of culture, the kinds of people brought in at the entry level, the criteria used to determine successful performance and advancement, and the appropriate types of interpersonal relationships that establish the workplace climate.*

Keywords : Corporate Culture, Core Values, Cross Culture Management, Grounded Theory

Introduction

Humans have traveled to far away towns and countries, and exchanged goods and ideas since ancient times. But now, all these cultures are crossing at the speed of light. When people move around the globe, cultural values go with them. New immigrants from Laos, Vietnam, China, India, and Thailand import the values of hard work and close family ties to America, while at the same time America sends its values of upward mobility and individualism all around the world (Iyer, 2004).

Today, business management and commerce have expanded all over the world. The capital, technologies, management methods and people have been transferred everywhere for joint investments and/or joint ventures with the type of "Global Trade". Thailand has created The National Economic and Social Development Plan to change and adapt the knowledge base, technology, and culture for competitiveness in globalization with the summary as follow; during the period of the Tenth Plan (2007-2011) Thailand will face major changes in many contexts that will present both opportunities and constraints for national development. Both people and systems must be fully prepared to adapt to future changes and reap benefit by keeping up with globalization and building resilience in all sectors, in accordance with the Sufficiency Economy philosophy. Then the Tenth Plan (2007 – 2011) in some part stressed Changes in the development context under globalization. Many important dimensions of change at the global level will affect Thailand greatly as both opportunities and constraints for development. The trends of such changes are economic groupings and changes in global financial markets are increasing inter-country flows of capital, goods, services and people. Thailand must take an aggressive approach to trade policy both in expanding

markets and in encouraging domestic producers to improve their competitiveness on the foundations of knowledge, natural resources, and Thai-ness.

Purpose of the Article

The researcher investigated a selected multinational company in Thailand. It is one of the world's largest electrical engineering companies. There are more than 120,000 employees around the world with six divisions of the organizational structure. The purposes of this study were to identify core values, in terms of corporate culture as perceived by the selected stake holders who were working in a multinational company and to propose a tentative model to frame these values.

Research Questions

1. How do the selected stake holders who are working in a Multinational company express there knowledge and skill in terms of corporate values?

2. What are the "Core Values" of the corporate culture that are held by members of the selected stake group of a Multinational company?

3. What is the model that analyzes the core values of corporate culture?

Literature Review

Corporate Culture Theories and Concepts

The term 'corporate culture', as Meschi and Roger (1994) point out, refers to the values that are promoted by a company to its employees. If an organization develops into a multinational conglomerate, the culture at headquarters may influence that of the subsidiaries abroad. In the same way, a firm involved in a joint venture with a company from another country may well find that the presence of the 'foreign' partners influences the underlying culture of the firm. What evolves over time in terms of 'corporate culture' can have as its basis the 'original' organizational culture, or the national/regional culture-or a combination of the two. The scope of the influential corporate culture is disputed among experts in the field and clearly defined corporate culture as focus to a (multi-) national company's success. The flexible cultures are to be the key to success because it can apply and respond with more effectively to a local/national environment. In many organizations, corporate cultures are developed by philosophies of top management and maintained though the acceptance of these philosophies by the organization staff (Kilmann, Saxton & Serpa, 1985).

Some countries have officially recognized religions and participate in religious rituals that would affect business encounters. In Saudi Arabia, for example, Islam is the official religion, Muslims observe the ritual of stopping work five times a day to pray, Meetings with persons in Saudi Arabia should be sufficiently flexible to allow for this daily ritual, which is a way of life for Muslims. Conducting business during the month of Ramadan (currently during February) would not be recommended as Muslims are required to fast from dawn to sunset, Because of the impact of religion on all aspects of life in Islamic countries, learning about religious rituals and beliefs prior to conduction business there is advisable, In contrast to Saudi Arabia, religion is not a significant part of life in China, While the ideology of communism in China endorses atheism, citizens may choose to believe in religion or not. The majority of Chinese people practice a combination of Confucianism, Taoism, and Buddhism (Jandt, 2000).

People from the United States place great importance on individuality and self-reliance. The goal of parents is to form a self-reliant, responsible person by the age of 18.When children move out of the parents' home at that age and are completely self-supporting, parents feel successful. Children who still live with their parents past the age of 18 or 20 are viewed as immature and unable to live independently. This emphasis on individuality carries over into college /university choices as well as job choices that may take children away from friends and family members. Although individualism and the value placed on the family as an important unit are often associated, evidence

shows that this relationship may not always exist. Costa Ricans, for example, have individualistic tendencies but also value the extended family structure. Examining cultures with in cultures is, therefore, important.

In other cultures such as the Japanese, emphasis is placed on the group approach rather than the individual approach to all aspects of life, The Chinese and Malaysians also value the group approach and the family, Their concern with following family traditions and with respecting the opinions of their parents is perceived as a sign of weakness and indecisiveness by U.S. Americans.

Foreigner's Culture and Working Styles in Thailand

The feed back was analyzed by foreigner about Thai behavior in working styles, and that informed. Now when Thai work in the global economy, they take not flight, not competitive, not even think, always come to work too late, ask for opinions before doing anything because of "Krang-Jai". Beside they said, the Thai like everything smooth, quite, and always smile but work slowly and unenthusiastically, that call"Cho-Cham-Yen-Cham". Thai people are always kind is what they call the "Jai-Dee", reciprocal, to help each other with care for others' feelings (Moussa, 2009)

The Impact of Thai Culture on Participative Management

The "respect" in Thai culture is "In Thai society implies obedience besides other rules of etiquette, such as not arguing with a superior, or not giving unasked-for advice, not addressing him by his name and many others". This culture was influenced when Thai people work with the other nation. Sometimes, it can be obstruction to competition in management. Because the other nation who's the high level required some comment from Thai people. He/She did not inform the real comment, in case that comment it may be built any argument from the higher level.

In short, Thai culture incorporates a great deal of influence from several difference cultures such as India, China, Cambodia, and the rest of Southeast Asia. It is influenced primarily by Buddhism, as well as by large scale immigration from China, and to a lesser extent, from India.

Research Design

This study applied qualitative research design by using Grounded Theory approach. Creswell (2007) stated that to apply grounded theory he relies on Strauss and Corbin (1990, 1998) because it is clearly a systematic approach helpful to individuals learning about and applying grounded theory research. He also provided the template for coding a grounded theory study (see Figure 1.)
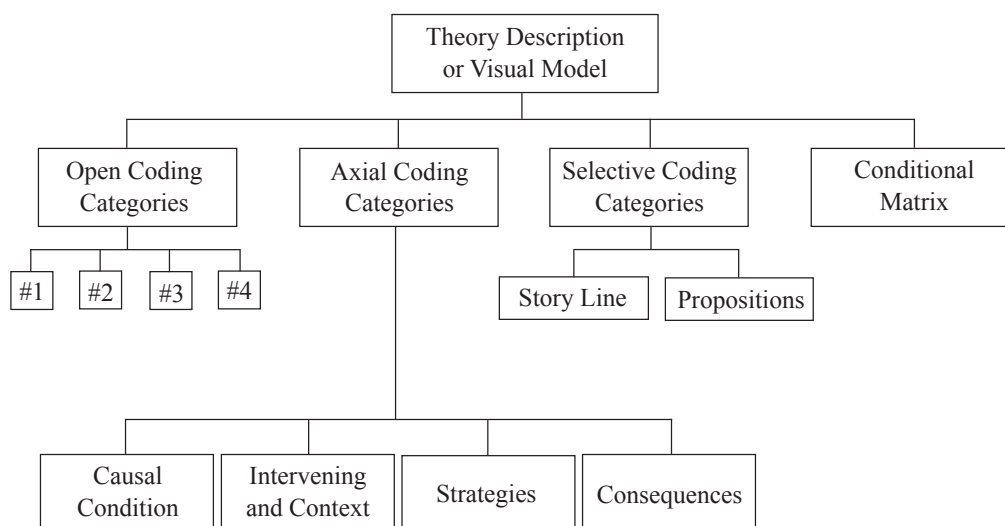

Figure 1. Template for coding a grounded theory study (Source: Creswell, 2007, p. 171.)

In Figure 1, Creswell (2007) included the three major coding phases: open coding, axial coding, and selective coding. This study applied this template and also used the ATLASti software program to content analyze the interview data from 26 stakeholders in the company.

Data Collection and Analysis

The setting in this study was a selected multinational company in Thailand. It is one of the branches of the world's largest electrical engineering company. There are three areas: (1) Bangkok, (2) Bangpoo Samudprakarn province, and (3) Lamchabung, Chonburi Province. The participants of this study were the selected stake holders who were working in the company in Bangkok. The participants as the purposive sampling in this study so that one of the main concerns is the working experience in this company. It is therefore the main criteria to select participants who have 3 years continuous working experience in this company. There were 25 participants.The researcher in this study decided to use ATLASti program have become more helpful in computerizing the process of analyzing text and image data.

After transformed each transcript in to the primary document, the primary document of each participant's interview transcript was then transferred in each hermeneutic file. There were twenty five (25) hermeneutic files. Using the ATLASti, coding was performed in each hermeneutic file, one of each participant's interview transcripts. Quotations were recorded for each code. Code comments were made by the researcher on each code. Memos also were made by the researcher where necessary. All the codes of each participant's interview transcripts were reviewed and compared and code merges were made when it was found that one or more codes had similar meaning and could be merged together. Then codes families were established. The code families were populated by grouping all the codes that fell into a similar category. The ATLASti software program allowed concept maps linking all the code in each family to be constructed. At the final step the data were ready for presentation of the finding and discussion.

The results of this process of data collection and analysis are a theory, a substantive-level theory, written by a researcher close to a specific problem or population of people. The theory emerges with help from the process of memoing, a process in which the researcher writes down ideas about the evolving theory throughout the process of open, axial, and selective coding.

Trustworthiness of the Study

Creswell (2009) stated the researcher is one of the instruments. Thus, to ensure the credibility of the study, the researcher keep detailed reflexive notes throughout the study. An audit trail of this study was established at the early states of this research. It included relevant data and information from the start of the preparation of the research proposal. Items were revised and update until the end of the research project. There are approximately sixty(60) drafts, participants' files, list of interview planning, interview's records files, interview transcript papers, ATLASTi files (Code list, Code Families, Coded comment list), field notes, advisor contact and update information files, and reflexive journals.

Triangulation of data sources was applied in this research. The technique of comparing and cross-checking the consistency of information derived at different time and by different means within this research was applied. This has been done through comparing the perspectives of people from different points of view-several position level such as country management level, managers and staffs in different place that are an office branch in Bangkok, Bangpoo/Samutprakarn, Lamchabuang / Chonburi Province. In addition, the researcher was applied methods triangulation, document reviews and in-depth- interviewing to confirm and cumulativeness.

Authenticity checks conducted in this study included: obtaining informed consent from all 25 participants, accuracy checks, and additional interview with certain participants. All informed consent from all participants was obtained from each of them during the interview process.

Results

Research Question One: *"How do the selected stake holders who are working in a Multi-National Company express there knowledge and skills in terms of corporate value?"*

In order to respond to this research question, there were 17 corporate values that emerged from the content analysis of the interview data. Corporate Direction Force, Business Target, System Process in work, Diversity Management, Team Player, Communication Issues, Social Networking in Generation Y, Changing Issue, Adapting at All Time, Open Opportunity to Development, Business Ethic, Gap of Generation, Benefit Sharing, Clearly Result Oriented (Corporate Culture /Corporate Value), Brother & Sister Working Culture, Free Decision Making and Culture Balancing.

All corporate values were part of a working culture. The company used *Corporate Direction Force* for the intention to manage and control its business target *via* their Local Countries. Schein(1985, 1989) concluded that the management use corporate culture to support a carried the business strategies. For *Business Target Culture*, that is an aim of the company for making via a strictly ethic and responsibility to social. Business is the organized effort for a profit, the goods and services that satisfy society's needs. Ethics is one of the most important components, and set of guideline for conducting oneself in performing and discharging the duties and responsibilities.This is to maintain reputation, trust, integrity and honour of those in such professionals (Journtrakul, 2010). About the culture of *System Process in Work*, the company has many offices in every where of the world. Therefore, they used the one system to managed and control their business. In general system theory is about input process output and feedback. The systems engineering focuses on the less dynamic aspects of the organization, and Swanson & Holton (2001) explained system theory, a small body of knowledge compared to economics and psychology contains harvest of low-hanging fruit for HRD.

As mentioned above, the company combined individual culture and functional working culture from the local employees. This is diversity and the interview information was saturated to be called *Diversity Management Culture.* Diversity is a complication when managing the business. Chesla (2000) claimed that cultural diversity causes different managerial styles, such as rules, relationships among individuals and communication styles which bring several problems to the workplace (e.g. stereotyping, mistrust, and stress among team members).Therefore, the company used many team to do with a working culture, and that call *"Team Player".* Saee (2005) define a work team as a group of individuals working interdependently toward common goals and whose members are mutually accountable for task achievement. The *Communication Issues* is an important culture for making all people in organization to understand What, Where, When, Why and How between the company and people in the organization, and then the company can be survive and competitiveness in global market. You must understand what communication skill do to manage or contract with them. These communication skills also transfer very well to all aspects of the work.

For a new generation who worked in organization and called them "Generation Y", they used to communication between the other with the advance technology - Social Network. This is a culture - *Social Net Work in Generation Y* for the new to communication with effectiveness to do business rapidly. Social network is an attempt to understand society through patterns and linkages among people. Social networks afford analyses of groups of people who interact and the ties between them (Hatala, 2006, cited in Sakulkoo, 2009). In *Changing Issue Culture*, the company used the change to developed their business and people for them survival and competitiveness. And follow the changed, all people in organization must be *adapting at all time* for them development and survival in business. Cummings and Worley (2005) described organization development (OD) and change management (CM) both address the effective implementation of planned change. When the new people came up to joining the company, their superior and other people open their mind and encouraging the opportunity to the new for development themselves. This is an *Open Opportunity to Development Culture. Business Ethic* is a direction force from the company for all people in organization that must be doing business with integrity and transparency. This culture is follows the

new economic trend when work and competition in global market. When the company recruited a new people join together, the new is a young when work together with the other people. Then that is a wide range of age between them, and *Gap of Generation* that is a culture for their superior must be aware and manage their team for competitive in business. As mention about Business target that force from the company, all people must be focus to their target before engaging to the other. If the business target can be share, they will work together. Therefore, *Benefit Sharing* is a worthwhile to the team and must be tried to do in the company. For follow the business target, the company communicated to all people with *Clearly Result Oriented.* Because the company set KPI - Key Performance Indicator for evaluation their business target. They can be success when communicate with Clearly Result Oriented. In the finding, the researcher found that culture of the company is a *Brother & Sister Working Culture.* They worked together with open mind to support the people in organization, collaborative thinking, and engaging to the other. (Komin, 1990). She provided the National Character the Thai nine value clusters as follows: Ego orientation such as "Face –saving" value, "Criticism-avoidance" value, and "Considerate. Grateful relationship orientation such as "Bunkhun" value and exploitation, "Bunkhun" value and "Saang bunkhun", (3) Smooth interpersonal relationship orientation. This multinational company offered an opportunity with empowerment style to their people for work and that style encouraging the people to *Free Decision Making*. Finally, the company has a multination joined working together. Therefore, all people must be respect any individual culture and balance it with *Culture Balancing.*

       In summary, 17 categories formed the corporate cultures that was found from participants who worked in the multinational company. These cultures are a working culture that general process in the company and can be support their business to achievement with efficiency and competitiveness in global market.

Research Question Two: *"What are the "Core Values" of the corporate culture that are held by members of the selected stake-holder group of a Multi-National Company?"*

       Reference to the Data Analysis and Findings, the researcher will answer the question with 6 corporate core values: (1) Corporate Direction Force, (2) Adapting at All Time (Adapting Continuously), (3) Team Player, (4) Brother & Sister Working Culture, (5) Business Ethic, (6) Business Target. The researcher required to description about how to select 17 corporate values to be 6 of "Corporate Core Value" of Multi-National Company Operation in Thailand.
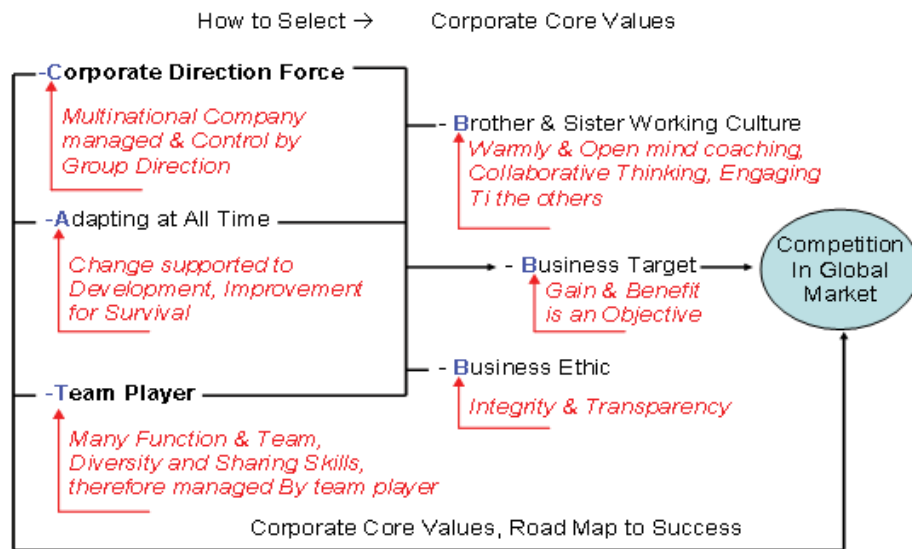

Figure 2. The diagram describes the main corporate core values.

The Corporate Core Values in Figure 2 has drawn the imagination of how to select 6 corporate values from the total 17 of corporate values to be "Corporate Core Value". The researcher will describe step by step as follow. First, the Corporate Direction Force is a core value, because of Multinational Company used this pattern to management and controlling their Local Countries by force to them via direction for implementation. This is a road map to success their business and competition in global market. Second, The Adaptation at All Times (i.e., Adapting Continuously) is a core value, because of Multination Company have a business in everywhere of the world. Therefore, the company has a diversity case such as economic crisis, technology changing fast and the others. The company not only must be seldom changed for development and improvement their business target for survival in global market, but the people in organization must be adapting at all time as also. This is a core value road map to success their business and competition in global market. Third, the Team Player is a core value, because of the company have many function and many team for drive business target. This is a diversity case and the people needed to sharing their experience among other function and other team for solving the diversity and difference. The people can not only work with their team or one team but working together with many team or Team Player. This is a core value of road map to success their business and competition in global market. Forth, the Brother & Sister Working Culture is a core value, because of the working environment in the company are warm, everyone have a collaborative thinking and engaging to the other. Hereafter mentioned, the people open mind to coaching the new people for them development of their knowledge base, skills and experience. The senior people open an opportunity about the job assignment to everyone. That people can work with full empowerment and free decision making. Therefore, the people can develop themselves and have a good career. This working behavior is like as a kin, and necessary for drive the business target to be competition and success. This working environment and behavior is call "Brother & Sister Working Culture", and a core value of road map to success their business and competition in global market. Fifth, the business Ethic is a core value, because of Multinational Company stressed this issue to be a policy. All the company group-Local Country must be drove the business target with integrity and transparent process. This is a business trend that needed to drive in global market. Therefore, this is a core value of road map to success their business and competition in global market. The last one, the Business Target is a core value, because of the company applied this value to be a strategy for management and control their business as need. The people in the company must be aware to work follow the business target as that direction from Group (Multinational Company have many office in local country at everywhere of the world. The meaning of organization structure is more than to say Head Office or Headquarter. They call themselves "Group"). Hereafter that mentioned above, the company set the out put of business target with 3 components; (1) Business Gain or Benefits, (2) Business Ethic and (3) CSR-Corporate Social Responsibility. Everyone must be follow with the same standard direction. Therefore, this is a core value of road map to success their business and competition in global market.

In summary, the Corporate Core Value of this Multinational Company are including of 6 core values as the hereafter mentioned information; Corporate Direction Force, Adapting at All Time, Team Player, Brother & Sister Working Culture, Business Ethic and Business Target. These corporate values are an influence to drive the business for achievement and competitiveness in global market. Therefore, these are a Corporate Core Values of the company.

Research Question Three: *"What is the model that analyzes the core values of corporate culture?"*

Reference to the Data Analysis and Findings The research question three indicated the 6 corporate core values, and are including as the hereafter mentioned information; Corporate Direction Force, Adapting at All Time, Team Player, Brother & Sister Working Culture, Business Ethic and Business Target. These corporate values are an influence to drive the business for achievement and competitiveness in global market.

The corporate core values indicated the model that analysis from the core values of corporate culture to "CAT Triple B", and will also refer to the conceptual model shown in Figure 3 below.
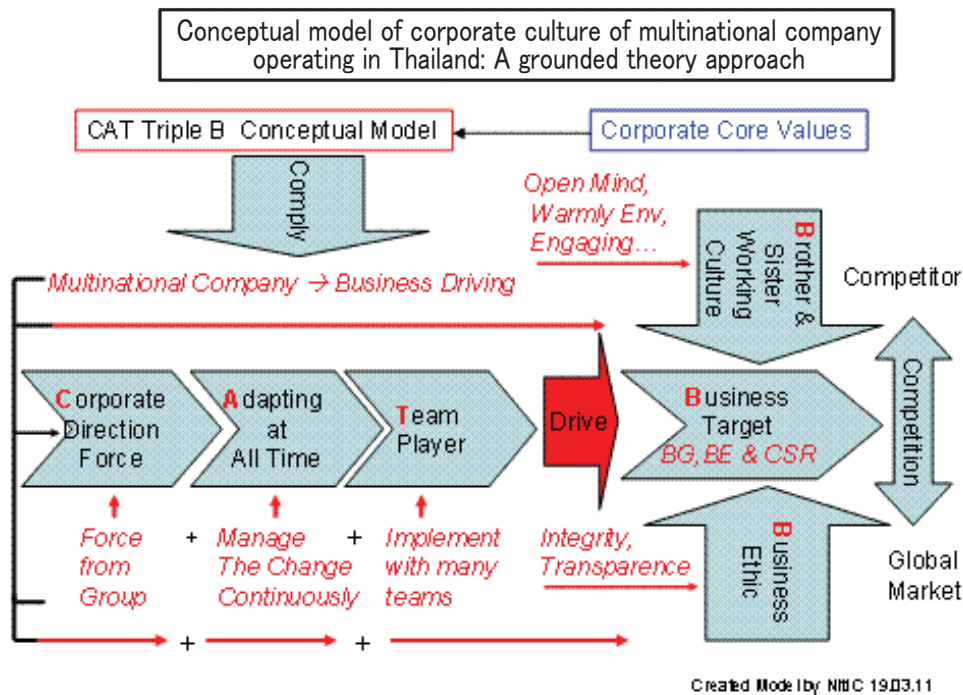

Figure 3. Conceptual Model of Corporate of Multination Company Operating in Thailand:
        A ground theory approach

The Conceptual Model of Corporate Core Values in Figure 3 was called the "CAT Triple B" Model of corporate core values in answering research question three.

This model shows that Corporate Direction Force is a one of the company's core values. This core value is a strategy from Group (Multinational Company) that supported the company need. They set their needed and apply to be a Group Direction and forced to Local Country for implementation with the same standard. This is a one of important factor that used to drive their business target to achievement their goal, and enable to competition in global market. The Corporate Direction Fore value forced to the people in organization for them adapting continuously. The adaptation of the people is a core value of the corporate and called "Adapting at All Time". The company drove their business in every of the world, and received any diversity and change. Therefore, they must be seldom changed for development and survival in business. They changed again and again for solving the problem and applied follow economic trend, and the people must be adapting at all time for competition in the global market. This core value is a factor for support the change management. When the company needed to drive business with good quality, they stressed to work with team, because the multinational company was diversity, having many functions and many different issues to solve. They cannot manage their business without teams or only one team. They needed experience sharing from the people in many sectors. Therefore, they stressed working together with many teams to support their assignment, and that is called "Team Player". Everyone hase a specific potential in the job. The business can be drive with good quality when that people sharing their experience and knowledge base to the other. Then, Team Player is a good one core competency. Nevertheless, Brother & Sister Working Culture is a one of core value that indicated the good environment in the company. This core value drove a good relationship to the people in the

organization. The the people have an open mind when working. They have a collaborative thinking and engaging to the others. This behavior made a warmly environment in organization. Everyone is happiness when work with this working environment. Everyone treated this behavior style like as a kin, and called "Brother& Sister Working Culture. This core value is an influence factor to motivate the people for them working with a good quality. For the core value of Business target that is support business trend. Today, global market have a condition when all company needed to do business in everywhere of the world. The business trend required working with integrity and transparence process. Therefore, this is an important factor of the global market, and this company made a policy to all people in the company must be complied in strictly. This is a corporate core value. The last one of the core value is a Business Target, and Group adopted this value to management and controlling their business as needed. The company drives their target with 3 components; BG – Business Gain, BE-Business Ethic and CSR-Corporate Social Responsibility. Exactly, business target stressed to gain or benefits, and must be work with business ethic such as work with integrity and transparent process. When the company applied these core values to be a part of business driving, this is a good think and can be competitive with competitor and competitiveness in global market. The support corporate values that concern to Corporate Direction force are Benefit Sharing, Clearly Resulted Oriented and System Process in Work. For the Adapting at All Time that support corporate value are Culture Balancing, Gap og Generation, Changing Issue and Diversity Management. About the Brother& Sister Working Culture that supports corporate value is an Open Opportunity to Development. Finally, Business Target that support corporate value is a Free Decision Making.

      In summary, the Research Question Forth is indicated the model that analysis from the core values of corporate culture to "CAT Triple B", and will also refer to the conceptual model shown in figure 3 The "CAT Triple B" conceptual model that is complies for implementation the business with a good thing, and applied to competition in global market.

Implications

This item indicate the implications of practice that inducted by the researcher. The implication had been drawn from the Data Analysis and Finding of the research. The implications were separated into three parts; part one for the Professional of Human Resource Development, part two for the Professional of Human Resource Management and part three for someone who required to work in Multinational Company.

Implication for practice # 1: For the Professional of Human Resource Development (HRD)
In the role of Human Resource Development Professional, HRD Professional not only developed the people in organization follow their job description but must be belief to the people that enable to development the competency of themselves as also.

      In this research was study about the corporate culture of a Multinational Company and depth focus in Thailand. The dada analysis from the informant of this study not only found to the data in Thailand but concern to multination data as also. This finding is a worthwhile for HRD Professional to aware what that organization belief and thinking. The definition of Culture that had shown in Chapter One is ***"A complex whole which includes knowledge, beliefs, art, morals, laws, customs, artifacts, perspectives, values, assumptions and any other capabilities and habits acquired by man as a member of society"***. In the organization are separated culture into two parts; part one is a culture of that organization, and part two is an individual culture of the people who work in each organization. The individual culture was absorbed the organizational culture, and integrated into their mind. Therefore, both of that part were merged and saturated to be Working Culture of that organization. HRD Professional can study to understanding the belief and thinking concept of that organizational working culture, and set an action plan to development. When HRD Professional required to development the people and or development the organization, they can find out a factor that concern to development problem from the culture as studied. For example, the organization has a problem about

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the Changing Issue and the people in that organization who could not adapted themselves as consensus as that change. HRD Professional can find the factor that effect to the problem from the culture – Adapting at All Time. Therefore, they can aware and apply at the root cause of the problem about What, Where, When, Why and How. Therefore HRD Professional can set an action plan to development the people and or development the organization to.

In summary, HRD Profession should be learn and aware about the working culture for them understand to belief and or thinking concept of that organization or that company. This is for HRD Professional can development the people with the right person and the right time.

Implication for practice # 2: For the Professional of Human Resource Management (HRM)
The role of Human Resource Management Professional are provident an appropriate instrument for management and control behaviour of the people in organization. This study had shown the behaviour of the organization in each of working culture. HRM Professional can learn and aware of that working culture, and interpretation to the people what about the problem that required to management and control follow business target to achievement.

For example, the problem of Human Resource in Thailand hereafter mentioned was shown in Chapter One, that of in the Tenth Plan of National Economic and Social Development (2007 -2011). The Plan stressed to both people and systems must be fully prepared to adapt to future changes and reap benefit by keeping up with globalization, and must take an aggressive approach to trade policy. HRM Professional can learn and aware to the factor of working culture in this research about Changing Issue and Adapting at All Time. How The HRM Profession to do change management and create an instrument for the people in organization that can be adapting themselves for competition in global market and survival follow the change. One of working culture, the Clearly Result Oriented that is a practical case for learning about how to setting clearly KPI – Key Performance Indicator to control business target and can be competition in global market. HRM Profession can aware to Multination Company, What & How they managed and controlled their business at everywhere in the world. This is a business approach to trade policy in globalization era. HRM Professional must be concern, aware and provident an appropriate instrument for management and control the people for support business target as there is a business partner of the line manager. Beside this mentioned, HRM Professional can apply these working culture to be a competency and qualification of the people who will recruit and placement in Multinational organization.

In summary, HRM Profession can learn and aware to working culture for apply the behavior of the people consensus as an instrument that designed to management and control the people follow business target appropriately.

Implication for practice # 3: For the People who interested to work in Multinational Company
This research was shown about working culture in the Multinational Company. The people who are interested to work in Multinational Company can prepare the competency and behavior by themselves to concern the working culture. This is a worthwhile for them success in their career and work in that organization as required with happiness. In Short, "Aware an information and aware yourself, you are a winner". The people who prepare themselves that can reach their life and goals.

Recommendations for Further Research

This research study was specific to only one multinational company that operates in Thailand. The research did not compare it with other organizations. There should be further studies which compare other organizations. Corporate Culture in organization is an important factor that influent to management and or development of the organization. This research studied in depth Thai employees who work in a multinational company operating in Thailand. In further studies there should be a focus foreigners who worked in the same company. This concept will compare the perception of corporate culture between Thai nationals and multinationals who worked in the same working environment. This is an extension, improvement and development of the academic values.

According to this study that required the Conceptual Model of Corporate Core Value of Multi-National Company Operating in Thailand, this model drawn the imagination of Corporate Core Value. The perception of that model only shown the relation between the six corporate core values that how to support business target and competition in global market. In further research that should be prove the model; can the model practical to do? These ideas that will be implement to development the knowledge base of HRD.

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