How Thai Culture Affects Expatriates' Leadership
A Case Study of CBRE,Thailand

BUSM18 Degree Project Master level

Managing People, Knowledge and Change

Authors: **Supervisor:**

Put Kamgoen   Martin Blom

Ratchadaporn Duangkaew

Abstract

Title:	How Thai Culture Affects Expatriates' Leadership A Case Study of CBRE,Thailand
Seminar date:	2nd June 2008
Course:	Masters thesis in Business Administration, Programme for Managing People, Knowledge and Change, 15 University Credit Points (15 ECTS).
Authors:	Put Kamngoen & Ratchadaporn Duangkaew
Advisor:	Martin Blom
Five key words:	Leadership, Thai culture, Anglo-Saxon culture, Organizational culture, Leadership behaviour
Purpose:	To contribute to our understanding of how the Thai cultural context affects the leadership performed by expatriates in management positions.
Methodology:	We followed a qualitative methodology approach. We used interviews (by SKYPE) and (to some extent) self ethnography as methods of data generation.
Theoretical perspectives:	We reviewed several perspectives on leadership, while our stance was based on Behavioral Leadership perspective. National cultures, organizational culture as well as cross cultural issues were discussed and used together with leadership theories in our analysis.
Empirical foundation:	Anglo-Saxon culture highly influenced the organizational culture of the company located in Thailand. The organizational culture of the company we studied was combination of the two cultures Anglo-Saxon (dominant) and Thai cultures. Most of the interviewees claimed to possess the characteristics of effective leadership from behavioral perspective specifically people orientation.
Conclusions:	Instead of modifying the leadership styles to fit the local (Thai) context, the expatriates tried to push and influence their culture and leadership styles to Thai employees.

Acknowledgement

TABLE OF CONTENTS

TABLE OF FIGURES

1. Introduction

The first chapter introduces the background to the study together with a discussion of related issues. The purpose of the thesis and a brief introduction to the company involved follow. Limitations of the study and target audience are presented at the end.

1.1 Background

Friedman (2006) explains that the "world is flat" principle took effect at the beginning of the twenty-first century, affecting us at every single level; countries, companies, communities, and individuals. At each level, people have to learn how the world has changed. Additionally, governments and societies should learn how to adjust themselves in order to survive these changing contexts. International companies must update their management knowledge and develop broader vision as well as their ability to manage people from different cultures. They must prepare and be ready to change. However, one person alone can neither build nor change an organization.

In organizational terms, in order to succeed in business all employees of the organization must share a general consensus and work together. It does not matter who the employees are, where they are from or which positions they hold. What matters among people from different countries and backgrounds is culture. The way employees join in activities together is an exchange of culture which helps construct a working behavioural model in the organization (Daft; 1998). Often, management focuses on results or outcomes and neglects the importance of the organization's culture, despite the importance of this culture to the organization's achievements.

Baker (2002) agrees with many other authors; Ouchi' (1981), Pascale and Atho (1982), Deal and Kennedy (1982) and Peters and Waterman (1982). Management has a responsibility to construct and dissolve an organizational culture in order to unite employees for the best result or outcome. A management team cannot make all the necessary changes without employees' understanding and willingness to move forward. To achieve their goal, management must encourage employees to participate

and understand rather than to resist. Moreover, the employees should agree with the goals, and be engrossed in working toward them.

According to research from the Employee Relocation Council (ERC) (2006), a large number of relocating families in USA and in other countries around the world (from 250,000 to more than 500,000 families relocated from years 2004 to 2006) showing requirements of international management in cross-cultural organizations has been increasing and developing in multinational organizational operation.

Trompenaars and Turner (1998) note that different countries have different management styles, which have developed from their particular cultures. For example, British management has developed from its culture, which is result-oriented, while Japanese management models have been developed in a more interpersonal style. Thus, there is a role for managers who are working in cross-cultural organizations who can cope with this ambiguity. The researchers assume that the international managers should learn about, and be able to adapt themselves to, the new place in order to combine each national culture into the organizational culture in the organization.

The researcher would firstly like to define the term "expatriate", used throughout the thesis. "*Expatriate in the context of Anglo-Saxon is described as people who lived in England between the fifth century and the Norman Conquest, it also described societies, cultures, or ideas that are strongly influenced by English culture*" (Collins English Languages dictionary; 1994: 49). We have also, interestingly, found that the term "expatriate" means "*any person living in a country other than their own country*" (http://education.yahoo.com/reference/dictionary/entry/expatriate on 2nd of May 2008). "Expatriate" as employed throughout this thesis will be a combination of the two given meanings from these two reliable sources. It means "a person whose background (i.e. society, culture and ideas) has originally been influenced by English culture, and who lives abroad rather than their country.

According to ERC research, the key determinant for expatriates' relocation is better jobs and lifestyles; however cultural and social-economic environment are factors, too. Expatriates cannot avoid facing a new culture at the national, organizational and personal levels. Edwin Sim (2002), founder of Human Capital Alliance, the premier executive search firm in Thailand, argued that expatriates who live in Thailand face business threats and uncertainty, particularly in the current environment.

Unavoidably, expatriates need to be familiar with the national culture of the country that they are staying or working in. According to Daft (1998), "Culture is the set of values, guiding beliefs, understandings, and ways of thinking that is shared by members of an organization and is taught to new members as correct. It presents the unwritten, feeling part of the organization. Everyone participates in culture, but culture generally goes unnoticed".

Schein (2004) argues that initially the founder or leader has the most significant impact on beliefs, values, assumptions, and employee behaviour. Later, learning and sharing among employees occurs in the organization. New beliefs, values and assumptions brought by employees will become part of organization's culture.

Leaders are key factors in the success or failure of an organization as they are familiar with and responsible for much of the work in the organization. Ulrich et. al. (1999) have summarized leadership attribute frameworks as: setting goals, demonstrating their personal character to gain trust, ensuring the integrity of employees, mobilizing individual commitment to employees, ability to build teams and respond to change. Many multinational organizations require expatriate managers with understanding of Western management practices to exercise their knowledge management and attribute their leadership in other regions.

1.2 Problem Discussion

Today, in the era of so-called globalization, many multinational organizations require experienced, senior executive expatriates with the experience and skills to fulfil the demands of international markets.

Appropriate management across cultures is also needed by multinational organizations that aim to expand their global business. The number of people moving from one place to another in order to find a better life has increased daily; these people work, spread and develop their businesses worldwide. The report, "Record Numbers of Americans Living Abroad" by Shelter Offshore on 24th April, 2005, showed that of 115,000 people interviewed, about 14,000 were US citizens, working with American companies, and another 67,850 (or 59%) were seeking to work abroad. However, only a few of those who wanted to work abroad were considering

learning the language of the country that they might move to. This figure raises the question of how expatriates live abroad if they are not willing to learn or adapt themselves to the local culture (http://www.shelteroffshore.com/index.php/living/more/cost-of-living on 24th April, 2005).

Suutari and Brewster (1998) make practical suggestions about adjustment for the expatriate on matters such as preparing to live and work in a new place with a different culture, both professionally and in private life, in order to prevent culture shock and in order to integrate in the local culture. Having an open mind to learn about a new culture, making networks, and gaining information and knowledge about one's new country are recommended. Visiting the place beforehand and meeting with other expatriates who have experience in that country could also be helpful.

The topic of this study is not the differences between Western and Eastern culture. There is already much literature, including articles on economics and politics, on that subject. However, most is based in hub countries in Asia such as Hong Kong, which has a strong business sector with many business headquarters of British, American or German companies; China, which is a vast world business centre; and India which offers and provides IT experts.

However, there are limited literature and studies on Thailand from this perspective. Mostly Thailand is known as a tourist place in Asia with an interesting culture and a tropical environment. However, we believe the situation in Thailand deserves investigation. An increasing number of multinational organizations have moved to Thailand since its recovery from the economic crisis that started in 1997, hence there are more and more expatriates coming to work in Thailand. For instance, "Positioning News" by Prapunpong T., the director of the Residential Leasing department of CBRE, Thailand, stated the number of expatriates in Bangkok increased from 64, 352 to 73,285 (16.1%) in the period from May 2006 to May 2007, reflecting the growing foreign investment in Thailand (Positioning Magazine Issue No. 52284, 22nd September, 2007).

Most expatriates in Thailand are employed at the management level. They must therefore deal with a culture which differs from their lives, particularly with respect to leadership. Many human resources organizations are seeking ways to optimize the performance and integration of expatriates.

Trompenaars and Turner (1998) do not look at cultural differences and how they affect business management in terms of understanding people of different backgrounds, as it is their belief that it is impossible for people from one country/culture to learn or understand other's culture if they are not really related or concerned with them for a long period.

This view conflicts with that of Daft (1998: 226), who argues that "Culture is a set of values, guiding beliefs, understandings, and ways of thinking that is shared by members of an organization and is taught to new members as being correct. It represents the unwritten, feeling part of the organization. Everyone participates in culture, but culture generally goes unnoticed".

If so, we assume that people should be able to learn about and understand another culture when they spend time interacting with people in that country. Expatriates are supposed to learn and understand the main culture in the new country in order to live or work there, and get along with the local people.

There is much academic literature, numerous business documents, and many articles about effective Western management with a variety of theories from various resources. As Thais, with working experience with some international organizations and currently living and studying within a Western culture, the researchers of this paper are both very interested to investigate how culture affects leadership for expatriates in different, non-Western cultures. This research will examine expatriates working in Thailand.

1.3 The purpose of the thesis

The purpose of our study is to contribute to our understanding of how the Thai cultural context affects the leadership of expatriates in management positions.

1.4 Delimitation

Our study is focused on how Thai national culture affects Anglo-Saxon expatriates who are working in Thailand. Since we are studying in Sweden and have a limited travel budget, research was conducted over the phone with some email

follow-up. The sample we selected for this study consisted of seven expatriates and three employees in all levels of management from CBRE, Thailand.

Since a large number of employees work in a wide range of company product and service lines, our study is limited to the leadership at management level in Bangkok, the head office with a large number of employees, and Phuket, which has a mix of Western and Thai culture in customers, clients, and management team.

The Pattaya and Samui offices, which are new branches of CBRE Thailand, also have management affected by Thai culture and the company's culture. Therefore, one manager from each of the Pattaya and Samui branches was selected to participate in our study. We did not limit ourselves to a specific management level in the company but did limit ourselves to the Thai cultural basis in our thesis.

1.5 Target audience

With our thesis we aim to provide a qualitative study of expatriates who are working in the Thai cultural context. Also, we try to develop a useful debate about leadership in Thai and Western companies based on Anglo-Saxon cultures. Basically, our target audience will be other business students from different cultures, as well as businesspeople and leaders in multinational companies, HR practitioners and others. The study aims to develop understanding of cultural differences and help in the evolution of leadership.

1.6 Disposition

The study's chapters are arranged as follows:

I.	Introduction:	This is the introductory chapter presenting background, problem and purpose of our thesis.
II.	Methodology:	This chapter describes the research methodology employed in our study in collecting, examining, and analyzing the data and information regarding the leadership of expatriates in managerial positions.
III.	Theory:	In this chapter we provide the theoretical framework of our main issues. Five leadership perspectives are

introduced and explained.

IV. Empirical Material:	This chapter outlines how different perspectives in Thai and Western culture affect leadership and presents the findings from the case study at CBRE Thailand Co., Ltd. Both primary and secondary information are analysed in order to fulfil our study's purpose.
V. Conclusions and Contributions:	This chapter relates the results of our analysis to the theories that we outlined. In addition, practical contributions and suggestions for further studies are included.

2. Methodology

This chapter describes the research methodology employed in our study and how we collected, examined and analyzed the data and information regarding leadership of the expatriates in managerial positions as well as those who are not in managerial position working at CB Richard Ellis Thailand (CBRE, Thailand).

CBRE is a multinational organization real-estate services provider. Moreover, data and information from the subordinates or related employees who are not in managerial positions, Thai managers, and the chairman were gathered and studied in order to reflect different aspects of leadership in relation to those of expatriates, of who are mostly in middle management positions.

According to report from CBRE Thailand (http://www.cbre.co.th/inet_newsmanager/NewsDetailFront.aspx?NewsID=146 on 19-03-08), the property investment in Thailand is currently in the robust era, there is growing number of real-estates such as houses, condominiums, and office buildings in Thailand. This is because there is a strong demand especially from foreigners who work in Bangkok and those who want to have a second home in Thai beach cities to spend time during winter. Thus, more and more foreign companies settled down in Thailand along with the large flux of expatriates. Among them is CBRE. We choose CBRE to conduct our study because CBRE is Multinational Corporation with a lot of foreigners holding managerial positions in the company while most of the subordinates are Thais. Moreover, one of us (one researcher) used to work at CBRE. Hence, with the interesting background of CBRE and demographics of its workforce together with the personal contact that the researcher maintains, thus, we have no problem in gaining access to the company for educational purpose. This explains why CBRE was chosen as our case company.

2.1 Research Design

Research design concerns more than quantitative or qualitative approach, one important choice is the judgment whether the use of qualitative or quantitative approach is suitable.

Quantitative approach addresses the facts and primacy of methods with the purpose of generalizability, prediction and causal explanations and the role of the researcher should be detached. Differently, the qualitative approach addresses the social constructed reality and primacy of subject matters with the purpose of contextual interpretation and understanding the perspective of the actors while the researcher's involvement is important (Glesne and Peshkin, 1992).

According to Alvesson and Skoldberg (2000), the choice between qualitative and quantitative approaches is related to the research problem and object. In our research, the research object is an expatriate based on Anglo-Saxon who is working at CBRE and the research problem primarily concerns their leadership affected by the Thai cultural context. Since our intention is to reflexively interpret expatriates' accounts on their leadership, our research becomes an interpretative study and a qualitative research approach is applied. Alvesson (2003) says that a considerable amount of micro-anchoring is called for in order to understand what actually goes on in the organization, how people talk, act, and interact with each other, this refers to the qualitative approach.

The study is divided into two phases. First phase is documentary research; we collected information from literature, and various kinds of documents regarding Thai and Western (based on Anglo-Saxon's) cultures, leadership, organizational behavior, and culture to examine and study it in order to continue to the second phase properly.

Although, we realized that it's not easy to thoroughly study and examine the culture since culture contains very broad range of aspects and even within one country such as Thailand, culture varies depending on the regions. However, we tried to make our scope of study within the main or predominant culture of Thailand as well as the predominant culture of Anglo-Saxon countries.

The second phase is the field research concerning the interviews which were conducted with selected sample participants. We used selected participants in order to obtain an in depth understanding in depth of the enquiry and to contribute the crucial knowledge to the area of study rather than to make an empirical generalization from this research. We got the permission from the Chairman to access the sources and to conduct interviews and gain data/information from CBRE.

Nevertheless, as one of us had worked at CBRE as Senior Sales Negotiator for 2 years, participation observation, to some degree, maybe regarded as a means or one of the methods we used in this study. Participation observation is about involving in a social scene, experiencing and seeking to explain it while the researcher is the medium through which this takes place. To listen and experience, then impression is formulated and theories are considered, reflected and enhanced (May, 1997). Participation observation is said to make no firm assumption about what is important, instead, the method encourages researchers to submerge themselves in a daily activities of those whom they are trying to understand. In the Chicago tradition of research they witness a merging of two outstanding traditions; first tradition is regarded as Pragmatism which stresses that the social life is not fixed but dynamic and changing. As Rock (May, 1997) said, social life is both incremental and progressive. Thus, if people's social lives are continuously changing, we should participate in it and record our experience of those transformations, their effects on people, also their interpretations. Knowledge of the social world comes from experience and undertaking of delicate and detailed enquiries through which we generate our understanding (May, 1997). A second tradition is Formalism which is a style that pays more interest on rules and correct arrangement as well as the appearance. Thus, as social relationships differ from each other, they take forms which exhibit similarities. In this case, we do not just talk about one setting or unique group but ask the extent that they exhibit similarities or are typical of other groups or setting. The center of social enquiry depends on the interaction of people within the social settings.

Due to the fact that one of the researchers used to work at CBRE as mentioned above, thus, to some extent, is also similar and even closer to the method of self ethnography. Self ethnography is a study and text where a researcher describes a

cultural setting where he/she has a natural access. The researcher works and lives in the setting and then uses experience, knowledge, and access to empirical materials for study purpose. It's more or less similar to participation observation but observing participation sounds more accurate for this method (Alvesson, 2003). A main difference between self ethnography and conventional ethnography is that self ethnographer studies their home base while a conventional ethnographer tries to be a part (temporary) of the organization as the essential part of the empirical research process to study that organization. However, the researcher does not conduct the research while she was working at CBRE, Thailand and this is the minor different to self ethnography. However, since she recently resigned before undertaking her master study, her 2 years of experience and understanding of the culture is relatively vivid.

Nonetheless, our research is a qualitative single case study; the aim is not to make empirical generalization particularly because CBRE, Thailand has unique characteristics as an international organization specialized in real estate services while most of the employees are Thai with quite many westerners in managerial positions. However, we believe that our study is useful for organizations which operate in the Thai cultural context and have similar characteristics as CBRE, Thailand.

2.1.1 Sources of Data

Primary data is data for which the researcher designs the survey instrument, administers the survey, collects the data, and puts the data into a database. It's the data processed by the researchers. Primary data is generally quite expensive, both in time and money (Harley, 2008)**.**

This category of data is collected within the second phase which is the data collected directly from 9 people who voluntarily would like to be a part of our study, of whom includes top management (one person A), middle management (5 persons; B, C, D, E, and F), first line management (two persons; G and H), and one non managerial (one person I). The information regarding the selected participants can be seen in the tables in the next section.

Secondary data is data collected and usually processed by other people than the researcher, in other words, secondary data refers to data that already exists among the wealth of data available in the public realm. This data might be small or micro-level data namely a public poll, a survey of social or political attitudes, or they may be more extensive and complex or macro-level data such as current population statistics, country business models, or international monetary statistics (Harley, 2008).

2.2 Interviewees and Data Generation

2.2.1 Sampling Frame

Our aim is to study the expatriates in managerial positions, mostly on middle management level. But it would be also very interesting to see different aspects of leadership, thus; a top management level, middle management level, first- line management level and non- management level. It will also be interesting looking at Western employees who are not in a managerial position but dealing with Thai staff, as well as Thai managers. Therefore, we can analyze other aspects reflected by those people mentioned to enrich our findings.

2.2.2 Sampling Strategy

After gaining the permission to conduct our study, we have gained direct access to the general manager, who helped us contact the Westerners (both managerial and on managerial positions) and also Thai managers in the company, as well as provided us the contacts of those, so, we directly contacted them.

We got nine contacts from different levels including one top manager, five middle managers, two first-line managers, and one non-management personnel. This was in order to gain a variety of ideas from different cultures and work responsibilities. Middle managers are connected with the organizational culture and leadership they handle and transmit the organizational goals, visions and working communication to the employees. According to the organizational structure, a large size organization with a large number of employees separates and distributes work and responsibilities clearly. It is hardly for top management to communicate with all

employee levels; instead, the middle managers are the main people for communication between top level and operational employees. In this particular case of CBRE, there are some expatriates who cannot communicate in the Thai language. There are a large number of Thai employees who cannot communicate in the English language. More than that, middle managers work as leaders, in order to relate and interpret the corporate meaning, give vision, and support employees in having a good attitude at work and loyalty to the organization. Middle managers have to act as a planner, controller, and must monitor the appropriated strategies. Considering and being concerned and involved with both top management and the operation employee is the main job for the middle manager.

Figure 2.1 Participants

Participants	Expatriate/Thai	Level
1. A	Expatriate	Top Management
2. B.	Expatriate	Middle management
3. C	Expatriate	Middle management
4. D	Thai	Middle management
5. E	Thai	Middle management
6. F	Thai	Middle management
7. G	Expatriate	First line management
8. H	Expatriate	First line management
9. I	Expatriate	Non- managerial

Remarks

- Top Management refers to people within the executive level from executive director up to Chairman

- Middle Management refers to those in the positions of manager up to director

- First line management refers to those who coordinate with the middle management people and support non- managerial or front line employees.

- Non Managerial refers to those without any managerial title.

- Expatriate refers to people in the context of Anglo-Saxon which is strongly influenced by English culture in term of societies, cultures and ideas of life.

Figure 2.2 Demographic characteristics of the interviewees

Characteristics	Top MGT	Middle MGT	First-line MGT	Non-MGT
Age				
-21-30		//		
-31- 40	/	///	/	/
-41- 50		/		
-> 50	/			
Gender				
Female		/////	/	/
Male	/	/		
Nationality				
Thai		///		
British	//	///	/	/
Education				
Bachelor's	/	/////	/	
Master's		/		/
Higher than Master's				
Number of years worked at CBRE Thailand		////	/	
-1-3 years	/	/		/
-4-6 years		/		
-7-10 years	/			
> 10 Years				

2.3 Instrument

The instruments we used including the phone, SKYPE (online messenger program with voice communication), MP3 recorder, and Interview questions (as some of the prospected interviewees could not manage to have online interviews with us, therefore, they sent us the answers of the interview questions in which we had sent them in advance prior to the interview schedule.)

2.4 Trustworthiness

Reliability and validity which rooted in positivism are common terms used in quantitative research. Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of study can be reproduced under a similar methodology, then research instrument is considered reliable. Joppes (2000) also provides explanation of validity in quantitative research as validity determines how truthful the research results are, or whether the research actually measures those which it intends to measure. Hence, there are two strands revealing the definitions of the two terms, the first one concerns the reliability, if the results are replicable or not, while the second one concerns validity if there is accuracy of the means of instrument and if they are really measuring what they intend to measure or not. However, these terms may not be applied to the qualitative research perspective as Glesene & Pashkin (1992) mentions that questions of replicability is not concerned in qualitative research.

Qualitative research seeks to understand phenomena in context specific settings. Broadly defined, qualitative research means any kind of research that produces findings arrived from a social reality setting where the phenomenon of interest unfolds naturally (Patton, 2001). Qualitative research searches for illumination, understanding and extrapolation to similar situations while quantitative research looks for causal determination, understanding, and generalization of findings (Hoepfl, 1997).

As our study is conducted by two researchers, one of us had been working at CBRE, Thailand for two years prior to pursuing her master study here at School of

Economics and Management, Lund University. Thus, her working and social experience as well as the in-depth understanding of CBRE, Thailand its background, its operation, people, and of course its organization culture seems still relatively fresh and her duration of employment was long enough to perceive what might be called the true understanding of the organization, in other words, it's possible to say that we gain internal perspective of this organization from her. Furthermore, as she was working there recently and naturally without any purpose of conducting the research, thus, her observation in the social dynamic of CBRE, Thailand as the organization was truly intrinsic. As a member of the organization, she experienced herself the real aspect of CBRE, Thailand people, especially the leadership of the managers, their attitudes, performance specifically their adjustment into the Thai cultural context, and the ways they exhibited their leadership. As Patton (2001) advocates the notion of researcher's involvement and immersion in to the research by discussing that the real world is subject to change , therefore a qualitative researcher should be present during the changes to record a event after and before the changes occur. And we do believe that the two years of experience working at CBRE is useful to our study with well-seen insight of knowledge into the organization, furthermore, it supports our research with the significant degree of trustworthiness which is defensible (Johnson, 1997) and establishing confidence in our findings (Lincol & Guba, 1985).

Nonetheless, the other researcher has never worked for CBRE, thus, he can be seen as the one who comes with external perspective to counterbalance to the internal perspective. Thus, our research is neutralized by the mixture of internal and external perspectives brought by the two researchers.

Last, there are few minor drawbacks related to self ethnography since it develops reflexivity in relation to the researcher's own organizational practice, hence, mixing theory and practice and surpasses the border between conducting study and being a member of an organization (Alvesson, 2003). Besides, the researcher may avoid the problem of the other; for instance; constructing the natives as someone apparently different from oneself, as it is "I (the researcher)" rather than "they" who are the targets of research. Avoiding closure should be consciously reminded. As well, there are also a few minor drawbacks regarding interviews. Interviewees may speak according to the norms of talk and interaction in social

situation they hold. Furthermore, significance of interviewee's expectation of what we (the researchers) want to hear and social values and norm on how one expresses oneself (Alvesson, 2003). Another concern is truth telling which may be selective and guided by the idea of the interviewee's interest. People may be aware of issues such as personal, organizational, occupational pride, and standing or reputation. Moreover, when people answer to the interview, it's usually related to loyalty to their organization or professionalism as well as fear of being seen as dishonest or betrayal. Therefore, the drawbacks of the interview are minimized "to some extent" participation observation and/or "to some extent" self ethnography and the internal perspective of the researcher who used to work at CBRE is counterbalanced by the external perspective of other researcher who never works there.

Although, we do not limit ourselves to a specific management level in the company, we instead do limit on the Thai cultural basis in our study. Yet, it is possible that our research may produce different results in different contexts. The findings are specific to the western organization (based on Anglo-Saxon) operates in Thai cultural context and may not cover the entire Far East. If our research would be conducted in other countries, it is likely that the results produced would be different. The findings, to some extent, can be seen as guidance for the Western companies or organizations operating in Thailand.

2.5 Process of Data Generation

After getting permission to conduct the study at CBRE, we got the contact lists from the general manager of whom we can directly contact for interview. Moreover, we also got information regarding the employment information from Human resource department; furthermore, personal contact was used for primary data collection.

Interviewing Process

The form of interview we use is a focused interview, unstructured interview, or sometimes even be called as un-standardized or informal interview. The central difference of this form of interviewing from both structured and semi structured

interviews is open-end character. It is supposed to provide it with the ability to challenge the preconception of the researchers, also enable the interviewees to answer the questions with their own frame of reference while some may say that it is the license for the interviewees to merely say about some issues that they prefer to talk about in their own way. However, this apparent disadvantage is turned into the advantage as quoted by Bryan (1988) that a phenomenon like rambling can be viewed as proving information because it reveals something about the interviewee's concerns. Unstructured interview in qualitative research then departs from survey interviewing not only in term of format but also in term of its concern for the perspective of those being interviewed. We select this method of interview because we think that it provides qualitative depth as it allows the interviewees to talk about the subject in their own term of reference, also it provides the a better understanding the subject's point of view.

The focused interview concerns the researcher having an aim in mind when conducting interview but the interviewee is free to talk about more than the issue. Then flexibility and the discovery of meaning rather than standardization or idea to compare through restricting response but a set interview timetable, characterize this method. With flexibility in mind, Pahl (1995) prefers the term restructured interview" in his study on anxiety and stress among the rich and successful, not only are transcripts sent to the interviewees for their comments and amendments after the interviews, but purpose that the data collected is altered both during and after the interviews (Pahl, 1995).

The interviewees were given the information about our study, its purpose and relevant information as well as the use of information we got from them during the interview process. Furthermore, the protection of the subject's interest and anonymity and confidential data/information in our study was addressed before the interview and particularly the confidential data/information of CBRE Thailand was assured of confidentiality in which we addressed in the content of our letter to the chairman at the beginning. The participation of the interviewees in our study was voluntary.

We conducted open-end interviews with interviewee for approximately 30-45 minutes each. The interview data was transcribed into texts. However, 2 prospected

interviewees could not manage to have a interview with us; thus, they have sent us the answers to the interview questions which we had sent them in advance.

2.6 Data Analysis

In this part, we explain the ways the interview data was analyzed. Benney and Hughes (1984) note two conventions that characterize interviews as equality and comparability. Equality operates to the advantage of respondents in so far as it intends at participatory dialogue in the person being interviewed with their own term of reference as some exponents of focused technique may support. At the same time, there is possibly some lack of structure of those interviews, this makes the task of comparison between interviews more difficult since the replies to particular questions may not be uniformed. Even if the structured and semi structured forms of interview seem to be easier due to the greater ease and more visibility in comparative analysis.

Nevertheless, interviews have different purposes and conveniences in analyzing and shall not be a reason for selecting one rather than another.

The first point to consider is the use of voice recorder (as in our case, MP3 recorder) in the interview. Recording had advantages and disadvantages, it perhaps relates to some headings which may include interaction, transcription and interpretation. Some interviewees may find that recording is inhibiting and they may not want the conversation to be recorded- at the interaction level. At the level of transcription, transcription itself is a long process and time consuming. One interview record may consume quite a lot of time to transcribe, especially because our ability in typing is not very fast. However, the voice recorder may help us to concentrate on the conversation, especially the tone of voice of the interviewees that at least partially express the emotion of their experiences regarding the topic they are talking about. Further, voice recorder guards against the interviewers (us) to substitute our own words for those of the person being interviewed ,although it may also make us (the analysts) complacent as it's usually believed that when the data is collected then most of the work is done.

Following the interview, our work is just starting, the writing up of notes and transcription needs to take place but so does our analysis. As Atkinson (1990) notes that once they have collected data, the research expects; if only subconscious level, to "find" education, sociological, or psychological concepts starting them in the face of leaping out at them from data. It's a common enough misconception to expect to stumble across "authoritarianism", "social control", or whatever and to be disappointed- even to feel betrayed (May, 1997: 125).

Moving away from the structured interview, it seems quite important to utilize some techniques which can make some analytical sense of raw data. One of the conventional methods to achieve this involves the coding of the open-ended answers in order to permit comparison, and coding has been defined as the general term of conceptualizing data; thus, coding includes raising questions, and giving provisional answers (hypothesis) about categories and their relations. And a code is a term for a product of analysis where the category and relation are among two or more categories (Strauss, 1988)

Strauss's perception in his detail's monograph on qualitative analysis follows the methodology of grounded theory (Glaser and Strauss, 1967). Even if we are not a follower of this method, the way that starts to categorize the data shall depend on the aim of the study or research. Thus, it should be open for modification thanks to the interview data analyzed. It would be, for instance, that we are interested in the way where people negotiate roles, responsibilities, and performances in some specific context (Strauss 1978). The researchers focus on the data concerned in order to understand how people go about their everyday-life and compare each interview in this way to see whether there is any similarity. If the answers are similar, they perhaps can be categorized as specific headings such as methods of negation that allows the researcher to put the data under the topics and headings.

Whyte (1981) used two methods to index interview materials in his study of social organization of the street corner society. First, in term of the respondents and their relationship to each other, second, their references to events in term of what actually happened and how important it was to the interviewees (Whyte, 1984). By focusing on the way that people spoke of one another and made sense of the events that they experienced, this enabled him to see the picture of meaning of the

relationship to people and the type of language used to describe each other and the events that happened. It is a form of ethnographic analysis achieved by getting familiar with the interview data in order to understand the culture were people inhabit and their relationship to each other (Spradley,1979).

The salient analytical stage of becoming familiar with the data is supported by writing notes or transcribing the records and simply listening to the conversations. Then it can be further supported by the technique of developmental interviewing. By moving consistently to the person's account of an event and their experiences of it, then a picture is constructed. People's accounts and comparison are improved by focusing on the ways which people relate their experiences due to the circumstances they found themselves in. we may edit the recorder to various topic headings which we selected to achieve this. Then each edited record would consist of a interview which related to the categories. These together with notes on the course of interview assisted us in getting familiar with the data and specific nuances of each interview.

We shall not forget that talk has to be situated, we need to find out what Mills (1940) termed "vocabularies of movie" which may be given during the interview as a reason why people acted differently within particular situations in which they found themselves. Bourdieu (1992) argues that the analysis of talk requires more than linguistic analysis since speech is constructed in a hermetically sealed universe. What also is required is an explanation of the position of the speaker in terms of, for instance, their class, race or nationality, gender, career, position, etc. This positioning may be missed if only focusing on the form of speech. As Goffman (1981) made a similar point that linguists have reason to broaden their net, reason to bring in uttering that is not talking, reason to deal with social situations, nor merely with jointly situated talk… For it seems that talk itself is intimately regulated and closely geared to its context through non vocal gestures which are very differently distributed from the particular language and sub codes employed by any set of participation (May, 1997).

Some researchers have argued that accounts people give of their action are either justification or excuses. These in term, may be viewed as indicative of how people identify themselves and routinely negotiate their social identities (Scott and Lyman, 1968). An account given during the interview is the presentation not only for

reason but of oneself. Furthermore, in this research, empirical materials were also hermeneutically analyzed. Due to Alvesson and Skoldberg (2000) hermeneutics is important element in most of ethnographic approaches. Hermeneutics can be described as the development and study of theories of understanding and interpretation of texts. In contemporary philosophy, it indicates the study of theories and methodology in interpreting texts and system of meaning. Texts here cover all written documents and any objects to be interpreted such as experiences. The area of hermeneutics has extended to embrace the interpretation not only of texts but also languages, patterns of speech, behaviors, etc.

If one's understanding of the texts as a whole is formed by relation to individual parts and one's understanding of each part in relation to the whole. Neither any individual parts nor the whole text can be understood without relation to each other, therefore, it's a hermeneutic circle which explains the process of understanding texts. The departure is interpretation of texts and the central idea is the meaning of an individual part can be understood if it is related to the whole (Alvesson and Skoldberg, 2000).

In this research, we see Western managers and their leadership in Thai cultural context as parts while we see Thai culture as whole. Then, we try to understand both parts and whole, and throughout our analysis we keep examining the relations of parts and whole particularly the effects of whole to each individual part.

3. THEORIES

This chapter presents reviews and theories regarding the main five leadership perspectives as you will see in the following section, culture which includes organizational culture and national culture, work place and ethical values as well as cross cultural issues.

Leadership in Organizational Settings

Leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of organizations of which they are members (McShane and Von Glinow, 2007). Leaders employ different forms of influences, from delicate persuasion to direct form of power to assure that their subordinates have motivations and clarity of their roles or obtain the organizational goals. Leaders arrange the work environment such as altering communication forms and allocating resources, thus the subordinates can easily obtain the organizational objectives.

However, leadership is not restricted to the executive suite; everyone in the organization can be a leader in various ways and at various times (Issac et al, 2001).This view is widely known as shared leadership or leaderful organization. Some organization empowers their staffs to take the leadership roles in order to achieve success since they realize that everyone has leadership qualities and leadership responsibilities.

3.1 Perspectives of Leadership

Leadership is one of the very popular research topics and it results in mega volume of leadership literature. And according to McShane and Von Glinow, 2007, they can be categorized into five different perspectives including;

3.1.1. Competency or Trait Perspective of Leadership

Many of the researchers and consultants are very interested in the concept of leadership in the aspect of specific competencies. The companies take these competencies as criteria to choose their future leaders as well as to provide leadership development programs.

Competencies embrace a wide range of personal characteristics namely, values, knowledge and abilities. Many literatures indicate seven competencies that are the characteristics of effective leaders (McShane and Von Glinow, 2007).

- ***Emotional Intelligence***: high degree of emotional intelligence is a good characteristic of leaders (McShane and Von Glinow, 2007) of whom they are able to perceive and express emotion also assimilate emotion in thought, understand and reason with emotion and regulate emotion in themselves and others. They possess the ability to emphasize with others as well as possess the social skills important to set up network and build the rapport with others.

- ***Integrity***: This characteristic is also called "Authentic Leadership". It means the leader's truthfulness and the ability to translate words into deeds and they act persistently and continuously with his or her values and beliefs. They have higher moral capacity to judge the dilemma based on sound values and to consequently act. Some large scale researches summarize that integrity or honesty is the most important characteristic of the leader.

- ***Drive***: Drive exhibits the inner motivation that the leader possesses to strive for their achievement and goals and to motivate others to go forward together. Drive inspires curiosity and learning.

- ***Leadership Motivation***: Leaders want to influence others so that they strongly need power. Nevertheless, it's likely that they need socialized power thanks to their motivations that are directed by the notion of altruism and social responsibility (House and Adtitya, 1997). That means, effective leaders attempt to achieve power in order to influence others to obtain their goals that is fruitful for their team or organization.

- ***Self Confidence***: in general, effective leaders are extrovert (but not necessary) such as talkative and sociable assertive because they believe in their leadership skills and capacity.

- ***Intelligence***: Having cognitive ability (higher than average) to process a large amount of information is one of characteristics of effective leaders. They don't need to be genius but they are able to analyze the alternatives, and look for potential opportunities.

- ***Knowledge of Business***: it's salient that the effective leaders know the business environment of which they are in. It helps the Leaders to identify and capture the business opportunities.

This perspective has the assumption that all the leaders have the same personal characteristics and that all of these qualities are important equally in all situations. And we think that the assumption above may not be true since leadership is too complicated to have universal item of traits to be applicable in all situations and some quality may not be all the time crucial. Moreover, the alternative combinations of qualities may possibly be successful as well, or in other words, persons with two different qualities may be equally good leaders (Jacobs, 2001).

Nonetheless, the competency perspective of leadership does not necessarily refer that persons are born as great leaders. Furthermore, competencies merely identify leadership potential, not the performance of the leaders. People with these competencies will become effective leaders only if they have developed the crucial leadership behaviors, and people who have lower leadership competencies can as well become effective leaders if they have leveraged their potential more fully. Because of this, we can see that many organizations introduce the leadership development program.

3.1.2 Behavioral Perspective of Leadership

This perspective of leadership can be distinguished into two clusters including people oriented behaviors and task oriented behaviors. And this perspective is our focus, or in other words, we take our stance on this perspective since our social reality is highly connected with people based behaviors due to the values and culture that have constructed the way we see the world. Moreover, concerning self ethnography we discussed in the previous chapter, we assumed that this perspective might be overwhelmingly possessed by most of CBRE people. However, we know

that it is quite unconventional that we will use several leadership perspectives in the analysis, but we intend to examine what perspectives exactly managers claim to possess, and whether their assumptions are actually valid in reality.

- **People Oriented Behaviors**: this cluster includes showing mutual and respect for subordinates, demonstrating sincere concern for their needs, and having intention to take care of their welfare. Leaders with people oriented style listen to subordinate suggestions, make some personal favors for their subordinates and treat them equally.

- **Task Oriented Behaviors**: This leadership style exhibits the behaviors that link strongly to the work roles. Task oriented leaders establish stretch goals and challenge employees to move beyond the high standard , they assign the subordinates to specific tasks, make clear their duties and processes, assure that the subordinates follow the organizational rules and try to push them to utilize their optimum capacity and performance.

There is a wonder if the leaders should have people oriented or task oriented style. It's difficult to find a correct answer since each style has different strength and weakness. Grievance, absenteeism, turnover, and job dissatisfaction, are higher amongst those who work under the leaders who have very low degree of people oriented behaviors while those who work with low level of tasked oriented leaders likely to have lower job performance. However, there is evidence suggesting that both styles are positively related to the effectiveness of leadership.

However, the two clusters of the leadership style behaviors are quite broad generalization that covers particular behaviors within each cluster, moreover, this perspective assumes that high degree of both styles are best in all situations and this seems problematic or not exactly true especially in reality that best leadership style is contextually dependent(Kerr at al.,1974).

3.1.3. Contingency Perspective of Leadership

The basis of this perspective is related to the notion that the most appropriate style of leadership depends on situations. Many contingency leadership theories assume that effective leaders must be insightful and flexible (Tannenbuam and

Schmidt, 1973). They must be able to adjust their leadership style and behaviors to the immediate situation. However it's not quite easy since the leaders themselves have the preferred style. It takes a lot of effort for them to learn when and how to change their styles to match the situations. So that high degree of emotional intelligence is salient for the leaders in order to be able to diagnose and alter their behaviors properly to the circumstance.

▪ **Path Goal Theory of Leadership**: This theory is rooted from expectancy theory of motivation. At the beginning, the researchers incorporated expectancy theory into the study of how behaviors of the leaders influence their subordinate perceptions of expectancies (path) between the subordinates effort and performance (goals). Path goal theory addresses that the effective leaders advocate their performance to outcome expectancy and valences of those outcome by ensuring that the subordinates who perform their task well have higher degree of need fulfillment than those who poorly perform. Effective leader offer the supportive effort to performance expectancy by providing information, supports and other necessary resources to encourage subordinates to accomplish the tasks. Or it's possibly said that path goal theory promote the servant leadership which is the belief that leaders serve followers by understanding their needs and facilitating their work performance (McShane and Von Glinow, 2007). Servant leaders do not regard leadership as a source if power; they are rather like a coach or facilitator. For them, leadership is more like a requirement to perceive the needs of subordinates and then facilitate their tasks as well as their well being. As we can see, this servant leader is more like a management people in knowledge intensive organization as instead of utilizing their power but coaching or facilitating (Alvesson, 2004).

Leadership Styles

The four leadership styles include

▪ *Directive***:** The leaders provide performance goals and the approaches to obtain these goals as well as the criteria of judgment. Moreover, it also incorporates the prudent use of rewards and disciplines. Please note that *"directive leadership is identical to task oriented leadership"*.

- **Supportive**: These behaviors support the subordinates' metal health, the leaders are friendly and approachable, and they take care of their subordinates particularly their well being. *"Supportive leadership is identical to people oriented leadership"*.

- **Participative**: These behaviors motivate the employees to get involved with the decision and activities. The employees' involvement is emphasized.

- **Achievement oriented**: these behavior motivate subordinates to assert their optimum effort to acquire the optimum performance. The leaders also set the exciting goals and they consistently look for improvement in performance of their subordinates. Furthermore, they have the strong confidence that their subordinates will assume the responsibly and succeed in reaching the goals.

Path goal theory indicates that the effective leaders are able to choose the most proper behaviors styles for different situation, more than one styles can be simultaneously used at the same time.

Contingencies of Path Goal Theory

Path goal theory states that each of these four leadership styles is effective in some situations not in others. The path goal leadership model addresses two sets of situational factors or variables that compromise the relation between the leadership style and the effectiveness;

- Employee characteristics

- Characteristics of the subordinates' work environment

Different contingencies have been studied within the model of path goal theory; however the model is open for more variables in the future (Indvick, 1986). Here we will explain three interesting contingencies that include,

1. **Skill & Experience**: It is the mixture of directive and supportive leadership styles which is the best for subordinates who are unskilled or inexperienced. However, directive leadership seems deleterious if subordinates are skillful and experienced since it exhibits too much supervisory control.

34

2.   ***Task structure***: Leaders shall adopt the directive leadership style if the task it's not a routine task since directive style helps clarify the roles , in other words, directive styles help reduce the ambiguity of the roles which seems likely to occur especially for those who are inexperienced in the complicated situation. It is worth noting that the directive style is not efficient if the task is simple or routine. On the other hand, subordinates who perform routine tasks may need supportive leaders to help them deal with the boring work and is shortage of control over the working pace. Participative style of leadership is suitable for subordinates working on non-routine tasks since the lack of the rules and procedures allow them to have freedom in obtaining the exciting goals. However, participative style is not productive for subordinates who perform routine tasks since there is no discretion or freedom over their work.

3.   ***Team Dynamics***: Cohesive team with performance oriented norm acts as a substitute for most of the interventions from the leaders. High degree of cohesiveness in the team substitutes for supportive and possible achievement oriented leadership styles (McShane and Von Glinow, 2007). Hence, if the cohesiveness of the team is low, the leaders should perform supportive leadership while directive leadership shall be performed if the norms of team are against the objective of the team.

There is some concern about path goal theory since this theory expands, and then it may be too complicated in practice. And it's not easy to remember all the contingencies and proper leadership styles for each contingency. Despite of this limitation, this theory receives the popularity among other contingency leadership theories.

3.1.4. Transformational Perspective of Leadership

▪ **Transformational Leadership**

Transformational leadership is a perspective of leadership that describes how leaders change team or organization by creating, communicating, and modeling a vision for the organization by inspiring the subordinates to endeavor for that vision. (McShane and Von Glinow, 2007). Thus, transformational leader can be seen as

"change agent" who activates and direct the subordinates to a new set of organizational values and behaviors.

- **Transactional Leadership**

Transactional Leadership is the leadership that helps organization obtain their current objectives more productively namely, linking job performance to rewards and assuring that their subordinates has the resources necessary to accomplish the task (McShane and Von Glinow, 2007).

Organization needs both transactional and transformational leaders (Bass et al., 2003) Transactional leadership enhances organizational productivity whilst transformational leadership directs the organization to a better course of action and or behaviors.

Transformational leadership is specifically crucial in organization that significant alignment with the outer environments is necessary. However, quite a number of leaders get into the trap of managerial works in day to day basis that represents transactional leadership and they are far from transformational leadership. Without transformational leaders, organization becomes severely misaligned with their environments (McShane and Von Glinow, 2007).

Elements of Transformational Leadership

There are actually quite many descriptions regarding transformational leadership, but in general, it includes

- **Creating Strategic Vision:** Transformational leaders shape the strategic vision of a realistic and attractive future that bond subordinates altogether and emphasize their energy toward superior organizational goals. Strategic vision indicates the elements of transformational leadership, it exhibits the future of the organization or their work unit which is utterly accepted and valued by members of the organization.

Strategic vision creates superior goals that simulate and unify the organizational members (McShane and Von Glinow, 2007). However, a strategic vision may come

from organizational members, suppliers or customers. Vision presents the motivational benefit of goal setting and it convinces future states that bond subordinates and encourage them to attempt to reach the objectives. It is said that vision makes the goal attractive and reachable.

- **Communicating the Vision:** Transformational leaders communicate the meaning that the vision conveys and addresses the importance of the visional goals to the subordinates. The leaders frame the messages embracing the core purpose with the appeal of emotion that grasp the subordinates and other stakeholders to form a common mental model, then, the team or organization will collectively follow toward the organizational goals. Please note that transformational leaders carry their vision to life through symbols, metaphors, stories and other vehicles that surpass the bland/plain language.

- **Modeling the Vision:** Transformational leaders do enact the vision, not just simply talk about it. Leaders do things to symbolize the vision, moreover, they are reliable and consistent in their actions, and therefore, legitimizing the vision and producing further evidences to gain trust. It's of crucial that words and actions of the leaders are consistent, so that that subordinates will believe and follow.

- **Building Commitment toward the Vision:** Employee's commitment is of crucial in transforming a vision into reality. Commitment can be built in various ways by the leaders, for instances; words, symbols and stories create a communicable and spreading enthusiasm that provoke the subordinates to adopt the vision as their own. Leaders exhibit the attitude which is possible in practice by enacting the vision and staying on course. Being steadfast or persistent and constant exhibits the picture of honesty, trust and integrity (McShane and Von Glinow, 2007). Eventually, the leaders build commitment by getting the subordinates involved in creating the vision of the organization, this is the way the leaders build the feeling of "belonging" that organizational members belong to their organization and reciprocally, the organization belongs to them.

3.1.5. Implicit Perspective of Leadership

Implicit Leadership Theory (Offermann, 1994) is the theory addressing that people confide on preconceived traits to appraise others as leaders, and then they attempt to inflate the power of leadership on organizational events.

Implicit Leadership Theory addresses that everybody has preconceived ideas concerning the features and behaviors of effective leaders these ideas are of idealized leadership that develop in socializing with family and people in the society.

It is worth highlighting that in this perspective, leadership is a perception of the followers as same as the actual behaviors and characteristics of the people seeing themselves as leaders. Potential leaders have to be sensitive to this fact, know what followers anticipate and act up on it. It may be hard to change the organization if the leaders do not try to suit the leadership prototypes expected by the followers because followers have more confidence in the leaders when they see that the leaders fit the prototypes.

However, implicit leadership is also influenced by attribution errors. Particularly in Western European countries, employees are likely to attribute the events to their leaders although those events are far beyond the controllability of their leaders. This attribution, to some extent, is partially caused by fundamental attribution error, where the leaders are given credit and denunciation on the success or failure of the organization.

3.2 Culture

Culture has been defined in quite a number of ways. Kluchohn (1951a) addresses the meaning of culture as culture comprises in patterned ways of thinking, feeling and reacting, transmitted and acquired mostly by symbols, constituting the distinctive of human groups which includes their embodiments in artifacts; the essential core of culture is composed of traditional ideas, and particularly their attached values.

Referring to Hofstede (1980), Culture is the collective programming of mind which distinguishes the members of one human group from another. Culture includes system of values and values are among the building blocks of culture.

There are several common characteristics concerning culture (Hofstede et a., 1990) which portraying clearer picture of culture, including;

- Culture is holistic and culture embraces a larger group of individual, not just one single person.
- Culture is associated historically; culture is a phenomenon conveyed through traditions and customs
- Culture is passive and not easy to change; people usually keep on their beliefs and traditions.
- Culture is socially constructed; it's a product of human and shared by people belonging to different groups, and different group construct different culture.
- Culture is soft, ambiguous and not easy to catch; culture does not lend itself to be measured or classified easily.
- Vocabularies such as ritual, symbol and similar term in anthropology are often used to characterize culture.
- Culture is usually defined or referred to ways of thinking, values and ideas of things rather than something concrete, or more visible.

The word "Culture" usually refers to societies or *"Nations"* or ethnic groups, but it can also be applied to other human collectivities as well such as organization, occupation or family. Nations or societies gain special consideration in the cultural studies since cultures are the most existing complete human groups, a society is a social system identified by the highest level of self sufficiency concerning its environment. Cultural integration between one nation or society and another varies; specifically low degree of cultural integration can be seen in some of the newer nations (Hosftede, 1980).

Value (Kluckhohn, 1951b) refers to a conception, explicit or implicit, distinctive or an individual person or characteristic of a group, of the desirable which influences

the selection of the available modes, means and ends of actions. The simplified definition of value by Hofstede (1980) is that value refers to a broad tendency to prefer certain state of affairs over others. And according to him, values are programmed early in our lives; values are non rational. Values' desirability is either unconsciously taken for granted. Our values are mutually linked, and establish value systems, it's not necessary that these systems are harmonious; many people simultaneously hold contradicting values.

3.2.1 Thai Culture

National culture refers to attitudes and perspectives shared by individuals from a specific country which shape their behaviors and construct the ways they see the world (Robbins, 1988). Although, Thai culture is not shared by all the people living in the country but it's the predominant culture shared by most of the people living in Thailand that shape the behaviors and the perceptions of Thai people.

Thai culture is immensely different than e.g. Anglo-Saxon culture. Thailand is known as the land of smiles. They smile for various reasons and in various occasions such as to greet or say thank you, to ask for something or make a request, to apologize, to overcome bad feeling. Thai culture is heavily influenced by Theravada Buddhism since 95% of populations are Buddhists, while other influences come from Hinduism, and migration of an extremely large number of Chinese. The literature is mostly influenced by Indian as well as the language which is strongly influenced by Sanskrit language of India, Khmer and partly Chinese (Teochew).

Thai people pay respect for their religions, main religion is Buddhism. And due to religious influence, people are being considerate or "krengjai" so that they do not say something which may irritate other people's feeling. Physical expression of affection in public are common among friends, but less so between lovers. Hence, it's common to see friends walking together and holding hands.

Thai people believe that head is very sacred, so, they mind their head; touching head is considered extremely rude. Distribution of power or power distance is noticeable especially relations between seniors and juniors or leaders and followers. Men and women are equal in general, as we can also see from Hofstede's table (figure 3.3). However, Thai culture has been changing with time thanks to

globalization and the contact with the West as well as Korea and Japan. Yet, many Thais stick to their own culture, but also many are influenced by what they see on TV, newspaper or internet and also from tourists.

3.2.2 Organizational Culture

Organizational culture is fundamental pattern of shared assumptions, values and beliefs considered to be the proper way of thinking about and acting on problems and opportunities confronting the organization. It suggests what important and unimportant in the organization.

Assumptions, values and beliefs, as well as physical structures, language, rituals, ceremonies, and stories and legends are elements of organizational culture. Assumptions, values and beliefs that represent organizational culture operate behind the surface of behaviors. Assumptions are the shared metal models that guide people perceptions and behaviors. Assumptions represent the deepest part of organizational culture since they are unconscious and taken for granted. Beliefs refer to individual's perceptions of reality while values are more stable evaluative beliefs that guide people's preference for outcomes or course of actions. They guide us what is right or wrong or good or bad (McShane and Von Glinow, 2007).

Organizations are different in their cultural contents; relative ordering of beliefs values and assumptions. In several literatures, organization or corporate culture is classified into a few easy to remember categories. And this is rather over simplification since there are a lot of individual and cross cultural values, so, there are likely as many organizational values.

Different groups in organization usually express different values. People usually do not interpret everything in the organization similarly, since organization is characterized by a rather complicated differentiation of tasks, teams, departments, and levels of hierarchy that possibly addresses the differences in term of meanings, beliefs and values as well as symbols (Alvesson and Sveningsson, 2007). So, that organization is consists of subcultures located in various departments, regions or counties and occupational groups (McShane and Von Glinow, 2007).

3.2.3 Artifacts

Culture is expressed in language, stories, myths, rituals, ceremonies as well as physical expressions such as actions and architectures (Alvesson and Sveningsson, 2007). Assumptions, values and beliefs cannot be seen directly; rather organization culture is deciphered indirectly by artifacts.

Artifacts are the symbols and signs of an organization's culture that can be seen or noticed. Four broad groups of artifacts includes

- **Organizational Stories and Legends**:   Stories and legends convey values, and beliefs, they prescribe the ways thing should or should not be done. They also suggest organization expectations, standard of individual performance and criteria for being laid off.

- **Rituals and Ceremonies**: Both are similar, but ceremonies are more formal than rituals. Rituals are programmed routines of day to day organizational life that adorn the culture of the organization. Ceremonies are formally planned activities.

- **Organizational Language**: Workplace language speaks volumes about the organizational culture. How employee address colleagues, describe clients, reveal anger or happiness are verbal symbols of cultural values.

- **Physical Expressions (Physical Structures and Symbols)***: size, shape, architectural style, and age of building may reveal the organization's emphasis on environment, innovation, cohesive teamwork, or any set of values. Even though the building or the tower doesn't make a lot of statement but there is something precious hidden inside. Tables, tools, office space, and decorations or lack of them, are the things which possibly convey the cultural meanings.

3.2.4 Cross Cultural Issues in Leadership

In the last two decades, there are a number of studies of comparative management which is the study of management across cultures how the national cultures influence or give the impact to the behaviors of employees in organizations.

Unfortunately very few studies have been conducted regarding Thai culture in particular.

We shall understand that leadership is affected by cultural values/believes as well as gender. Culture draws the values and norms of the leaders that highly relates to their decisions as well as behaviors or actions Cultural values also draw the expectation that the subordinates have of their leaders. Those leaders, who do not behave consistently with the anticipation in cultural values and norms, seem likely to be recognized as ineffective leaders. Moreover, leaders who are different from values and norms may possibly face several forms of influences to make them align with the leadership norms and expectation of the society. In the other words, implicit leadership perspective addresses the differences in cross-cultural leadership practices

According to Robbins (1988), Americans are singled out as specifically suffering from parochialism. Parochialism refers to a selfish, narrow outlook on the world; an inability to recognize the differences between people. Americans see the world only through their own eyes with their own perspectives. The most noticeable evidence is that Americans are almost completely monolingual while it's common for many Europeans to speak more than just their mother languages.

There is a question that whether national culture overcomes organizational culture, and to which degree. However, the reaches indicate that national culture has a greater impact on employees than does their organizational culture (Robbins, 1988). And according to Robbins (1988), information about the differences in legal, politics and economics issues among variety of countries is straightforward in which expatriates can obtain information without much difficulty. Unfortunately it's far more difficult to obtain information about cultural differences. And national culture seems to be the most problematic for managers. Moreover, Robbins (1988) addresses that good management practice is not the same in all the countries, so expatriates should be able to identify the special characteristics of the national culture and adjust or compromise their management style to it.

According to McShane and Von Glinow; 2007 about gender, many studies show that male and female leaders are not different in people or task oriented leadership since jobs in reality need similar behaviors from male and female job incumbent Nevertheless, female leaders seem quite readily to take a participative leadership

style than male leaders, female leaders also reported to have better interpersonal skills and this supports the better use of their participative leadership. Moreover, employees anticipate female leaders to be very participative due to their sex stereotype, thus, in some degree, they adjust themselves to the expectations of their subordinates.

Nonetheless, female leaders are evaluated in negative way when they attempt to perform full range of leadership styles especially directive and authoritative styles. Furthermore, female leaders often confront with limited leadership thanks to gender stereotype and prototype of their subordinates (Eagly et al., 1995). It's worth noting that, to some extent, particularly in "conservative" Asian cultures, male still have higher status than female, thus female leaders seem like to face difficulty with their male subordinates.

Although, at some type of organization especially knowledge intensive organization usually represents expectations and norms of working long hours when needed. Moreover, in order to become partner, specifically in some prestigious organization, employees have to work very hard and show strong commitment to their work. And these somehow concerns or represent the masculine work orientation and this is seen as disadvantage for females (Alvesson, 2004).

3.2.5 Cultural Clusters

Homogenous is far from the reality in this world. On the contrary, no country is completely unique, similarities across cultures or countries allow researchers to make generalization within clusters. A large number of studies seek to classify these similarities, and many suggest dividing the world into cultural clusters. The cultural clusters exhibit the similar characteristics among employees specifically the common values and attitudes (Robbins, 1988). And this cultural cluster seems to be very useful for the multinational organization or any international organization in case of rotation of expatriates or if they want to send managers to work abroad, then rotation within the same cluster would help managers or expatriates to adjust to the new culture smoother and reduce stress. Moreover, managers can develop similar policies and follow the resembling practices when they have to deal with the employees that fall into common clusters (Robbins, 1988). Furthermore, it was found that mostly

countries clustered around geographic proximity, shared language, and similar religions. Thus, Anglo-Saxon or sometimes called Anglo-American countries or cluster includes some countries, namely; United Kingdom, United States, Australia, and New Zealand. Nevertheless, according to the figures from CIA world fact book 2008 (www.cia.gov/library/publications/the-world-factbook/geos/ca.html (15-05-08), www.cia.gov/library/publications/the-world-factbook/geos/sf.html (18-05-08)), Canada has 23 percent of French ethnic population and 28 percent of British ethnic population), while South African has 9 percent of white people and 79 percent of black African people. And they were categorized into Anglo-Saxon cluster. It is worth to notice that the categorization was done in 1985; hence, nowadays the political situations, migrations and demographics of those countries might be different. And today these two countries might not fully be categorized into the same cluster.

Each cluster exhibits countries which are similar on certain dimensions of cultures. This means that within the same cluster, employees tend to share the common, values, norms, attitudes, beliefs as well as expectations.

Figure 3.1 Clusters by Countries

Clusters	**Countries**
Anglo-Saxon/American	USA, UK, New Zealand, Australia, Ireland, Canada, South Africa
Far Eastern	Thailand, Philippines, Singapore, Hong Kong, Vietnam, Taiwan
Arab	UAE, Kuwait, Oman, Saudi Arabia, Bahrain
Near East	Iran, Greece, Turkey
Nordic	Sweden, Norway, Denmark, Finland
Germanic	Switzerland, Germany, Austria
Latin European	France, Belgium Italy, Spain, Portugal

Source: Ronen and Shenkar (1985) p. 449

3.2.6 Values across Cultures

Values differ across cultures. Meetings in Thailand may often begin15 minutes later than scheduled without any concern while meetings in Czech Republic and Germany usually start sharply on time. It's important to see and understand the differences of values in different cultures at least to avoid miscommunication, misunderstanding or conflict between people from different cultures or countries. Cross cultural values we will explain including (McShane and Von Glinow, 2007),

- **Individualism**: Individualism is the degree to which people value personal independence or freedom, self sufficiency control of their lives, personal uniqueness that differentiates them from others.

- **Collectivism**: It's the degree to which people value duty or responsibility to the groups where they belong, also group harmony. People with high degree of collectivism define themselves by group membership and group value in harmony with the relationship within their groups.

- **Power Distance**: it's the degree to which people can accept the inequality of power distribution in their society. People with high degree of power distance have value in being obey to their superiors without uncomfortable feeling and they are under command without any consultation in decision making with their superiors, moreover, rather solving differences directly, they tend to resolve the differences through formal procedures. On the contrary, people with low degree of power distance prefer the equality of power sharing. For instance, they think that their bosses are also dependent upon on them therefore; they expect power sharing as well as consultation for making decision which is likely to give them some impact.

- **Uncertainty Avoidance**: this refers to the extent where people can tolerate the ambiguity (low degree) or feel intimidated by ambiguity and uncertainty (high degree). People with high degree of uncertainty avoidance prefer unambiguous communication and they normally value situations in which the rules and process of decision making are described clearly in details.

- **Achievement /Nurturing Orientation**: this refers to s competitive and cooperative view of relationship with people. People with high degree of

achievement orientation generally value competitiveness, materialism and decisiveness while people with nurturing orientation addresses the relationships and well being of other people, they focus on human interaction and care.

▪ **Masculinity**: it addresses the degree to which the society emphasizes or not emphasizes the traditional masculine work role model, control and authority. High degree of masculinity indicates the high degree of gender differentiation, in this culture, male dominates considerable portion of the society and authoritative structure while females are under the authority of male domination. Low degree of masculinity reflects the low degree of gender differentiations and discrimination in that culture, males and females are treated with no differences.

Low degree of individualism and masculinity but high degree of power distance, uncertainty avoidance and nurturing orientation portrays Thai culture.

Figure 3.2 Hofstede's Cultural Dimension Scores

Hofstede's Dimension of Culture Scales				
Country	**Power Distance**	**Individualism**	**Uncertainty Avoidance**	**Masculinity**
Australia	36	90	51	61
Canada	39	80	48	52
Great Britain	*35*	*89*	*35*	*66*
Ireland	28	70	35	68
New Zealand	22	79	49	58
South Africa	49	65	49	63
Thailand	*64*	*20*	*64*	*34*
USA	*40*	*91*	*46*	*62*

Source: Hofstede Geert, (1980). p.104, 165, 222, 279

3.2.7 Cross Cultural Communication Issues in the Organization

▪ **Language Barriers:** Language can be a huge problematic, not only just for people who speak different languages but even those who speak the same language. It's necessary to have mutual understanding in the meanings of those symbols or words sent and received. The language barrier is apparently occurred when people speak different languages such as Thai and English. However, even those who speak the same language such as English, the message receiver may understand or interpret the meanings intended to send by the message sender differently than the intended meanings. Furthermore, even people who speak the same language may somehow not understand stand jargons used in specific group or organization.

Jargon comprises of technical language, acronyms and also recognized words with specific meanings in particular team or organization. Jargons in general help the people to communicate efficiently if they understand the specialized language (McShane and Glinow, 2007), but it can be problematic as well if message receiver and sender do not understand the specialized language.

▪ **Cross Cultural Communication Barriers:** As the world is becoming smaller and smaller with less and les boundaries due to the globalization especially in term of economics and investment, thus cross cultural communication problems increase along with the extended cultural diversity. Words can be understood wrongly or misunderstood since the sender/receiver may have very limited vocabularies, or the accent pronounced is too different than the original one which as well can cause misunderstanding. Moreover, silence is also a part of communication; many Americans see silence as a lack of communication and often understand the long break as the sign of disagreement (McShane and Glinow, 2007) while the Thai people often be silent because being silent symbolizes respect. Moreover, it shows that they are listening carefully and they are carefully considering what they speaker has just said. Furthermore, talking whilst another one is speaking is considered impolite in Thai culture, but in some Western countries it may reveals enthusiasm.

Concerning non verbal differences, non verbal communication can sometimes as well cause the problem in communication. For example, Americans maintain the eye-contacts with the speaker in order to exhibit their respect to the speaker and show their interest in what he is saying while people in Thailand may not maintain the eye-contact with the speaker especially those conservative people because maintaining eye contact can be interpreted by some conservative people as being aggressive.

3.2.8   Workplace Ethics and Values

Ethics represent the moral principles or values that control or influence a person's behaviors.

Values represents stable, long lasting beliefs concerning what is crucial in various situations that direct our decision and actions. It helps define what is positive and negative, or right and wrong. Values suggest our preferences, priorities as well as our encouragement and decision (McShane and Glinow, 2007).

Values tell us what we should do and serve as moral guideline that leads our motivations, decision as well as actions. They partly define who we are and which group we belong to due to similar values sharing. Moreover, values are socially preferable so that people build a good public image by exhibiting the social values as expected by the others in the community.

Since it has been changing from direct control to indirect control, then values have become one of the very important approaches to indirectly control the employees to think and act according to the organizational goals. Moreover, the globalization leads to business expansion and especially the diversity of workforces, thus cultural differences in values and beliefs become an important issue for attention. Furthermore, many organizations are trying to encompass ethical practices which determine good or bad behaviors, ethic is guided by values.

3.3 Summary

In this chapter, the discussion of various literatures introduces five leadership perspectives, culture (national culture and organizational culture), and cross cultural values and issues in relation to leadership. Five leadership perspectives we discussed includes competency or trait perspective, behavioral perspective, contingency perspective, transformational perspective, and implicit perspective. However, our stance on leadership perspective relies mostly on behavioral perspective which addresses the two styles of leadership; people orientation and task orientation. Then, our discussion goes on to culture which generally refers to national culture; moreover we also explained the sub-culture which, in this study, refers to organizational culture. Also values across culture and cross cultural values were discussed, particularly the cross cultural values which refer to individualism, collectivism, power distance, uncertainty avoidance, achievement orientation/ nurturing orientation, and masculinity. Furthermore, cultural cluster was discussed to make a clear picture of the countries clustered by the common values, attitudes, beliefs of the employees which can be used for the international organizations and expatriates to be able to modify their management and leadership styles properly without much difficulty especially if work rotation is within the same cultural clusters.

4. Empirical Material

This chapter outlines how different perspectives in Thai and Western culture affect leadership and presents the findings from the case study at CBRE Thailand Co., Ltd. Both primary and secondary information are analysed.

4.1 Brief introduction to the company involved

The aim of this study is to look at how national culture relates to or affects leadership behaviour in the Thai cultural context. We will examine the case of CB Richard Ellis (Thailand) Co., Ltd., an American chain, led and operated in Thailand by Mr. David Simister from Britain.

Due to strong competition in the real estate business in Asia and Thailand, along with Thai real estate law, this organization has needed to change its strategy due to the influences of the external social-economic environment and the national culture on its organization's culture, which is what the organization needs to be effective in order to survive (Daft, 1998). The organization has to make sure its products and services are geared to both Thai and Western customers, and re-engineer its marketing plan accordingly. The recruitment of qualified specialist employees is one of the organization's strategies, as human resources are important in links with customers.

Because of its large number of Western customers, the organization has realized the need for some Western employees. The management team believes that people from the same background and culture will understand customers' needs and wants. This is a way to maximize customer's satisfaction. Similarly, Thai employees work better in certain positions, where there is a need to communicate in Thai in some situations, such as dealing with Thai Land officers or Government officers. Furthermore, the organization needs to encourage all employees to learn and share knowledge, culture and experience with each other, among groups or departments. Understanding and adapting to a pluralist culture will help employees to know and understand what customers need and want, and how to better take care of each customer. These strategies have been developed in order to make the business competitive and become a leader in the real estate business in Thailand.

From these factors the organizational culture will develop and, in turn, influence employees' behaviour and affect their performance. People learn organizational philosophy every day from the organizational environment. The culture leads and helps employees to understand how to create, develop, manage and change their work habits when needed (Daft, 1998).

4.2 CB Richard Ellis (Thailand) Co., Ltd. History and Ownership Structure

CB Richard Ellis (Thailand) Co., Ltd., was selected to be our research case as it is a branch of CB Richard Ellis, an American chain which is a global leader in real estate services business. It consists of 400 offices worldwide with approximately 29,000 employees (this number is excludes approximately 4,700 affiliate employees but includes affiliate offices). The headquarters is in Los Angeles and business offices are spread throughout the world. It is a leading vertically-integrated real estate services firm with unparalleled intellectual capital, unmatched global capabilities, and a platform built on leadership in every major local market (Information updated on April, 2008). The organization has extended its business model worldwide. So, each area has different kinds of work due to types of customer, cultural backgrounds, and employees. The organization has mixed varieties of culture, hence strategies and policies have to be adapted in order to suit each situation, area market and time. Regarding the chain business model, CBRE's head office provides a business model to CBRE in Thailand to utilize a relatively standard pattern and keep worldwide network efficiency; also the management team in each area must have different abilities and they are challenged to manage their team to reach the organizational goals and success.

The researchers selected CBRE Thailand for our case study because we believe that there are several factors representing similarities and differences between Thai and Western cultures. In the particular case of CBRE Thailand, the company's first office was established in Bangkok by a British businessman, Mr. David Simister. He is currently in charge as the Chairman of the company. Ms. Aliwassa Pathnadabutr, the managing director, has been working for CB Richard Ellis Thailand since its inception, while the other executive directors and management teams have more than

10 years of experience with the company. Below, you can see the organization structure, which is divided by areas of work. Furthermore, it indicates how CB Richard Ellis Thailand constructs and manages their work teams.

Figure 4.1 Milestones of CB Richard Ellis

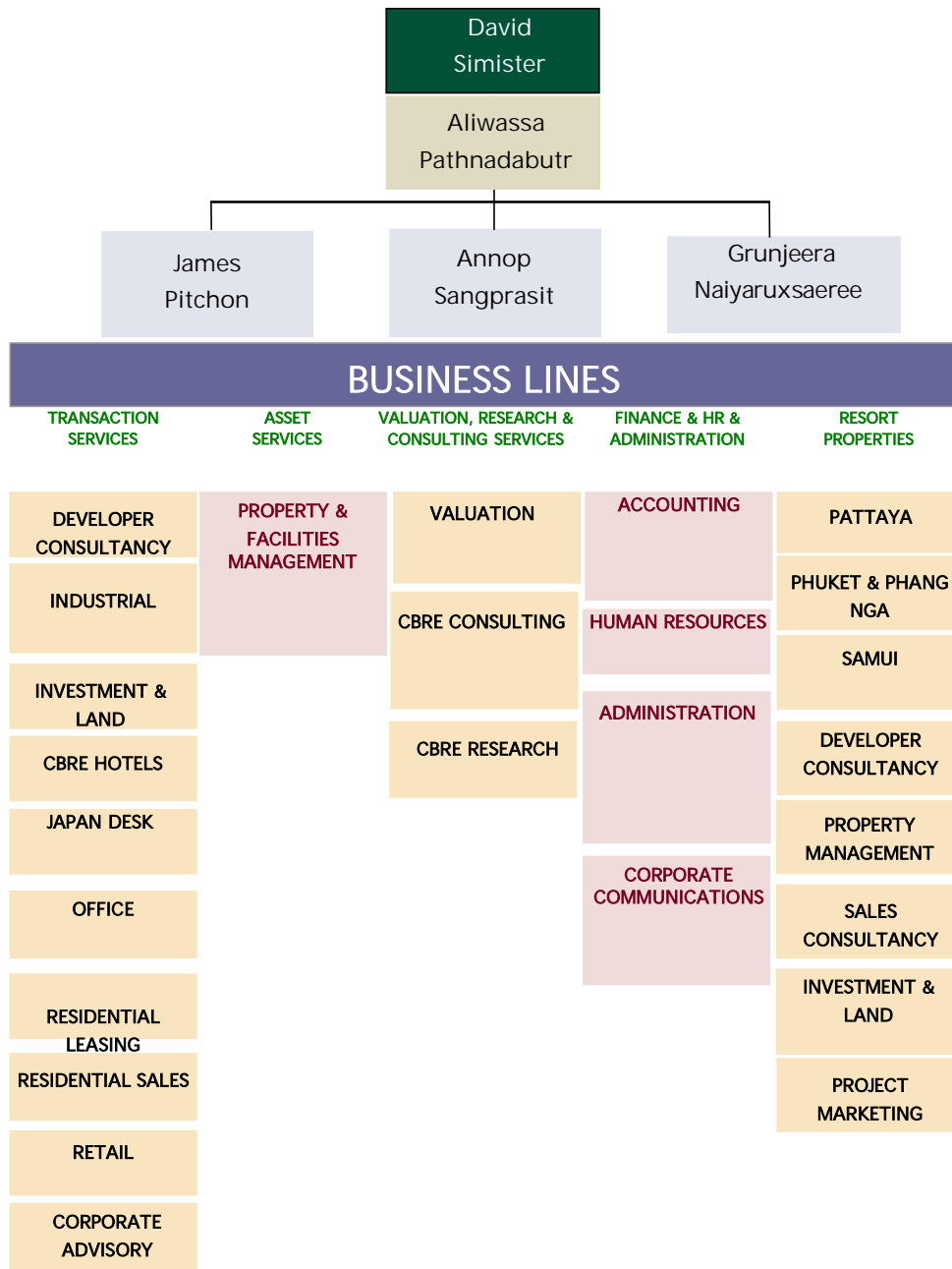| 1773	1906	1972	1990
Richard Ellis founded in London	CB launches operations. Colbert Coldwell founded Tucker Lynch & Coldwell in San Francisco, CA	Edward S. Gordon Company founded	Insignia launches operations. Insignia is based in Greenville, later headquartered in New York City
1995	**1996**	**1997**	**1998**
Acquisition of Westmark Realty Advisors. Expands investment management capabilities, now known as CB Richard Ellis Investors	Acquisition of LJ Melody & Co. Becomes a major originator and servicer of US commercial mortgages. Insiginia acquires Edward S. Gordon Company, forging commercial real estate services strategy.	Acquisition of Koll Real Estate Services. Becomes a leader in property and facilities management.	Acquisition of Richard Ellis. Name changes to CB Richard Ellis. Acquisition of Hillier Parker. Joint venture with Ikoma Corporation, Japan. Insiginia acquires UK operations of Richard Ellis
1999	**2001**	**2003**	**2004**
CB Richard Ellis operates in more than 250 local markets	Insignia acquires Groupe Bourdais, France	Acquisition of Insignia Financial Group. Becomes a critical asset in forming the industry's most powerful service provider. The Richard Ellis platform reunited.	CBRE launches initial public offering on the New York Stock Exchange under ticker symbol "CBG: CBRE completes secondary offering.
2005	**2006**		
CBRE enters Fortune 1000 list at number 676, and is added to Russell 1000 Index.	Acquisition of majority share in Ikoma/CBRE – new entity to operate under CB Richard Ellis. Acquisition of Austin Adams in UK. Acquisition of Nobble Gibbons (Russia). CBRE is upgraded to number 630 on Fortune 2006 list of premier USA companies		

Source: Updated information from CB Richard Ellis (Thailand) in May, 2008

The first office opened in Bangkok in June 1988. Nineteen years of operation in Thailand has made the company grow to be the market leader and largest property services provider in Thailand. Continuing its expansion, the second office was founded in Phuket, the most popular resort island in Southeast Asia, in 2004, and then the Pattaya and Samui offices were opened in 2007. At present, there are more than 600 property services professionals employed enabling CBRE Thailand to provide comprehensive services in all fields of the real estate business which are customized to meet the needs and demands of each client.

In 2007, CB Richard Ellis was named one of the 50 "best in class" companies by *BusinessWeek*, and one of the 100 fastest growing companies by *Fortune*. Also it was awarded 'The Best International Agent' by *Property Report Thailand*.

Figure 4.2 the Organizational Structure

David Simister

Aliwassa Pathnadabutr

| James Pitchon | Annop Sangprasit | Grunjeera Naiyaruxsaeree |

BUSINESS LINES

TRANSACTION SERVICES	ASSET SERVICES	VALUATION, RESEARCH & CONSULTING SERVICES	FINANCE & HR & ADMINISTRATION	RESORT PROPERTIES
DEVELOPER CONSULTANCY	PROPERTY & FACILITIES MANAGEMENT	VALUATION	ACCOUNTING	PATTAYA
INDUSTRIAL		CBRE CONSULTING	HUMAN RESOURCES	PHUKET & PHANG NGA
INVESTMENT & LAND				SAMUI
CBRE HOTELS		CBRE RESEARCH	ADMINISTRATION	DEVELOPER CONSULTANCY
JAPAN DESK				PROPERTY MANAGEMENT
OFFICE			CORPORATE COMMUNICATIONS	SALES CONSULTANCY
RESIDENTIAL LEASING				INVESTMENT & LAND
RESIDENTIAL SALES				PROJECT MARKETING
RETAIL				
CORPORATE ADVISORY				

Source: Updated information from CB Richard Ellis (Thailand) in May, 2008

Figure 4.3 CB Richard Ellis Worldwide Business 2007

Total Transaction Value	US$264.2 billion
Property Sales (# of Transactions)	12,350
Property Sales (Transaction Value)	US$180.1 billion
Property Leasing (# of Transactions)	45,250
Property Leasing (Transaction Value)	US$84.1 billion
Property & Corporate Facilities under Management	176.5 million sq.m.*
Loan Origination	US$25.0 billion
Loan Servicing	US$112.5 billion
Investment Assets under Management	US$37.8 billion
Development in Process	US$6.5 billion
Valuation and Advisory Assignments	109,125

* includes affiliate offices

Source: Updated information from CB Richard Ellis (Thailand) Co., Ltd., on 2nd of May, 2008

4.2.1 Employee Demographic Analysis

The interviewees are 10 people who volunteered to be interviewed and who were selected from a variety of responsibilities and areas of work in order to gain an in-depth understanding of various ideas. The researchers have separated the interviewees into four levels: top managers, middle managers, first-line managers and non-management personnel.

We found that CBRE Thailand has a pyramid organizational structure with a large number of Thais in non-management level positions. A mixture of Thais and expatriates in the first-line management level and middle management level can be seen; these managers have good educational backgrounds which are related to their fields of work. In addition, higher work competencies and more experience are

among the prerequisite criteria in order to lead and communicate with team members (in non-management level). Top management contains a small number of people, consisting of both expatriates and Thais. At the top of pyramid, specialists and professionals in each subdivision are allocated for making clear working boundaries.

A large number of employees are Thais, plus a very small number of expatriates from different countries who are mostly Anglo-Saxon. The age range is very wide, ranging from 24-40 years. However, due to the confidential data and limited time, this research does not analyse the educational background or gender of the employees of this organization. Since companies in this industry require people to have extensive business knowledge which can be learned from university education, we consider that most of the employees in CBRE Thailand possess at least bachelor's degrees.

Figure 4.4 Demographics of CBRE Thailand

Age range	Bangkok office	Phuket office	Pattaya office	Samui office
21-30 years	304	55	13	4
31-40 years	202	47	4	2
41-50 years	72	17	1	0
More than 50 years	9	0	1	0
Total (persons)	587	119	19	6
				<u>731</u>

Nationality	Bangkok office	Phuket office	Pattaya office	Samui office
Thai	577	113	18	6
UK	4	5	1	0
French	1	0	0	0
South Africa	0	1	0	0
Philippine	1	0	0	0
Bangladesh	1	0	0	0
Japan	3	0	0	0
Total (persons)	587	119	19	6
				<u>731</u>

Source: Updated information from CB Richard Ellis (Thailand) in May, 2008

Nevertheless, one level of culture, as noted earlier on page 2 according to Schein (2004), is that leaders or top management who have authoritative power and deal with planning and strategies impact beliefs, values, and employee's behaviour at the beginning stage. In the case of CBRE Thailand, which is led by Mr. Simister, we believe that he had a strong influence at the beginning of the organization's culture based on Anglo-Saxon culture.

Some of the last information we got from the interviewees revealed that the age of people in top management positions are up to 50 years old. Top management people are those who are responsible for planning, making strategies and exercising control; moreover their experiences are unavoidably needed, especially for coping with serious situations, and in order to handle all the changes that always happen due to external factors such as economic, political and social issues. It's crucial that top management people are professional and specialized in the field in which the business operates. In additional to rigid work experiences, business connections are also keys to success in doing business in Thailand.

Next, the age range of middle management level is mostly from 31-40 years because one of the main job roles for them is to encourage and lead their team members to productively generate high standards and customized works in one of the most competitive businesses in Thailand. Thus, a good educational background, energy, and the drive to encourage themselves and motivate their subordinates to work with high standards in order to productively produce results which are beyond the expectation of the their customers are necessary qualities.

At CBRE Thailand, gender is not considered an issue or a barrier for work. Everyone has the competency to produce good work according to his/her responsibility. CBRE Thailand is more concerned with the types of work, specialization and talent of each individual to manage his/her works.

Last but not least, first-line management people are fully responsible for managing their jobs, which are quite similar to those at the non-managerial level. However, first-line management is expected to coach or facilitate their subordinates and to coordinate with middle management as well as with their colleagues and teams in workforce allocation. This depends on projects or tasks in order to help each

other to obtain the objectives and goals. Most employees at the last two levels of management (middle management and first-line management) are mostly newcomers, so they have to learn from their seniors and experienced colleagues by observing, talking, sharing and doing. Later on, they can understand CBRE's ways of working so they can have a prosperous career and opportunities at this prestigious organization.

4.3 Explanation and Comparison between Thai and Anglo-Saxon Cultures in CBRE, Thailand

According to Klauser (1983) most people from different countries may have experience with 'culture shock' because of their different cultural backgrounds. This can lead to confusion and misunderstanding because of cultural conflicts. This is interesting in anthropology, and also to understanding culture differences, and it can be seen at the multinational organization of CBRE Thailand. Firstly the researchers will describe and compare the national cultures of Thai and Anglo-Saxon culture. Then we will analyze the advantages, problems and barriers that can be found in this organization because of these cultural differences.

Firstly we will start our analysis with the most permeating aspect of Thai cultural, which is the 'avoidance of social confrontation'. Klauser (1983) addresses the Thai belief that maintaining emotional calm and social affiliation is good manners. It is very sensible for Thais to avoid a dilemma if it could make others feel bad, irritated or uncomfortable. A friendly smile or keeping quiet often hides dislike, disagreement, and distrust; an employee from the Anglo-Saxon culture would probably refuse or ask for clarification

The expatriate managers we interviewed stated that it is difficult for them to know or understand what Thai employees are actually thinking, or whether or not they understand, since they usually just say 'yes' and smile with no other words to explain if they understand and agree with what the Anglo-Saxon managers are saying. Although managers continue asking, and leave open space for asking questions, it is very rare for Thai employees to ask any questions.

On this point, the researchers interpret that Thai employees feel it is difficult to think of questions, which serves to make managers or colleagues feel uncomfortable about this issue of questions. Moreover, Thai employees think of their managers with fear or dread and also with respect. Thai employees are generally very considerate. They do not want to say or do something that may irritate other people, especially not their managers or superiors, because this might cause problems in their relationship or their work (Klauser; 1983).

This Thai value or belief differs greatly from those of the Anglo-Saxon culture, where equality, frankness and directness are much more emphasized. This habit often gives expatriates an advantage because the managerial level requires certainty, stability and clarity. Communication must be clear and polite, while decision-making should be careful, unambiguous, and especially timely. Klauser (1983) argues that 'the cool heart' is not highly valued in Anglo-Saxon culture. However in Thai culture, it is unacceptable to speak frankly, especially with managers, seniors, etc. But Anglo-Saxon people prefer to talk face-to-face and directly, even when such behaviour might seem offensive.

In addition, the researchers believe that misunderstandings can arise in conversation, both within and outside the organization, due to these cultural differences. Thus, the differences, deference and consideration should be merged with respect in order to balance appropriate leadership behaviour and communicative styles.

"It is very difficult to understand and work with some Thai employees or Thai suppliers as they don't understand exactly what we want. It is much better to ask if they don't understand or can't do or can't supply what we want before we place an order with them".

First line Manager G

"It is very hard to understand Thai people and predict what they are thinking because they are always keeping quiet. I believe that they understand what I am saying but I can only know what exactly they understand when I see how the results turn out".

Top Manager A

"I prefer all my employees to talk or ask if they don't understand or they need help. Especially for Thai employees, they don't need to be shy or hesitating. This is not happening with employees from Anglo-Saxon countries. They respect me as I am a manager, trust on my experience and also they expect my assistance whenever they need it".

MiddleManager B

The next determining factor on behaviour, as noted by Mulder (1990), is the influence of Buddhism. Since most Thai people are Buddhists, their religion suggests obeisance, which refers to allegiance and loyalty to those to whom they are grateful, namely their parents, monks, bosses, school masters/teachers, and helpful senior people who have ever supported, helped, or been kind to them.

Based on Klauser (1983) addresses that Thai society values that juniors, subordinates, or younger persons should listen and pay respect to those who are more senior, such as managers and older people. He also mentions that being aggressive, talking or acting against those who are more senior is considered bad or impolite behaviour which is not acceptable in Thai culture. This is also related to Klauser (1983) that "Thai work ethics; loyalty to their superiors is addressed at least as long as those still hold the respectful positions or are still in power".

In the same way, seniors, managers or older people are expected to give moral support to their juniors, subordinates and younger people; it is related to the value they hold that they can gain respect and trust from their juniors, subordinates or younger people by doing so.

The third factor(s) employed in analyzing the Thai social structure concerns the social hierarchy and personal relationships (Klauser; 1983). People "mutually" identify themselves unequal in the society. As Wichiarajote wrote in Mulder (1990), "Several of the academic literatures are replete with detailed analysis of variations on the patron-client theme by scholars such as Lucien Hanks, David Wilson, Herb Philips, Fred Riggs and Herbert Rubin".

Again, Wichiarajote wrote in Mulder (1990), argues that Thai society is characterized by two very basic dimensions; the horizontal dimension comprises the

vast mass of common people who work in the fields, the factories, and government offices as fourth grade functionaries.

Also, Keyes wrote in Mulder (1990), describes "People in working or functional level may be seen but should not be heard because they have been delegated due to the subject class of citizens who have no power, and who are differentiated among themselves in term of ranked roles".

This may affect the behaviour of Thai employees who identify themselves as being in low positions; they do not have the power to battle or do anything against their boss in any case. Instead, listening and paying respect to their boss's values is a good manner for employees.

"Western employees, they push me a lot to get help when they need it and they explain to me the reason but this never ever happens with Thai employees. They will not do that, they don't push me (manager), they feel they can't tell the boss what to do".

Middle Manager B

In another way, the researchers interpret that Thai culture is another factor to make the relationship meaningful and fruitful in order to gain loyalty from the juniors or those in lower positions. In the same way, people in higher positions must exercise and emphasize the sense of humanity and kindness: being supportive, giving some advice, offering protection such as interest in the career advancement of their subordinates. Regarding this issue, the researchers believe that Anglo-Saxon culture also has a similar pattern of "follower/juniors-leader/seniors" mentioned, but it might not be as strong as in the Thai context. In term of business, Westerners from Anglo-Saxon backgrounds pay respect to each other because of work performance, ability and position as they reflect their competencies and experiences (Trompenaars & Turner, 1998).

In contrast, Thai people seek social acceptance in a sphere dominated by motives of power and ambition. They request prestige and power which is a purely social concern. Ashforth and Meal (1989) describe and analyze how human beings have developed a sense of 'affiliation' and social acceptance, belonging to groups,

and keeping life as pleasant and secure as possible. Furthermore they seek love, warmth, social acceptance and safety among their groups. Thai people believe that, to be a good person, they should not be ambitious; rather they should be satisfied with what they have or of who they are. They prefer to belong to a group, and maintaining these relationships is important in Thai culture. Moreover, paying respect to superiors and older people is counted as beautiful behaviour in Thailand. This is unlike the Anglo-Saxon culture in which people value self-dependency, freedom, great ambition, competency, knowledge and especially success (Trompenaars & Tuner, 1998).

As Mulder (1990) discusses, the attitude of being considerate in Thai culture is to promoting harmony and avoid conflict and unpleasantness. In respect to the powerful hierarchical society, they are apprehensive and inhibited when dealing with powerful people. In Anglo-Saxon culture, on the other hand, the development of an independent personality is a purpose in and of itself and a legitimate goal for achievement. In an opposite way, Thai behaviour seems to be much concerned with social relationships and acceptance.

4.4 Analysis of how Thai Culture affects Leadership Behaviour

Different working styles are shown in different areas of work and contexts as well as leadership styles. In particular, in CBRE's Bangkok office, most management people, employees and customers are Thais, so the ways they work are Thai ways, which are prevalent in this context. Hierarchy is a key factor at work; employees pay respect to their managers, seniors and also customers. Thai society values the acceptance of unequal power distribution; rating of power distance is quite high in Thai culture.

Thus, people prefer that decisions be centralized, and they are under command of their superiors without or with a very low degree of uncomfortable feelings (McShane and Von Glinow, 2007). They have a systematic work structure; everything has to be done through the steps of these working procedures. Thus following the set procedures and commands of their managers is common and

acceptable for them, as they should not involve themselves with any changes or create new things according to their identity as employees. This is also explained by the high degree of uncertainty avoidance. Thai people are not fond of uncertainly or ambiguity; rather they prefer formalization (Robbins, 1988).

However, in the dynamic world of business and globalization, especially if Thai people have to work with expatriates or in an Anglo-Saxon management environment, it's of crucial that they need to be enthusiastic, knowledgeable, thinking, and specifically responsible for the task given. One interviewee (Employee J) said that she doesn't have subordinates, but what she has are her leadership skills and her responsibility. This reveals the sense of responsibility, competency and knowledge which are emphasized in Anglo-Saxon culture.

On the contrary, according to the demographics, most of the managers in the Phuket office are expatriates; we found that there is more influence of Anglo-Saxon styles. However, since a large number of employees in first-line management and non-management levels are Thai people, this office also shows the combination of Thai and Anglo-Saxon cultures.

Thai culture has a salient impact on the leadership in the head office of CBRE Thailand, especially in the way it leads the branches all over Thailand. The head office has strong authority over all branches with regard to financial issues. However all of CBRE's branches in Thailand are incorporated in terms of finance and control by the head office in Bangkok.

There are some conflicts that occur due to their different working styles. Nevertheless, they do not have a high frequency of interaction with each other thanks to the distance, which makes it difficult for them to co-ordinate with each other, in particular regarding face-to-face interaction.

For instance, when branch managers have to make a serious decision, final decisions are mostly made by top management or executives who are in charge of or in the highest position. According to Dimitriades (2005) in Anglo-Saxon social culture, middle managers and area managers are empowered by top management with regard to decision-making for big projects or significant tasks that they are

responsible for or involved in. In contrast, in Thai culture, centralized power remains with the top management in CBRE Thailand, just as it does in many Thai companies.

With decades of existence and history of CBRE Thailand, we understand that it's not easy to construct or change the culture of the organization. It might be easier for the new organizations which have no history and culture to be changed at work. According to Srinivasan & Horowitz (2004), a leader has a role to play in the organization, including manifestations of the organization's culture.

Below are the empirical findings from CBRE managers in different offices and positions.

"Thai culture has more hierarchy, so much respect. You are my boss; I do what you tell me. But for Western culture, we have two ways of respect; they respect me as 'I'm your boss'and 'You have to tell me and help me to work'. Sometimes it is difficult for them (Thai employees) to learn and adapt themselves into business. I think Thai people learn too much from others, they used to get help or direction from others. The way they learn from school, they used to get information from others (teachers, the research) but in business, we need to learn by ourselves due to everyday changes. If you don't understand you have to ask or find out the answer. Thai people hesitate to ask and don't even know what to ask".

Middle Manager B

One more factor that supports this issue is another behaviour which emphasizes Thai social relationships between senior-junior, patron-client, and boss-subordinate, since all juniors have to pay respect to those who are in more senior positions. There is high degree of power distance in Thai culture, according to Hofstded (1980). Again, Anglo-Saxon culture emphasizes equality, a relatively much lower degree of power distance compared to Thai culture, frankness, and directness (Robbins, 1988) to show what exactly people think and want, which is very different compared to Thai culture. Thus, in many organizations which are operating in the Thai context, the contrast of the two cultures may sometimes lead to different results, both positive and negative, in everyday life and also in the business. For example, it may be very positive for Thai employees to work flexibly, listen, and gain knowledge or learn from the work experience of seniors in order to adjust and improve their work to make themselves competitive, while it can be a disadvantage for the juniors to

interfere or say anything against senior people, or even to strongly present their competence, which could cause their seniors to lose face.

According to Klausner (1983) the values/beliefs above reveal more clearly why Thai people pay a lot of respect to their managers, since they identify themselves as 'an employee' and 'he is the manager'. Employees suppose themselves to be good employees, to be listeners or followers. To be aggressive against managers with questions or other negative manners will not happen because it is not acceptable in Thai culture. Thai people worry excessively about emotions and other's feelings, especially people in higher positions and regarding power and work security. Most Thais act basically on the avoidance of emotional extremes, commitment and confrontation.

Another perspective that we found from this issue in Thai culture is that of people orientation. Relationships and being supportive illustrate a clear picture of Thai social context. As Klausner (1983) says, "Thai people obligatorily have a 'meritorious debt' that must be repaid since they have grown up with love and care from parents". In doing so, they are expected to repay them in the same way. It's similar to the relationship between teacher-pupils or boss-subordinate.

From another perspective, this influences them in terms of collaboration and sustaining within their team/department/company. The follower can learn from the leader and repay them in the same way but with more respect. This is a highly valued characteristic in Thai society that both leaders and followers understand and accept.

Again, Klausner (1983) discusses that, in Anglo-Saxon culture, the manager-employee relationship continues to be puzzling, especially regarding political power, but respect, allegiance and loyalty to the manager still remains.

For CBRE Thailand, we can see this kind of culture clearly at the Bangkok office, as it consists of a large number of Thai employees, from top management down through non-managerial employees. Most Thais identify themselves with the groups and positions they have held since the beginning of their employment; if they are subordinates, then they pay respect to their bosses. This represents the things they should do or the ways they should act in order to be a nice person. The ways they

talk, socialize and even discuss or share working knowledge or experience are polite, and respectful to seniors and managers.

Another point that we found is the different roles between the head office and the Phuket office. In Phuket, which works on a results-oriented basis, there are not many formal procedures. At the beginning, Bangkok was the working model for other branch office but in different context of working areas, people have different working styles. Learning by doing and adaptation were the best way for the then-new office in Phuket to seek the best method or process for each contextual circumstance. As a result, there aren't as many complicated work procedures in Phuket as there are in Bangkok, where there are a large number of employees with a long history of organizational successes to be followed. Most of the management people in Phuket are newcomers, with different nationalities, educational backgrounds and working experiences. Thus, it was better for Phuket to give everyone a chance to show their managerial capability and competence, and to evaluate them based on their achievements. Moreover, the strong influence of Anglo-Saxon management was employed more at the Phuket office based on its Western customer basis.

Last but not least, we founded that at CBRE Thailand, a reward and motivation system is employed. According to the interviewees, this shows that Western management style has also been influenced by the Anglo-Saxon managers.

"I was promoted due to extensive experience in real estate, a proven track record in sales, and management ability".

Middle Manager C

"The way to motivate employees here is praise when they've done a good job and to promote them to a higher position with better salary.

"We do not really bad punishment; instead I will try to fix the problem and see why the mistake is happened. And help them to fix it and explain to them to reduce mistakes".

Top Manager A

Figure 4.5 Social and Organization Culture Comparison and Conclusion

Thai Social Culture	Anglo-Saxon Social Culture
Avoidance of social confrontation; the way to speak out and show reaction is in a soft way	Straightforward and daring to deal with people and work in different situations
Hierarchy social; respect older and senior people	Flat organizational model and independence
Paying more attention and being cautious about business	Opportunistic business style (Srinivasan & Horowitz; 2004)
Collectivism	Individualism
Centralized power and authoritarian to the leader or people in the highest positions	Decentralized power; empowerment regarding job responsibilities; trust to employees and among teams
Achievement orientated	Achievement orientated
Loyalty to people and organization	Loyalty to work, experience
Willing to learn and flexibility	Creative and adaptability

Modified data from Klausner (1983), Mulder, N. (1990), Srinivasan & Horowitz (2004), Suutari, V. and Brewster, C. (1998).

4.5 Analysis regarding Different Leadership Perspectives found at CBRE

Regarding the empirical materials and interviews which we interpreted with both external and internal views of each researcher, we found various leadership perspectives held by different interviewees. Several of them simultaneously hold combinations of leadership skills or characteristics from different perspectives while some of them merely reveal an emphasis on particular skills.

4.5.1 Competency Leadership Perspective

From the "Competency or Trait Perspective" which addresses emotional intelligence, integrity or honesty, drive, leadership motivation, self-confidence, intelligence and knowledge of business as the skills or characteristics of effective

leaders (McShane and Von Glinow, 2007), we found that several interviewees have the leadership skills concerning this perspective.

"A good leader should be positive and be honest to employees. Be fair and treat them equally".

Top Manager A

"I worked for CBRE in Vietnam for 1 year and for CBRE Thailand for 2.5 years. I prefer to work for large international companies when working overseas, rather than local companies, due to better career opportunities, better working conditions and working environment. CBRE is the largest real estate services provider in the world and has an excellent reputation inside and outside of the real estate industry".

Middle Manager C

"Leadership is important both internally (your staff and colleagues) and externally (suppliers, sub-contractors and clients). Have a vision, communicate/sell that vision, implement that vision and have it realized. You also have to be able to suffer setbacks and deal with disappointment when things do not go to plan and your team gets de-motivated. As a leader you have to take responsibility for the imperfections, and enthuse your team".

First line Manager G

From this perspective, we can see that Managers A, C and G have some characteristics of effective leaders. Manager C, who has been working abroad for years, expressed a strong sense of drive and motivation towards the benefit of the organization and altruism (House and Adtitya, 1997). She also possesses a high degree of self-confidence together with her knowledge of business in the real estate sector. Relatively, she seems to be the most outstanding person in this perspective.

However, we can also see that Managers A and G also have characteristics of effective leadership. Manager B, who is in a top managerial position, represents ethical values in treating subordinates with equality while integrity or honesty is emphasized. And Manager H expressed the element of leadership motivation, and emotional intelligence to support his subordinates. Moreover, he expressed a strong sense of the intelligence of effective leader regarding what he mentioned about internal and external leadership. However, none of the managers possesses all the

characteristics of effective leadership in this perspective. Thus, it seems likely that we cannot really agree with the assumptions of this perspective that all effective leaders have the same characteristics and these characteristics are all equally important, although we do agree that it's possible to develop these characteristics through training and development programs. Especially due to the fact that Thai people value flexibility and adaptability, they would be willing to learn to improve themselves.

4.5.2 Behavioural Leadership Perspective and Contingency Leadership Perspective

From the aspects of "Behavioural Leadership Perspective" and Contingency Leadership Perspective", we found that many interviewees possess elements of these perspectives. As per McShane and Von Glinow (2007), task-oriented leadership is identical to directive leadership and people-oriented leadership is identical to supportive leadership. Hence, the Behavioural Perspective can be roughly classified as part of the Contingency Perspective concerning the Path-Goal Theory if we disregard its assumptions.

"Managers should be able to lead and enrich employee at work and get respect from them. Otherwise they can't work long together".

Middle Manager B

"Having to terminate staff is one of the worst jobs for a manager; however it has to be handled with firmness and diplomacy so that the staff member clearly understands the reasons for the termination"

"Regarding my position, I'm involved with managing a sales team of approximately 14 people so 'leading by example' is important to ensure that each member of the sales team represents CBRE in an efficient and professional manner when handling customers".

Middle Manager C

"Leadership is not about force, ordering. It is leading; helping the team to go in the appropriate way. I act as mentor to my team when they need help, guide them when they don't know how to do something. And encourage them to work with their autonomy. However controlling is also necessary; for my team I use a report system to control and monitor what they have done".

Middle Manager D

"I need to be able to work closely with people so that I can find out what kind of help they need. I then need to find a way to help them and I work with them to develop various drafts of documents so we can prepare a final version that is suitable to be used with our company's clients. I need to be able to guide my colleagues and advise them. I also need to answer questions about the English language so I sometimes prepare materials to use to coach them to improve their knowledge".

Non-managerial personnel I

At CBRE, we found that directive leadership or task-oriented leadership and specifically supportive leadership or people-oriented leadership are highly prevalent and noticeable. All of above quotations exhibit a high degree of people orientation which addresses the characteristics of effective leaders, in particular of attention paid on well-being and mental health of subordinates (McShane and Von Glinow, 2007).

We also found that Manager C possesses the outstanding characteristics of leadership on the behavioural perspective, both a strong sense of people and task orientations. Moreover, Path-Goal Theory, which promotes the concept of "servant leadership", or leaders who understand the needs of subordinates, and facilitates and coaches his or her employees, can be seen in practice. In other words, Path-Goal Theory concerning servant leadership is shown to be applicable in reality from our analysis of quotations of I, D and B.

Regarding the interviews, we found that the employee contingency of Skill & Experience, which is a mixture of directive and supportive leadership styles, is the most prominent contingency at CBRE. However, to some extent, we also found the environment contingency of Task Structure, but Team Dynamics which substitutes the leader's intervention was not found, at least at the level of empirical analysis.

Nonetheless, the opinions of several managers, specifically A, D, and G, accentuate that appropriate leadership styles depend on situations, since they perform leadership skills differently in various situations. For example, Manager B usually acts supportively when his team members are in need of help or facing trouble; he will sit and discuss and try to find out what he can do to help them solve the problems. In the situation when his staffs need support, he uses a supportive style in which patience is needed (he stressed this word during the interview), especially

because he does not really understand what actually is in the minds of his Thai subordinates. Patience, to some degree, implies emotional intelligence, which is an element of leadership in the competency perspective.

Hermeneutically and empirically analyzed, we conclude that people orientation and task orientation are both important and good for an organization, but it's not necessary that a high degree of these two leadership styles are best in all situations. And this violates the assumption of behavioural leadership perspective. On the contrary, we found that the most appropriate style of leadership depends on the situation.

This corresponds to what Robbins (1988) concluded, that effective leaders do not use a single style; they adjust their style to the situation. Therefore, our interpretation and findings support the concept and assumptions of contingency leadership perspective.

4.5.3 Transformational Leadership Perspective

Transformational leadership is especially pivotal in organizations where alignment with the external environment is needed. Nonetheless, both transformational and transactional leaderships are vastly important for an organization (Base et al., 2003), since transactional leaders increase productivity of the organization while transformational leaders lead the organization to a better course of actions (McShane and Von Glinow, 2007).

"Leadership is important both internally (your staff and colleagues) and externally (suppliers, sub-contractors and clients). Have a vision, communicate/sell that vision, implement that vision and have it realized. You also have to be able to suffer setbacks and deal with disappointment when things do not go to plan and your team gets de-motivated. As a leader you have to take responsibility for the imperfections and enthuse your team".

First line Manager G

Manager G exhibits not only exhibits drive, leadership motivation and achievement orientation, but he also exhibits a strong sense of the responsibility of a leader, particularly if failure occurs. He addresses the importance of vision and that it

has to be realized, although he does not exactly mention how the vision is created, conveyed or communicated to the employees and how it can be realized.

However, it seems that the dominant leadership style at CBRE is not transformational leadership; it's likely this is because many managers get trapped in day–to-day managerial activities that represent transactional leadership style.

Interestingly, there is some evidence supporting the theory that transformational leadership is connected across cultures (McShance and Von Glinsow, 2007). Yet there might be some particular substances of transformational leadership, such as how leaders build visions and communicate them that may be more suitable for some specific cultures than for others.

4.5.4 Implicit Leadership Perspective

According to this perspective, people rely on preconceived traits to evaluate others as leaders and they are likely to inflate the influence of leadership on an organization (McShance and Von Glinow, 2007). From the interview, we did not find any highly apparent relation from the interviewees to this perspective. However, we found that A (non-managerial personnel), to some degree, partially holds the characteristic of implicit leadership.

"I am not in a traditional leadership role – my role is a reactive type of job and I work alone on documents but I give advice on matters of English to colleagues and help develop better documents in template format...I am asked to advise on good marketing slogans and developing marketing materials so I sometimes need to be quite creative".

"I have to advise my colleagues on the correct English to use in all the company's documents (reports, marketing materials, announcements/signs, correspondence, proposals, etc.). I am also asked about the meaning of language in external documents so I need to be able to understand strange concepts quite quickly (in terms of the content of the documents) and think of clear simple explanations".

Non-managerial personnel I

Personnel I used to work as a consultant at one of the world's largest consulting firms in her home country prior to her current career at CBRE. So, we can assume that she possesses a high level of intelligence. Thus, understanding and adapting to Thai culture should not be problematic. Anyway, it seems that she understands the

expectation of her colleagues, so she acts accordingly. As we can see from her quotations, she is sometimes asked to advise on marketing slogans and developing marketing materials; hence, she sometimes needs to be creative. Also, she needs to able to understand uncommon concepts quite quickly and think of clear and simple explanations when someone asks her about the meanings of the language in external documents. This reveals that she acts according to the expectation of her colleagues who ask her for helps and she quickly and positively responds to those requests. Thus, her colleagues tend to have high confidence in her, as she is often asked to get involved in other tasks or projects which are not her main function.

Therefore, this leadership perspective is at least proven to be found in reality. A potential leader (personnel I), who proves to be sensitive to the fact that leadership is a perception of followers as much as the actual behaviours, understands what followers expect and act according to their expectations, and can then gain trust and confidence from her colleagues or subordinates.

In conclusion, from our empirical materials together with our interpretations, we can conclude that the leaders at CBRE possess a very high degree of combinations of leadership styles from various perspectives. Behavioural and contingency leadership perspectives are among the most outstanding perspectives which several managers possess and perform. People and task orientations or supportive and directive leaderships are the most prominent leadership styles at CBRE, while the key factors that direct the leadership behaviours are the situations or contexts.

4.6 Conclusion about Perceived Advantages and Barriers regarding the culture found at CBRE Thailand

According to the interviews, language is not a main problem for communication within the organization. However it takes time to transfer vision and words from the management team to some employees in operation levels. Mostly, middle managers and first-line managers have to interpret the vision, ideas and words to operational employees in order to make sure that they can understand exactly what work they need to produce and to prevent any misunderstanding or mistake that might occur.

"Language is a slight advantage for foreigners but it is not a real problem in CBRE Thailand. Even when I talk with foreigners, misunderstanding can still occur; however we need to ask and make clear understanding*"*.

<div align="right">

Middle Manager B

</div>

"I don't speak Thai but the ability to speak Thai would be a huge advantage for me in a managerial position. However I have lived in Asia for the past 11 years and this has helped in understanding different Asian cultures and how to communicate and interact with colleagues and subordinates in order to get the best results'.

<div align="right">

Middle Manager C

</div>

"I don't think language is a problem to work at CB Richard Ellis (Thailand); my team has realized that since they were accepted to be a member of CBRE Thailand that we are working in international organization. I believe that they are happy to learn and work in this organization. If they don't understand, I'm open for all questions, they can ask and consult me or share experience among the team".

<div align="right">

Middle Manager E

</div>

"Language could be slightly problematic for communication. However, for me, actually it is an advantage. As I am Thai I feel much comfortable to communicate with my team in Thai; we understand exactly what we are saying. Also I can communicate in English with my valuable customers and foreigner boss".

<div align="right">

Middle Manager F

</div>

"Language is not a problem here, because we have first-line managers to assist and transfer the message to Thai employees who can't communicate in English in order to prevent any misunderstanding that might occur".

<div align="right">

First line Manager G

</div>

Sometime culture seems quite simple to understand, as it has been said, "When in Rome do as the Romans do". However, in reality, it is hard for people to leave their original or own culture and adapt themselves to another culture even though they have been staying or working in another culture for a long time. Furthermore, it is quite difficult to understand and accept the different culture, as Trompenaars and Hampden-Tuner (1998: 1) argue that "you can never understand other cultures. Even

those who are married know that it is impossible ever completely to understand even people of your own culture".

"I have been staying in Thailand for 17-18 years. I think I know about Thai people but I am trying to understand and solve problems but it is still hard.

Middle Manager B

It's better if you don't care or pay much attention to who you are and where you are from and don't look at the culture too much since it may separate people from each other. The researchers believe that working based on result-orientation is the best, especially when working at an international organization where there is a high degree of diversity of people and cultures.

"I had working experience in another company in Thailand, TeraPak. Nobody was concerned much about the culture which makes people different. We did not separate who you are or where you are from. Everyone can work together; British can work with Thai, Swedish can work with Indian, etc. We are working on results-orientation'.

First line Manager G

From the expression of Manager G, we believe that people who come from places or countries where there is a pluralism of cultures are more flexible to work in another culture. Thus, in Anglo-Saxon culture such as in Britain and America, where there is high degree of multiculturalism, people learn about differences in their multicultural societies. Also they have more space to learn and be aware of things which can be changed in their life. On the contrary, most Asian societies, particularly in the Southeast including Thailand, have a single social culture which makes it more difficult for them to open their minds to learn and accept new cultures. However, we found a different aspect at CBRE Thailand, as most of the Thai employees are willing to learn and develop themselves to align with the organizational culture that tends to be of a more Anglo-Saxon style.

"I can see one Thai manager; she is a great salesperson, she's working hard, and she does not care who I am, Thai or foreigner. She can handle the situation very well.

...if I can choose I prefer someone like her or even someone who can communicate and understand how to work or even understand what I am saying".

<div align="right">

Middle Manager B

</div>

On this point we interpret that recruitment is another key to the success of CBRE Thailand. It is very important at the initial stage to gain qualified employees, instead of quantity or number. McShane and Von Ginow (2007), leaders or managers prefer to select people/employees who can work and communicate with him or her clearly. Otherwise it can lead to problems later.

However, in some specific situations, as in CBRE which is an international company that has management model from the West but operates in Thailand, we found that it is not true to say that there are no cultural barriers in practice, especially for expatriates who have their own original cultures but have to learn and understand another culture (Thai) especially from a socioeconomic perspective. It is very challenging for their leadership work.

"I think Thai culture is more advantage to be adapted to work, whether in Thai or in an international organization, such as compromise and flexible to work. Thai employees are willing to learn and adapt themselves in different situations or cultures such as languages and working style".

<div align="right">

Middle Manager D

</div>

We found a main culture in CBRE Thailand. However, many points indicate sub-cultures due to different areas of work. The Bangkok office might have a more Thai working style as both management and employees mostly are Thais and a few expatriates who have been staying and working in Thailand for such as long time. They have learned day by day and adapted themselves into Thai culture. In another office in Phuket, which is quite new and most of the employees who have started working there are expatriates, it is not surprising that most of the working style and culture there is of a more Western style. However, we could not find any problem

with this issue, for generally CBRE Thailand's people can apply and adapt themselves to work together or even use the last result for final judgment in case of any conflicts.

The last idea has indicated another task of leadership in the organization. A leader should have a great attitude and understanding about human beings.

"I don't think culture can be a problem in the organization. I have dealings with people in the head office (Bangkok) and the Phuket office, I know how to act and react with people in different contexts. We know people are different even within the same culture, but to understand each other, compromise with each other can help".

Middle Manager B

4.7 Summary

From our empirical materials together with our interpretative analysis, we can conclude that leaders at CBRE seem to possess a number of combinations of leadership styles from various perspectives.

Behavioural and contingency leadership perspectives are among the most common perspectives which several managers claim to possess and/or perform. People and task orientations or supportive and directive leaderships are the most prominent leadership styles at CBRE according to the interviews. And the key factors that direct the leadership behaviours are the situations or contexts which contradict the assumptions of behavioural leadership perspective, namely that a high degree of both people and task orientations are best in all situations.

From another view, if we assume that the best leadership style depends on situations, then the contingency perspective's relevance is validated at least at the context of CBRE. Moreover it can be also concluded that Path-Goal Theory, in the scope of contingency leadership perspective, which promotes servant leadership together with the noticeable elements emphasizing directive, supportive as well as achievement oriented leadership styles, are predominant leadership styles at CBRE, Thailand.

Interestingly, another surprising finding we've made is that even though most of the employees are Thais and the business operation is in Thailand, Anglo-Saxon based culture is indeed present at CBRE, Thailand.

5. CONCLUSION

In the last chapter, we summarize the analysis and our findings based on our interpretation of the data. Our conclusion answers our research problem and is related to the theories that we outlined at the beginning. In addition, our suggestions for further studies are included.

5.1 Discussion

Culture has been constructed and developed socially: perception, attitude, and the way that people believe and judge or interpret other people and their social reality (Robbins, 1988). Therefore, culture influences people's feelings, thoughts and actions. Culture is uncontrollable but it is manageable if we understand its nature. Culture is changeable over the course of time in order to suit each context; otherwise it will be influenced by another culture which is stronger.

Hofstede (1980) defines culture into different levels: national, organizational and individual. This research is focused on the national culture level and studies how it affects leadership in multinational organizations. This research studies Thai culture and how it affects, in particular, the leadership behaviour of expatriates from Anglo-Saxon countries. As we said in the introduction, we assumed that expatriates would adapt themselves to the national culture where they live or work. However, the expatriates instead of adapting themselves to the Thai cultural context, they are trying to push the influence of their culture to their Thai subordinates as well as their organization specifically in term of management. However, as the organization has operations in Thailand, with a large number of Thai employees, a combination of the Thai culture with their original Anglo-Saxon culture has been employed in the organization.

Interestingly, we found not only combinations of effective leadership styles from various perspectives, but also that different managers perform different leadership skills differently depending on contexts or situations. Thus, we cannot agree with the assumptions of competency leadership perspective that all elements of effective leadership styles or leadership skills are equally important in all situations. Most of the managers possess different leadership skills, and several of them possess

the same skills yet contextually emphasize them differently in various levels. Furthermore, we found that our analysis and findings are in accordance with the contingency leadership perspective and its assumptions.

We realize that Thai culture, to some extent, is ambiguous not only for foreigners but also for Thais who are from different regions because Thailand is largely diversified with a great variety of ethnics, regional cultures, languages, beliefs and values. Therefore, our findings might not be applicable in other cases, even with Anglo-Saxon based companies which are located in other parts of the country.

Figure 5.1 Development of an Organization's culture

5.2 Contribution

We do not say that there is no adaptation into the Thai cultural context or no understanding of Thai culture of those expatriates we interviewed, since several of them have been working in Thailand for several years. Some have even lived in Thailand for more than ten years and married local people, but instead of aligning themselves into the local context, they are pushing their culture to influence people around them, to exercise their values and beliefs with their subordinates. Since Thai people are generally very flexible and with their cultural values, particularly the relationship between leader-follower as well as the high degree of acceptability of power distribution (power distance) and high degree of uncertainty avoidance (Hofstede, 1980), Thai subordinates accept rather than resist the push or influence of

Western culture in the organization. Hence, there seem to be no severe cultural conflicts between the Western managers and the Thai employees.

Expatriate leaders have roles to play in culture and must therefore be aware of cultural differences and respect local or national culture in order to understand, communicate, and interact with local employees. In doing so, effective leaders must be able to modify their own cultural values and leadership styles to suit each context properly and reduce cultural conflicts. In practice, expatriate leaders should synergize and reconcile cultural differences between their own culture and leadership style to fit with the Thai cultural context.

5.3 Trustworthiness

Our research is a qualitative single case study at CBRE, which is a multinational corporation with many Thai employees while most of the authoritative managers are Westerners. Our aim is not to make generalization since CBRE is an organization operated in the real estate services sector and has fairly distinctive characteristics, specifically of the Anglo-Saxon styles of leadership, that highly influence the organizational behaviours and culture. It might be possible that if any organization operates in similar contexts, for instance an organization that also operates in the services sector in Thailand with many Thai employees and with managers Anglo-Saxon countries such as the United Kingdom, the United States, or Australia (or any nation influenced by Western management styles), our study could provide useful guidance for smoother operations. However, if the contexts or conditions of business operations are too different, for example a Western company operating in a neighbouring country to the south of Thailand such as Malaysia or Indonesia, which has very different ethnic groups, values, beliefs, religions and cultures, our study might not be applicable.

Moreover, concerning constraints of time and budget, we were not able to expand our study to cover the whole organization and interview more people, in particular those employees in operational levels. Therefore, the perspective of our study came mostly from the perspective of management, which may not reflect all aspects of the entire organization.

5.4 Suggestions for further study

Many aspects related to those mentioned in this study have been raised as there are many factors affecting expatriates' leadership in different cultural contexts. Culture is ambiguous and vague; often it does not as it seems. Instead it is deeper than what we see; it depends on how we interpret through it.

From our research, we found that the main organizational culture has been highly influenced by the Anglo-Saxon culture, especially since its expatriate leaders have the authoritative power to influence others. In terms of organization, Anglo-Saxon culture has developed a strong and powerful influence in managerial culture. It also has heavily influenced the management styles as well as the organizational culture of multinational organization around the world, particularly in those organizations operated by Anglo-Saxon managers in countries where they do not have a strong culture and/or developing countries. Therefore we would refer this to neo-colonialism.

According to Nkrumah (1965), he stated that after World War II, Developed countries, instead of adopting decolonization, created neo-colonialism which has emerged to be a form of control on economic terms and political influence. This can be seen as a form of manipulation over other countries by using social-economic terms. In reality, it is very vague especially in term of businesses as to decide whether neo- colonialism is a positive/ negative or long/ short term strategy since it is interrelated among economic, social and culture aspects in both national and organizational level. This is another role to play for leaders especially the expatriates who are working in across cultural environment.

Therefore, the researcher would suggest that further study be conducted to recognize the importance of the concept of neo-colonialism as it is profoundly related to the aspect of culture. As such, to carefully gather and analyze data from different perspectives will lead to more in-depth understanding.

6. REFERENCES

Literature sources;

Alvessons, M., (2004), Knowledge Work and Knowledge-Intensive Firms. Oxford University Press, London

Alvesson, M. & Sköldberg, K. (2000) Reflexive methodology. Sage, London

Alvesson, M. and Sveningsson, S. (2007). Changing Organizational Culture: Cultural change work in progress, Rout ledge, 1st edition.

Baker, K.A. (2002). Chapter 11 Organizational Culture http://www.science.doe.gov/sc-5/benchmark/Ch%2011%20Organizational%20Culture%2006.08.02.pdf

Base, B.M., Avolio, B.J., Jung, D.I., and Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. Journal of applied psychology 88 (April).p. 18-207

Benny, M. and Hughes, E. (1984). Of sociology and interview, in M. Bulmer(ed) Sociological research method, 2nd edition. MacMillan

Bourdieu, P. (1992). Language and Symbolic Power. Polity, Cambridge

Collins Birmingham University International Languages Database (1994). English Languages dictionary. Hasper Collins Publishers, London.

Daft, R. L. (1998). Organization Theory and Design. International Thomson Publishing, USA.

Dimitrades, Z. S. (2005). Employee Empowerment in Greek Context, International Journal of Manpower, Volume 26.Emerald Group Limited p.92

Edgar H. Schein (2004). Organizational Culture and Leadership. - John Wiley & Sons, Incorporated, San Francisco

Egly,A., Karau, S. Makhijani, M. (1998). Gender and the effectiveness of leaders: A Meta analysis. Psychological bulletin 117.p. 45-125

ERC research (2006). 10 Pivotal Points for Workforce Mobility Professional. A research of the Employee Relocation Council, from http://www.erc.org/pdf/Ten_Pivotal_Points.pdf (11-06-08) and http://www.primacy.com/news/BestCitiesReloFam06PR.pdf (11-06-08)

Friedman L. Thomas. (2006). The World is Flat; A Brief History of the Twenty- First Century. International Creative Management Publishing Inc, USA.

George, J. (2000). Emotions and leadership: The role of emotional intelligence. Human relations (August). P.55-1027

Glasser,B. and Strauss, A.(1967). The discovery of grounded theory. Aldine, Chicago

Glesne, C., and Peshkin, P. (1992). Becoming qualitative researches: An introduction. New York, NY: Longman

Hoepfl, M. C. (1997). Choosing qualitative research: A primer for technology education researchers. Journal of Technology Education, 9(1), 47-63.

Hofstede, G. (1980) Culture's Consequences: International Differences in Work Related Beliefs. Sage, Beverly Hills

Hofstede, G., Bram, N., Daval, O., and Geert, S. (1990). Measuring Organizational Cultures: A qualitative and quantitative study across twenty cases. Administrative Science Quarterly35: 286-316

House, R., and Aditya, R. (1997). The social scientific study of leadership: Quovadis. Journal of management 23, p.73-409

Indvick, J. (1986). Path-goal Theory of leadership: A Meta analysis. Academy of Management Proceedings. p 92-189

Jacobs, R. (ed.) (2001). Using human resource function to enhance emotional intelligence in the emotionally intelligent workplace. San Francisco: Jossey-Bass, p.63-161

Johnson, B. R. (1997). Examining the validity structure of qualitative research. Education, 118(3), 282-292

Kerr, S., Schriesheim, C., Murphy, C., & Stodgill, R.M. (1974). Toward a contingency theory of leadership based upon the consideration and initiating structure literature. Organization behavior and human performance 12. p. 62-82

Klausner, W. J. (1983). Reflections on Thai culture. Prachandra, Thailand

Kluckhohn, C. (1951a), The study of culture. In Lerner, D. Lasswell, H.p. (ed.) (1951).The policy sciences. Stanford university press, Stanford

Kluckhohn, C. (ed.) (1951b). Values and value orientations in the theory of action: An exploration in definition and clarification. In Parsons, T. and Shils, E. (ed.) (1951). Toward a general theory of action. Harvard university press, Harvard

Kwame Nkrumah (1965). Neo-Colonialism: The Last Stage of Imperialism. Edinburgh, Thomas Nelson.

Lincoln, Y. S., & Guba, E. G. (1985). Naturalistic Inquiry. Beverly Hills, Sage, CA

Makornwattana, Parawit, Neo-colonialism; Business Analysis. Matichon News, on 21 February, 2007; 7; issued no.10574

May, T. (1997).Social research: Issues, method and process. 2nd edition. Open University press, Buckingham

McShane, S.L. and Von Glinow, M.N (2007) Organizational Behavior. McGraw-Hill Irwin, New York

Mill, C.W. (1940).Situated account and vocabularies of movies. American sociological Review, 6. p. 904-13

Mintzberg, H. (1975). The Manager's Job: Folklore and Fact." Harvard Business Review, July-August. P. 56–62.

Mulder, N. (1990). Inside Thai Society. Duang Kamol, Thailand.

Offermann, L.R., Kennedy, J.K. & Wirtz, P.W. (1994). Implicit leadership theories: content. Structure and generalizability. Leadership Quarterly, 5(1). P43-58

Ouchi, W.-G. (1981). Theory Z- How American Business can meet the Japanese challenge. Reading , New York

Pahl, R. (1995). After success: Fin de Siècle Anxiety and Identity. Polity, Cambridge

Prapunpong T. (2007). Is there a future for senior expatriate executives in the region? Positioning Magazine issued no. 52284 on the 22nd September, 2007.

Robbins, S. (1988). Management: Concept and applications. Prentice Hall International, Eaglewood Cliffs

Ronen, S. & Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. Academy of Management Review, July. p.449

Spradely, J. (1979). The Ethnographic Interview. Rinehart and Winston.

Srinivasan and Horowitz. (2004). Use of Simulation Experiments to Evaluate Knowledge Management Modeling Quality. Journal of Knowledge Management Practice. University of Virginia, Charlottesville

Strauss, A. (1978). Negotiations, Varieties, Context, process and Social Order. Joesey-Bass

Strauss, A. (1988). Qualitative Analysis for Social Scientists. Cambridge University press, Cambridge

Suutari, V. and Brewster, C. (1998). The Adaption of Expatriates in Europe: Evidence from Finish Companies. Personnel Review, 27, 2.p. 89-103.

Tannenbaum, R. and Schmidt, W. (1973). How to choose a leadership pattern. Harvard business review, May-June. P. 80-162

Trompenaars and Hampden- Turner (ed.) (1998). Riding the Waves of Culture: Understanding diversity in global business. McGraw- Hill, New York

Ulrich, D., Zenger, J., Smallwood, N. (1999). Results- Based Leadership. Harvard Business School Press, Boston, Massachusetts, USA.

Whye, W.F. (1981). Street corner society. Chicago university press, Chicago

Whye, W.F. (1984). Learning from the field: A guide from experience, with collaboration of Kathleen King Whyte. Sage, London

Electronic Sources;

Edwin Sim (2002). http://www.humancapitalalliance.com/thailand/executive-search/news-events/test-05-06.php?id_news=137 (12-05-08)

Geert Hofstede (1980). http://books.elsevier.com/bookscat/samples/9780750682473/Sample_Chapters/02~chapter_1.pdf (15-05-08)

Schein E. (1999). http://answers.yahoo.com/question/index?qid=20061209144218AAZwXIn (24-05-08)

Joppe, M. (2000). The Research Process. Retrieved on 25-02-1998, http://www.ryerson.ca/mjoppe/rp.htm (15-05-08)

Haley, G. (2008). Data and Information Services Center, University of Wisconsin-Madison. http://www.disc.wisc.edu/types/secondary.htm (18-05-08)

http://www.cbre.co.th (02-05-08)

http://www.cbre.co.th/inet_newsmanager/NewsDetailFront.aspx?NewsID=146 (19-03-08)

https://www.cia.gov/library/publications/the-world-factbook/geos/ca.html (15-05-08)

https://www.cia.gov/library/publications/the-world-factbook/geos/sf.html (18-05-08)

http://education.yahoo.com/reference/dictionary/entry/expatriate (02-05-08)

http://en.wikipedia.org/wiki/Expatriate (02-05-08)

http://www.shelteroffshore.com/index.php/living/more/cost-of-living (24-04-05)

http://www.thomaslfriedman.com/worldisflatexpanded.htm (19-05-08)

7. APPENDIX

7.1 Interview Questions

Dear Sir/Madam,

Please have a look about the interview questions below; it's open and pretty broad. So, please feel free to say or even give example or whatever exactly you think or believe.

Purpose for interview is to understand how the Thai cultural context affects the leadership of expatriates (in managerial positions) working in Thailand, in case of CBRE. Please feel free to answer the questions.

1. Please tell us about your background (Age, gender, education, nationality, and previously work experience, current positions, etc.)

2. What is the most attractive for you to come to CBRE or what's the most happiest or impressive thing for you at CBRE? How long have you been working here?

3. What was the worst thing happened? How did you handle it?

4. What was the first position when you started working at CBRE (and what's your currently position?)Do you know any reasons that you have been promoted or not promoted?

5. How do you think about 'leadership' in your own opinion (concerning your position)?

6. Is leadership skill important in your position? How?

7. Please describe how the cultural context (Thai) affects your work and your leadership? In case you are Thai, what do you think about working with foreigners who are also in the managerial positions? Any pros & cons?

8. Please describe how the cultural context affects your managerial leadership?

Thank you so much for your participation.

Put Kamngoen

Ratchadaporn Duangkaew

Lund University School of Economics and Management.

Kamngoen@yahoo.com

Yingratcha@hotmail.com