Abstract

This study of organizational culture in Japanese Companies and American Companies in Thailand has the following objectives:

1.   To study the differences in organizational culture between Japanese companies and American companies in Thailand.

2.   To compare the differences in organizational culture between these companies.

3.   To provide the relevant organizations and companies with a guide to understand these cultural differences and their application.

In this study the researcher used a questionnaire to collect the data. The sampling groups were from Japanese and American management and their Thai staff located in Thailand.

The study found differences in cultural structure between Japanese companies and American companies in seven type: Masculinity, Individualism, Human Orientation, Uncertainty Avoidance, Achievement Orientation, Future Orientation, and Collectivism. However, one type, Power Distance in both Japanese and American companies is not different.

This study also found that the flexibility for adaptation to local culture in American companies is better than that seen in Japanese companies. The fact that America has a multicultural society and organization help to create better unity. Japan has a monocultural and closed society that slows the cultural exchange which has become an obstacle to learning from others and working together.

The Japanese companies show more Uncertainty Avoidance and Collectivism: listening to the person who has more experience and seniority, and working within a given framework to avoid risks. This comes from the seniority system and groupism in Japan that prevents a person with skill and ability from performance success, and allows unskilled person to survive within the group.

American companies show more Achievement Orientation approach individualism, even within the team concept. It would appear that Human Orientation and

equality are more important than hierarchial system.

Factor analysis showed in three components of culture's structure: Unity and Driving Power in organization, Degree in cultural misunderstanding, Degree of authority hierarchial.