

## **ABSTRACT**

The objective of this study was to examine the relationship between cross-cultural differences and the management functions as required for managers working in international companies. The findings of this study would be used as basis guidelines for all managers to understand and work well with the people from different cultural background.

The researcher made use of the descriptive and correlational methods. Questionnaire consisted of 3 parts: part 1 - respondents' demographic profile; part 2 - cross cultural difference and part 3 - management functions, was used in collecting the primary data for the study. Sample were managers who had been working in the manufacturing companies, which are registered with the Japanese Chamber of Commerce in Thailand. Questionnaires were floated half of all companies in the sample frame. Out of 912 questionnaires being floated, the returned and completed ones represented 42.7% returned rate.

It is found that both Thai and Japanese's perception over the dimension of cross-cultural difference were on the neutral zone. Acknowledgements on all management functions were on the agreed scale. The results of findings showed weak positive relationship between demographic profile and cross-cultural except age. Only sex and educational attainment indicated no significant relationship while the rest results in significant relationship. All the demographic profiles show positive significant

relationship as agreeableness toward the overall management functions. In term relationship between cross-cultural difference and management function, there was negative significant relationship between cross-cultural differences and management functions. There were significantly different perceptions between and within group of Thai versus Japanese manager respondents toward both the cross-cultural difference and management functions.

