

Name: Pipat Udomyamokkul

Date of Degree:

Institution: Assumption University

Major Field: Master of Business Administration

Advisor: Dr. Patricia Arttachariya

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ON HUMAN RESOURCE MANAGEMENT PRACTICES OF AMERICAN AND
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Many researches have shown that effective human resource management (HRM) practices such as those that provide workers with skills, information, incentives, and decision-making responsibility are associated with cultural values. As culture tends to exert strong influence on management practices and on organizational behaviors, effective HRM practices may vary across different cultures. With rapid business globalization and increased international trade with third world countries, there is a need to examine culture's impact on management practices in these countries. The present study examined HRM practices in Bangkok (Thailand). Thailand is chosen not only because it is one of the fastest developing third world countries, but also because Thailand is the base of production of many international companies. The purpose of this study was to compare and contrast HRM practices adopted by American and Japanese companies in Bangkok.

A survey instrument was mailed to 1,940 HRM executives, senior line managers, and expatriate managers, of whom 400 returned usable surveys. The survey asked them about their firms' HRM practices and cultural values. Eight

hypotheses about HRM practices of American and Japanese companies were developed and tested. Of these, one received full support, one received partial support, and six did not receive any support.

This study found few differences in cultural values and HRM practices between American and Japanese firms. The only one cultural value that differed was that Japanese firms have more slightly uncertainty avoidance than American firms, and the two HRM practices that differed was that managers in American firms emphasize more on the use of result-based criteria in evaluating performance than Japanese firms while Japanese firms rely more on membership-based reward systems than American firms. All other five HRM practices showed no significant differences.

