

The Cost of Thai - Chinese Business Communication from the Perspective of Intercultural Management

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Abstract

Throughout the current age of globalization, the cost of business communication between transnational companies and their staff attributable to cultural differences has continued to increase, leading to investment failure; this is an important and serious problem faced by multinational companies. This research is the first to study this using first-hand interview data, and it analyzes the impact of the three dimensions of cognition, attitude and behavior through the application of grounded theory on the cost of business communication from the perspective of cross-cultural management theory in order to understand the effect of interrelationships on business communication costs. The qualitative evidence is analyzed and used to test the four propositions of model. The conclusions are; 1) The intersection area of cognition and attitude has an effect on cost. Further, the sub-dimensions of direction and speed also have an effect on cost. 2) The effect of the three-in-one area of cognition, attitude, and behavior has relevance with respect to Chinese-Thai business communication costs. 3) The three-in-one cross-sectional area of cognition, attitude, and behavior has a degree of impact on the relevance of Chinese-Thai business communication costs. 4) The direction of the three-in-one area comprehensive factor has a strong correlation with the cost of communication or profit. The findings enrich the literature on the subject of cross-cultural management and business communication, and have certain practical and reference value for understanding the situation and operation of Chinese enterprises with respect to business communication with foreign staff. They also contribute to understanding the effect of Chinese business communication on overseas operations.

Keywords: Transnational cultural management, Business communication costs, Cognition, Attitude, Behavior

Introduction

Transnational business communication is a very important link in the process of business exchange activities with people from different countries and different cultural backgrounds in order to achieve the purposes of business in global economic operations and services. Based on the difference of cross-cultural cognition, the cost of business communication attitude performance behavior is very high, many failures in cross-border investment and operations are due to ineffective business communication. Based on the importance of cognition, attitude and behavior concept, the research analyzes the cost of business communication from the perspective of cross-cultural management theory in order to improve the effectiveness of communication, prevent or avoid communication barriers in advance, resolve conflicts in a timely manner, reduce communication costs, and decrease the length of time needed for business communication choices. Politeness and courtesy, rhythm and scene, as well as credibility and continuity, etc., are involved in reducing the cost of business communication in multinational operations. In international competition, this research will help businesses and researchers make full use of the advantages of cultural differences and proximity, grasp the needs of effective business communication and sustainable development, continuously innovate the cross-cultural management system and the timeliness and effectiveness of business communication, and further improve the theoretical framework of transnational business communication costs.

It is hoped that this study will provide a useful reference for government departments in formulating multinational operating systems, requirements and regulations for senior management. It has certain reference value and practical significance in guiding the integration and understanding of Chinese multinational business operations and local cultural activities, business communication and operation behavior in the host country. The theoretical model constructed has contributed to and supplemented the relevant academic fields.

Purposes

Under the guidance of cross-cultural management theory, the content of the collected 70 samples was summarized and analyzed. The focus was on professional communication involved in carrying out business activities between people of two countries, China and Thailand. Under the stable political, economic, trade and foreign policy conditions of the two countries and the external macro environment, there is no sudden force majeure; in other words, the trade environment at the time of this research was stable and unaffected by unusual outside influences. However, the difference in cultural environments between China and Thailand means that businesses face an impact on relationships and business communication costs at the intersection of cognition and behavior, the intersection of behavior and attitude, and the intersection of cognition and attitude. In short, there is a three-in-one interaction of cognition, attitude and behavior that has significant impact on business communication cost.

This article uses grounded theory to summarize and analyze 4 research propositions; it also uses case verification analysis research propositions and theoretical models for in-depth study of the relationship between three identified factors and the impact and effect of the three-in-one interaction on business communication costs.

Literature Review

1. Main aspects of cross-cultural management research

1.1 Research on cross-cultural management and management decision-making models

The cultural five-dimensional system developed by Hofstede (1991, 1996) is divided into five dimensions (Hofstede & Michael, 1988). The management trends are analyzed across five cross-cultural management models (Hofstede, 1991): cultural superiority model, cultural survival model, cultural compromise model, cultural escape model and cultural coordination model. Cross-cultural management model and management decision-making model comprise a number of factors: brand and image, independent innovation, respect for personal development, freedom of thought, highly unified international management concepts and corporate practice strategies and methods, such as the diversification of third-party regulatory culture. In the process of internationalization of Chinese companies based on new media, a quality evaluation system is created for cross-cultural management models and management decision-making models. From the development direction of the cross-cultural strategic thinking management research and the innovative ecological cross-cultural management system, a decision-making model is proposed based on the satisfaction of the enterprise's service objects, the specific content of the enterprise's cross-cultural practices, the quality of indicators such as enterprise ecological and environmental support evaluation systems, and dynamic evaluation system of theory and quantitative analysis. Klukhohm and Strodtbeek (1961) published the "Two-way Value Model", which solved the problem from five basic aspects. Although Xi and Tang (2016) research proposed a theoretical framework "The impact of trust on transaction cost is moderated by environment uncertainty", but there was no mention of the concept of cognition. Only on the basis of a high degree of cognition could be a trusting attitude and behavior, so as to achieve the purpose of effective communication and reduce business costs.

Hall (1976) put forward the iceberg theory of the quality of human beings, also known as the cultural iceberg model. He suggests that the only way to learn the internal culture of others is to actively participate in their culture, which discussed the value goals of cross-cultural management. Four models are proposed, and multicultural compatibility strategies are explored from two levels. The cross-cultural management model, Hofstede (1991) discussed above proposes five models from management orientation. Realizing the same value is the four value target model of cross-cultural management: the dominant culture of the home country, the dominant local culture, the type of cultural

grafting and the dominant type of corporate culture. The seven-dimensional world commercial cultural landscape theory has also been applied to the management system to establish an organization management model. Trompenaars and Hampden-Turner (1997) proposed seven national cultures based on the value theory and Parsons' relationship orientation. Also, Hall (1976) proposed a framework for the analysis of cultural language that distinguishes between high and low context from the perspective of cultural level.

1.2 Research on cross-cultural management from different cultural dimensions, research methods, risk control, etc.

Murataj (2017) made a comparative study of American and Japanese business management and proposed three analysis models of cross-cultural enterprise internal management theory. Wang (2018) pointed out the management view of cross-cultural theory: realizability (1. Macro view: strategic operability is restricted. 2. How cultural differences affect the company's management environment; organizational operation and organizational system). Minkov and Hofstede (2011) also proposed the cross-cultural management theory. Adler and Gundersen (2008, 2002) saw the limitations to what they term principled approach in complex international business negotiations and call instead for a collaborative, cultural, therefore synergistic style of negotiating, while recognizing the extra problems caused through cultural differences, the very diversity of culture could help to increase the search for creative options for mutual gain. Stevens' Organizational Hidden Model theory is the extension of Hofstede's theory.

Cross-cultural management risk control research includes eight cultural risks: political risk, natural environment risk, ethnic advantage risk, management risk, communication risk, business inertia risk, taboo risk, and organizational risk.

2. Business communication

2.1 Research on literature review and model framework, Research on Business Communication

With respect to studies on cross-cultural business communication, due to the cultural differences attributable to the history, economy and society, ethnic habits and religious beliefs of China and Thailand, professionals engaged in the process of transnational cultural business communication master and apply comprehensive domestic and host country cultural customs and knowledge based on the purpose of achieving business goals and fulfilling duties. In the process of business communication, they are able to recognize and identify, accept and adapt, and be inclusive. Consistency of attitude and behavior is the key to resolving heterogeneous cultural communication and cultural conflicts.

The smoothness of the communication process, and its impact on the communication effect, is related to the cognition and communication environment. It is important to be able to recognize the existence of communication barriers, and how to properly handle and eliminate communication barriers. That in today's social environment, communication has become an indispensable link for people to obtain and exchange information.

2.2 Communicator's Perspective and Communication Process

Transnational cultural business communication is the interaction between different countries and cultures and different social groups. The process of communication between individuals or organizations with different religious, social, ethnic, and educational backgrounds is called cross-cultural communication. Jakob (2011) said that intercultural communication is a process. In this process, how do people try to understand people in different countries and different cultures? That is the challenge of communication when the sender and receiver of information do not belong to the same cultural unit. Specific cultural information is encoded in any language, including language, gestures, and expressions; in other words, the language has specific meanings, and the challenge lies in transmitting that meaning to another cultural unit. The meaning must be decoded and deciphered before it can be accepted, perceived, and understood by the other party.

2.3 Research from the direction of communication and media

Direction of communication is one of the research areas that contemporary western communication and cultural researchers attach great importance to. It mainly uses the principles of communication and cultural studies to understand the issue of horizontal cultural communication. Cultural historians study cultural issues from vertical dissemination: the communication between the subject and media of cultural communication, the cultures or subcultures of social communities in different nationalities, different regions, and different countries. The more important aspect of communication is not only the transmission of meaning, but also the understanding of meaning. In practice, however, there is never perfect communication. Many communication barriers can hinder or distort effective communication. Communication is the concept of information exchange, and understanding is essential to the prospects of cooperation between the parties. Good business communication allows a business to deepen relationships; good business communication promotes a win-win situation for both parties.

Methodology

Through gatherings of different Chinese Chambers of Commerce in Thailand, researcher identified and confirmed entrepreneurs, executives and managers who were willing to be interviewed, as well as relevant association leaders and teachers and scholars. From August 1, 2019 to August 30,

2020, data from 70 interviewees were collected. In order to ensure the representativeness and typicality of the sample, materials from 65 interviews were selected for sample analysis.

1. Overview of methods

1.1 In order to ensure that the interview would achieve the expected results, the interview outline was sent to the interviewees in advance. The interviewees agreed to the interview time, and were informed of the research topics and related content. During the interview process, interviewees were asked questions based on specific situations to optimize the actual interview time and effect. Several focused interviews took place over dinner.

1.2 The concept was analyzed and a stage research model was established from corresponding situations in the interview cases. The concept categories of communication costs were repeatedly probed and continuously summarized. Research and analysis of the relationship between the factors were arranged in a new interviews to demonstrate and supplement. The analysis was divided into two stages, gradually adding new research propositions and adjusting and perfecting the theoretical framework.

According to the category of an event discussed, the principle of information saturation was used. All of these first-hand archives were collected through in-depth interviews, and some interviewees obtained them based on the text of the interview outline.

2. Research propositions

This study establish research the theoretical framework and model by analyzing the contents of sample data. In the analysis of the occurrence of business communication costs, the underlying causes and dimensional factors and their relationships are explored. After interviewees and actual investigations, four research propositions were put forward, and applied research rooted theory was adopted to conduct qualitative induction analysis and research on qualitative data, and verify these research propositions.

Research Proposition P1: The intersection area of cognition and attitude has an effect on business communication cost. Further, the sub-dimensions of direction and speed also have an effect on business communication cost.

Research Proposition P2: The effect of the three-in-one area of cognition, attitude, and behavior has relevance in relation to Chinese-Thai business communication costs.

Research Proposition P3: The three-in-one cross-sectional area of cognition, attitude, and behavior has a degree of impact on the relevance of Chinese-Thai business communication costs.

Research Proposition P4: The direction of the three-in-one area comprehensive factor has a strong correlation with the cost of communication or profit.

Results

After research and analysis, a theoretical model for the relationships between each dimension and communication costs was further established.

1. Factors affecting the cost of Thai - Chinese business communication from a cross-cultural perspective.

Three factors were found to have an effect on the cost of business communication.

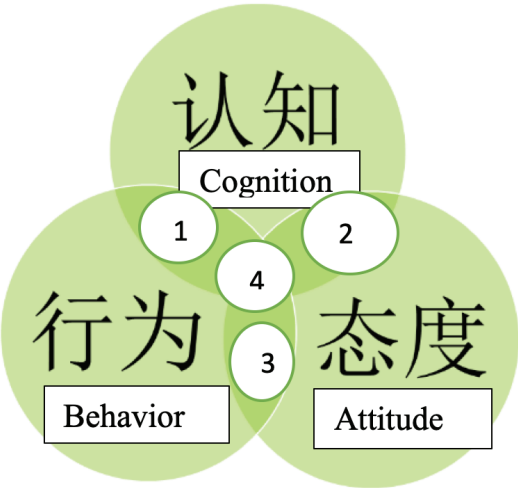


Figure 1 Model of the relationships between cognition, attitude, and behavior and the cost of business communication

Source: Author

- 1. The impact of attitudes and cognition on communication cost is correlated
- 2. The impact of cognitive and behavior on communication costs is correlated
- 3. Consistency and uncertainty in attitudes and behaviors are relevant to the impact of communication costs
- 4. The direction of the three-in-one area comprehensive factor has a strong correlation with the cost of communication or profit

Figure 2. The relationships between cognition, attitudes, and behaviors, their interactions, and the cost of business communication

Source: Author

2. Identified relationships

The relationship between the intersections and sub-dimensions of cognition, attitude, and behavior and the cost of business communication are as follows:

2.1 The influence of the intersection of cognition and attitude on the cost of business communication between Thais and Chinese communicators; 1) Consistency of direction and speed has a negative correlation with cost, and 2) The impact of inconsistent direction and speed on costs is uncertain.

2.2 The three-in-one area of cognition, attitude, and behavior is related to the relevance of the cost of business communication between Thai and Chinese communicators.

2.3 The three-in-one area of cognition, attitude, and behavior has a strong correlation with the cost of business communication between Thai and Chinese communicators; 1) There is a strong negative correlation between the positive effect of three-in-one area and cost, and 2) There is a strong positive correlation between the negative effect of the three-in-one area and the cost.

2.4. The direction of the three-in-one area comprehensive factor has a strong correlation with the cost of communication or profit.

Through application of grounded theory and literature research methods, collection of books and materials, consultation of relevant literature, communication related to cognition, attitudes and behaviors, and sorting out relevant research literature based on cross-cultural theory, from the original data of interview contents were selected for effective sample analysis, and the conclusions were summarized and verified based on the continuously updated analysis of results.

Discussion

1. The cost of business communication and its influencing factors

Through the case study of Thai- Chinese business communication, we look at the cost of Chinese -Thai business communication and its influencing factors from the perspective of cross-cultural management. For Thais and Chinese, different levels of communication, different industries or unique specialties, the complex correlation of communication, and the inherent inertial communication thinking patterns and attitudes formed by the cultures of the two countries constitute mutual trade cooperation and assistance between enterprises, along with mutual market development, logistics synergy, and a series of business communication costs. After understanding the cost of business communication and its influencing factors, identifying how to avoid and reduce the cost of business communication is the key. In cross-cultural management, it is not only important to find problems, it is important to solve them. This study is founded on the concept that compliance with business communication principles is the key to selecting managers with a high level of cognition and multicultural experience. The greater

the three-in-one intersection of cognition, attitude, and behavior, and the higher the degree of positive unity, the lower the cost of business communication, and the greater the profitability.

1.1 Cognition

In the study of Chinese-Thai business communication, this paper finds that the level of mutual recognition, the standard of understanding, the manner of understanding, and the errors caused by inertial thinking have led to a large proportion of the past and existing cost of business communication.

"Despite the fact that communication is critical to success, cognitive error exists; it is impossible for a company to communicate without errors. These errors come with a cost, and that cost has a number of correlations: one is communication; one is malignant error, and one is careless non-malignant error. Making the correct judgment about which category the business communication belongs to can help avoid the costs otherwise incurred." (B. Liu, personal communication, December 11, 2019)

Taboos in business communication etiquette, values and speech, and the moral restraint of taboo culture; Chinese companies and executives should learn more about the Thai traditional traditions inherited from history, especially in light of the different ways of life Thais experience in Chaozhou, Shantou, Fujian and other similar places, where living in marine culture or living in farming culture is deeply rooted. Chinese traditional social habits and religious beliefs may not be closely mirrored by the culture of foreigners. As a result, companies and their employees may need to reduce the use of derived accustomed culture or domestic business communication inertial thinking, and, instead, try to understand each other's discourse, consider cognitive differences, appropriately adjust standard requirements and work speed, time assessment and overtime, train employees frequently, look for links that lead to misunderstandings or guesswork, and take precautionary measures in advance.

Of course, the attempt to resolve low levels of cognition may lead to stubborn behavior. Everyone in the organization must be challenged to embrace new habits. Listen to suggestions from others, avoid looking for reasons or excuses to easily give up on communicative efforts. Instead, individual reactions should be flexible, avoid personal perspectives or narrow thinking with a single idea, increasing the ability to reflect and judge, and review oneself in time to avoid perpetuating a vicious circle.

Improved cognitive ability, increased knowledge, independent thinking and open mind aid in cultivating learning ability. With the increase of knowledge and experience, cognition is rich and full. It is, of course, necessary to appropriately adjust for people at different levels, aiming for continued multicultural learning, continuous improvement and rapid growth. Change in-place thinking, cognition and fixed judgment modes, improved ability in self-reflection and self-improvement, automatically

taking a proactive and responsible attitude and applying it to the business communication process to achieve the purpose of reducing costs are all essential ingredients of cognition and communicative change.

In short, cognition is the acquisition of knowledge through psychological activities too (such as forming concepts, perceptions, judgments, or beliefs), and it is an information processing activity in which individuals recognize the objective world. In people's complex of emotions, ideological decisions, wills and actions, cognition includes not only a person's ability to learn, memory, and problem-solving, but also alertness, attention, speed of perception, and mental tolerance.

1.2 Attitude

Reliability, etiquette, active and passive performance, or speed of attitude adjustment during business communication and interaction combined with tolerance and integration, reasonable and broad understanding, mutual convenient and complementary exchanges, and a win-win common development approach and attitude are all important elements of the attitude needed for cross-cultural communication, as are respect for etiquette and local customs, patriarchal laws and regulations, religious beliefs, nationality and other laws and regulations, and having an understanding of the attitude of heterogeneous cultural communication; comprise the differences between active and passive leaders. Active leaders engage in practices such as tracking progress and adopting communication methods, channels, and value subjects to resist misunderstandings and biased attitudes towards inertia preferences, and encourage these practices throughout their organizations. These leaders are not stubborn. Certainly, they should adhere to principles, but when facing different opinions, it is important to avoid being extremely sensitive, abnormally concerned with self-esteem, or to refuse to reflect, refuse to listen, and refuse to learn. Rather, it is essential to progress and grow, reduce extreme stress, cultivate tolerance and wisdom, and learn and think about the ability to accept new things.

1.3 Behavior

Procedural, sustainable, professional, consistent attitude and behavior is essential in all activities of business communication. There must be an emphasis on communication effects. In other words, the companies involved in cross cultural communication provide training within their own organizations to enhance mutual understanding and share corresponding benefits with everyone involved. Behavior comprises cultural customs, business habits and business behavior systems, and understanding and adaptation of cultural phenomena, and the adoption of corresponding effective measures and regulations. Especially in terms of language expression, taking into account the feelings of the other party, grasping the business scene and cultural differences at an appropriate pace and

time point, and controlling both parties to achieve the effectiveness of business communication are habits which need to be cultivated.

It is essential that business entrepreneurs, executives, managers, and those who work for them learn the skills needed to communicate in different businesses manned by those with different cultural backgrounds. For example, new foreign behavior models and information processing services to help people understand and execute behaviors can lead business professionals to understand each other's unique cultural position from the perspective of understanding tolerance. Approached this way, business communication will do more with less.

From the analysis of business communication costs in cross-cultural management, it is found that the standards of etiquette – that is, the parties' behavior requirements -- are different. The expression and choice of language in the Chinese dialects are too direct to express wishes, ideas and requirements subtly. As a result, Thai employees found themselves unable to accept such direct communication, which runs counter to their Thai cultural background, and resigned. Generally speaking, the Chinese executives did not really understand the reason for the resignations, but saw each one as a loss. The limited Thai language expressions available to those on the Chinese side, or the Chinese interpretation of the communication from Thai side is incomplete or unclear, resulting in inefficient communication, ineffectiveness or conflict, and business communication costs. The Thai side emphasizes etiquette, image, appearance and identity, outward shows of respect, using Thai language or speaking tone, and volume. Failure to achieve these effects results in ineffective communication and incurs business communication costs.

As for the procedural, continuous, and professional nature of business communication, the two parties have different understandings of effective communication practices or regulations and concepts of working hours. For the most part, the Chinese are seen to be active and fast in doing things, compared with the Thais, who have different procedures. The requirements of the two sides are different, and the communication standards and professional competence assessment standards are also different. Avoid one side, only considering profitability, conservative consideration of individuals or parties, biased cognition, inertial thinking behavior preferences, one-way cultural thinking modes – these are all ineffective strategies for dealing with differences in culture. Both parties must consider the other from the aspect of creditability; that is, they must seek to deeply understand each other's language and cultural customs, abide by laws and regulations, talk about each other's credibility, consider long-term cooperation and co-existence, and the effectiveness of business communication as this is the secret to optimizing profit.

2. Business communication costs

The cost of business communication between Thailand and China is the main factor restricting the business development of the two countries, and that business development faces various obstacles. Especially now that business cooperation is increasing, the global economy is more integrated, and the degree of mutual understanding is increasing, under the global community of shared destiny, with the improvement of the cognitive level, the two sides are more likely to be able to understand each other's cultural and commercial development process. The number of people learning each other's languages has increased, and their linguistic skill levels have continued to improve. Along with this improved level of understanding, cross-cultural management will also be smoother, and the cost of the entire business communication process will be correspondingly reduced or well resolved.

2.1 Cognition, attitude and behavior

How can an organization make effective use of cultural differences to enhance competition and pay attention to the importance of cognition? When there are differences in cognition, how can the affected personnel adjust and change as soon as possible, respond with a proper attitude, control inappropriate behaviors, and avoid conflicts and costs? The Thai people's attitudes and etiquette norms are closely integrated with the optimization of their behaviors. With improved cognitive levels of both parties, the mediating role of attitudes will gradually emerge, turning into core advantages, which will have a positive effect on business communication. These findings were also associated with Hofstede and Bond (1984) proposed a clear organizational culture hierarchy, that is, the corporate culture is composed of two parts: values and practices.

Clearly, it is necessary to take effective measures to improve cognitive structure in the short term, effectively communicate communication intentions, and adopt appropriate attitudes and behaviors to cope with changes. Only when effective mechanisms are built and implemented can the cost be effectively controlled. The outcomes of cognitive differences are summarized and analyzed from the perspectives of cognition, attitude and behavior of both Chinese and Thai personnel. It is concluded that the operating cost is too high, the management cost reduces overall core competitiveness and leads to competition defeat, and the industrial chain needs to be restructured under the guidance of the government. These findings were in lines with as Meschi and Roger (1994) point out, if an organizational conglomerate, the develops into a multinational conglomerate, the culture at headquarters may influence that of subsidiaries abroad.

2.2 Cognition and behavior

That having more clear pictures in business communication will make communication more effective. In addition to adopt of good communication methods and logical thinking, it is best to have

practical explanations to protect yourself from failing in cross cultural communicative efforts. In addition to communication, you need to know how to avoid some commercial pitfalls such as preventing companies from taking unfair advantage of loopholes, increasing the company's governance oversight, avoiding operational problems, or detecting and preventing defects early or before they occur. As in accordance with Camerer and Vepsalainen (1988), a corporate culture is a set of broad tacitly understood rules which lead employees performing tasks that occur under different circumstances. A corporate culture specifies tasks and rules in an organization, which helps managers solve eventual problems.

2.3 Attitude and behavior

In the complex environment of the global market, improved cross-cultural management capabilities in the international market and provision of important theoretical guidance and tips for transnational investment are valuable. In particular, these positive practices strengthen the sustainable development and competitiveness of transnational operations and enhance multicultural capabilities. Formation of transposition thinking ability, consideration and understanding ability and grasp of the overall situation offer advantages to their practitioners. Nonetheless, in the stage of adjustment and change, attention must be given to the required time rhythm and speed, the time point in which the spatial situation and various links occur, explain the two-way adjustment of whether the attitude and behavior are consistent. Similarly, the study of Genelot (1998) stressed that 'men are products of their culture: their representations, their visions of that is good and what is wrong, their behavior at work ,their concepts of organizations are fruit of the representations carried by their ancestors, but none of them seems to be sufficiently precise or inclusive.

2.4 Cognition and attitude

In Chinese-Thai cross-cultural communication, there are number of links that need to be strengthened and better understood. These include better awareness that Thai smile culture, business etiquette, and not embarrassing others are the core values and practical principles of Thai culture. The analysis also shows that the speed of attitude response to cognition and the adjustment time have a strong correlation effect on cost.

Conclusion

This study applies the grounded theory to analyze the theoretical framework of Chinese-Thai business communication costs from the perspective of cross-cultural management. It describes the performance of various factors of the model in Thai - Chinese business communication, and the influence of each factor on the cost of communication. It is pointed out that the cost of business

communication exists and affects the business processes of Thailand and China. The direction in which the three-factor integration meets is important, it affects the cost or benefit of business communication. The 4 research propositions of the model are tested and the conclusions are verified through case analysis.

In the case of political, economic, diplomatic and commercial policies of the two countries, the external macro environment is stable, and there is no sudden state of force majeure at play.

1. Cross-cognition and attitude have a number of impacts on the cost of business communication between China and Thailand, as follows: 1) Consistent direction and speed at the intersection of cognition and attitude have a negative correlation with cost, and 2) The impact of inconsistent direction and speed at the intersection of cognition and attitude on costs is uncertain.

2. The size of the three-in-one intersection area of cognition, attitude, and behavior is related to the strength of the relevance of the cost of business communication between Thai and Chinese communicators.

3. The direction of the three-in-one intersection area of cognition, attitude, and behavior has a strong correlation with the cost of business communication between Thai and Chinese communicators. That is, the positive effect of the three-in-one intersection area has a strong negative correlation with cost, and vice versa.

4. The direction of the three-in-one area comprehensive factor has a strong correlation with the cost of communication or profit.

Recommendations

It is suggested that in subsequent studies, the research propositions proposed in this theoretical framework can be based on qualitative data or quantitative data. Intercultural management theory can be considered to introduce other explanatory factors in the model such as business communication procedures, etiquette principles for business communication, and the impact of costs. Once again, it is very important for transnational companies to consider the cost of business communication as an important factor in investigating and evaluating cross-cultural management. When operating in Thailand, Chinese businesses and business people can use the Thai culture and take advantage of the unique cultural background of the Chinese side to select industries and timing. This is a very important factor; otherwise it will be difficult to survive.

When the Chinese speak of heaven, geography and peace, hard work is inevitable; success is not inevitable. Education is a long process, and the contribution of business to society is really important. As a community of global destiny, an enterprise must contribute to society. Corporate social capital, sharing operations with others, telling others about difficulties, letting others take less detours, and not repeating mistakes, is both a matter of altruism and good business practice. It may be difficult

to determine the actual monetary worth, but enhancing cross-cultural understanding and communication is in many ways invaluable, turning the life of business into life energy. Many industries face difficult restrictions yet do so with dignity that encompasses all those they deal with. Inheriting good ideas is invisible positive energy.

Chinese companies in Thailand should be open-minded and seek to understand the historical background of Thailand, respect Thai culture, change traditional Chinese thinking and communication methods, and make unremitting efforts to optimize the framework and organizational system in order to achieve cultural integration, effective communication, reduce communication barriers and costs. With respect to cross-cultural management of Thai and Chinese communicators, the reference experience is summarized, and a feasible solution to the problem is proposed. Through analysis, the differences between Chinese and Thai employees' cultural values and management methods, and the impact of different dimensions of cultural values on the management of communication conflicts are discussed.

There are many factors affecting business communication in cross-cultural management. In addition to the above three dimensions, psychological factors, geographic differences, and communication skills also cause cognitive differences in business communication. The problems facing transnational operations will be more and more complex. In cross-cultural management, abandoning the sense of cultural and national superiority, and thinking and analyzing issues from the perspective of the other party's culture, can improve the ability of transposition thinking to avoid obstacles in business communication as much as possible.

In cross-cultural management and business communication, Chinese companies should promote friendship, rapport, avoid cultural conflicts, and promote long-term cooperation and development of relationships. In the long-term exchanges between the two peoples, the cultures infiltrate each other. There is an ongoing need to consider the formation of different cultures due to the influence of many factors such as different histories, geographical environments, climates and religion, and to attach great importance to the impact costs of cognition on weak links in the communication system. The scope of investment training to cultivate human capital should be important to entrepreneurs and executives responsible for transnational companies that must deal with the challenges of cross-cultural communication in the workplace. The shortcomings of China's communication productivity during publicity and promotion were exposed, reflecting the associated weaknesses and risks. Transnational businesses should understand the need for transparency of business communication, accept the supervision of public opinion, and establish and improve the systems of communication used in their organizations.

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