

Lampiran 2

Name : Gloria C Llamas
Title : Group Director – Human Resources and Learning Development
Nationality : Philippines

1. How long have you been working in Asia? Why?

Wow half of my life, more than 30 years, in Asia, because never although I visit Europe and US but I never wanted to work there. I feel more comfortable stay in Asia. Well when I was younger, I was in the US I find it probably the racial discrimination very strong both in Europe also in the US so I decided Asia, although some of my relatives there living in the US, but I feel more comfortable because we have the same believe and maybe easier to work also if you like working with people.

2. How long have you been working in Indonesia?

Indonesia this will be my 15th year, only in Swiss-Belhotel, since 1996 I have been with Swiss-Belhotel

3. We can say this company is multicultural and you interact with people who has different cultural background every day, do you think cultural diversity is important? Why?

Yes, it is very important because especially in Asia, we are in hospitality industry, our business is about people, so that's very important that we are understand culture from other countries and for us to be able to serve the client well or the customers or the guest better because for sure Asian ways, European ways or American ways are totally different and if the workspace is diversify we get to learn also from them. Of course, learn the good things and unlearn the bad things.

4. How is your experience working with people who have same cultural background? Do you feel more comfortable working with people from different country or same?

For me I find it interesting because they have unique background, they have the set of life experiences, that you see and experience, right? And it makes you learn more on how to deal with people, and over all the human communication if we are diversified environment. So, for me I consider it learning curve in my life, especially in my career.

5. You find sometimes challenging but sometimes as a fun experience?

I always in my personal approach in life, I always find challenges as a way to learn to improve myself, I don't take it as a challenge, I take it as a way become better, as I said earlier unlearn the bad things and learn the good things. There are things that you can learn from multicultural environment.

6. How do you describe the work atmosphere in SBI which is most of your colleague comes from different country?

I have been with SBI with more than 22 years, I find it family orientated environment, everyone tries to care to each other, start from the top leader they are very approachable because they also comes from hotel industry, in the hotel if you are don't enjoy being with people, dealing with people then it will be difficult to adapt inside the culture, the culture of passion, passion means what we love to do, so if you love interacting with people, meeting people that's where you enjoy and consider the work as your life then you enjoy not consider as working. Enjoying your life.

7. For sure there is a difference between European and Asian when do a communication, sometimes European is like to be straight to the point and Asian talk over something first like "hey good morning, how are you and talk other topic until they say the point". Do you agree with that?

It depends, if it's about integrity and honesty we have to be direct, you understand my point, in my role as a HR when it comes integrity and honesty and reputation if involved something in that area, I have to be direct

I cannot boss around no because otherwise will be difficult for people to be understand and also to accept the decision, so sometimes we have to be direct especially when it comes to integrity, repetition and honesty.

8. And as a HR Ibu, have you ever find people from Asia is more take personally but from western they are more task oriented?

Yes, it is very common.

9. What is your experience with that?

Certain probably people that are not well exposed or have not being out in one area, for example if you are working only in one place, right? You only, if I only stay in Philippines I would not understand how the Chinese will work and how they can adapt to my work style so yes sometimes it very, it is important that you adapt to the different style of communication, the way you communicate with them and the way you present the message and how you deliver also the message, yes I finds American is very direct and straightforward but also finds that they are also careful with their words but there are also some other countries again, the communication barriers sometimes we are in, if you are not very family with the word you find, it very abusing right? But, sometimes that common language and as HR I always try to find the way to those kinds of person, whose language is not acceptable to our company culture and remind them, not only words sometimes you know how it is, communication is even action right? Sometimes even their actions would offend Asian people, so I always try to find ways to relay, call them in the office and talk to them in very neutral and diplomatic way to explain that "okay with you bossing around is not accepted in the Asian culture, so maybe you can just be careful that be aware that sometimes the way you know the tone of your voice or your body language has impact on the people that working around you." So, yes, we always have to communicate but communicating in a right in diplomatic way again.

10. Have you ever get missed understanding when talking with people from western because we are Asian in here talk like sometimes they have different style like not too formal in formal communication? Do you get missed understanding with their behaviour?

Hmm if in case there is something that not really clear in what they want or in what message they are trying to deliver, I just say "I cannot understand, can you repeat?" I ask to or sometimes I asked them to put it in writing, it will be more clear because sometimes if it just words it changes right? You know how the message being delivered from one person to the other and at the end of the receiver is different message, so, how do I deal with that, if it's not clear I asked them to put it in writing or I asked someone to sit with me so we can understand better what is the point of view of that person or what message they are trying to deliver or trying to bring to my attention.

11. And sometimes people talk with body language Ibu, like "hey you" with the body language sometimes are you feel upset with them like "what are you doing, you talking with me like that" but only in your, you are not saying to them but you feel so upset with their behaviour. Have you ever find that issue?

Hmm yes sometimes people who are like that but I confront to them, maybe because of my role as a HR, I am not scare to call them in my office, I know they will not be happy right? But, I tell them because this is my job. So If I, If there is a person that being offended or being affected brings it to my attention or someone in that area, something they bring it into my attention, so, even if the person is offended and does not tell me, I still call the other person to come to me, especially if it is a senior executive, the level, is bringing the issue to my attention then I call the person and ask the person to come to my office then I say I tell them about it, so, at least they are aware sometimes that finger pointing is nothing but for us Asian, finger pointing is like blaming right? So, it is different, this is how I explain to them, I usually

explained to colleague from other country to when you pumps your arms on the table or you bump on the table or you pin point your finger on somebody else that is very disrespectful and rude and it does not follow our code of ethics and our code of conduct and discipline in the company. I tell them that of course verbally, if they do again and I hear it again then I have to put it in writing, and we just say behavioural problems or missed conduct.

12. Do you find any obstacle when having communication with them?

Please state one of them?

Yes of course, there will always be difficulty right but the way for you to bridge that gap and try to understand the culture and every country has different culture, right? Japanese has different culture with Chinese, Australian, European all different.

13. Have you ever heard or read about ethnocentrism? What do you know about this?

For me that is bad, because they believe that they are most superior one, right? But again, in my life in my experience, people who are eccentric are always doesn't stay long in the company. Because like if you work in big companies, they have performance appraisal and feedback, right? And there is they also try to find the personality of the different of executives or the staff, so eventually if the contract is due or based on the company policy like for example like in our company, if you get unsatisfied rating for two consecutive year we will not renew the contract we have to let them go, because being too superior towards others because of your race of your grade or your gender or whatever impact the other team members and it is not good for the company culture. And a lot it doesn't show again our culture passion and professionalism.

14. Because we talk about cultural diversity, again how does cultural values affect the way we communicate?

It is very important but the way we handle it with our company is we do it with our new employee orientation program, we are in, we do the induction on the ethics, behaviour and discipline, we also have the employee handbook that gives them a guideline of what is expected. This are the rules and regulations of our company and we asked them to sign on this, so if they don't want to accept so they cannot work with us, so this is how to handle the one way of this kind of situation for them to if they want to work with us then they have to follow what our regulations and company code of discipline, ethics and otherwise, that's why it is very important they we do the new employee orientation program, and we give them the handbook. So, they have a guideline, it just like entering in the school, right? You go into religious school, different religion or any kind of school that only for Muslim or only for Christian, you have to follow the rules otherwise you don't go in there, right? Or you will not be accepted but that one of guidelines and code of discipline and conduct of ethics is very important and that is how you can avoid this kind of communication barrier.

15. Have you ever find the issue cause of religion that they think they religion is the most right?

Not to my knowledge, but it could happen in our hotels, we have some situation in our hotels, we are in things happened in department head are coming from other religion, for example they are going to work in Jayapura and Jayapura ways are different from Ambon or Medan, right? And or Makassar and we always to make sure that the HR manager is able to again oriented them and if they do not follow the, they do not respect the culture in that area they should not work then, they should not be, this is very important for them to understand right?

16. Yes, because if not, they will create a new problem for themselves.

Yes, and they are will not be happy, in their work if they cannot accept, if you go to one area is like for example, I come from another country and I

go to China and in China it's different with Indonesia, right? It's a communist country so you cannot talk about religion, you cannot talk about politics, you cannot talk about your own believe, so, don't have to talk to them, you just have to do your job so you have to follow because you decided to go and work there so you need to follow you need to adapt. Adapt in a way you respect the believes, you respect the culture, it doesn't mean that you also have to do what they are doing, that is how you be able to blend in that environment.

17. The most effective way in communicating in terms of getting feedback? Direct or indirect?

To get the feedback direct is important, because if you don't put it directly how can you get the good feedback or the result that you want? But of course if the issue is about hear sake nothing no evidence at all you know, better find out first the facts, before you communicate something because in communication also it is very important that we do not offend the other person, so make sure that especially if it something about a problem right? better find the fact first find from both sides, not only listen from one side before you directly communicate the issue to the person.

18. The most effective way in communicating in terms of giving instructions or asking help to your staff/ colleague, what do you have in your mind?

Communication directly is that one but sometimes due to the limited time and a lot of responsibilities of your head of department, is good now that we have the internet right? When you can send email and send information, we even have WhatsApp, we even have Facebook group in communicating, which is easier when do communication.

19. Do you think Asian people is more well managed with the time or not? Because Western, as we know Western is very good when managed their time or do you think that is just stereotype?

That still, I think you know time management is still one thing that Asian should really focus into right? Because I find as Asian we are really do not prioritize and that's why sometimes is lost and that's why it is important that we for me I write down the schedules but Marry is upset the days so she reminded me about the meeting so, we all this things right that all you have to do, I find the Westerner more actually to time management, it still something that Asian we not need to be late, to come to work on time, not to be late and not to be upset. Is still something we need to improve.

20. And Ibu, what do you feel when you have to work with people from same culture background with you and different? Because sometimes we are more comfortable in feeling, because when we are working with the same nationality we will feel like "this is my home". but if we are only, for example I am working in SBI and I just Indonesian by myself and there is no Indonesian, sometimes if you go with, if one nationality, let say they have 5 people there going to the communication will be easier right but if different the approach will be very hard. What do you feel about that, I mean the feeling of belonging to each other?

Again, for me I, of course you will prefer to be with your own group, right? Because you can speak the same language, right? You tend to be able to have communication faster, understanding also faster but being with other nationalities with different language and different religions, I don't find it a barrier, I don't consider it as a barrier, I always look a people who are working with me as a group of human community, because we are all human, we are all from earth and we are all the same you know, but sometimes the problem is that we don't expect their language, for example if I am with Praveen and he talking in their own language ya, I would not

understand, the same with him also, when I have to talk in Tagalog he will not understand, but, when we have to communicate in English, there is no problem, there is no problem ya? I always look at is we all is human being, we all deserve to be respected as long as you are respect people and you know be respectful to them and never cut them on the colour of the skin, on the colour of their language, I just look at them as they are my colleague, so I have to work with them, I think that's just my nature to look people around me, whether you are white or black is whatever you know, as long as they can work with me and I can work with you too, and again as I said earlier, unless you are to be not respectful and for sure I would not tolerate them, and I would say this one is not, don't point fingers because this is not accepted or don't say such words because it is not accepted in our company.

21. And Ibu, do you think education and where they are growing up and where they are live is affected of the way how they communicate?

Of course, because education is number one gives us an understanding on what is expected for us as a human being, and education is also shows the important as respect, important understanding other people, again I always say that point finger are not the same, we are all different, people are different to each other even the twins, so, ya education is number one also you are upbringing, your family background, you are upbringing impact your attitude in life, not only at words, in life after all, whatever passes experiences you have, from childhood until you become an adult, will impact your characteristic and personality in the end, so if you have a very supporting family and you have a finish your education and then it will be very important when you become a part of the society, when you go into the society, your personal background your education all of this will impact. Even if you don't tell people, they will know, so there is always is saying in Philippines "Mal Edocado" lack of educations. Because sometimes if they are disrespectful right? So with Pilipinos we know that sometimes if they are

doing certain things we will say they lack education, we believe again as I said you know, it's an important factor in someone's character.

22. And do you think someone being too personal more of Asian? Then how you deal with it?

Yes, the reason why are Asian sometimes too sensitive or too personal because of our close and need the relationship with our families and parents, we grow up not like European and American by the reach the time of the age when they can leave home and do whatever they want, in Asia family is part of our live, and because of that we always try to belong to a close needs environment.

23. And Ibu, the last questions, do you think that SBI apply the cultural diversity and the employee is accepted what the cultural diversity is? I

believe so, because we have as you know the company from our the red book presentation , we are so diversified culture so we are people from Austria, we are people from Germany, we are people from Europe, from all over right, Sri Lanka, Australian, New Zealand, and the diversity helps the company to bring all the experiences of these people from this countries, in our regional office I believe that diversity of our employees right? Helps us also to bring up the standard into a international label right and of course it is take time for some work coming new they still have to adapt but it helps a lot to maintain, because we are an international company so when we deal with international clients and owner we have to be able to show to them that we are not only management company only from Australia or New Zealand, for example if they are dealing with Indonesian owners oh we say we have Indonesian director and if they are dealing with Philippine and oh we have a Philippine directors and employees in our company. So, it mixed us more diversified and then with the cultural diversification of our company it also make others our team members adapt to certain trick how to deal with people, and how they carry themselves in a professional manner.

Name : Benjamin Maba
Title : Regional Director – Business Audit
Nationality : France

1. How long have you been working in Indonesia?

I am working in Asia for 2 years and Indonesia for 1 year and 1 month now

2. We can say this company is multicultural and you interact with people who has different cultural background every day, do you think cultural diversity is important? Why?

Yes, it is very important, because when you see other people from different mindset so can go in always I the same icon to be open mind to see the others on culture and interact with other people mindset for you to grew up.

3. How is your experience working with people who have same cultural background?

I spent most of my live working in France because I'm French so when you are working with people with same culture the main points become their ability to see well to work well or to go ahead so the question here is more link to ask to those people into region or not and its match or not, So after people was thinking faster than others is their point of view is complicated or not to interact with other people.

4. And how is your experience working with people who have different cultural background with you?

In France there are a lot of different culture because is welcoming country so you can find some American, South American, Asia people, African people, North Africa yes it very multicultural. So, we, I learned that some skills more I can say, ah more I in specific location so because they are coming from other country with another thinking with another culture so you can see the

specialization on that part of work, on the part of job that they carry on the part of someone's culture

- 5. How do you describe the work atmosphere in SBI which is most of your colleague comes from different country? Maybe specific between you and your staff?**

You know it's complicated with my staff not because of the culture. This one is complicated because of the behaviour of my team so its difficult because they don't have boss before me, now they have boss to report, it complicated to my team to report to me so.

- 6. And what your opinion the work atmosphere between you and the other department?**

For my side it is ok, some ethic and good communication with them. If I asked some team I will have the answer, even if I don't have yet the answer, I will find the way to admit.

- 7. Do you find any obstacle when having communication with them? Please state one of them?**

The main obstacle that I found is at work in fact, so person in my positions if I am going to see specific person who are under my level of position maybe they will be surprise or I can say maybe nervous about that. On the second point maybe because I am a Bule. So it's complicated because they don't know how to speak with me, they don't know good English sometimes is the communication on the first meaning is so complicated but anywhere usually Indonesian people are friendly and open minded so we always find the solutions to communicate.

- 8. So, much of the solutions is from gesture when they can't speak English then they will help with the gesture/ body language?**

Yes it's part of the communication, you know the communication from body languages and how you use that too how you sit how you stand up this is also part of the communication.

9. Do you ever see when Indonesia people eat with their hand not with the spoon, do you think it is strange or what?

No, no that's fine for me but as long as their clean it first to avoid any disease and so that's not strange for me.

10. Do you agree because in some theory European people is more direct than Asian?

Complicated to answer because I am not sure to spend too much life in Asia and to with Asian people to with Indo, how they when it communicates the suspect. For what I saw it's not really true because it's we don't like to in terms I'm talking about, we don't like confrontation, there are confrontation so we try to explain to seem but without any wall injury we are not going to straight to the point. We make another way to go to the point but anywhere we are going to say what we are going to say, I think in Asia, most thing that I saw they always to say "yes yes yes" but they think is no.

11. Maybe because they don't have any answer just yes so it's mean they are understand with what you mean?

I don't know, for me what I think is they don't understand what I say they just say yes because they shame to question what the definition or with the answer but I think that usually they say yes to because it's not a habit to say no. In Europe we can say no, so it's an answer you rather yes or you rather no and maybe it's not a habit to say no so maybe "ok later", "ok but", "ok we will see after on", this is not happened in Europe. So, we will say yes or we will say no. "can you help me?" "no, I cannot" that's all ok you have to fine to that person to help you so I think I can find somebody to cannot say no.

12. Do you find sometimes it could be a missed understanding when you asking help to people and they already say yes but there is nothing happen and you don't see the result or you don't see their act anything?

Oh, it's happened often, but it's happened not really in a work time so in lifetime because when I am going to make shopping with my kids is always the same, sometimes people say yes but no action and no after and yes you will not see them again so. In Swiss-Belhotel it is happened sometimes but it's not too often, or not really Asian people also it can be Bule or other. It's not something that you really mean to Asian people.

13. Do you find any obstacle when having communication with people from different culture like if religion and also educational background? Do you sometimes find obstacle from that?

It's happened often, by the fact that is not really question of the religion because religion is link to education, because when you are educate, you went to school you know how it works, everybody explain to you how you learn in the university, where you work, where are you come from, ok so father and mother and bla bla bli everything is explained, and that's is the answer because we work on the meaning is really how can say, defined. But when you are not educated you are don't understand the definition you just ask all meaning. You have to trust other people when you really don't use it true. This is a main problem, this not a problem for Asian people, this is a problem for Russian people, French people, South American People, African people because when they are not well educated they don't know how to do it.

14. How do you overcome the obstacles?

It's depends on the situation by the way, usually if it best of my life I give up or I find another person who can help me, I will in a discussion to if it possible, because you don't know how to fix his behaviours, you can collabs on thinking of this person. My goal is not to going to some pain on this is.

15. Ok, so you better try to avoid this kind of the obstacle?

Yes, if it under work system I will explain why because I have a goal to achieve, and I will explain why I want to do it like that what is the meaning and why I want to do it like that.

16. Have you ever heard or read about ethnocentrism? What do you know about this? (*Ethnocentrism defined as “a belief that one’s own group, race, society and culture is good, normal, right and superior to other groups, culture, society and race that are inferior, wrong, abnormal and bad.” There is a tendency in to judge other culture, societies, groups and races from one’s own standards.*)

Yes, I read about that it's kind of racism every culture has their own think that they are good or not but the main thing is education.

17. Do you find sometimes that social people don't want to get attached with you like for example, you work with people from America and you are the only one French people and there is like 5 American people and because they are same American they are get attached to each other and sometimes they are avoiding if there are some people from the other country to get along with their group. Have you ever find that in here?

In Indonesia? Ah in this company? In this company, I think that I do it every day because I'm talking in French with Damien, I'm talking in French with Pak EG, is not because I don't want to share to be with the other it's just the easy way for me to explain what I want to explain to these people, for my case is with Damien, daughter of Damien and my daughter go to school in same classes so we meet together since the beginning before coming to the office, and our daughter always asking to play together so we also meet during the weekend, they ask to go to see each other. So it's quite different, anyway in a group of people when you are common think together for sure you will be more close to those people, so if I took the example to the 5 Americans on me where are alone, I know that to me to go to sees these Americans and to make an effort

to be in set in the group because for sure the American is easy way to speak together, but it's the human think is not the questions of behaviour. It's really if you are an Indonesia and you are in the centre of Paris, you will more to talk to Indonesia or make a conversation with sort of French but will be more difficult because it's more complicated.

18. Ok, so there is a 5 Dutchman and when you are want to talk with them, for example having lunch and you join suddenly and they are like "eh why he join us, why?" and have you ever find that issue in here?

Yes I already, but I think it's not really in a bad conditions, it just what happened? Maybe I did something wrong? It's not really link to the culture, it's just because of the position, I'm sure that if I did the position and behavior normally they way you talked in terms of questions of ok why is he sit close to me or bla bla bli.

19. So, do you think ethnocentrism is good or something not good in both daily life and communication activity? Why?

Oh, it's worst ever, because it's not the question of culture of people, it's the question of education if somebody or group is better than you is mean they are more educate than you, they are thinking in different way that's all. It's not a part of this company or another, is pure a part of a culture or another, it just link to your education.

20. And sometimes they think that my country is the best, example if Europe and Asia. Europe think that they are superior than Asia because they think that Asia is more inferior. Do you agree with that statement?

No, because that's not to be question to be superior or inferior, is the question of the education. Are you well educate or not.

21. So you think it is not related to their culture actually?

No, because you can find smart people in every culture and is the one is not question of the culture, you have your own culture because of your own habit,

your parents or they are specific things, but it's not link to your ability to be educate, so more educate you are more smart you will be, so you have different thinking you know more things, you can professionally you can share it's a complicated, there are some smart people who are from Asian, from American, from Europe. They are smart people make good things, they are Muslim, they are Hindu, or they are Christian, more educated you are more things you can do or more far you can go.

22. And do you think the experience where they are grew up it affect to their behaviour?

Ah for sure, since the beginning because what you learn since the beginning will give you spirit impact, your behaviour how you can see things so if you. It's like a building, life is the building since in the beginning you are on the ground maybe you have to build a bases of your building of your life, so on the bases will become of the base of your life, so is the based is the worst based ever, everything will be mad in your life because if it a good base to do things good, so it the same, so if the behaviour of your parents is bad so you don't have a good stuff in life, if the base is good then you can going.

23. So, is the culture related to behaviour?

No. You know culture is something that you trust on the specific things, is not mean if you trust on that specific thing all of that thing is a bad one, we need to trust to something so.

24. Because we talk about cultural diversity, again how does cultural values affect the way we communicate?

Sure, because we don't have some behaviour.

25. Do you find someone in here talk more indirect and make you not comfortable with that?

No, I think when guy can speak more direct than others, so maybe it is complicated for other to be in front of people. I don't want to waste my time to explain, I will try to straight to the point.

26. Talking about those two styles of communication, do you think that will affect the two ways of communication? I mean in transferring the information and or having feedback?

You have to think in a company environment or other environment? But in company environment is your job as a manager to take care of this kind of things, so if I speak to somebody I have to ensure if everything is ok so, I have to use all of tools in my hand to achieve my goals, so if I see direct speaking but they are indirect speaking I have to find to way to it.

27. But, how if you talking not with people below you but the same executive, do you find any difficulties to get the feedback?

But, no because I will ask also tell them to get the feedback.

28. So, you will force them to give you the feedback?

Yes, what I mean is it could be a feedback but I want to know if it's yes or no it can be no it can be yes but I need their answer, you can leave me without an answer. This is my point after.

29. The most effective way in communicating in terms of giving instructions or asking help to your staff/ colleague, what do you have in your mind?

But it's the way the same, when you wants somebody do things for you, you have to explain why, so when you explain why you want see specific things they will more aware to help you, let say I want that, because of that, for that, ok everybody will understand or know or when you have to start or where you have to go, if you only say on that and you never get it.

30. Have you ever find when you are talking with people and then they give you bad face expression but that is what it is, because it's not impress that they are angry to you or talking or thinking bad about you. Do you find sometimes it could be missed understanding?

It could be missed understanding but in different thing, it could be missed understanding in a job position, it could be a missed understanding on the task to do, it could be a missed understanding of the speech you just do, it could be it's always could be missed understanding but from where, this is the questions. I will tell you an example, in France I was General Manager, and the guy one of my guest "ok, I put this specific luggage in a luggage room or storage. And I tell, "how come you take this kind of luggage that belong to who?" "Oh she is guest", "she is not registered yet, she come in 2 weeks" and "yes, I told her that I can keep it" and I said "no, you will take your bag and told her that you cannot" and her face become angry, because my point is, I have regulation on my culture, I am not allow to keep luggage in my storage which belong to the person who are not registered in my hotel, is forbidden, so I cannot keep this luggage even if something that could be need from my guest, so it's complicated to several, so I speak to my staff, "no no way", missed understanding of this situation bad and just inform our regulations and the rule based on that, so I have to say "no" we want make the stay of my guest more enjoyable depends, so it missed understanding, so I have to say no, then I explain why I say no and cannot do that, and this reason and this reason, and it always link to missed understanding, and after you want to do your job well or not, you are lazy or not, there are always definition and there are always a missed understanding.

31. Some people from A country, they speak with a louder voice, but in B country, when you speak with a loud voice then it means you are angry or don't like them. What do you think about this? In relating to have effective communication?

In fact, it's clearly the questions of culture, but and because we are educated and we know if there is a different culture is bad or this culture is the right one

speaking lower than the other, you know that the people who speaks lower not because they are, they are not want to be higher than you, just because like that, so you have to manage that, that's all.

32. So, you don't take that personally if you find that? How do feel when you have to work with people from different country, compare with (your country)?

I am sorry for my answer, I don't care about that what I want to work with this people or doing the job well, so I don't care where is he comes from, for specific country or specific culture, what I need is what the job to be done, that's all, If you are, you tell me you are Indonesian and you done the job well so it's mean that effective, you are Chinese you do it so it is good, you are American you do it so it is good, I don't care where you are come from is the culture but what I need is to have the job done.

33. So, do you find if you working with people from same country so you feel the behaviour more likely same, but if you are working with people from different country the behaviour will totally different, do you find sometimes it is disturbing or you just ok because there is a culture diversity so you have to accept it?

Yes it is most common because if you, for me I far away from my own country ok I have to accept the behaviour and I need to give you an example, often five times in a day you have to go to a prayer, or most Indonesian because this is a main of religion, this is how we work in Indonesia, so how come I can tell you to stop it or change, no it's like that I have to accept it to manage my time to manage my life without kind of things, everyday my son is wake up at 5 am because of the behaviour, so it's like that, so what I can do. But I explain to work with it to work your way so it is. I don't have any issue with that.

34. Do you think if Asian people is more personal oriented when communication, because sometimes Asian include their emotion when do communication? But, Western is more task oriented?

No not agree, because in life you spent a lot of time on your job and your best in the life so you have to set the goals, so all you can do is to do job in your office and do job in your personal based and so it always the question of balance, so if you are in not feeling well in your workplace it will be a problem of your own, so if you not feeling well at all so it's your problem. You need to be good or well in, feeling well at all and at office.

35. So, if you want someone being to personal, you just want to ignore that and you still can do good on your job or you also will be being personal?

Is depends, if you are personal behaviour in your job accomplishment, and if your job is done its ok for me, but if you are too personal and there are no achievement on your job so it's gonna be a problem, maybe because you are too personal you become lazy and you forget something.

36. My last questions, do you think if cultural diversity if you can accept it will more comfortable to work with?

But, if you are not agreed to accept the diversity how you can work with other person, you will always be in that situation, you need to accept the diversity, if not you never see other people, other things, you will never meet other culture you never traveling.

Name : Matthew D. Faull

Title : Executive Director/ Senior Vice President IT, E-Commerce & Distribution

Nationality : New Zealand

1. How long have you been working in Asia? And Indonesia?

Working in Asia around about 18th to 19th years. Indonesia is almost 6th years.

2. We can say this company is multicultural and you interact with people who has different cultural background every day, do you think cultural diversity is important? Why?

I think multicultural is very important to interact with people from different background. umm it helps us learn about what they are learning and know how to work with people better umm and also in Swiss-Belhotel it's quite important because the people is from the guest we serve also come from different cultural background so it helps us to get better understand.

3. How is your experience working with people who have same cultural background?

Work with people from different background, enjoy the experiences always umm positive you get to learn more about them and why they do things in certain ways but also, I find it's not just a cultural background differences I mean this culture differences and sometimes the general differences.

4. And how is your experience working with people who have different cultural background with you?

I don't think its necessary that huge differences when I working with people who have similar culture background then I have set sort of expectations how they might work so maybe communication will be more efficient but when I work with people from different culture background then I would probably learn everything about the task then to objectives, depends on the project and target that you

working on umm someone people's culture diverse background is work better or sometimes not good as people who have same background.

5. How do you describe the work atmosphere in SBI which is most of your colleague comes from different country?

Hmm I think the work atmosphere in SBI is pretty good that everyone respects each other umm I don't see any more positive and negative they from diverse cultural background I think everyone take everyone culture and understanding and it's not really an issue umm in honesty in SBI think that i see non-culturally diverse background office some group get together and some group talk to each other more but it's just some people.

6. For sure there is a difference between European and Asian when do a communication, sometimes European is like to be straight to the point and Asian talk over something first like "hey good morning, how are you and talk other topic until they say the point". Do you agree with that?

Umm yes that's a huge feeling that people talk more direct from western Europe that side of Asia as well umm I would say some people talk more direct that others umm my feeling is that is that sometimes I mean Indonesian, some Indonesian talk indirect and some Indonesian talk more directly maybe that's their family background, I don't know umm inside of Asia i would tend to if I am southern Chinese people talk more directly than other centre and northern Chinese people I think it's not just a Asian and western things, different background, different people, different families, different ways.

7. So, It's not because of they are western and they are middle eastern?

Umm not necessary I mean I think their perhaps talk more directly in western cultures but I mean even in the west you might find that British culture talk less directly and perhaps Russian people do.

8. Do you find any obstacle when having communication with them? Please state one of them? How do you overcome the obstacles?

Umm yes I think when you communicate with people from different background you need to ask each other more questions you need to discuss the topic more to otherwise because of to preceded expectation you may miss something, like maybe from my background if i say can you please get this some form approved umm presents my interpreted is ok how to sign up because I believe it was ok to reading it. there is my expectation is read and check it if everything is ok if it's not then asked you to change something. And sometimes the expectation would ask people to work what to do.

9. Have you ever heard or read about ethnocentrism? What do you know about this?

I haven't heard about that until I read about your questions, so I guess the negative aspect of that is I think that necessary that any culture is more superior than any other culture and so I explain that's negative. I guess there is no positive side that they believe their culture is superior than another culture then we need to at least 10 send to understand to interact with people from different culture.

(Ethnocentrism defined as "a belief that one's own group, race, society and culture is good, normal, right and superior to other groups, culture, society and race that are inferior, wrong, abnormal and bad." There is a tendency in to judge other culture, societies, groups and races from one's own standards.)

10. Do you have any experience with that issue? (ethnocentrism)

Umm yes, I mean that certain people their culture is more superior than another culture from my perspective I don't think culture should be define something is superior or not I think in my perspective I find some people do the way what they do things better ways in others but that's not necessary to do with the culture.

11. Have you ever experience that issue in here that related to believe because sometimes when you argue with people that too fanatic to their religion and they will think that everything that you said is wrong and they are right because based on their religion?

Yes, I mean ya you have people that define life or their part life based on their religion or faith umm and then yes I mean I experience that here, I experience that in different country in Asia and Europe and another places and that's up to you up to them and that's not really worry me and that's create the negative for me or restrict for my life or life in some ways. if it doesn't do that let them live out their life, do whatever they want themselves.

12. Because we talk about cultural diversity, again how does cultural values affect the way we communicate?

Because of the culture aspect? Yes, I mean certain culture aspect can create obstacle in communication, I can say I mean you someone might say ok I need some arranges to someone listen to that, and he think that he doesn't need arranges ah that's nice.

13. Some people communicate directly and some do not, what do you think about those styles, especially If you want to have an effective communication?

It depends on the person I mean if you force people to talk directly and they become uncomfortable with that communication, sometimes they just request let's talk to one person and talking to a group of people about something that should be work out , and after that talking to group of people which get together and working out what should be done in a best way and at the other things is discussing thing that should do like this and this and asking to their feedback about something that they should be achieve and that helps both people understand to each other better and sometimes asked more time consuming but yeah that's life.

14. Do you see people in here just want to talk to people in their group I mean people who have some culture/ nationality background with them?

Yes, I mean you do get to expect with people in their group because they feel more comfortable and its easier for them and especially people who have less capable with the language. they prefer to communicate with native language rather than some language and whether that some people more comfortable with Bahasa Indonesia rather than English or in some cases that somebody more comfortable Javanese than Bahasa Indonesia. people sometimes prefer to communicate in a small group, it just important that's if you do have to work with people who have different cultures and to get something done it's a choice that you have to find ways to build communication with cross cultures.

15. And Pak, do you think that the kind of activities is disturbing the works I mean that the activity will give an obstacle to how to work with them?

Umm with perspective work, some social talking umm is way understood unexpected umm but if people spending too much time talking to about what they do last weekend instead of talking about what task to be done that can be negative but I think that's necessary culture problem I think that's just a personal problem that how much time you spend social life in working and what your project to getting your work done.

16. The most effective way in communicating in terms of giving instructions or asking help to your staff/ colleague, what do you have in your mind?

It depends on the staff and who you working with, some staff have better understanding your expectations than others, some case you can just saying the objectives can you come up with the idea. with other staff you have to have long discussion to make people understand what you trying to achieve. I mean some ways some staff you might suggest that ok we need to organize the company outing and some staff come back with the three destinations when you telling that and some staff might be come back with some questions what the objective with this company outing should be training based or supposed to

be experience new things do you have our hotels. Yes so it depends on the person who working with you.

17. Do you think that people from Asia is more personal than task oriented?

Yes, I think in general people in Asia can be more personal. But yak that's truth different I mean I would tend to find them to be send email less personal than perhaps Australians so it also chains from country to country. I would find emails in for Japanese people more to be formal perhaps from people Indonesia In terms of the way they address to people, talk to people.

18. So how you overcome when you talk to people who too personal?

I mean you talk in personally and professionally at the same time, the main aspect is to get across to the person, what you need to be done or what works to be achieved and it has to be done in a professional manner. If the interaction become so personal it can't be achieving the professional manner and to understand what's your expectations from work aspect and I said is fine if you talk too personally sometimes but they understand what work should be achieve and the quality should be done.

19. So, it's not really matters as long as they still know what their objectives?

Yes, that's not really matter as long as they still know what their objectives when people talk too personally and it can create group social conflict.

Name : Robert Greijmans
Title : Regional Manager - Projects & Operations
Nationality : Netherlands

1. How long have you been working in Asia? Indonesia?

I have been working for 5 and half years in Asia, only in Indonesia.

2. We can say this company is multicultural and you interact with people who has different cultural background every day, do you think cultural diversity is important? Why?

It is very important, because every country, every workplace every school in recently consist of a very cultural, racial, ethnic group we can learned from one another means that we have to understanding of each other first and then we can sociality to collaboration and then cooperation, so learning about other culture will help you understand the different perspective within the world which you lived and that's will help this spell negative stereotype personal biolysis of different group.

3. How is your experience working with people who have same cultural background?

How it is, for me it is awesome because I'm very curious person so I don't mind to learn about other people's ways of doing things. You know I grew up doing certain thing and in certain way it doesn't mean that way is the best way, you can just be surprise with other people from different area that would do something completely different but still receive the same result. I am very curious person and I am very, I like to learn things so yeah it always interesting.

4. Do you feel more convenience to work with people who have same culture with you? Or you prefer to work with people who have different country with you because it is more interesting?

I don't really think that there is a preference, it's about equal for both ways there is both negatives and positives sides, and I don't think that one is better than other.

5. How do you describe the work atmosphere in SBI which is most of your colleague comes from different country?

I used to work in the Middle East that is even more multicultural, we had one hotel or the hotel I was working at we have about 500 employees and we had about 60 different nationalities in one hotel, and yet from the strangers places we have people from the hidden of the union, most people from Nigeria all the way to US to everything from Europe. So I used to this kind of environment already, I grew up in that way as well because when I was very little I was living in the Caribbean so I travelled around the world and yeah it just come very natural, so for me working in SBI is something is pretty much similar that I have done for my entire life working with different culture, living with different culture so I am easy to adapt.

6. Ok, because you are from Europe and for sure there is a differences between Europe and Asian when they have to do a communication, sometimes European people is more straight to the point than Asia people did. Do you agree with that? Why?

Absolutely, because it is what it is. Is the way their culture is great but it's not all Asian, you can't say all Asian are the same because in Indonesian person will be completely different with Japanese person or Chinese person will be different with Korean person in the way they communicate, and in the way Indonesia they have differences, for example Batak people they are very well known very straight to the point very keras kepala very stubborn whereas orang Jawa, the Javanese people they are very much you need to read between the lines right? Yes, I believe I live here, I work here and I do business here so I need to know if I don't know then I'm not be able to do my job. I need to know if I meet an owner if the owner is Bataknese, Chinese Indonesian, If he is

Javanese, is Betawi or Balinese they all have their own different way of communicating, of taking event, what they notice, what they appreciate, what they do not appreciate most importantly so I couldn't talk to Bataknese owner the same way if I talk to Javanese owner or Chinese Indonesian, they all have their own differences culture on their own diversity. Yeah that what you need to take to an account to working in a country like this.

7. So, you try to observe first before you approach them?

Hmm usually from the first meeting there is a lot that you can know without generalization, you know it's difficult again, I said earlier that not all Asian are the same but also not all Bataknese all the same, are Chinese Indonesian are the same but they all do have general trait what they consider to be respectful, what they consider to be disrespectful, so that's very important that you know what each culture things what is respectful and disrespectful and you need to adhere to that, if you don't, you are not respecting to the local culture in a way that you might lose the business deal.

8. Do you agree if Asian is more personal oriented than Western is task oriented?

Yes, in Indonesia not sorry in Asia in general it is very important to develop the personal relations with owners, with partners, with clients etc. Because yes that is again there is a generalization but that is how the business in Asia works. The social part is much more important sometimes and if we have for example in Asia there only sometimes even if you give the better prices, the cheaper prices but the person doesn't like you, you maybe will go to someone else to maybe pay even more just because the personal relationship are there. Especially family based, you know a lot of company they do their business with the family member etc. Even though they know it isn't the best prices they are getting but they are know they still do that because it is family member. Because the personal relationship is more important to them.

9. Do you find any obstacle when having communication with them? Please state one of them?

Me personally? For me the biggest thing is me being Dutch, the way we communicate is very different. In the Netherlands, the way we communicate, the way we are thought, the way we are get instructed is very very different well from many many other countries. We are very direct, we are very result oriented, and very threaten but that sometimes cases with especially in Indonesia, I think with certain cultures and because the way we do business will be perceived as being rude from their culture because we are very direct where's they would never tell you something that they would never say no because there would be a lot of to face, we were simply say no and this and this and this and this is how it is. So obviously that hasn't helps me in the beginning but that's a matter of a habit to adjust yourself and if you want to do business here, you want to succeeds then you need to be able to learn the local custom, local way to doing things unless you want to be failed.

10. Have you ever heard or read about ethnocentrism? What do you know about this?

Yes, this morning. It ethnocentrism I googled, I am very google person and it said that basically comes down by judging other cultures to be inferior to your own culture, so you think your own culture is the best and any other culture is stupid in silly words. However, I know a little bit more know the meaning but that's very gross description.

11. Do you have any experience with that issue? (ethnocentrism)

Everyone has, I don't think that there is human in the world that can stay and they have no experience with that. Maybe I can only say because they don't know what it is, that is possible but there is once they realize what it is, every single person everywhere in the world will have experience with that. Because no person will be know everything about every single culture so they will always in that "why she doing it in that way?" "why is he doing this?" "why is he doing

that?" where that is normal for the other person but not normal for that person, so you will find that everywhere you go.

- 12. So, when you find it then how you feel like "Uh this is Dutch man" like that? I mean you are talking with other person from other country and you guys don't need a message that you don't need to send to each other and then you hurt them indirectly?**

How I am supposed to feel I mean, just the way the person is there is nothing wrong or good about it, it just the way it is then might stroke with the person you trying to do business with but umm yeah.

- 13. Some people communicate directly and some do not, what do you think about those styles, especially if you want to have an effective communication?**

Again, it depends on the context and it depends on where you are and what are you trying to achieve, what the goal is and where the people are from. You have too different culture or similar culture in communicating they already used to it so it gonna be effective, but if two people in different culture communicating that might be an issue, and we have to comes down to who have to deals the most, if that the person from the direct country they will need to adjust themselves, otherwise it might losing the opportunity.

- 14. Talking about those two styles of communication, do you think that will affect the two ways of communication? I mean in transferring the information and or having feedback?**

Of course, there is a lot of things going to missing in translation sometimes you know, especially people from, people that are used to direct communication sometimes when you back to the high context cultures, people from low context culture will actually miss at least 50% from the actually meant by the high context culture, and that will affect in transferring of information because the

person will come and go back to his country or to his boss because he doesn't understand everything that happened, he cannot explain to his boss either.

15. So, have you find that issue, when you are doing the communication and the your communicant not reach the message and I mean you are not feel satisfy with their feedback?

Everyone has, it is the simple game they teach children, if you have 10 children and you put them in a circle and you tell the first one something or you put in a line and you tell the first person something quietly and then need to whisper it from person to person all the way and at the end of the line, the message will come out with maybe completely different. Those are the people are from the same culture.

16. The most effective way in communicating in terms of giving instructions or asking help to your staff/ colleague, what do you have in your mind?

As in for me personally or as in general? Because no most effective way in general because it will depend, if I am Dutch person speaking with Dutch person I will communicate completely different, I will be much more direct, I will be much more to the point where if I will be talking with Javanese person I will adjust my style and get things done in a different way. For example if I go to in a meeting, and I said to this meeting and I know that I need to something and I need to get something from them, but all this five people are not Dutch people, ok let say I am in a meeting, I sitting all there alone and with all 5 Dutch people and that Dutch people and I am coming to the meeting and say guys I need abcd and they will "ok will do it" or "nope, we cannot do that but I will give you this this this" and ok deal five minutes I am done. However in Indonesia especially in Indonesia that cannot be done because if I come and I said "hey guys, good afternoon I want abcd" they will think "waduh sombong sekali ini orangnya" they will think what the hell this guys coming here making demand so I need to adjust my way of talking and I adjust my way of requesting, and trying to find the way that I can make it visible, yeah I can make it visible for

them, so it depends on, so there is not a best way of single staff member or A single staff member. Because it depends what I want from that person, it depends on what the situation is the moment and it depends who that person is. Like maybe I will talk maybe differently to you than I will talk to Emmanuel, and to Edward, and talk to Gordon, and I will talk differently with Bu Mala, and to Bu Gloria you know, because everyone has their own style, their own way and you know like Pak Emanuel we can call him Pak EG and no problem and I cannot say that to Bu Gloria like "hey Bu GL how are you what's up?" then she will look at me like, what you do this morning you know, that will be strange, so that how you interact differently with the situation, I mean every single person you know.

17. Some people from A country, they speak with a louder voice, but in B country, when you speak with a loud voice then it means you are angry or don't like them. What do you think about this? In relating to have effective communication?

What I should think, it is what it is, like I can tell you if they talk with their hand there is another culture especially in Dutch culture talking with your hand is consider very very rude, your hand that only supposed to hold them tight with you what you not supposed to "ah this guy he came to me and whoaa" (playing his hand) when you do like that when for us is very rude. Again, that is the way they interact, if I will perceived in differently, if I will have a Dutch person talking with his hand like that then I will make consider it is rude, but if I know this people is Italian, and I know that Italian like to talk with their hand then I will not think it is rude, I will be ok. So I need to understand, if I talk to Batak person and that Batak person talk very loud to me, doesn't mean if that person is angry, cause I know that emang dia mah gitu orangnya, but if I talk to Javanese person and he shouting out me then I know I am in trouble because he is angry with me. So I mean there is nothing to think about this, so it just the way it is and you need to find where is the person come from and take that into a considerations.

18. How do feel when you have to work with people from different country, compare with (your country)?

As long as they able to do their job then perfectly ok, for me, you know also what you shouldn't forget is I am Dutch, Dutch we are very open minded, alright? The way I was growth up my mom always taught me you know, don't looked at someone's skin colour, don't looked at someone's religion, don't looked at you know anything like that, because inside everyone is the same, we are all have red blood, we are all have heart, we are all have lungs, so I don't really care about whether you are black or brown, yellow or green, I don't care what your religion is, I don't care what your sexual orientation is, I don't care whether you are a guy who like a guy and guy that actually think that they are a women, whether you are a women who like a women, I don't care the only think that only thing that I care about is they are not bother me, so what I mean is in Netherland we are actually saying that if it translate directly into English "Live and let live" means you do your own thing, let say person A that person is a lesbian ok and then her friends is not a lesbian and that person should not bother her friends with ok no this is the wrong example.

19. So, it is about the attitude?

This is actually the better example, about religion, in Christianity there are sub division it is same like a little bit in Muslim in Islam, you actually have difference division juga, yeah you have syiah and you have Sunni and you have few other lah, so in Christianity is the same you have protestant and catholic, but actually you have many many more, you have orthodox and you have bethel, anyway you have so many and one of the called some that Jehovah Witness, Jehovah Witness is mostly in Europe, in Western Europe and the US what they do is they take their book and then they go door to door telling people that "hey I am Jehovah Witness, you should become Jehovah Witness too" that for me is something that should not be "you are Jehovah Witness, fantastic good for you and I am happy for you but don't tell me what I should do, don't tell me what I should change"

20. And then Pak Robert, have you ever heard about ingroup and outgroup communication? Ingroup it's mean that people only want to talk and only want to get along with people from their society. Have you ever heard about that? And do you find an issue in here in a workplace?

Yes, I think there is in this company there are certain group, fraction of people of similar nationality or similar cultural background that would stick together and I mean it obvious actually and that happened. Is that something bad? Yes I know. I mean I am understandable, I can understand, I mean if I would eh apa ya, If there are 5 other Dutch guy in this company pasti kita sering nongkrong dong but so I can understand when see other groups where this is happening, and then the good thing? As long as they are not too exclusive meaning they want to sit together. Let say there are people from certain nationality who sit together have lunch or have dinner or hangout together often, if another person from another group would come to them and sit at their table and that group will still include them, I think it's ok, but if the group gonna be like talking in their language like "aduh" and this guy doing it that is not good. So, I think it's something logic, and I think that with to pride attitude, people can be controlled. I mean everyone and even it is not a professionalism of culture, I mean every company will have people you cannot have 100% of the people all getting along together, that is impossible, there will be someone that doesn't like the other one for whatever reasons, maybe they pernah pacaran terus putus dan gamau ngomong lagi yah, so I mean it is a big company we have hundreds of employees. Some people will be more comfortable by doing it, it's mean if they are comfortable they are happy with the environment, then they work happily. if you have no friends, then every morning you come to work like ahh what I am doing here, nobody say good morning to me, nobody asking me if I am okay, because you not feeling good so, that's goes back with the things we said earlier. Like ethnocentric that can be good thing and the bad thing. That is what happening here actually.

21. So, do you think that ingroup and outgroup can be an issue when you have an effective communication in a business?

Again, yes that is I mean, that is what you need to controlled, go ahead lunch together go for it but you cannot only work together because there is a time when you need to communicate with everyone, usual it is not become you company anymore. If that ingroup and outgroup start to affect the job then you cannot run the company you better close out.