STRUCTURAL EQUATION MODEL OF CAUSAL FACTORS INFLUENCING THE SUCCESS OF CROSS-CULTURAL COMMUNICATION

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Abstract

Various communication and interactivity in everyday situations for the airline personnel challenged effective interactions with groups of different cultures; it thus demanded to examine the consistency of the causal factor, path analysis, direct indirect and overall effects influencing the success of Cross-Cultural communication. 400 airline employees were samples through using online questionnaire for data acquisition. Statistical applications were the Confirmative Element Analyses, the Chi-square (χ^2), RMSEA (Root Mean Square Error of Approximation), Goodness of Fit (GFI) and Adjusted Goodness of Fit (AGFI) to test the model models, structural equations and causal factors. The results showed that the value passed the specified criteria witnessed with RMSEA value was less than 0.05, its consistency level index (GFI/Goodness of Fit) value and its AGFI (Adjusted Goodness of Fit) value were greater than 0.90. In path analysis of the direct, indirect and collective influence variable revealed that the acculturation and cultural intelligence had a statistically significant positive direct influence at the 0.01 level, respectively. Barriers to Cross-Cultural communication had statistically significant negative direct influence at 0.05 levels. The cultural intelligence had also critically indirect influencing variable by statistical significance at the 0.01 level.

Keywords: Structural Equation Model of Causal; Cross-Cultural communication

Introduction

Communication is a process of transferring news, information, knowledge, experiences, feelings, opinions, and needs from messengers through various media that may be speaking, writing, symbols, acting or organizing various activities to the audience. They may use different communication processes that suit themselves and their needs or desires to achieve common perception and react with each other. An appropriate communication ambience is an important factor that will help communication successful because it gives people more knowledge and a broader worldview. Therefore, communication is of great importance to both individuals and

society. It enables individuals to perceive the feelings, thoughts and needs of others. It brings mutual understanding, coexistence and harmonizes between individuals and society. It also helps foster good understanding among the people in society, inherit the culture and traditions, reflect the prosperity and people's way of life, preserve society to live together in a normal and peaceful state. However, there are many styles of interpersonal communication, including verbal and nonverbal communication, that occur throughout daily life especially as today's developments in communication technologies become more powerful. The mode of travel was developed to make it more convenient resulting in the cultural shifts have increased which making it easier and more widespread and widespread for people who live in different languages, languages, and cultures.

Society today is in the midst of Cross-Cultural communication due to the expansion of social networks which increases communication opportunities with people from different cultural backgrounds. When culture is complex to a person's communication, each of them is culturally built up by learning in the context of the environment in which they live. Individuals from different cultures have to have different cultural backgrounds, which often results in different behaviors that are expressed in different cultures. Therefore, the study of the individual communication either from the same background or from the different backgrounds with either the same or different races and cultures will bring understanding and awareness in the nuances of the life style to understand the meanings and to achieve mutual learning, which will lead to smooth communication without misunderstandings from their communication (Pomponthong, 2017).

In contrast, Cross-Cultural communication can sometimes create communicative obstacles. For the success of Cross-Cultural communication, it is important to understand the culture and thought processes of that messenger for accurate interpretation and interpretation of such messages. Edward T. Hall mentioned that culture is communication and communication is a culture (Hall, 1990), together with a study of the understanding and acceptance of cultural differences of passengers on the flight attendant capability of Thanaphon Inprasertkul. (2014) which found that understanding of cultural differences did not correlate with service capacity yet correlates with cultural tolerance. Similarly, Patcharapa Uaamonwanich's research (2017) that studied Cross-Cultural communication found that the ability to communicate between cultures is a unique qualification of individuals from different cultures that must be learned and recognize the cultural differences of one's own communication partners in order to be successful in Cross-Cultural communication. This finding is in line with Warangkana Pomponthong (2017) who analyzed Russia's cultural differences between urban and rural people through the film DersuUzala which can be concluded that Cross-Cultural communication is essential and close, especially in the digital age and in the convenience of traveling, allowing people to experience cultural differences more often without understanding of the concepts and perspectives in life that must be respected and dignified by the communicating partner nation or it

can lead to problems and errors. Therefore, it can be seen that the study of processes and methods of Cross-Cultural communication is essential because communication in the present time where society is close and able to integrate between people of different languages and cultures has increased. Coexistence should have a thorough understanding of the lifestyle and values of the partner's life so it will help to promote more efficient communication. On the other hand, negligence and lack of awareness in the culture of communication partners can lead to communication problems and obstacles. As a sequence, the study of models, structural equations, causal factors influencing the success of Cross-Cultural communication is the study of the factors that are likely to cause the success of Cross-Cultural communication. It is expected that the results of this research will provide valuable information that is useful for teaching and learning and academic service in Cross-Cultural communication. Transcribing lessons from research results and creating innovative teaching to promote learners' awareness of their own culture as well as the culture of others, be able to practice communication and interactivity in a variety of everyday situations, which creates challenges when it comes to communicating with people of different cultures more effectively and effective interactions with groups of different cultures.

Research Objectives

     1. To examine the consistency of structural models, causal factors influencing the success of Cross-Cultural communication

     2. To study the path analysis, direct effect, indirect effect and total effect influencing the success of Cross-Cultural communication.

Research Scope

     1. The content scope was the study of Cross-Cultural communication between people of different languages and cultures.

     2. The demographic scope and population used in the study were airline employees from Thai Airways, Bangkok Airways, Nok Air and Air Asia. The researchers determined the sampled size by using the method of specifying the sample according to the Rule of Thumb together with the scope of the data collection period.

     3. Research period was from April to May 2021.

Research Conceptual Framework

     This research reviewed information and research related to Cross-Cultural communication. The researchers got ideas that were fundamental in research as the conceptual framework in the research as shown in Figure 1
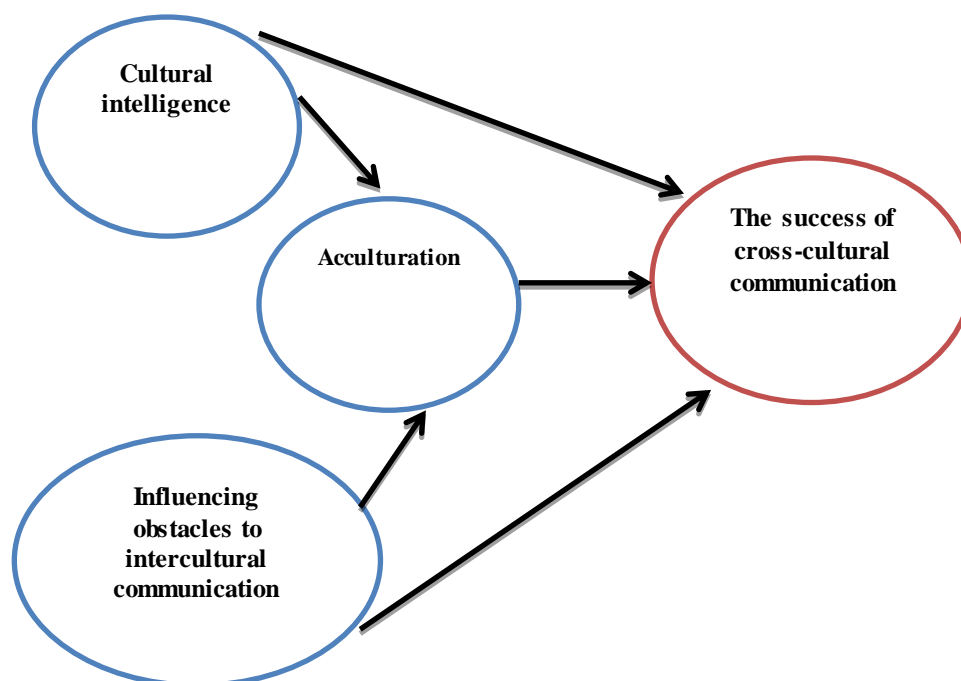
Figure 1 Conceptual framework for research on structural equation models of causal factors influencing the success of Cross-Cultural communication.

Related Concepts and Theories

1. Concepts of Cross-Cultural communication: It is the process of exchanging knowledge and interpreting symbols, gestures, and contexts by individuals. In communication, there are considerable cultural differences at the level of communication, and different interpretations or behaviors lead to the understanding of meaning due to the change in cultural content. (Lustig & Koester, 1993, cited in Sakaew, 2020).

2. Concept of cultural intelligence: It is the ability of a person to learn and understand the cultural differences of the interlocutor. It is also the skill and flexibility to understand appropriate cultures enabling them to communicate effectively with people of different cultures through knowledge of different cultures, the ability to interact with culturally diverse cultures, and the ability to properly discriminate. (Thomas & Inkson, 2003)

3. Concept of acculturation: It is the learning to enter a new culture by adjusting one's behavior to a culture different from one's own in order to communicate well. The accepting of cultural differences that comprises the process of dividing people into four groups namely 1) No adapt group: the group that, if something is to be done differently, that thing is wrong; 2) The understanding group: the group that accepts

cultural differences but does not modify the behavior according to other cultures; 3) The adjusting group is an adaptation group that mimics only acceptable cultural behaviors and,4) The learning group is a group that understands, learns, and integrates different cultural elements. (Chaipanha and Sriprasert) (2016, cited in Black (1988); Bennett (1933); Early & Perterson (2004) and Jia & Rutherford (2010).

4. The concept of obstacle influencing Cross-Cultural communication: Culture and communication are interrelated. If there is an error in the communication, it may lead to misunderstandings. The found obstacles in communication were Anxiety- a feeling of self-consciousness in communication; Assuming Similarity Instead of Difference- a prediction that a culture like its own creates a discrepancy in perceptions; Stereotypes- the pre-judgment of others, Ethnocentrism- judging others by the standards in their culture to judge; Prejudice- unreasonable dislike with a particular group; Language- a obstacle caused by misinterpretation; Racism- a person's racial prejudice, and Non-verbal interpretations- Languages and gestures in each culture can have different meanings. (Jandt,1989)

Research Method
Population and sample

The population used for the study was 12,000 Thai Airways employees (2021), 3,010 Bangkok Airways employees (2019), 1,517 Nok Air employees (2021) and 6,000 Air Asia employees (as of 2021)

The researchers determined the qualifications of the sample according to the job description of airline employees as follows. Samples must be a regular Cross-Cultural communicator for at least 1 year in the position of ground service officer or flight attendant, or another function qualified for the sample size determined by the Rule of Thumb with the sample size of 10 - 20 people per observable variable. This research consisted of 35 variables, and the minimum sample size was 350 airline employees.

Tools used for Data Collection

Tools used in collecting data was an online questionnaire which was divided into 2 parts. Part I questioned general information. Part II contained 35 questions to explore the opinions on the causal factors influencing the success of Cross-Cultural communication. The questionnaire was tested its coefficient with Cronbach's Alpha Coefficient's alpha coefficient and obtained a confidence factor of 0.74 indicating that the questionnaire was efficient for data acquisition.

Data Collection

The researchers had the sample group answered the online questionnaire from April-to May 2021 and the maturity of data collection was 400 sets. The researcher examined the data for accuracy and validity in accordance with the research method.

Data Analysis

Data was analysed with statistical tools of Structural Equation Modelling (SEM) with a package in the analysis of causal structural equation models between latent variables and observed variables, and to analyse causal influence pathways.

Research Results

1. Verifying of a measurement model

1.1 The results of the analysis of the confirmative elements of the cultural intelligence model.

Table 1. Confirmative component analysis of cultural intelligence model

Indicators	Element weight			R^2
	b	SE	t	
X1	0.72**	-	-	0.52
X2	0.76**	0.03	15.83	0.57
X3	0.82**	0.04	15.19	0.67
X4	0.78**	0.04	13.48	0.60
X5	0.83**	0.04	15.55	0.68
X6	0.75**	0.04	14.12	0.57
X7	0.89**	0.04	16.10	0.79

$\chi^2 = 13.10$, df $=9$, $\chi^2/2 = 1.46$, p-value $= 0.158$, GFI $= 0.99$, AGFI $= 0.97$, NFI$=1.00$, NNFI$=1.00$, CFI$=1.00$, RMSEA $= 0.036$, SRMR$=0.014$, CN$=563.01$

Remark $p* < .05; p** < .01$
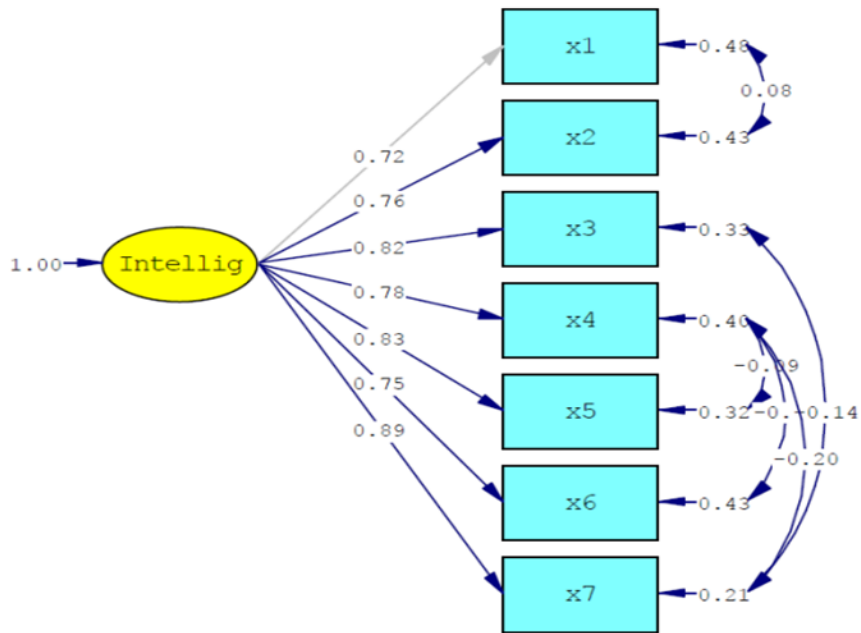
The results of the analysis of the measurement model by analyzing the confirmative elements of cultural intelligence variable (Intelligence) found that the chi-square (χ^2) of 13.10, the degrees of freedom (df) of 9, resulting in the relative chi-square, which was obtained from the equation $\chi^2/$ df that was equal to 1.46 with a value of not higher than 2 that was considered to pass the specified criteria. (Piermsomboon, & Sawangnate, 1992; Angsuchot,   Wichitwanna & Pinyophanuwat, 2005) whereas RMSEA was equal to 0.036 which was considered to pass the specified criteria that is must be lower than 0.05 (Prasitrathasin, & Sukkasem , Phongseri & Thanomrat, 2006, Angsuchote et al., 2005). At the same time, when considering the consistency level index (GFI) with the value equal to 0.99, it was considered to pass the specified criteria that must be higher than 0.90, the adjusted harmony level index (AGFI) was 0.97, which was considered to pass the specified criteria that must be higher than 0.90 (Piamsomboon, & Sawangnate, 1992; Prasitratthasin et al., 2006). These showed that the model was consistent with the empirical data. When considered at the variable level, it was found that cultural intelligence (Intelligence) consists of seven elements: the ability to be perceived by observation when facing cultural differences (X1), the ability to understand abstract cultures (X2), sensitive to customary perceptions of each culture (X3), the interpretation of cultural knowledge which is a system that connects all sectors of the culture (X4),   the ability to optimize verbal behavior (X5), the ability to communicate across cultures through effective non-verbal behavior (X6), the specific purpose messaging (X7), with all elements statistically significant at a significance level of 0.01.
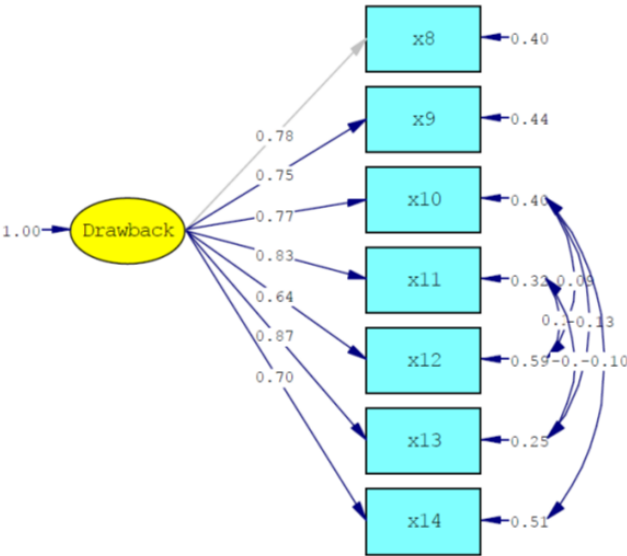
1.2 Results of the analysis of confirmative elements of obstacle   model influencing Cross-Cultural communication

Table 2: The analysis of confirmative elements of obstacle   model influencing Cross-Cultural communication

Indicators	Element weight			R^2
	b	SE	t	
X8	0.78**	-	-	0.60
X9	0.75**	0.03	15.13	0.56
X10	0.77**	0.04	14.75	0.60
X11	0.83**	0.04	16.38	0.68
X12	0.64**	0.04	12.16	0.41
X13	0.87**	0.04	16.82	0.75
X14	0.70**	0.04	13.65	0.49

$\chi^2 = 11.00$, df =9, $\chi^2/2$= 1.22, p-value = 0.275, GFI = 0.99, AGFI = 0.97, NFI=1.00, NNFI=1.00, CFI=1.00, RMSEA = 0.025, SRMR=0.016, CN=668.87

Remark $p*< .05; p**< .01$

The results of the analysis of the measurement model by analyzing the confirmative elements of obstacle variables influencing Cross-Cultural communication (Drawback) were found that the chi-square (χ^2) of 11.00, the degrees of freedom (df) of 9, resulting in the relative chi-square, which was obtained from the equation χ^2/ df that was equal to 1.22 with a value of not higher than 2 which was considered to pass the specified criteria. (Piermsomboon., Purachai & Sawangnate, Somchart 1992; Angsuchot, Supamas; Wichitwanna, Somthawin & Pinyophanuwat., Rachaneekul 2005) At the same time, when considering the consistency level index (GFI) value equal to 0.99, it was considered to pass the specified criteria that must be higher than 0.90, the adjusted harmony level index (AGFI) was 0.97, which was considered to pass the specified criteria that must be higher than 0.90 (Piamsomboon & Sawangnate, 1992; Prasiratthasin, et, al., 2006). These showed that the model was consistent with the empirical data. When considered at a variable level, it was found that the obstacles influencing Cross-Cultural communication (drawback) consisted of seven elements: the ability when faced with a multicultural situation (X8), the ability to exhibit appropriate behavior when interacting across cultures (X9), the ability to control one's anxiety when communicating across cultures (X10), the ability to self-adapt to Cross-Cultural back and forth appropriately (X11), the use of language in communication facilitates adaptation through new cultures (X12), cognitive modulation for understanding in other cultures (X13) the ability to adapt to other cultures by means of behavioral mimicry (X14) with all elements statistically significant at a significance level of 0.01.
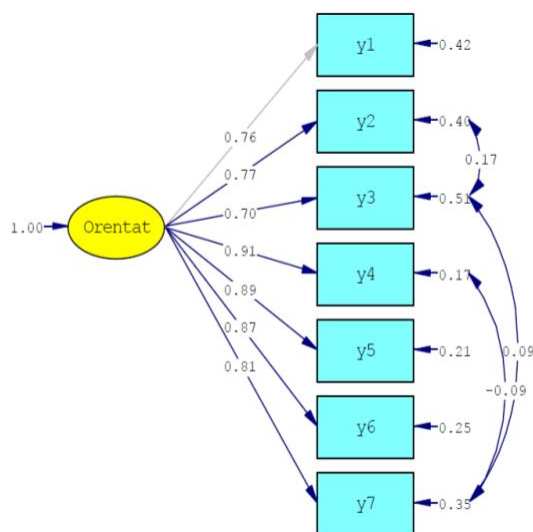
1.3 The results of the analysis of the confirmative elements of the cultural adaptation model

Table 3 Confirmative elements analysis of cultural adaptation model

Indicators	Element weight			R^2
	b	SE	t	
Y1	0.76**	-	-	0.58
Y2	0.77**	0.04	15.48	0.60
Y3	0.70**	0.04	13.73	0.49
Y4	0.91**	0.04	18.68	0.83

Y5	0.89**	0.05	18.25	0.79
Y6	0.87**	0.05	17.75	0.75
Y7	0.81**	0.05	15.99	0.65

χ^2 = 18.26, df =11, χ^2/2= 1.66, p-value = 0.076, GFI = 0.99, AGFI = 0.96, NFI=0.99, NNFI=1.00, CFI=1.00, RMSEA = 0.043, SRMR=0.014, CN=489.83
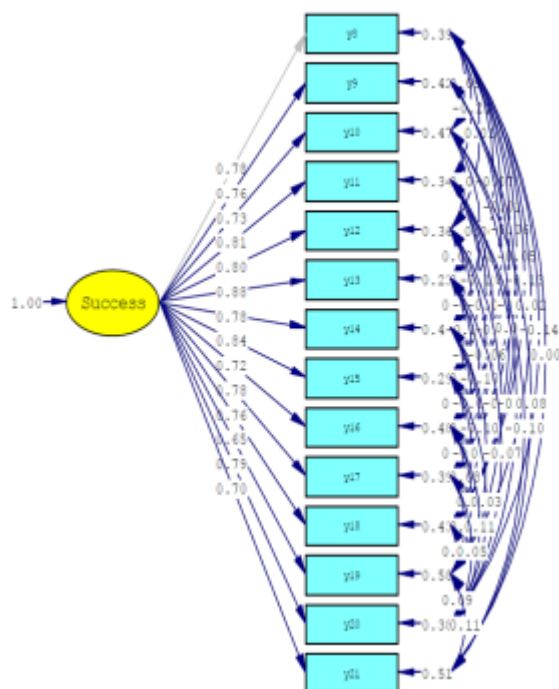
Remark p*< .05; p**< .01

      The results of the analysis of the measurement model by analyzing the confirmative elements of cultural adaptation variables (Oriental) found that the chi-square (χ^2) of 18.26, the degrees of freedom (df) of 9, resulting in the relative chi-square, which was obtained from the equation χ^2/ df that was equal to 1.66 with a value of not higher than 2 which was considered to pass the specified criteria. (Piermsomboon & Sawangnate, 1992; Angsuchot , Wichitwanna & Pinyophanuwat, 2005) whereas RMSEA was equal to 0.043 which was considered to pass the specified criteria that is must be lower than 0.05 (Prasitrathasin, & Sukkasem, Phongseri & Thanomrat, 2006,; Angsuchote, et, al, 2005).At the same time, when considering the consistency level index (GFI) value equal to 0.99, it was considered to pass the specified criteria that must be higher than 0.90, the adjusted harmony level index (AGFI) was 0.96, which was

considered to pass the specified criteria that must be higher than 0.90 (Piamsomboon, Purachai & Sawangnate, Somchart 1992; Prasirattrasin., Suchart et, al., 2006).These showed that the model was consistent with the empirical data. When considered at the variable level, it was found that cultural adaptation (Oriental) consisted of 7 elements as follows: Intolerance of cultural differences (Y1); Cultural differences cause misinterpretation of communication (Y2); Formal interpretation has different levels of language use (Y3); Lack of knowledge and understanding of cultural differences (Y4); the negligence of Cross-Cultural learning (Y5); The use of one's culture to interpret in other cultures (Y6), the lack of perceived self-efficacy (Y7) by all components had statistically significant at a significant level of 0.01.

1.4 Results of the analysis of the confirmative elements of the success model of Cross-Cultural communication

Table 4 Confirmative elements analysis, model of Cross-Cultural communication success

Indicators	Element weight			R^2
	b	SE	t	
Y8	0.78**	-	-	0.61
Y9	0.76**	0.03	14. 38	0.58
Y10	0.73**	0.03	16.00	0.53
Y11	0.81**	0.05	12.95	0.66
Y12	0.80**	0.03	15.99	0.64
Y13	0.88**	0.04	17.11	0.77
Y14	0.78**	0.04	14.28	0.60
Y15	0.84**	0.04	16.29	0.71
Y16	0.72**	0.04	12.72	0.52
Y17	0.78**	0.04	13.85	0.61
Y18	0.76**	0.04	13.33	0.57
Y19	0.65**	0.04	12.81	0.42
Y20	0.79**	0.05	13.32	0.62
Y21	0.70**	0.04	13.81	0.49

$\chi^2 = 30.44$, df =11, $\chi^2/2$= 1.13, p-value = 0.295, GFI = 0.99, AGFI = 0.95, NFI=1.00, NNFI=1.00, CFI=1.00, RMSEA = 0.019, SRMR=0.016, CN=526.97

Remark p*< .05; p**< .01

The results of the analysis of the measurement model by analyzing the confirmative elements variables for the success of Cross-Cultural communication (Success) found that the chi-square (χ^2) of 30.44, the degrees of freedom (df) of 27, resulting in the relative chi-square, which was obtained from the equation $\chi^2/$ df that was equal to 1.13 with a value of not higher than 2 which was considered to pass the specified criteria. (Piermsomboon, & Sawangnate, 1992, Angsuchot, Supamas, Wichitwanna; Somthawin & Pinyophanuwat., 2005) whereas RMSEA was equal to 0.043 which was considered pass the specified criteria that is must be lower than 0.05 (Prasitrathasin & Sukkasem & Thanomrat, 2006; Angsuchote, and others, 2005) At the same time, when considering the consistency level index (GFI) value equal to 0.99, it was considered to the specified criteria that must be higher than 0.90, the adjusted harmony level index (AGFI) was 0.95, which was considered to pass the specified criteria that must be higher than 0.90 (Piamsomboon, & Sawangnate, 1992; Prasitratthasin, and others, 2006).These showed that the model was consistent with the empirical data. When considered at a variable level, success in Cross-Cultural communication consisted of 14 elements: flexibility to express behavior in a variety of cultural contexts (Y8); the recipient in Cross-Cultural communication (Y9); the ability to communicate effectively on the knowledge and understanding of each culture (Y10); the ability to utilize cultural differences in Cross-Cultural communication (Y11); the ability to create happiness under relevant new social rules (Y12); the development of appropriate means of access to other cultures (Y13); having communication behaviors

that can be negotiated with the identity of other cultures (Y14), the ability to use strategies to change the feelings of individuals from different cultures to agree in the same direction (Y15); the ability to communicate with natural fluency in conjunction with nonverbal language (Y16); the ability to accurately transmit messages throughout Cross-Cultural interactions (Y17); not judging other people's behavior without knowing the cultural background of Others (Y18); the ability to cope with differences in individual cultural expertise (Y19); the ability to use strategic thinking, overcome Cross-Cultural communication barriers (Y20); being confident to deal with Situation of the Cross-Cultural conflict (Y21). All components had statistically significant at a significance level of 0.01.

2. Path Analysis

Table 4 Path analysis

Dependent variable / Independent variable	Oriental			Success		
	TE	**DE**	**IE**	**TE**	**DE**	**IE**
Intelligence	0.79**	0.79**	-	0.97**	0.50**	0.47**
	(0.10)	(0.10)		(0.10)	(0.09)	(0.07)
Drawback	0.02	0.02	-	-0.13	-0.14*	0.01
	(0.09)	(0.09)		(0.09)	(0.07)	(0.06)
Oriental	-	-		0.60**	0.60**	-
				(0.07)	(0.07)	

$\chi^2 = 811.87$, df $=529$, $\chi^2/2= 1.53$, p-value $= 0.0512$, GFI $= 0.99$, AGFI $= 0.97$, NFI$=0.98$, NNFI$=0.99$, CFI$=1.00$, RMSEA $= 0.001$, SRMR$=0.018$, CN$=654.31$

Remark *p*< *.05; p**< .01*
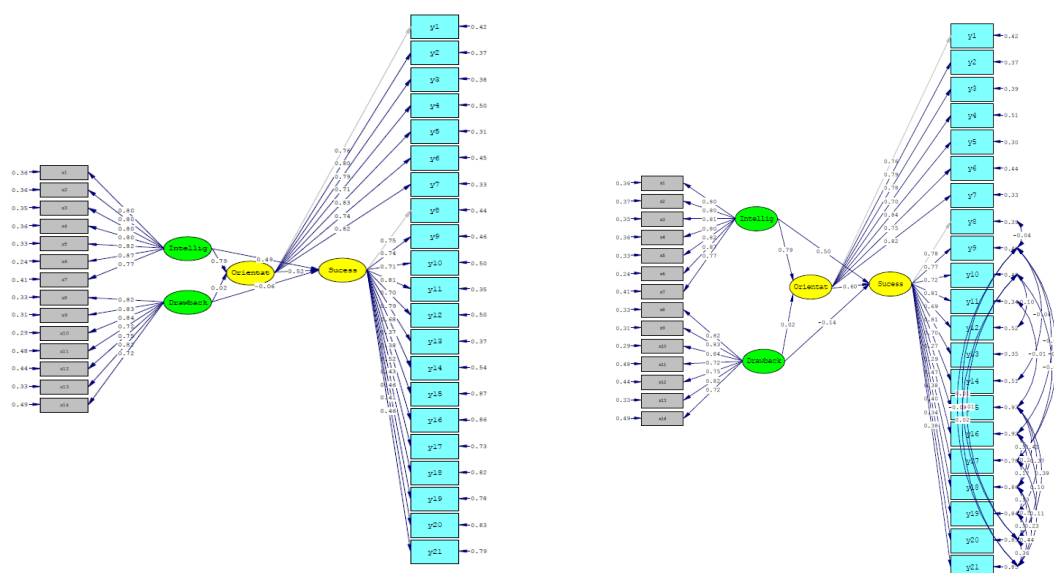
| The causal relationship model before adjustment | The causal relationship model after adjustment |

The results of the verification of the consistency of the causal relationship model for the success of Cross-Cultural communication (Success) found that the hypothesized model was consistent with the empirical data by which the chi-square (χ^2) of 811.87, the degrees of freedom (df) of 529, resulting in the relative chi-square, which was obtained from the equation χ^2/df that was equal to 1.53 with a value of not higher than 2 which was considered to pass the specified criteria. (Piermsomboon, & Sawangnate, 1992; Angsuchot, Wichitwanna, & Pinyophanuwat, 2005) whereas RMSEA was equal to 0.001 which was considered to pass the specified criteria that is must be lower than 0.05 (Prasitrathasin, & Sukkasem; Phongseri & Thanomrat , 2006; Angsuchote., Suphamas et, al., 2005) At the same time, when considering the consistency level index (GFI) value equal to 0.99, it was considered to pass the specified criteria that must be higher than 0.90, the adjusted harmony level index (AGFI) was 0.95, which was considered to pass the specified criteria that must be higher than 0.90 (Piamsomboon & Sawangnate, 1992, Prasitratthasin and others, 2006).

Analysis results of path of direct effect, indirect effect and total effect influencing the success of Cross-Cultural communication.

1. Cultural intelligence latent variables (Intelligence) had a positive direct influence on the latent variable, the cultural adaptation (Oriental) and the latent variable of the Cross-Cultural communication (Success) with a statistically significant level of success at the 0.01 level with the coefficient of influence rate at 0.79 and 0.50,

respectively, and also indirectly influenced the success of Cross-Cultural communication (Success) through the latent variable, cultural adaptation (Oriental) with a statistically significant level of 0.01 with a coefficient of influence of 0.47.

2. The latent variables influencing Cross-Cultural communication (Drawback) had a negative direct influence on the latent variables of the Cross-Cultural communication success at a statistically significant level of 0.05 with the coefficient of Cross-Cultural communication. The influence rate was at 0.14 but had no indirect influence on the success latent variable (Success) and had no direct influence on the cultural adaptation latent variable (Oriental).

3. Cultural adaptive latent variables (Oriental) had a positive direct influence on the success latent variables of Cross-Cultural communication (Success) with a statistically significant level of significance at the level of 0.01 with a coefficient of influence of 0.60.

Discussion

The research on Structural Equation models of causal factors influencing the success of Cross-Cultural communication found that theoretical models were consistent with empirical data showing that cause variables that include cultural adaptation, cultural intelligence and obstacle influencing Cross-Cultural communication were causal factors influencing the success of Cross-Cultural communication which can be discussed in the research results as follows:

1. According to the research results, it was found that cultural intelligence and acculturation adaptation had a positive direct influence on the success of Cross-Cultural communication. This means that cultural intelligence and cultural adaptation is a variable that can make Cross-Cultural communication successful and if it develops and fosters cultural intelligence and cultural adaptation more at all levels will increase the success of Cross-Cultural communication as well. Considering the variables observed in the cultural intelligence variable and cultural adaptation, it was found that the sample group agreed the most in all of the questions but there were some that were less agreeable than others. That is, cultural intelligence issues of understanding abstract cultures, such as beliefs and values of other cultures, is likely that more multiculturalism and social encounters need to be added. Learning about new culture is needed since it can sometimes create communication obstacles. This was in line with the research of Theerachon Phonyotha et al., (2017) who studied the Cultural Intelligence in the ASEAN Cultural Context for Undergraduate Students: Phenomenological Studies. The results of the study found that individuals understanding cultural similarities and differences were highly culturally intelligent through awareness which was the perception that other cultures would influence themselves. It is an acceptance of culture and cultural differences. Knowing that being part of the culture means not to judge the behavior of others without thoughtfully understanding their cultures and to recognize the weaknesses of the areas that need to be improved in the face of Cross-Cultural communication situations as well as cultural adaptation issues. The sample group agreed less than any other way of harnessing one's concerns when it comes to Cross-

Cultural communication, which is an issue of Cross-Cultural adaptation, is an issue that needs to foster learning in order to build confidence in effective Cross-Cultural communication. This finding was in line with the concept of Soontareeya Chaipanha and Urarak Sriprasert (2016) about cultural adaptation methods by studying the cultures of other nations, reducing the problems arising from the differences, making it possible to understand and can adapt well to the cultures of various peoples. Therefore, cultural intelligence and Cross-Cultural adaptation is an important issue that should be learned and can be adapted for the benefit of Cross-Cultural communication.

2． From the research results, it was found that the latent variables influencing drawback Cross-Cultural communication had a negative direct influence on the success latent variables of the success Cross-Cultural communication. This means that the success of Cross-Cultural communication increases when the obstacles influencing Cross-Cultural communication were reduced. When considering the opinions of the sample on the obstacle influencing Cross-Cultural communication, it was found that the lack of knowledge with the lack of understanding cultural differences was more critical than any other issues. Accepting a new culture requires ongoing learning to improve knowledge and understanding, and having the skills to communicate effectively with individuals of different cultures. This finding was in accordance with Nuchanart Ratanasuwongchai (2004) who mentioned that the study of cultural differences is very important in the communication between foreigners since it allows people to know the causes of actions and thoughts of other nations. The correct and real-life learning can lead to understand, accept differences, and prevent cultural panic that may be a problem and obstacles in Cross-Cultural communication.

Suggestion

Further studies should be focused on the individual cultural contexts which influence both verbal and nonverbal language including cultural sensitive issues in order to gain useful information for Cross-Cultural communication.

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