

Volume 6 Number 1 March 2024, 27 ~ 38

DOI: https://doi.org/10.37698/ashrej.v6i1.290

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Building Organizational Sustainability through Intercultural Communication via Vision, Mission, and Core Value

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ARTICLE INFO

Article history:

Received Dec 30, 2023 Revised Feb 15, 2024 Accepted Mar 16, 2024

Keywords:

Organizational Sustainability, Intercultural Communication, Vision, Mission, Core Value

Conflict of Interest:

None

Funding:

None

ABSTRACT

The objective of this practical research is to explore sustainable growth practices aligned with the ESG (Environmental, Social, and Governance) framework through the communication of culture via Vision, Mission, and Core Value. To investigate the policy alignment with ESG principles across all three dimensions: Environmental (E), Social (S), and Governance (G), as well as best practices for Intercultural Communication alignment with organizational growth guidelines. Data collection through the 56-1 One Report (annual reports) and corporate information from various sources was to examine Intercultural Communication within the context of ESG through Vision, Mission, and Core Value. alignment, a total of 20 companies were studied. The research process involved summarizing and analyzing the content, as well as linking research findings to content results. The research findings revealed that Intercultural Communication for sustainable company growth under the ESG framework emphasizes communication through the Mission. It was found that companies primarily communicate through their Missions more than other aspects. Within Mission content, Social (S) dimension was emphasized more than the environmental and governance dimensions, which is a common practice for companies in the securities market committed to sustainable growth.

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1. Introduction

1.1 Introduce the Problem

Due to the rapid changes in the current era of rapid change, sustainable business processes have also changed. The size and structure of organizations vary which in turn affects different work processes. This includes organizational structure management, employee management, and work patterns. In the process of creating organizational structures and managing employees, one crucial tool for business management that should not be overlooked is cultural communication through Vision, Mission, and Core Value. This allows employees, executives, investors, shareholders, as well as internal and external parties involved in the company, to be actively involved in understanding the organization's direction and identifying the company's identity through cultural communication (Jandt, 2004) to create sustainable organizations based on the following principles:

- 1) Sustainability Concept
- 2) Intercultural Communication Concept

2. Literature Review

2.1 Sustainability Concept

From the above concept, sustainability is linked to the framework of sustainability guidelines from the Global Reporting Initiative (GRI). These guidelines are used to prepare sustainability reports for G4 (Global Reporting Initiative, 2015), which includes three dimensions: Economic, Social, and Environmental.

This involves reporting on a company's responsibility for the environment, pollution control, waste management, and recycling. The Social dimension measures how the company manages its employees, customers, local communities, and stakeholders in the Core Value chain, including employee well-being and fair compensation. The Governance dimension assesses the effectiveness and transparency of governance and management to ensure efficient and transparent management. Increasing public disclosure by companies has reduced information asymmetry, and the disclosure of ESG (Environmental, Social, Governance) information is now part of the business process (The Securities and Exchange Commission, 2020). This has implications for managing sources of capital from debt sources and improving corporate governance, which in turn affects stock liquidity and investor confidence in the market (Nattawat Taradonpiphat, 2020). Securing investment for large businesses often requires increasing capital from investors, and conducting business sustainably according to the organization's development guidelines is crucial. This has led to the concept of Environmental, Social, and Governance (ESG) sustainability. ESG serves as a measure of global business sustainability, encompassing environmental, social, and governance aspects.

Therefore, the concept of sustainability (ESG) is Environment (E) is Criteria that considers environmental issues such as pollution, waste management, and recycling. Social (S) is Criteria used to measure the handling and care of employees, management, consumers, communities, or stakeholders. For example, employee welfare, fair wages, and the social and environmental impacts on communities or trading partners. Governance (G) is Oversight and policy for transparent company operations, aiming for sustainable organizational development.

2.2 Intercultural Communication Concept

Intercultural Communication refers to the process of communicating with individuals from different cultures, including differences in ethnicity, nationality, language, and even different lifestyle choices. When a company hires employees from diverse backgrounds and connects various elements, effective communication within the organization becomes essential. This should encompass the organization's Core Value, Mission, and its overarching Vision (Kesara Patthapong and colleagues, 2020). Communication is the process of transferring information from one point to another, or from one person to another, and it can take the form of a sender and a receiver. The measure of successful communication is the effectiveness of the receiver's understanding of the information received. It has been found that one factor that greatly influences the receiver's effectiveness in understanding the information is "culture." If the receiver has a culture similar to the sender, it tends to make understanding the information easier or less subject to misinterpretation. Conversely, if there is a high degree of cultural dissimilarity, it tends to make understanding the information more difficult because of different experiences encountered, such as sounds, language, symbols, values, community practices, and received information may lead to misunderstandings due to differing cultures.

Intercultural Communication is important because different cultures are complex, each originating from different places, languages, or societies. Therefore, communicating with people from different cultures requires study and good communication, learning from differences, and embracing the diversity of cultural dimensions. Good intercultural communication also comes from establishing good societies or organizations, to promote mutual understanding.

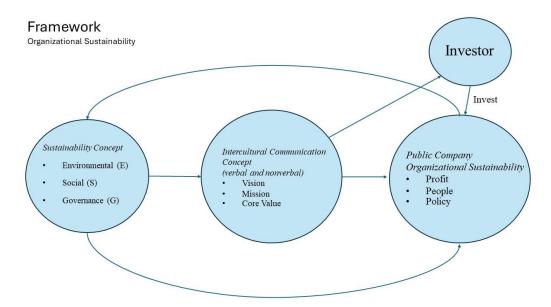


Figure 1. Sustainable Organization Framework

As shown in Figure 1, The Sustainable Organization Framework illustrates the foundational elements of sustainability in the form of ESG (Environmental, Social, and Governance) factors. It employs tools through the Intercultural Communication Concept, utilizing communication via Vision, Mission, and Core Values. These tools are used to communicate with investors, helping them understand the company's sustainability. This, in turn, reflects the company's sustainability in terms of Profit, People, and various policies.

From the perspective of sustainability and Intercultural communication, companies listed on the Stock Exchange of Thailand have introduced a process to assess the sustainability of businesses in line with ESG (Environmental, Social, Governance) principles. This process involves two main criteria:

1) Selection Criteria:

- (a) Exclusionary Screening/Negative Screening: This criterion identifies the types of companies to be excluded from consideration. It involves screening out companies that produce inappropriate products or services, such as those related to alcohol, tobacco, alcoholic beverages, casinos, or those involved in nuclear weapons production.
- (b) ESG Rating/Positive Screening: This criterion selects companies for further evaluation, using ESG criteria as a basis for assessment. The ESG principles discussed earlier lead to an expansion of these criteria, which are used for research, including case studies of publicly traded companies listed on the Stock Exchange of Thailand that have received sustainable THSI (Thailand Sustainability Investment) stocks.
- 2) Data Collection Methods for ESG Information:

Companies compiling ESG indices may gather information from companies through surveys or collect data from credible sources, such as annual reports, sustainability reports, or the companies' websites (Warangkana Phatsen, 2019).

From this selection process, it is evident that effective communication of sustainability (ESG) across cultures through Vision, Mission, and Core Value is of utmost importance.

2. Research Objectives

The research objectives are as follows:

- 1) To study best practices for sustainable growth following ESG guidelines through Intercultural Communication via Vision, Mission, and Core Values. Report the findings of previous studies.
- 2) To find information for establishing a framework for sustainable growth communication within organizations following ESG guidelines, particularly in the context of Intercultural Communication through Vision, Mission, and Core Values.
- 3) To study organizational personnel and their practices.

4) To generate relevant research topics.

3. Research Methodology

This research is qualitative in aims to study concepts, theories, and relevant research related to sustainability through organizational culture. The goal is to understand the context of organizational culture, processes, and communication's impact on a company's growth and its influence on the work environment of company employees. Documentary Research: The researcher will utilize documentary analysis as a method to gather information. This involves selecting printed materials for study, including academic papers, books, various types of printed media, and online sources related to theories and concepts associated with building organizational culture. These sources will be in both Thai and English languages. The analysis will involve:

- Printed materials such as books, articles, and public relations documents related to organizational culture within each company, as well as communication between cultures in both the Thai and English languages.
- Electronic media, including websites with content related to organizational culture and relevant theories, as well as organizational Core Values and ethics.

The research process will consist of two main steps:

- 1) Detailed Data Collection: This step involves gathering detailed information on cross-cultural communication related to sustainability (ESG) through Vision, Mission, and Core Value from 20 companies.
- 2) Data Compilation, Analysis, and Synthesis: The collected data will be analyzed and synthesized to draw conclusions and connections between the research findings and relevant theories.

4. Results and Discussion

The research findings from the 20 publicly traded companies that have received the Thailand Sustainability Investment (THSI) sustainable stock award indicate that most companies prioritize ESG guidelines in their communication efforts. Vision is ranked second in importance, followed by organizational Core Value or culture.

In terms of Intercultural Communication, most companies primarily focus on social aspects, followed by governance and environmental factors. This demonstrates that companies place a strong emphasis on their employees, management, and society as their primary communication priorities.

These findings suggest that companies recognize the importance of sustainability through ESG principles and incorporate them into their communication strategies. Moreover, they prioritize social responsibility, governance practices, and environmental concerns as essential elements of their communication efforts. This indicates a commitment to holistic sustainability practices that extend beyond profit margins to include broader societal and environmental impacts.

Table 1. Table of Inter-culture Communication Regarding Vision, Mission, and Core Value

				Interculture Communication								
No	Symbol	Company	Industry Group	Vision			Mission		Core Value/ Culture		ure	
				Environ ment	Social	Govern ance	Envir onme nt	Social	Govern ance	Environm ent	Social	Governa nce
1	CPF	CHAROEN POKPHAND FOODS PCL	Agro & Food Industry		/	/	/	/	/		/	/
2	OSP	OSOTSPA PCL	Agro & Food Industry		/	/		/	/	/	/	/
3	TU	THAI UNION GROUP PCL	Agro & Food Industry	/	/	/		/		/	/	/
4	TVO	THAI VEGETABLE OIL PCL	Agro & Food Industry		/		/	/	/		/	
5	STGT	SRI TRANG GLOVES (THAILAND) PCL	Consumer Products	/	/	/		/			/	
6	BAM	BANGKOK COMMERCIAL ASSET MANAGEMENT PCL	Financials		/			/	/			
7	KTB	KRUNG THAI BANK PCL	Financials	/	/			/	/			
8	SNC	SNC FORMER PCL	Industrials				/	/	/			
9	TPBI	TPBI PCL	Industrials	/	/	/		/	/	/	/	/
10	AMAT A	AMATA CORPORATION PCL	Property & Constructi on	/	/			/	/			
11	SCC	THE SIAM CEMENT PCL	Property & Constructi on	/	/	/					/	/
12	WHA	WHA CORPORATION PCL	Property & Constructi	/	/		/	/	/		/	/
13	BGRIM	B. GRIMM POWER PCL	Resources		/		/	/	/		/	/
14	BCPG	BCPG PCL	Resources	/			/	/			/	/
15	GULF	GULF ENERGY DEVELOPMENT PCL	Resources	/			/	/	/		/	
16	WHAU P	WHA UTILITIES AND POWER PCL	Resources	/	/	/	/	/	/			
17	EA	ENERGY ABSOLUTE PCL	Resources	/	/	/	/	/	/	/	/	/
18	BEM	BANGKOK EXPRESSWAY AND METRO PCL	Services		/		/	/	/			
19	BTS	BTS GROUP HOLDINGS PCL	Services		/			/		/	/	/
20	SICT	SILICON CRAFT TECHNOLOGY PCL	Technolog y		/			/				
Total				11	17	8	10	19	14	5	13	10
% Tot	tal			55%	85%	40%	50%	95%	70%	25%	65%	50%
% Av	erage				60%			72%			47%	
	vironment							43%				
% Soc	cial							82%				
% Go	vernance							53%				

In the table of Inter-culture Communication regarding Vision, Mission, and Core Value, it is evident that Vision is communicated with respect to sustainable concepts (ESG) at 60%, Mission at 72%, and Core Value at 47%. This indicates that most companies prioritize communicating sustainable concepts through their Mission statements.

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Upon closer examination of the Mission statements, it is found that all 20 publicly traded companies in the main securities market have Mission statements related to environmental, social, and governance aspects, as shown in Table 2.

Table 2. Guidelines for Communicating Cross-Culturally to Society Regarding Mission

No.	Symbol	Industry Group	Name	Guidelines for Communicating Mission				
				Environment	Social	Governance		
1	CPF	Agro & Food Industry	CHAROEN POKPHAND FOODS PCL	The Company is determined to build business growth in strategic locations with the focus to maintain world-class, modern production process as well as efficient and ecofriendly consumption of natural resources to enhance its competencies and competitive edge on an international leve	We take into account the interests of all stakeholders to ensure sustainable growth	We take into account the interests of all stakeholders to ensure sustainable growth, while being able to continuously generate appropriate returns to shareholders.		
2	OSP	Agro & Food Industry	OSOTSPA PCL		THE POWER TO ENHANCE LIFE through a culture of high performance, innovation, and sustainability.	THE POWER TO ENHANCE LIFE through a culture of high performance, innovation, and sustainability.		
3	TU	Agro & Food Industry	THAI UNION GROUP PCL		To be the seafood industry's leading agent of change, making a real positive difference to our consumers, our customers and the way the category is managed.			
4	TVO	Agro & Food Industry	THAI VEGETABLE OIL PCL	Creates new products through innovative initiation with objective to grow business and reaffirm position as an industry leader that concern about the community, society, and environment.	-Strives to develop personal excellence -Improves production efficiency in order to raise the quality of products and services that win the hearts of consumers -Creates new products through innovative initiation with objective to grow business and reaffirm position as an industry leader that concern about the community, society and environment.	Improves production efficiency to raise the quality of products and services that win the hearts of consumers		
5	STGT	Consumer Products	SRI TRANG GLOVES (THAILAND) PCL		-Keep up the strengthKeep growing and maintain a leading position, with a focus on sustainability and ESGBe ready for any challenges ahead.			
6	BAM	Financials	BANGKOK COMMERCIAL ASSET MANAGEMENT PCL		- Manage and resolve NPLs to become performing and return to the economic system Introduce proven technology and innovation for upcoming transformation Uplift products and services to serve customers and all stakeholders Build a network of partners for the integrated	Uphold ESG integration into governing principles to drive a sustainable economy and society.		

					business and customer base expansion. - Develop employee skills to carry forward with innovative thinking.	
7	KTB	Financials	KRUNG THAI BANK PCL		The Bank is committed to developing financial technology and innovations through the Thailand Digital Platform in order to improve the quality of life of people and all groups of customers in various dimensions, such as creating learning opportunities for people	working to develop Thai society towards a digital society and a cashless society and aiming to create financial equality for Thai people, such as opportunities to access funding sources, financial literacy, fundamental rights for government services, and income equality for people to support the achievement of the Bank's new Mission.
8	SNC	Industrials	SNC FORMER PCL	- Focus on Products and Stakeholders Focus on products that are environmentally friendly and stakeholders, both direct and indirect.	- Quality First: Regard of the quality of products first Differentiation: Create a wide variety of products and services to meet all kinds of customers - Cost Effectiveness: Create quality products at a price that customer can buy to compete - Quick Response: Meet customer needs with speed - Flexible Manufacturing System: Adjust production systems to take away flexibility to rapidly changing environment Service Mind: A mental switch and signal intentions on the service to customers satisfaction	- Adhere to good governance principles and good corporate governance.
9	TPBI	Industrials	TPBI PCL		Create Core Value through innovation and technology. Establish stability for employees and executives.	Build prosperity for business partners. Establish business sustainability and stability for shareholders.
10	AMATA	Property & Construction	AMATA CORPORATION PCL		Exploring innovation to build a Smart City that enriches quality of life.	Committed to creating a culture of "ALL WIN" for our stakeholders by expanding new frontiers
11	SCC	Property & Construction	THE SIAM CEMENT PCL		None	new nontiers
12	WHA	Property & Construction	WHA CORPORATION PCL	- Develop world class logistics, industrial estates, utilities, power and property customer solutions.	Fulfill requirements of key major business partners, shareholders and stakeholders - create a long-lasting relationship with strategic alliances - Differentiate comprehensive platform for both infrastructure data center as well as customized service solutions for leading MNCs and Thai conglomerates - Develop talent and experienced team to enhance organizational core competency	- Focus on innovative and effective strategy, business, financial, service quality, safety, environment, community, and governance disciplines - Provide unrivalled quality products with knowledge and expertise that lead to win-win solutions - Maintain financial discipline to maximize return on equity

13	BGRIM	Resources	B.GRIMM POWER PCL	- Operation: We constantly upgrade our assets and improve our operational procedures to push our Professionalism further and be a world-class energy company Environment: We operate our business in harmony with nature and the environment to leave a better world to the children of the world.	- Products and Services: We create Core Value for society by providing high-quality energy and services, focusing on people, nature and our Pioneering spirit regarding new business opportunities and technologiesGrowth: We grow in a sustainable way and foster strong, long-term Partnerships domestically and internationally Community: We empower people, communities, and society with compassion, putting their needs at the center of our actions.	- Workplace: We enjoy working together as a team of compassionate professionals with respect for all stakeholders, strong ethics, integrity, and Positivity.
14	BCPG	Resources	BCPG PCL	Accelerate energy transition towards sustainable	reliable power through innovative energy solutions for all.	
15	GULF	Resources	GULF ENERGY DEVELOPMENT PCL	To integrate innovative strategy, quality resources, premier technology, and culture of commitment to achieve the most reliable energy solution.	culture of commitment to achieve the most reliable energy solution.	To integrate innovative strategy, quality resources, premier technology, and culture of commitment to achieve the most reliable energy solution.
16	WHAUP	Resources	WHA UTILITIES AND POWER PCL	To develop world class utilities and power solutions fitting customers' needs.	2. To vertically integrate solutions in utilities and power businesses and expand other market segment to increase products and services in Thailand and other Southeast Asia Countries. 3. To continuously develop human resources competencies to build talent and experience to enhance organizational core competency including encouraging workplace environment for employee wellbeing. 4. To nurture an innovative culture in the organization. 5. To add Core Value to communities and the environment with good corporate governance and sustainable development strategies.	5. To add Core Value to communities and the environment with good corporate governance and sustainable development strategies.
17	EA	Resources	ENERGY ABSOLUTE PCL	- Promote the utilization of modern technology to increase production efficiency - Promote the utilization of energy crops and natural energy to reduce environmental pollution - Support the Government policy for energy security of country	- Foundation human resources to grow steadily and sustainably	- Operate on the basis of fairness, trustfulness with partners and all shareholders

18	BEM	Services	BANGKOK EXPRESSWAY AND METRO PCL	2. Improving the quality and efficiency of the modern and full-service transportation network in order to alleviate traffic problems, preserve the environment, and improve society and the country;	1. Providing services of the expressway and metro systems with safety, convenience, rapidity, reliability, punctuality, and efficiency, in order to improve the quality of people's lives; 3. Creating Core Valueadded and utmost benefit to shareholders based on fairness to all stakeholders;	1. Providing services of the expressway and metro systems with safety, convenience, rapidity, reliability, punctuality, and efficiency, in order to improve the quality of people's lives; 4. Adhering to sustainability principles in business operations by realizing good corporate governance as well as striving for social and environmental responsibility.
19	BTS	Services	BTS GROUP HOLDINGS PCL		We build inclusive infrastructure, platforms and innovate quality services for our community using a sustainable approach.	
20	SICT	Technology	SILICON CRAFT TECHNOLOGY PCL	10	- Customers and business partners: The Company determines to add Core Value to customers and business partners by focusing on creation of innovation that can be achievement at global level Employees: The Company will be the organization with happy working environment which determines to develop potential of its employees on creative idea and courage to encounter challenges with strong determination to success and self-development continually.	14
		Total		10	19	14
		% Total		50%	95%	70%

From the table of communication guidelines between cultures regarding Missions, it was evident that most companies place the highest emphasis on social communication, with approximately 95%. They prioritize involving all stakeholders for sustainable growth, making sustainable practices part of their work framework. For example, WHA UTILITIES AND POWER PCL (2022) has a Mission consisting of five components:

- 1) To develop world-class utilities and power solutions fitting customers' needs.
- 2) To vertically integrate solutions in utilities and power businesses and expand other market segment to increase products and services in Thailand and other Southeast Asia Countries.
- 3) To continuously develop human resources competencies to build talent and experience to enhance organizational core competency including encouraging workplace environment for employee wellbeing.
- 4) To nurture an innovative culture in the organization.
- 5) To add Core Value to communities and the environment with good corporate governance and sustainable development strategies. Missions 2 to 4 focus on building sustainability from within through employees, management, and policies, subsequently extending this sustainability to the external environment. Moreover, it is observed that companies prioritize governance as the second most important aspect, with up to 70%, which considers efficient and transparent management, effective checks and balances, and accountability to all stakeholders. For instance, BANGKOK EXPRESSWAY AND METRO PCL (2022) has a Mission consisting of four components:
 - a) Providing services of the expressway and metro systems with safety, convenience, rapidity, reliability, punctuality, and efficiency, to improve the quality of people's lives.
 - b) Improving the quality and efficiency of the modern and full-service transportation network to alleviate traffic problems, preserve the environment, and improve society and the country.

- c) Creating Core Value-added and utmost benefit to shareholders based on fairness to all stakeholders.
- d) Adhering to sustainability principles in business operations by realizing good corporate governance as well as striving for social and environmental responsibility. Missions 1 and 4 reflect transparent and efficient management practices to enhance the quality of life through public transportation systems and demonstrate a commitment to environmental responsibility. For example, B. GRIMM POWER PCL (2022) focuses on the following Missions:
- a. Product & Service: We create Core Value for society by providing high-quality energy and services, focusing on people, nature, and our Pioneering Spirit regarding new business opportunities and technologies.
- b. Operation: We constantly upgrade our assets and improve our operational procedures to push our Professionalism further and be a world-class energy company.
- c. Growth: We grow in a sustainable way and foster strong, long-term partnerships domestically and internationally. Sustainable Growth: Achieve sustainable growth with strong long-term business partners, both domestically and internationally.
- d. Workplace: We enjoy working together as a team of compassionate professionals with respect for all stakeholders, strong ethics, integrity, and Positivity.
- e. Community: We empower people, communities, and society with compassion, putting their needs at the centre of our actions.
- f. Environment: We operate our business in harmony with nature and the environment to leave a better world to the children of the world. These Missions emphasize our commitment to sustainability in the areas of operations, growth, workplace culture, community engagement, and environmental responsibility. The dimension of sustainability is communicated through Vision, Mission, and Core Value.

6. Suggestions

- 1) Company executives in the securities market may advise other company management on cultural communication to investors, both domestically and internationally, regarding sustainable growth practices (ESG). It is advisable to communicate these guidelines through Vision, Mission, and Core Value, emphasizing Mission more than other dimensions. For Mission, the focus should be on the Social (S) dimension rather than the Environmental (E) and Governance (G) dimensions. This is because all 20 companies have declared their commitment to sustainable growth practices, making societal practices a primary driver of sustainable growth.
- 2) Company executives in the securities market should review their cultural communication strategies to inform investors, both domestic and international, whether their current emphasis on communicating through practices via Vision, Mission and Core Value is adequate and accurate.
- 3) Future research should delve deeper into the importance of Vision and Core Value in driving specific sub-dimensions of cultural communication. This will provide further insights into how cultural communication can be refined to effectively convey ESG dimensions to investors and stakeholders.

7. Summary

From the objectives of studying sustainable growth practices following ESG guidelines through cultural communication via Vision, Mission, and Core Value, it was found that companies tend to practice cultural communication more through Missions than other dimensions. The Mission dimension can be further divided into three sub-dimensions: Environment, Social, and Governance (ESG). Overall, companies tend to emphasize societal practices more than environmental and governance aspects and Explore information for establishing a framework for sustainable growth communication within organizations following ESG guidelines, particularly in the context of Intercultural Communication through Vision, Mission, and Core Values.

It was also found that companies in The Stock Exchange of Thailand (SET) importance on cultural communication, to make people inside and outside the company see that the company prioritizes sustainability. This reflects that the group of companies that are examples of sustainable stocks in Thailand have grown in terms of revenue, as well as the company's value in the market.

8. Results and Discussion

The emphasis on Mission-related communication, particularly regarding societal aspects, maybe because Missions specify what an organization is supposed to do. Most companies choose to communicate through Missions, aligning with c who suggest that Missions communicate what the organization or company intends to achieve. This focus is primarily on the roles and responsibilities toward society, customers, employees, and the environment.

Companies' Missions prioritize Societal (S) practices more than Environmental (E) and Governance (G) aspects, possibly because society comprises employees, shareholders, customers, and the public, which have a clearer and more influential role than the environment and governance. This aligns with Bartkus, Glassman, and McAfee (2006), who summarized that Missions serve as advertising communication for people of all cultures to understand the company's objectives. They specify what a company will do for whom, and all 20 companies in the securities market have products delivered directly to the public. Therefore, there must be Mission-related communication with society, i.e., customers or the public, more so than regarding environmental and governance aspects.

9. Conclusion

This research highlights how companies in The Stock Exchange of Thailand (SET) are increasingly interested in intercultural communication as a tool to demonstrate their sustainability. Through communication processes encompassing vision, mission, and values, these organizations aim to showcase their commitment to environmental, social, and governance.

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