



**PROBLEMS AND SOLUTIONS IN ENGLISH BUSINESS
NEGOTIATION OF THAI SALESPEOPLE WORKING IN
COMPANIES IN BANGKOK**

BY

MISS MAYTAWEE CHALOTHORN

**AN INDEPENDENT STUDY PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN CAREER ENGLISH FOR
INTERNATIONAL COMMUNICATION
LANGUAGE INSTITUTE
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2019
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ENTITLED

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was approved as partial fulfillment of the requirements for
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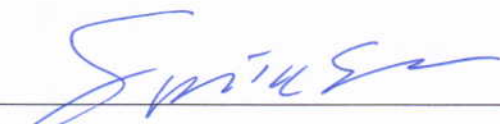
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ABSTRACT

This research study aimed to investigate the problems in English business negotiation that Thai salespeople encountered when dealing with the foreign customers and find out the appropriate solutions for those problems. Purposive sampling was employed to select the participants from the target population of the study. The data were collected from 70 salespeople working in Thai companies based in Bangkok area, using questionnaires as the research instrument of the study. The data obtained were statistically analyzed and are presented in the form of percentages, mean scores, and standard deviations. The findings of the study revealed that a lack of business negotiation techniques, anxieties over English negotiation, and a lack of English communication skills were the main problems in English business negotiation of Thai salespeople. In terms of solutions, it was found that the participants preferred to attend courses about negotiation skills. In addition, they will try to improve their English communication skills by themselves through accessing various English online media.

Keywords: Problems, solutions, English business negotiation, salespeople

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Miss Maytawee Chalothorn

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

In today's world, it is not difficult for businesses to expand beyond the borders of their own country. Technology helps connect people across the globe to do business. This can be seen from the number of multinational companies (MNC) that have expanded rapidly in the last few decades. According to the company database of the Department of Business Development in 2019, there are over 200,000 foreign legal entities in Thailand. This number shows the influence of globalization on investment in Thailand. Additionally, due to borderless communication nowadays, business competition has been increasing greatly, resulting in more investment from multinational business and stimulating Thai companies (Thai entrepreneurs) to expand into overseas markets in order to increase business opportunities (Pupphavesa, 2002).

The two factors stated above are the main factors that have been driving the growth of international business. In context of business, the effective communication is the key factor of success. With the wider connection in the business world, English has become the most important communication tool for people in many parts of the world, and it is considered the international language of business. Many companies and governmental organizations require English knowledge from their potential employees, as this a key factor driving the operations of the organization in international markets (Yoneoka, 2011). Moreover, English is used as the medium of communication in negotiating business deals, and many international business agreements accepted are written in English. Therefore, both ability in English communication and effective negotiation skills have become essential for many organizations' personnel (Shonk, 2019), especially where intercultural communication and language differences coexist because these skills are required for both interpersonal communication and inter-organizational communication (Greene & Burleson, 2003).

Organizations possessing personnel who are proficient in using English for international business negotiation will have more opportunities and advantages in competitive global markets (Grzeszczyk, 2015). Therefore, the purpose of this study is to investigate the English business negotiation problems of personnel in the organization, particularly salespeople, in order to understand the problems which may lead to impaired business negotiation skills and to find out the solutions to those problems. It is hoped that then executives and leaders of organization will be able to create the appropriate strategies to improve their personnel's negotiation skills because employees are representatives of the company in business negotiations between organizations. It is highly possible that skilled negotiators will be able to bring the most benefit to their organization, and with regard to delicate negotiation issues, efficient bargaining skills will prevent any disputes or conflicts which may lead to a serious damage to the business (Wertheim, 2002).

Furthermore, salespeople in a highly competitive labor market must develop their capabilities to meet the market needs. English business negotiation skills are a crucial ability for salespeople to progress in their careers; in addition to generating income for themselves, it also contributes to generate enormous revenue for the organization. Therefore, the findings of this research study will help salespeople improve the level of English business negotiation proficiency in their careers, and it will be helpful for the companies that need to enhance their operational capability in the overseas market (Ting-Toomey, 2015).

1.2 STATEMENT OF PROBLEM

In doing business in this era, dealing with foreign customers is most likely to be inevitable, especially sales departments. Salespeople are like strikers who make money for the company. At a Thai company expanding to the international market, sales staff with negotiation ability and fluent English communication will be entrusted by the management of the company to be assigned important projects. These will be valuable opportunities for career growth. On the other hand, salespeople lacking English negotiation skills are more likely to lose sales opportunities, resulting in the company missing out on trade opportunities in overseas markets. However, the problems caused by the lack of English negotiation skills may not be obvious. Many

times, the company loses a business opportunity without knowing the real cause. It may be understood that the reason was economic conditions or products that do not meet the needs of customers; but in fact, the major cause may be the lack of English negotiation skills of the sales staff. For this reason, this research study focuses on studying the English business negotiation problems of salespeople along with finding the solutions for such problems in order to provide guidelines for improving the capabilities of salespeople.

1.3 RESEARCH QUESTIONS

1.3.1 What are the problems in English business negotiation of Thai salespeople working in companies in Bangkok?

1.3.2 What are the solutions to the problems in English business negotiation of Thai salespeople working in companies in Bangkok?

1.4 OBJECTIVES OF THE STUDY

1.4.1 To investigate the problems in English business negotiation of Thai salespeople working in companies in Bangkok.

1.4.2 To find the solutions to problems in English business negotiation of Thai salespeople working in companies in Bangkok.

1.5 DEFINITION OF TERMS

1.5.1 **English Business Negotiation** refers to the process of discussing the terms of trading goods or services between Thai salespeople and foreign customers using English language in communication, in order to reach a satisfactory purchasing agreement with both parties, including providing the information of products and services and any bargaining that leads to closing sales.

1.5.2 **Problems** refer to the difficulties perceived by salespeople when negotiating business with foreign customers (non-Thai customers) using English language in communication. This study focuses on the problems involving business negotiation in terms of buying and selling products or services.

1.5.3 **Solutions** refer to the ways or the strategies to solve the problems in English business negotiation that Thai salespeople confront when dealing with foreign customers.

1.5.4 **Salespeople** refer to people whose job is selling products or services to customers on behalf of a company. This study focuses on Thai salespeople who often deal with foreign customers. The participants of this study were Thai salespeople working in Thai companies based in Bangkok, Thailand.

1.5.5 **Thai companies** refer to the companies registered and located in Thailand. The major shareholders and the management are Thai. The data of this study were collected from Thai salespeople who were working at Thai companies based in Bangkok, Thailand.

1.6 SCOPE OF THE STUDY

This study was limited to investigating the problems of English business negotiation perceived by Thai salespeople when dealing with foreign customers. The researcher explored business negotiation problems involving the sales section only, such as sales presentations and accepting or rejecting offers from customers. The research also focuses on finding out the possible solutions to these negotiation problems. The participants in this study were seventy salespeople who were working in seven Thai companies based in Bangkok, Thailand. The research instrument of this study was a questionnaire. The data was collected from March to May 2020.

1.7 SIGNIFICANCE OF THE STUDY

The goals of this study were to examine the problems and discover the solutions in English business negotiation of Thai salespeople. The results of this research are, therefore, significant in several aspects as follows:

1.7.1 This research examined English business negotiation, which is an essential skill in today's business world, but not many people realize the importance of this ability. The research results will enhance the knowledge and understanding of English business negotiation.

1.7.2 The findings of this research can help identify the problems in English business negotiation that salespeople confront when dealing with foreign customers. When they can understand the obstacles of negotiation that they faced, they will be able to find the proper ways to handle the difficulties that may arise in their work before becoming more serious issues.

1.7.3 The results from the survey on the solutions to the problems of English business negotiation can be used by companies to devise strategies to develop the business negotiation ability and English communication skills of salespeople. When the company's employees have higher potential, the company will be able to generate more revenue.

1.8 ORGANIZATION OF THE STUDY

The study on the problems and solutions in English business negotiation of Thai salespeople working in the companies in Bangkok is divided into five chapters as the following:

Chapter 1 is comprised of the background of the study, statement of the problem, research questions, objectives of the study, definitions of terms, scope of the study, significance of the study, and organization of the study.

Chapter 2 presents the literature review relevant to this study, which consists of the theoretical knowledge about English business negotiation and previous research studies.

Chapter 3 contains the research methodology implemented for this study including the participants of the study, the research instrument, the procedures used in the data collection and the process of data analysis.

Chapter 4 describes the results of the study derived from the data collection through questionnaires.

Chapter 5 presents the summary of findings, discussion, conclusion, and recommendations for future research.

CHAPTER 2

REVIEW OF LITERATURE

This chapter reviews the literature relevant to the research study on English business negotiation. The definition of business negotiation and its role in context of international business are explained in order to understand the core of business negotiation. In addition, this chapter describes negotiation types and negotiation process along with previous studies regarding negotiation strategies. The major areas that are explored are (1) business negotiation (2) the roles of English language in business negotiation (3) types of negotiation (4) negotiation Process (5) negotiation strategy and (6) relevant research.

2.1 BUSINESS NEGOTIATION

2.1.1 The definitions of negotiation

The term “Negotiation” is derived from Latin word “negotium” that originated in 15th century with the meaning of "doing business". Later, the meaning was expanded to include "bargaining" (Graham, Lawrence & Requejo, 2014). The broad use of the term “Negotiation” refers to “the process of discussing something with someone in order to reach an agreement” (Cambridge Dictionary, 2019). Similarly, this is close to Gifford’s (1989) definition explaining “negotiation” as a process in which two or more participants attempt to reach a joint decision on matters of mutual concern in situations where they may be potential to disagreement or lead to beginning of conflict. Additionally, McCormack (1995) defines negotiation in his book “McCormack on Negotiating” as the process of getting the best terms when the other side starts to act on their interest.

2.1.2 The definitions of business negotiation

The definition of negotiation in the aspect of business encompasses “the process between two or more parties (each with its own goals, needs, and viewpoints) seeking to find a common accord and reach an agreement to settle a matter of mutual concern or resolve a conflict” (Weingart & Olekalns, 2004, p.143). The term “negotiation” may have a slightly different meaning depending on different contexts,

for instance, legal negotiation, political negotiation or relationship negotiation. In this study, the researcher focuses on business negotiation to investigate the problems which may lead to impaired business negotiation skills. Usually, when one party makes an offer to do business with another, but the agreement cannot be reached, a negotiation will take place in order to adjust the conditions to reach a mutual business agreement. Hence, throughout this paper, business negotiation is used to refer to the process that leads to business agreements.

2.2 THE ROLES OF ENGLISH LANGUAGE IN BUSINESS NEGOTIATION

English has become the “international language of business” in today’s world because 25 percent of world production comes from English-speaking countries and English is considered as the common language for communication among employees in multinational enterprises (MNEs), which is currently expanding in the competitive global market (Daniels, Rodebaugh, & Sullivan, 2015). Likewise, when international business dealings are conducted and negotiations take place to make mutual decisions or resolve disputes, English language is the intermediary for communication, both informal bargaining at an individual level and formal transactions, for instance negotiating conditions of sale, leases, service delivery, and other legal contracts. The development of English business negotiation is an important goal of many executives and leaders, which can be seen from many organizations trying to send employees to be trained in business negotiation and English for business (Queensland Government, 2017).

As shown above, English language plays an important role in business negotiation. The lack of English skills may lead to a less than ideal outcome in a business negotiation, especially in international business (Wiwczarowski, 2011). For example, in the stage of clarifying purposes in the negotiation process, if the sellers cannot state their purpose clearly due to weakness in English speaking or writing skills, the customers may not understand the point that they would like to make. And if the customer asks for more details about the conditions of purchasing, inferior English listening or reading skills may lead to misunderstandings and conflicts in business dealings. Therefore, improvement of English skills is vital for successful international business negotiations. In other words, negotiators who are fluent in

English may be able to increase their bargaining power and gain benefits (Pupphavesa, 2002).

2.3 TYPES OF NEGOTIATION

According to various perspectives of negotiation definitions, theorists have classified the types of negotiation in accordance with the definitions. However, the researcher has found dividing negotiations into two main categories should be applied to this research study as follows:

2.3.1 Distributive negotiation is a competitive negotiation strategy in which one party can gain only if the other party loses something. It is used as a bargaining strategy to distribute fixed resources such as money and assets between both parties. Distributive bargaining is also known as zero-sum negotiation because the resources or the assets which need to be distributed are fixed. Therefore, all the negotiation will have to take place by taking that into account (The Economic Times, 2019). The highest goal under distributive negotiation approach is not a win-win kind of situation but rather one party seeks to win as much they can. Both parties will attempt to get the highest share of the resource or asset which needs to be distributed (Shonk, 2019). In the distributive bargaining approach, both the parties attempt to ascertain the value of the resources to the other party. After that, they make an agreement that is closer to their own aim rather than adjusting according to the competitors (MacDonald, 2004).

2.3.2 Integrative negotiation is also called interest-based, merit-based, or principled negotiation. It is a set of techniques that try to improve the quality and probability of a negotiated agreement by taking advantage of the fact that each party often values diverse outcomes differently. It involves bringing together objectives and goals in a collaborative manner (Koning & Dijk, 2013). While distributive negotiation assumes there is a fixed amount of value to be divided between the parties, integrative negotiation tries to create value in the terms of the negotiation by either compensating for the loss of one item with gains from another, or by creating or adjusting the issues of the conflict in such a way that both parties benefit, called “win-win negotiation”. The goal of an integrative negotiation is to reach the best possible outcomes for all the

parties involved. In other words, to attain agreements of joint benefits or resolve conflicts. The major objective of problem solving is to find a solution through the negotiation that is acceptable to all negotiation parties. (Lopez-Fresno, Savolainen & Miranda, 2018).

2.4 NEGOTIATION PROCESS

Negotiation procedures vary according to the objectives of negotiation, such as international affairs bargaining, legal negotiation, interpersonal negotiation and so on. This study focuses on business negotiation, especially sales-related negotiation. The negotiating parties are Thai salespeople and foreign customers. To achieve the goal of sales negotiation, it is essential to learn about the negotiation process in order to increase the possibility of success in each negotiation and develop the bargaining ability for the next time (Graham et al, 2014).

The followings are the process of business negotiation which is divided into five stages: Preparation, Information Exchange, Bargaining, Gaining agreement and Closure (Thompson, 2006).

5 Stages of business negotiation	
Stage 1: Preparation	Identify goal and scope of negotiation Understand the other party's interests Assess potential situation
Stage 2: Information Exchange	Present information Explore the other party's needs Open discussions
Stage 3: Bargaining	Understand clearly the other party's demands Consider the other party's conditions Make and manage concessions
Stage 4: Gaining Agreement	Confirm interests have been met Formalize agreement Build rapport
Stage 5: Closure	Review agreement Expand value Strengthen relationships

Stage 1: Preparation

In the preparation stage, the goal of the negotiation must be determined in order to assess whether the negotiation should occur or not (Roberts, 2020).

The goal and scope of the negotiation can be defined by asking the following basic questions.

- What do we need the most in the negotiation?
- What do the customers need the most in the negotiation?
- What are the possible scenarios that the customers may bring up?
- What are the possible options that we can offer?
- What is the scope of compliance?

Stage 2: Information Exchange

This stage is the process of exchanging information. At this stage, salespeople may present the information on products and services and attempt to explore the customer's interests. Aside from providing information, there may be open discussions about the needs of each party.

Stage 3: Bargaining

When one has obtained the overall information and clearly understood the customer's requirements, it is time to decide whether one can or cannot accept the customer's conditions. Salespeople and customers may use different negotiation strategies to achieve their goals, but salespeople tend to comply with customers' needs. However, as they usually know the extent of customer compliance, they may gently reject the customer's demands by creating additional value in counteroffers so that both parties can reach a mutually acceptable agreement.

Stage 4: Gaining Agreement

Once both parties' demands and interests have been considered, stage 4 is a step toward a mutual agreement. It is crucial to write down the terms and conditions that both sides have been agreed upon. After making a formal agreement, it is time to build rapport between both parties. In context of sales, salespeople should assure customers that everything will be as agreed and develop the relationship as a company, for instance, advising customers about after sales service or letting them know that action has already started to be taken.

Stage 5: Closure

The final stage of the negotiation process is as important as the “Gaining Agreement” stage because the outcome will affect the next negotiation. At this stage, salespeople have to be sure that they have expanded or added value from customers' interests in order to strengthen their relationship. A good relationship between the negotiating parties is another important factor that leads to successful negotiation (Kremenjuk, 2002).

2.5 NEGOTIATION STRATEGY

As referenced, one definition of a business negotiation is “the process of discussion between two or more parties finding to reach a mutual business agreement”, which means it is probable that the outcome of a negotiation will be win-lose, win-win or lose-lose. But for sales negotiations, “maintaining business relationships” is the most important goal. Therefore, when a sales negotiation takes place, salespeople must do their best to ensure that the negotiation ends up with a win-win outcome, i.e., an agreement that would benefit both parties. This is the challenge for salespeople: meeting customers' needs and increasing value while maintaining a reasonable level of profitability (Ganesan, 1993).

This study has employed the theoretical framework of “Effective Strategies in integrative negotiation” from Kolmačková's study (2011) as the guidelines leading to a successful sales negotiation.

2.5.1 Integrative Negotiation Strategy

Integrative negotiation, also known as "win-win bargaining", is a negotiation strategy in which parties collaborate to find a solution that satisfies the concerns and needs of each. The goal of this strategy is to seek out cooperation and participation from each party to reach an agreement that benefits everyone. This strategy involves identifying the parties' various interests, with the focus on expanding the value of those interests and developing mutually beneficial agreements (Indeed, 2020).

2.5.2 Integrative Negotiation Strategy in the Workplace

Identifying Interests

The first step in the integrative negotiation strategy is identifying each party's interests by considering or asking what the other side needs from the negotiation. If the negotiators cannot ask for their requirements directly, they can bring an intermediary to do that instead. The key approach in this step is to allow all parties involved to share their perspectives on the situation in order to participate in discussions to find the best solution together. After discussing the needs of each party, it is time to specify what the common goal of the negotiation is. Apart from understanding the other side's demands, one has to figure out the best way they will agree to meet our underlying needs. Furthermore, the negotiators have to analyze the potential consequences of bargaining. This is the process of weighing the advantages and disadvantages, but it needs to take into account the other side's view. "Putting oneself in the other side's shoes" will help one to understand the other party's interests (Spangler, 2003).

Building a relationship

The goal of integrative negotiation is to reach a *win-win* outcome which satisfies everyone. Based on gaining mutual benefits, the creation of long-term trust in a relationship is the key factor in this strategy. In the context of business or sales, many people believe that getting the best price and making profits constitute a successful negotiation, but a negotiation that one party wins and one party loses often results in a damaged relationship. And this *win-lose* outcome will become an obstacle in the next negotiation. In the integrative negotiation strategy, maintaining a long-term relationship is more important than a one-time successful negotiation. Therefore, building collaborative relationships will lead to sustainable success (Indeed, 2020).

Expanding the value of interests

The creation of value in a "fixed pie" is the core of the integrative negotiation strategy. One of traditional assumptions brought to a negotiating is that the pie of resources is limited. The traditional "fixed-pie" mind-set leads us to interpret the negotiation as a competition, resulting in a win-lose outcome. After the process of identifying the interests of each party, the next step in reaching a mutually acceptable agreement is expanding the value of interests because the purpose of integrative

negotiation is not to let one of the parties lose the benefits they expect to receive. Professional negotiators show concern for each other's interests by discussing their goals, which will lead to negotiations where the interests of both parties are integrated to create more value. Integrative negotiators build trust by focusing on their common goals and exchanging information about each other's underlying interests. With mutual understanding, they will be able to determine the best solutions, which will become key points in the form of a new offer. The pie is expanded due to the value of the increased interests of each party. When the pie of resources has more than the demands, the negotiation is not a competition, and the negotiators can reach a mutual agreement that is beneficial for every party (Hedges, 2013).

2.6 RELEVANT RESEARCH

There is a large volume of published studies on the different dimensions of business negotiations. Additionally, fluent English skills increase the likelihood of success in business negotiations. Based on the research objectives, the relevant studies are reviewed in order to apply the knowledge to this research study as follows:

2.6.1 Research in Foreign Contexts

Kolmačková (2011) conducted a study on strategies and tactics for effective Business negotiation. The main goal was to investigate the significance of negotiation and evaluate the importance of its strategies and tactics in commerce. The data was collected from six companies in different businesses and the respondents were the managers in different levels from those companies. The findings showed that most of the respondents considered negotiation to be important in doing business and that it is very important to know BATNA in case an agreement is not reached. The result of this study showed that negotiation tactics are quite beneficial when they are applied properly.

Mahmoodi (2012) studied negotiation strategies and skills in international business. This research aimed to give recommendations on how to have an effective negotiation and improve the needed skills. The data was collected via survey from international business negotiators in Finland. The results showed that while most negotiators do

pay attention to the whole negotiation process, they do not have a detailed strategy for achieving the goal of negotiation. To negotiate properly, negotiators should consider preparing more to review the negotiation, and it is also important to understand the other side's needs and wants with respect to the issue.

Prado and Martinelli (2018) conducted an analysis of the usage of trading negotiation strategies in contexts of the relationship between buyers and sellers. The study was conducted as qualitative research (a multiple case study method). Data were gathered from interviews with six distributors, three in Brazil and three in the United States. The results indicated that the parties (buyers and sellers) often used integrative strategies in negotiation, but in some cases, sellers may choose to give up part of their earnings in order to maintain the customers' satisfaction. Sellers also sometimes compete in order to protect their profitability of their business. It was concluded that negotiation strategy can be adapted throughout the process depending on the negotiators' major goal.

2.6.2 Research in a Thai Context

Chensarikit (2013) explored English communication problems between foreign customers and sales staff of Siam Paragon. The objectives of this study were to explore the major problems of English communication that sales staff confronted when they were dealing with foreign customers and to find out the suggestions to improve their English communication skills. The data was collected via questionnaires. The findings showed that many sales staff at Siam Paragon often encountered English communication problems with foreign customers in their work. They had problems with both speaking and listening skill, but they had problems in listening skill more frequently than speaking skill. The solution that most of the participants frequently used to solve English communication problems with foreign customers were asking foreign customers to speak more slowly, asking other people for help, and asking foreign customers to repeat the sentence. The suggestion that most of the participants provided about solving English communication problems with foreign customers were to take an English training course, to learn about other people's cultures, and to practice English listening.

Chongdarakul (2015) surveyed cultural intelligence (CQ) and cultural factors relating to styles in intercultural business negotiation of Thai businesspersons. The main goal of this study was to investigate the cultural intelligence (CQ) of Thai businesspersons, their styles in intercultural negotiation, and cultural factors relating to their negotiating styles. A survey was employed to collect the data. Questionnaires were distributed to the businesspersons working in various industries in Thailand by the snowball sampling technique. The results of the study indicated that there were significant differences between participants with higher CQ and those with lower CQ with respect to their styles in negotiation, and the participants pointed to a long-term relationship as the most important cultural factor they perceived to affect their styles in negotiation.

Phuangmanee (2016) conducted a study on problems in English language communication of salespeople working at a telecommunication company in Bangkok. The main purpose of the study was to examine the problems in English language communication perceived by Thai salespeople when dealing with the foreign customers. A questionnaire was the research instrument of the study. Data were gathered from 70 salespeople working at a telecommunication company in Bangkok area. The findings of the study indicated that the respondents of the study had difficulties in overall English skills usage in their work at a moderate level. In addition, the results also showed that the respondents had problems with listening and speaking skill at a high level, whereas problems with reading and writing skill were at a moderate level. In the context of listening skill, which was rated as the most problematic English skill in the workplace, the main cause of their listening problems was the inability to comprehend fast speech.

Based on the previous research studies, it can be concluded that effective business negotiation is very important in today's business world. Many people attempt to develop this negotiation skill by finding or devising various strategies and tactics to help them negotiate business more efficiently. However, aside from using negotiation strategies to support business dealings, finding out the causes of business negotiation problems is also necessary so that the negotiators can choose appropriate negotiation strategies for each situation.

CHAPTER 3

RESEARCH METHODOLOGY

In this chapter, the research methodology implemented for this study is described. The researcher explains the research design that was used in undertaking this research along with a justification for using this method. This chapter consists of four sections: (1) the participants of the study (2) the research instrument (3) the research procedures used in the data collection and (4) the process of data analysis.

3.1 THE PARTICIPANTS

The target population of this study was salespeople who had been working in Thai companies in Bangkok, Thailand. The number of whole populations could not be identified exactly because the target population must be salespeople who have to cope with foreign customers. Therefore, the researcher set the necessary criteria and did the pilot survey to find out the target sample of this study before distributing the questionnaires. The pilot survey included a preliminary exploration of the job duties of the prospective participants and type of customers (Thai or foreign customers) that they come in contact with.

Based on the results from the preliminary inquiries, it was assumed to be necessary for salespeople to present products or services to foreign customers using English skills to communicate and negotiate. Approximately seventy salespeople who met the criteria from Thai companies in Bangkok were asked to be the participants of this research study.

3.2 THE RESEARCH INSTRUMENT

The research instrument of this study was a questionnaire based on research objectives. The structure and some content were adapted from Chongdarakul (2015) and Phuangmanee (2016) because their purpose and scope were quite similar to the current research. The questionnaire contained close-ended and open-ended questions. The questionnaires in both of paper and electronic forms were distributed to salespeople of the target companies depending on the convenience of participants.

The questionnaire was divided into four parts: (1) demographic data of the participants, (2) the problems in English business negotiations of Thai salespeople that occurred when dealing with foreign customers and (3) the solutions to the problems of English business negotiation of Thai salespeople (4) other opinions and suggestions.

Part 1: Demographic data

This part was designed to obtain the personal data of the participants: gender, age, educational background, job position, years of work experience, the frequency of using English at work, the most necessary English skill to communicate with foreign customers, and the ratings of overall English proficiency.

Part 2: The problems in English business negotiation of Thai salespeople that occurred when dealing with foreign customers

In this part, the participants were asked to identify the problems of English business negotiation of Thai salespeople that occurred when dealing with foreign customers. The questions in this section were grouped according to English language aspects to correspond with the negotiation process sequence.

Part 3: The solutions to the problems in English business negotiation of Thai salespeople

The purpose of the questions in this part was to find solutions to problems in English business negotiation of Thai salespeople when dealing with foreign customers. The questions were developed based on the business negotiation strategies in previous research studies. The participants were asked to rate the level of agreement with those solutions.

Both of part 2 and 3 of questionnaire were close-ended questions using a five-point Likert scale with the following range:

RANGE		
Score	Level of problem	Level of agreement
5	Very high	Strongly Agree
4	High	Agree
3	Moderate	Undecided
2	Low	Disagree
1	Very low	Strongly Disagree

Part 4: Other opinions

The last part consisted of open-ended questions which asked the participants to provide other opinions or additional suggestions about English business negotiation problems.

3.3 RESEARCH PROCEDURES

This part describes the procedures used in the data collection of the study as follows:

3.3.1 Research Design

This research study investigated the problems and the solutions in English business negotiation of Thai salespeople. In order to answer the research questions, the research design of this study was a survey, using questionnaires in the data collection. The survey and descriptive statistics, in measures of central tendency, were used to summarize the data of this study. The questionnaire was written in Thai language for convenience and to ensure correct understanding by the participants.

3.3.2 Data Collection

The data were collected from salespeople working in Thai companies in Bangkok, Thailand. In case of this study, the researcher considered organizations expanding to overseas markets as the target companies by checking from industry code and line of business from a corpus (the data collection system of entities in Thailand of Business Online Public Company Limited) because it was assumed that sales representatives from these companies had to deal with foreign customers frequently.

The researcher approached sales representatives from these companies and asked them about some basic information and the type of customers (Thai or foreign customers) whom they contact with. Salespeople dealing with foreign customers were considered as the target population of this study. Due to certain significant characteristics of target population, the purposive sampling technique was used as the sampling method.

3.4 DATA ANALYSIS

After data collection process, the survey results were analyzed through the data analysis feature in Microsoft Excel. The data analysis method was divided into four parts, corresponding to the purpose of collecting data in each part of the questionnaire as follows:

Part 1: Frequency distribution and percentage were used in the analysis of answers regarding participants' demographic data.

Part 2 and 3: A Likert scale to assess the extent of the problems of English business negotiation of Thai Salespeople that occurred when dealing with foreign customers, and to find out the solutions that Thai salespeople considered as appropriate. The collected data were analyzed quantitatively by using mean and standard deviation.

To interpret the mean score results, the formula was used as follows;

$$\text{Mean Range} = \frac{\text{Maximum} - \text{Minimum}}{\text{Range}} = \frac{5 - 1}{5} = 0.8$$

<u>Level of interpretation</u>	<u>Mean Range</u>
Very high	4.21 - 5.00
High	3.41 - 4.20
Moderate	2.61 - 3.40
Low	1.81 - 2.60
Very low	1.00 - 1.80

Part 4: The data of this part was obtained from open-ended questions concerning additional participants' opinions about problems and solutions in English business negotiations of Thai salespeople. All the opinions were subjected to content analysis.

CHAPTER 4

RESULTS

This chapter describes the results of the study based on the data collected from Thai salespeople working in companies in Bangkok, Thailand. The data based on research questions were analysed using the data analysis feature in Microsoft Excel to calculate the frequency, percentage, and mean. This chapter consists of four sections as follows: (1) findings on the demographic information of participants, (2) findings on the problems in English business negotiation of Thai salespeople, (3) findings on the solutions to the problems of English business negotiation of Thai salespeople and (4) additional opinions and suggestions given by the participants in the open-ended questions.

4.1 FINDINGS ON THE DEMOGRAPHIC INFORMATION OF PARTICIPANTS

The first part of the questionnaire is the personal information of participants, which consists of eight questions asking about gender, age, educational background, job position, length of working experience, the frequency of using English at work, the most necessary English skills and the ratings of overall English proficiency.

The results from data collected in this part were calculated as frequency and percentage as follows:

Table 1. Gender

Gender	Frequency	Percentage (%)
Female	37	52.86
Male	33	47.14
Total	70	100

As shown in *Table 1*, 52.86% of the participants were female, whereas 47.14% of them were male.

Table 2. Age

Age	Frequency	Percentage (%)
20-30 years	12	17.14
31-40 years	44	62.86
41-50 years	11	15.71
Over 50 years	3	4.29
Total	70	100

Table 2 shows the age range of the participants. The largest group of the participants were those between 31-40 years old (62.86%), followed by those who were 20-30 years old and those who were 41-50 years old, at 17.14% and 15.71% respectively. The participants who were over 50 years old were the smallest group (4.29%).

Table 3. Level of education

Level of education	Frequency	Percentage (%)
Bachelor's degree	50	71.43
Master's degree	20	28.57
Doctoral Degree	0	0.00
Total	70	100

As can be seen in *Table 3*, most of the participants (71.43%) held a bachelor's degree and the rest of them (28.57%) held a master's degree. None of them held a doctoral degree.

Table 4. Job position

Job position	Frequency	Percentage (%)
Sales Executive Officer	29	41.43
Senior Sales Executive	27	38.57
Sales Manager	14	20.00
Total	70	100

Table 4 shows that 41.43% of the participants had been working as sales executive officers and 38.57% of them were in the position of senior sales executive. The rest of them (20.00%) were in the position of sales manager.

Table 5. Length of working experience in sales sections

Length of working experience	Frequency	Percentage (%)
Less than 1 year	3	4.29
1 – 5 years	29	41.43
6 – 10 years	16	22.86
11 – 15 years	13	18.57
16 – 20 years	7	10.00
Over 20 years	2	2.86
Total	70	100

Table 5 presents the length of working experience in sales sections. A total of 41.43% of the participants had been working in sales sections for 1 – 5 years; 22.86% of them had working experience in the sales department for 6 – 10 years, followed by the participants who had been working as salespeople for 11 – 15 years and 16 – 20 years, at 18.57% and 10.00%. The rest of the participants (4.29%) had working experience involving sales of less than one year, whereas only 2.86% of the participants had working experience in the sales department for over 20 years.

Table 6. The frequency of using English at work

The frequency of using English	Frequency	Percentage (%)
Every day	14	20.00
4 – 5 times a week	10	14.29
2 – 3 times a week	16	22.86
Once a week	8	11.43
Rarely	22	31.43
Never	0	0.00
Total	70	100

As can be seen in *Table 6*, some of participants (31.43%) rarely used English language in their work. The participants who use English language once a week were

11.43%, followed by those who use English language 2 – 3 times a week and 4 – 5 times a week, at 22.86% and 14.29%, respectively; 20.00% of the participants use English language every day while none of participants never use English language at work.

Table 7. English skills used most to communicate with foreign customers

English skill used most	Frequency	Percentage (%)
Listening	21	30.00
Speaking	19	27.14
Reading	11	15.71
Writing	19	27.14
Total	70	100

As shown in *Table 7*, 30.00% of the participants indicated that they use listening skill to communicate with foreign customers mostly. The participants who said that speaking and writing skill were the most necessary English skill in their work represent 27.14%. The rest of them (15.71%) stated that reading skill was the most necessary English skill when dealing with foreign customers.

Table 8. The ratings of overall English proficiency

The ratings of overall English proficiency	Frequency	Percentage (%)
Excellent	2	2.86
Good	16	22.86
Fair	29	41.43
Poor	23	32.86
Total	70	100

Table 8 presents the ratings of overall English proficiency of the participants. Almost half of the participants (41.43%) rated that their overall English ability was at a fair level; 32.86% of them rated their English skill as poor; 22.86% rated their overall English ability at a good level. The smallest group of participants (2.86%) reported that their English ability was excellent.

4.2 FINDINGS ON THE PROBLEMS IN ENGLISH BUSINESS NEGOTIATION OF THAI SALESPEOPLE

The questions in the second part of the questionnaire investigated the problems in English business negotiation of Thai salespeople that occurred when dealing with foreign customers. The results in this part were calculated into means and standard deviation, displayed as the following ranges:

<u>Mean Range</u>	<u>Level of interpretation</u>
4.21 - 5.00	Very high
3.41 - 4.20	High
2.61 - 3.40	Moderate
1.81 - 2.60	Low
1.00 - 1.80	Very low

Table 9. The problems in English business negotiation in the aspect of listening skill

Problems	Mean	S.D.	Level of Problem	Rank
1. You are unable to catch the details of what the foreign customers want to negotiate.	3.01	0.88	Moderate	3
2. You are unable to catch the main points of what the foreign customers want to negotiate.	2.93	0.98	Moderate	4
3. You are unable to understand foreign customers' accent and pronunciation.	3.30	1.00	Moderate	1
4. You are unable to understand foreign customers who speak very fast.	3.30	1.04	Moderate	1
Average mean score	3.14		Moderate	

As can be seen from *Table 9*, the results showed that the participants had problems understanding foreign customers' accent and pronunciation as well as foreign customers who speak very fast (mean score = 3.30) at a moderate level. In addition, they were unable to catch details of what the foreign customers want to negotiate (mean score = 3.01) and they were unable catch the main points of what the foreign customers want to negotiate (mean score = 2.93). Both of the problems were at a moderate level. The overall mean score of the problem in English business negotiation in the aspect of listening skill was 3.14, which was at a moderate level.

Table 10. The problems in English business negotiation in the aspect of speaking skill

Problems	Mean	S.D.	Level of Problem	Rank
1. You are anxious and unconfident when negotiating with the foreign customers due to not having enough information.	3.30	1.00	Moderate	4
2. You are unable to negotiate with the foreign customers due to a lack of communication skills.	3.43	1.07	High	1
3. You are unable to negotiate with foreign customers due to having a limited vocabulary in English.	3.39	1.12	Moderate	2
4. You are worried about making spoken grammar mistakes during negotiations with foreign customers.	3.34	1.18	Moderate	3
Average mean score	3.36		Moderate	

As can be seen from *Table 10*, the results indicated that the participants were unable to negotiate with foreign customers due to lack of communication skills (mean score = 3.43), which was rated at a high level of problem, and they have a limited vocabulary in English (mean score = 3.39), which was rated at a moderate level of problem. Additionally, they revealed that they were worried about making spoken grammar mistakes during negotiations with foreign customers (mean score = 3.34) and they were anxious and unconfident when negotiating with foreign customers due to not having enough information (mean score = 3.30). Both were also at a moderate level of problem. The overall mean score of the problem in English business negotiation in the aspect of speaking skill was 3.36, which was at a moderate level of problem.

Table 11. The problems in English business negotiation in the aspect of reading skill

Problems	Mean	S.D.	Level of Problem	Rank
1. You do not understand when you read messages, offers, or claims about a business negotiation.	2.80	1.00	Moderate	3
2. You do not know the English vocabulary, terms and expressions related to business negotiation.	2.97	1.09	Moderate	2

3. You do not understand the main points of the proposals or requests that the customers make during a negotiation.	2.76	1.10	Moderate	4
4. You have to read messages about what the customers want to negotiate more than one time.	3.10	1.05	Moderate	1
Average mean score	2.91		Moderate	

From the data analysis in *Table 11*, it was found that the participants had to read the messages about what the customers want to negotiate more than one time (mean score = 3.10) and they did not know about English vocabulary, terms and expressions related to business negotiations (mean score = 2.97). In addition, they were unable to understand when they read messages, offers, or claims about a business negotiation (mean score = 2.80). Also, they were unable to understand the main points of the proposals or request that the customers make during a negotiation (mean score = 2.76). All of the problems were at a moderate level. The overall mean score of the problem in English business negotiation in the aspect of reading skill was 2.91, which was at a moderate level.

Table 12. The problems in English business negotiation in the aspect of writing skill

Problems	Mean	S.D.	Level of Problem	Rank
1. You are unable to write messages or emails to negotiate with foreign customers due to not having enough information.	3.04	1.20	Moderate	3
2. You are unable to write messages or emails to negotiate with foreign customers due to a lack of communication skills.	3.04	1.26	Moderate	3
3. You are unable to use the appropriate words or expressions when writing for a negotiation.	3.26	1.14	Moderate	1
4. You are unable to use correct grammar in writing messages or emails to negotiate with foreign customers.	3.17	1.17	Moderate	2
Average mean score	3.13		Moderate	

As shown in *Table 12*, the results revealed that the participants were unable to use the appropriate words or expressions when writing for a negotiation (mean score = 3.26) and unable to use correct grammar in writing messages or emails to negotiate with foreign customers (mean score = 3.17). Furthermore, they said that they were unable to write messages or emails to negotiate with foreign customers due to not having enough information and a lack of communication skills (mean score = 3.04). All of the problems were at a moderate level. The overall mean score of the problem in English business negotiation in the aspect of writing skill was 3.13, which was at a moderate level.

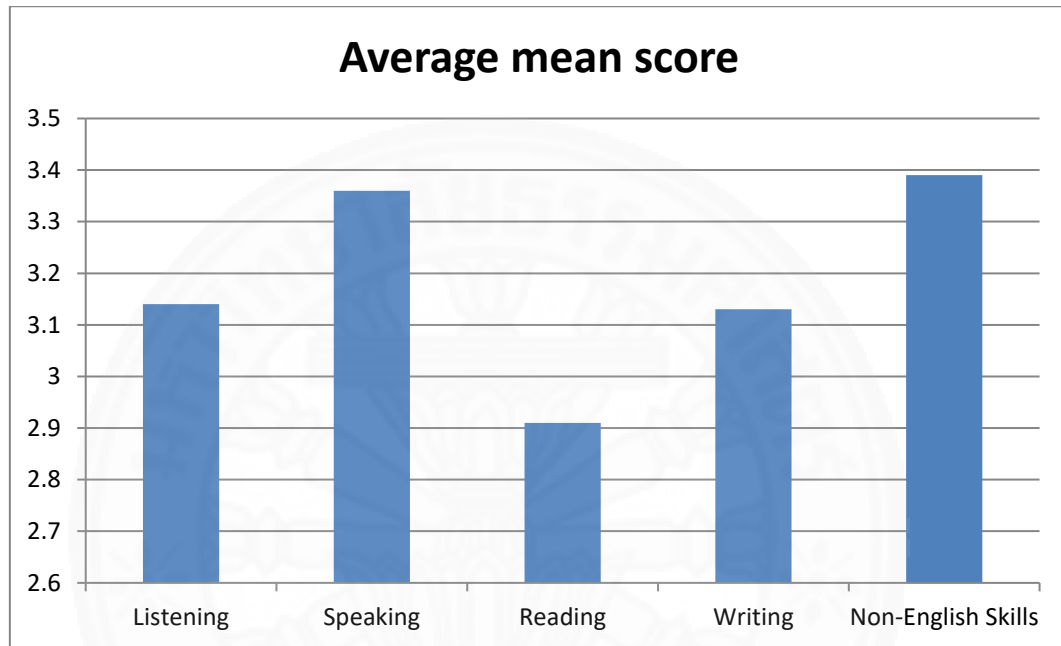
Table 13. The problems in English business negotiation in other aspects (Non-English skills)

Problems	Mean	S.D.	Level of Problem	Rank
1. You are embarrassed when negotiating with foreign customers due to a lack of experience in negotiation.	3.30	1.08	Moderate	3
2. You are worried and unconfident when negotiating with foreign customers due to a lack of negotiating skills.	3.46	1.03	High	2
3. You are anxious and unconfident when negotiating with foreign customers alone.	3.30	1.16	Moderate	3
4. You are unable to negotiate with foreign customers if they are angry or upset.	3.50	1.11	High	1
Average mean score	3.39		Moderate	

Table 13 illustrates the level of problem in English business negotiation in other aspects (Non-English skills). The results displayed that the participants were unable to negotiate with foreign customers if they were angry or upset (mean score = 3.50) and they were worried and unconfident when negotiating with foreign customers due to a lack of negotiating skills (mean score = 3.46), which contributed to a high level of problem. Additionally, they were embarrassed when negotiating with foreign customers due to a lack of experience in negotiation and they were

anxious and unconfident when negotiating with foreign customers alone (mean score = 3.30). Both of the problems were at a moderate level of interpretation. The overall mean score of the problem in English business negotiation in other aspects (Non-English skills) was 3.39, which was at a moderate level.

Figure 1. The overall problems in English business negotiation in each aspect



With reference to the overall mean score of the problems in English business negotiation in each aspect, it was found that the participants had problems with English business negotiation in other aspects (Non-English skills) (average mean score = 3.39) at the highest level, followed by the aspects of speaking, listening, and writing aspects, with the average mean scores of 3.36, 3.14, and 3.13, respectively. The problems in the aspect of reading skill was at a lowest average mean score (2.91). However, the level of problem in English business negotiation in every aspect was at a moderate level.

4.3 FINDINGS ON THE SOLUTIONS TO THE PROBLEMS OF ENGLISH BUSINESS NEGOTIATION OF THAI SALESPEOPLE

The objective of the questions in the third part of questionnaire was to find out the solutions to the problems in English business negotiation that Thai salespeople confronted when dealing with foreign customers. The participants were asked to rate their level of agreement about the solutions to the problems of English business negotiation. The results were analysed and are displayed in the form of mean and standard deviation, defined as the following ranges.

<u>Mean Range</u>	<u>Level of interpretation</u>
4.21 - 5.00	Very high
3.41 - 4.20	High
2.61 - 3.40	Moderate
1.81 - 2.60	Low
1.00 - 1.80	Very low

Table 14. The solutions to the problems of English business negotiation

Solutions	Mean	S.D.	Level of Agreement	Rank
1. Asking your supervisors and colleagues about what aspects of negotiation skill you should improve	3.71	0.90	High	10
2. Listening to VDO clips about English negotiation through online media	3.91	0.90	High	8
3. Observing your supervisors or colleagues when dealing with foreign customers	4.03	0.87	High	5
4. Searching for more information about your products and services in English	4.14	0.84	High	2
5. Practicing questions and answers about business negotiation every day	3.94	0.83	High	7
6. Doing role-plays on business negotiation with your colleagues and asking your supervisors to offer opinions and suggestions	3.79	0.92	High	9

7. Reading articles or news about business negotiation in English	4.03	0.87	High	5
8. Writing emails or letters to negotiate with customers and asking your supervisor to check	4.07	0.77	High	4
9. Studying techniques for business negotiation with experts	4.11	0.77	High	3
10. Attending courses about negotiation skills	4.16	0.88	High	1
Average mean score	3.99		High	

Table 15 presents the level of the participants' agreement with the solutions to the problems of English business negotiation. The results indicated that the top three highest means of the solutions used to solve the problems in English business negotiation were item 10 "Attending courses about negotiation skills" (mean score = 4.16), followed by item 4 "Searching for more information about your products and services in English" (mean score = 4.14) and item 9 "Studying the techniques for business negotiation with experts" (mean score = 4.11). The degree of agreement with the solutions for those items was interpreted at a high level.

In addition, the results also showed that the top three lowest means of the solutions to the problems of English business negotiation were item 2 "Listening to VDO clips about English negotiation through online media" (mean score = 3.91), followed by item 6 "Doing role-plays on business negotiation with your colleagues and asking your supervisors to offer opinions and suggestions" (mean score = 3.79) and item 1 "Asking your supervisors and colleagues about what aspects of negotiation skill you should improve" (mean score = 3.71). However, all of the solutions for those items were rated at a high level of agreement. The overall mean score of the solutions to the problems of English business negotiation was 3.99, which was at a high level of agreement.

4.4 ADDITIONAL OPINIONS AND SUGGESTIONS ON SOLVING THE ENGLISH BUSINESS NEGOTIATION PROBLEMS OF THE PARTICIPANTS

4.4.1 Additional opinions on the problems in English business negotiation of the participants

According to the first open-ended question in part four of the questionnaire asking about the problems in English business negotiation that participants have experienced, it was found that there were some other opinions on those problems as follows:

Firstly, the most common opinion was the inability to negotiate in English. Many of the participants of this study revealed that they could understand the messages or get the points that foreign customers want to communicate, but they cannot speak what they think in English language. For instance, when the foreign customers asked for some information about products and services, they understand their requests, but they were not able to give the information in English. Secondly, several participants encountered the difficulties about listening to the English accents of the foreign customers. The differences in the English accents and the speaking speed of foreign customers were another cause of communication problem, leading to ineffective negotiations. In addition, the participants reported that they have problems using the appropriate words or expressions in English negotiation, sometimes resulting in misunderstandings between the parties. Lastly, a small number of participants said that the lack of experience in business negotiations was a problem for new salespeople. They were anxious and unconfident when first contacting foreign customers or being in a business negotiation situation without an assistant.

4.4.2 Additional suggestions for solving the English business negotiation problems of the participants

With reference to the opinions on problems in English business negotiation that the participants provided, they also gave some suggestions about how to solve the English business negotiation problems that they applied in their work as follows:

The most common suggestion was to practice all aspects of English business negotiation regularly. Many participants reported that when they thought that their English negotiation skills were problematic, they would attempt to practice the English negotiation skills on their own using various methods such as watching English online programs, listening to English podcasts and reading English information related to their work. Furthermore, if the self-practice was not enough, they would consider participating in a business negotiation training course in order to learn negotiating techniques from experts. In addition, many participants asked their organizations to provide English business negotiation courses for improving their negotiating skills. After joining the training courses, they would apply the information that they have learned to improve themselves.

The findings of this research study will be summarized and discussed in the final chapter.

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

This chapter consists of five sections: (1) summary of the study, (2) summary of the findings, (3) discussion of problems and solutions in English business negotiation of Thai salespeople, (4) conclusion, and (5) recommendations for further research.

5.1 SUMMARY OF THE STUDY

This section summarizes the overview of the study including the objectives, the participants, the instruments, and procedures of this study.

5.1.1 Objectives of the Study

The objectives of the research were to investigate the problems in English business negotiation of Thai salespeople working in companies in Bangkok and to find out the solutions to the problems in English business negotiation of Thai salespeople working in the companies in Bangkok.

5.1.2 Participants, Instrument, and Procedures

The participants of this study were seventy salespeople working in Thai companies in Bangkok. After the initial survey about the job duties and type of customers that they contact, the questionnaires of this study were distributed to the participants who met the criteria. All of them had been working as salespeople and dealing with foreign customers. They also had to negotiate with their customers in English. Regarding the sampling method to select the participants, the purposive sampling technique was used.

The research instrument of this study was a questionnaire which consisted of four parts. The first part was eight close-ended questions asking about the personal information of the participants. The second part was twenty close-ended questions examining the problems of English business negotiation that salespeople perceived. The questions in this part were divided into five aspects: listening, speaking, reading, writing and other aspects (Non-English skills). The third part of the questionnaire was

ten close-ended questions asking the participants about the solutions to the problems of English business negotiation. The last part was open-ended questions asking the participants for additional opinions and suggestions for solving English negotiation problems. Before distributing the questionnaire to the target participants, the researcher did a pilot survey, collecting the data from seven people, who were excluded the target sample of the study, to analyze the reliability of the questionnaire; the result was calculated at 0.93, which represented at a high level of reliability.

Both the paper and online questionnaires were distributed to the participants in March 2020. The data obtained from seventy completed questionnaires were analysed by using the data analysis feature in Microsoft Excel to calculate the frequency, percentage, mean and standard deviation. For the data from the last section of questionnaires, the researcher used content analysis method to summarize the participants' opinions from the open-ended questions.

5.2 SUMMARY OF THE FINDINGS

The results of the study can be summarized as the follows:

5.2.1 Demographic information

The participants of the study were 70 salespeople. The number of the female participants (52.86%) was slightly more than that of the male participants (47.14%). More than half of them (62.86%) were between 31-40 years old and the largest group of them (71.43%) graduated with a bachelor's degree; 41.43% of the participants had been working as sales executive officers and 41.43% of them had working experience in sales sections for 1 – 5 years. Regarding the use of English in the workplace, the findings revealed that 31.43% of participants rarely used English language in their work and the English skill they used most to communicate with their customers was listening skill (30.00%). Additionally, 41.43% said their overall English proficiency was at the intermediate level.

5.2.2 Problems in English business negotiation of Thai salespeople

In this part, the participants were asked to indicate the level of problems in English business negotiation that they confronted when contacting foreign customers. The questions in this section were categorized into five groups corresponding with English skills (listening, speaking, reading, writing and other aspects (Non-English skills)). The findings of the data analysis are reported as follows:

Listening problems: For problems in English business negotiation in the aspect of listening skill, the results showed that the item that had the highest level of problem was “unable to understand foreign customers’ accents and pronunciation” and “unable to understand foreign customers who speak very fast”. Both items had the same mean score, which were 3.30. However, the item that had the lowest level of problem was “unable to understand the main points during a negotiation” (mean score = 2.93). All of them represented a moderate level of interpretation. The overall mean score of problems in English business negotiation skill in the aspect of listening skill was 3.14, which was at a moderate level of interpretation.

Speaking problems: For problems in English business negotiation in the aspect of speaking skill, the statistical results indicated that the item that had the highest level of problem was “unable to negotiate with the foreign customers due to a lack of communication skills” (mean score = 3.43). This item was the only one which was rated at a high level of problem. The other items in speaking problems were “unable to negotiate with the foreign customers due to having a limited vocabulary in English” (mean score = 3.39) “and being worried about making spoken grammar mistakes during a negotiation with foreign customers” (mean score = 3.34). However, the item that had the lowest level of problem was “being anxious and unconfident when negotiating with foreign customers due to not having enough information (mean score = 3.30). All three items represented a moderate level of interpretation. The overall mean score of problems in English business negotiation skill in the aspect of speaking skill was 3.36, which was at a moderate level of interpretation.

Reading problems: For problems in English business negotiation in the aspect of reading skill, the data analysis results showed that the item that had the

highest level of problem was “having to read messages about what customers want to negotiate more than one time” (mean score = 3.10), which represented a moderate level of interpretation. The other items in reading problems were “lacking English vocabulary, terms and expressions about business negotiation (mean score = 2.97), and “unable to understand the messages, offers, or claims during a business negotiation” (mean score = 2.80). Nevertheless, the item that had the lowest level of problem was “unable to understand the main points of the proposals or requests from customers during a negotiation” (mean score = 2.76). All of them represented a moderate level of interpretation. The overall mean score of problem in English business negotiation skill in the aspect of reading skill was 2.91, which was at a moderate level of interpretation.

Writing problems: For problems in English business negotiation in the aspect of writing skill, the results indicated that the item that had the highest level of problem was “unable to use the appropriate words or expressions when writing for a negotiation” (mean score = 3.26). This was followed by the problem “unable to use correct grammar in writing messages or emails to negotiate with foreign customers” (mean score = 3.17). However, the item that had the lowest level of problem was “unable to write messages or emails to negotiate with foreign customers due to not having enough information” and “unable to write messages or emails to negotiate with foreign customers due to a lack of communication skills”. Both items had the same mean score, which were 3.04. All of them represented a moderate level of interpretation. The overall mean score of problem in English business negotiation skill in the aspect of reading skill was 3.13, which was at a moderate level of interpretation.

Non-English skills problems: The problems of English business negotiation in other aspects (Non-English skills) referred to the problems relating to the lack of techniques and experience in negotiation, the emotional state of the negotiators and anxieties regarding English business negotiation. For the problems of English business negotiation in other aspects (Non-English skills), the statistical results showed that the item that had the highest level of problem was “unable to negotiate with foreign customers if they are angry or upset” (mean score = 3.50). This was

followed by “being worried and unconfident when negotiating with foreign customers due to a lack of negotiation skills” (mean score = 3.46). Both items represented a high level of interpretation. On the other hand, the item that had the lowest level of problem was “being embarrassed when negotiating with foreign customers due to a lack of experience in negotiation” and “being anxious and unconfident when negotiating with foreign customers alone”. Both items had the same mean score, which was 3.30 and represented a moderate level of interpretation. The overall mean score of problem in English business negotiation skill in other aspects (Non-English skills) was 3.39, which was at a moderate level of interpretation.

5.2.3 Solutions to the problems of English business negotiation of Thai salespeople

In this part, the researcher provides the potential solutions to the problems of English business negotiation in ten items. The participants were asked to rate their level of agreement with these solutions. The findings of data analysis are presented as follows:

Based on the opinions of Thai salespeople who participated in this study, the top five solutions which they considered as being possible and appropriate to solve the problems of English business negotiation were “attending courses about negotiation skills” (mean score = 4.16), followed by “searching for more information about your products and services in English” (mean score = 4.14), “studying the techniques for business negotiation with experts.” (mean score = 4.11), “writing emails or letters to negotiate with customers and asking your supervisor to check” (mean score = 4.07), “reading articles or news about business negotiations in English” and “observing your supervisors or colleagues when dealing with foreign customers” (mean score = 4.03). However, the other solutions were also rated by the participants at a high level of agreement and the overall mean score of the solutions to the problems of English business negotiation was 3.99, which indicated a high level of agreement.

5.2.4 Additional opinions and suggestions on solving the English business negotiation problems of the participants

Most of the participants provided opinions on the problems of English business negotiation. They admitted that they had problems relating to the inability to negotiate with foreign customers in English. They often thought of what they wanted to communicate in Thai and then translated this into English language, and then they could speak or write it out. They also reported that the differences of the foreign customers' accents and pronunciation were another problem with their listening. Additionally, some participants said that they had difficulties with selecting the appropriate vocabulary and expressions in a negotiation, causing their business negotiations to be ineffective.

The solutions to those problems that most participants suggested were to attend an English business negotiation training course; but in the case of those who did not have an opportunity to take an official training course, several participants suggested that they can practice by themselves through various channels such as watching VDO clips through online media, reading English information on the internet and practicing negotiation skills regularly.

5.3 DISCUSSION

This part presents a discussion of the significant findings of the study based on the research questions, linked with the literature review and the relevant studies.

5.3.1 What are the problems in English business negotiation of Thai salespeople working in the companies in Bangkok?

The findings of this study indicated that the salespeople who participated in this study encountered problems in English business negotiation in other aspects (Non-English skills) at the highest level. The problems of business negotiation skills in other aspects (Non-English skills) referred to the emotional state of the negotiators, the anxieties about English business negotiation, and a lack of techniques and experiences to use in a negotiation. The data analysis of this study revealed that the participants were unable to negotiate with foreign customers if they were angry or

upset and they were worried when negotiating with the foreign customers due to a lack of negotiation skills. These results are in line with the results in Kolmačková's study (2011), which found that the lack of techniques in negotiation skills was an important problem for negotiators, especially salespeople who would like to achieve the highest goal of negotiation (win-win outcome). Kolmačková's research also revealed that effective business negotiation, even in the case of the parties being angry or upset, is one of the business negotiation techniques that should be trained. Therefore, the findings of this study correspond to the results of Kolmačková's study on business negotiation problems in terms of a lack of techniques and experience in negotiation; if negotiators can realize that they lack technical skills in business negotiation, they might be able to find ways to strengthen those deficiencies.

The second problem in English business negotiation that the participants faced was the aspect of speaking skills. The statistical results of this study revealed that the participants were unable to negotiate with foreign customers due to a lack of communication skills; specifically, they could not speak what they wanted to negotiate in English. In addition, they were worried about making spoken grammar mistakes and using vocabulary properly. These results differ from the results in Chensarikit's study (2013) and Phuangmanee's study (2016). Although the results of both studies found that the participants had problems with both speaking and listening skill, which resemble this study, the main result of both studies was that the participants had more problems in listening skills than speaking skills, which differs from the findings of this current study showing that that the participants had more problems with speaking skill (average mean score = 3.36) than listening skill (average mean score = 3.14). These differences might be the result of the objectives of English communication, which are slightly different with English business negotiation. Generally, when salespeople need to negotiate with foreign customers, they expect the results of negotiations to reach a satisfactory conclusion for both parties. That is the reason why salespeople in a negotiation are more concerned with speaking than other skills.

5.3.2 What are the solutions to the problems of English business negotiation of Thai salespeople working in the companies in Bangkok?

The findings of this study presented that most of the participants still believe that attending courses about negotiation skills is the most effective way to develop English business negotiation skills. They would like to study techniques for business negotiation with experts. At the same time, they would practice the English business negotiation skills by themselves by searching for more information about the products and services in English and accessing English online media.

The results of this study accord with the findings in Kolmačková's study (2011), which presumed that negotiation skills can be practiced and improved. With this assumption, both of the studies aimed to identify the business negotiation problems and to find out the ways to improve business negotiation skills. In addition, the results in this present study are similar to the results of Prado and Martinelli's study (2018), which found that the development of negotiation techniques is the essential solution to the problems of English business negotiation of salespeople; this is because the parties in a negotiation (salespeople and customers) often use integrative strategies, which is one of the negotiation techniques and strategies that needs to be practiced. Therefore, the results of this study correspond with the results of Prado and Martinelli's study (2018), which found that most participants wanted to participate a negotiation training to study how to apply negotiation strategies and tactics. Besides, the findings in this study are similar to the results of Mahmoodi's study (2012). In both studies, it was found that practicing negotiation skills both by joining training courses and studying by themselves via internet sources before starting a business negotiation can help reduce the problems of English business negotiation in all aspects, especially the anxieties that occurred when negotiating with foreign customers.

5.4 CONCLUSION

The purposes of this research study were to investigate the problems of English business negotiation that Thai salespeople faced when dealing with the foreign customers and to find out solutions for how to solve those problems. According to the discussion on the significant findings of the study, the following conclusions can be drawn:

Salespeople, who engage in negotiations with foreign customers frequently, realize that the ability in English business negotiation is important for their work. Professional negotiation skills will enable them to establish better rapport with customers and help them advance on their career paths because they have a better understanding of customers' needs. But before improving their negotiation skills, they need to identify the problems in English business negotiation that they encounter so they are able to find suitable solutions.

The findings of this research showed that the lack of business negotiation techniques, anxieties about English negotiation, and a lack of English communication skills were the main problems in English business negotiation for Thai salespeople, which may lead to failure in negotiations. And when salespeople perceived their defects of negotiation skills, they selected suitable solutions to solve those problems. The solution that they considered as being the most effective for resolving the lack of negotiation skills is to attend courses about negotiation skills. They would like to learn techniques in negotiation with experts. Meanwhile, they will also try to improve their English communication skills through various media such as listening and reading the English information about their products and services.

In conclusion, each salesperson may encounter different problems in English business negotiations depending on their own experience and their negotiation skills. Therefore, the selection of solutions that match with their problems is the key for making improvement. However, this research points out the common problems of English business negotiation of Thai salespeople and suggests potential solutions to those problems. Salespeople can apply those solutions to their work in order to improve their ability and be a part of the organization's development.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

Based on the findings and the conclusions of this study, the recommendations for future research are provided as the follows:

5.5.1 The data of this research was collected from 70 participants working as salespeople from companies in Bangkok. Further research can increase the number of participants in order to enhance the generalizability of the research findings.

5.5.2 The participants of this study were limited to a group of salespeople, whose perspectives on the problems of English business negotiation were also limited by their particular mindset. Further research should investigate the opinions on the negotiation problems with other occupational groups in order to perceive other problems in negotiation that may arise.

5.5.3 Regarding the solutions to the problems of English business negotiation, further research should collect data using in-depth interviews to give the participants the opportunity to propose other solutions, which are not limited to the traditional theoretical framework.

5.5.4 With reference to the findings of this research, the participants had problems with their abilities in business negotiation in other aspects (Non-English skills) at the highest level of problem. Therefore, further research can look at other contexts of business negotiation problems, such as anxiety in a business negotiation and the lack of business negotiation strategies and techniques

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APPENDIX A
QUESTIONNAIRE (ENGLISH VERSION)
PROBLEMS AND SOLUTIONS IN ENGLISH BUSINESS
NEGOTIATION OF THAI SALESPEOPLE WORKING IN
COMPANIES IN BANGKOK

This questionnaire is a part of independent study process, being in partial fulfilment of the requirement for Master of Arts in Career English for International Communication, Language Institute, Thammasat University. The objective of this research is to investigate the problems and solutions in English business negotiation of Thai salespeople when dealing with foreign customers. It would be appreciated if you could take a few minutes to fill out this questionnaire based on your opinion. Your answers will be kept confidential and the information will be presented as an overview for academic purpose only.

This questionnaire is divided into 4 parts:

Part 1: Demographic data

Part 2: The problems of English business negotiation of Thai salespeople when dealing with foreign customers

Part 3: The solutions to the problems of English business negotiation of Thai salespeople

Part 4: Other opinions and suggestions

Part 2: The problems of English business negotiation of Thai salespeople when dealing with foreign customers

Instruction: Please mark ✓ in the boxes that correspond to your opinions regarding the level of problem in English business negotiation. Each number shows the level of problem in English business negotiation as follows:

5 = Very high

4 = High

3 = Moderate

2 = Low

1 = Very low

- Please rate your level of problem in English business negotiation when you have to contact foreign customers.

	Problems	Level of the problem				
		5	4	3	2	1
1	Listening Skill					
	1.1 You are unable to listen to details of what the foreign customers want to negotiate.					
	1.2 You are unable to listen to the main points of what the foreign customers want to negotiate.					
	1.3 You are unable to listen to the foreign customers' accent and pronunciation.					
	1.4 You are unable to listen to the foreign customers who speak very fast.					
2	Speaking Skill					
	2.1 You are anxious and unconfident when negotiating with the foreign customers due to having not enough information.					
	2.2 You are unable to negotiate with the foreign customers due to lack of communication skills.					
	2.3 You are unable to negotiate with the foreign customers due to having limited vocabularies and expressions in English.					
	2.4 You are worried about making spoken grammar mistakes during the negotiation with the foreign customers.					

	Problems	Level of the problem				
		5	4	3	2	1
3	Reading Skill					
	3.1 You do not understand when you read messages, offers, or claims about business negotiating.					
	3.2 You do not know about English vocabularies, terms and expressions about business negotiation.					
	3.3 You do not understand the main points of the proposals or request that the customers want to negotiate.					
	3.4 You have to read the messages that the customers want to negotiate more than one time.					
4	Writing Skill					
	4.1 You are unable to write the message or email to negotiate with the foreign customers due to not having enough information.					
	4.2 You are unable to write the message or email to negotiate with the foreign customers due to lack of communication skills.					
	4.3 You are unable to use the appropriate words or expressions when writing for negotiation.					
	4.4 You are unable to use correct grammar in writing the message or email to negotiate with the foreign customers.					
5	Other Aspects (Non-English skills)					
	5.1 You are embarrassed when negotiating with the foreign customers due to lack of experience in negotiation.					
	5.2 You are worried and unconfident when negotiating with the foreign customers due to lack of techniques in negotiation skills.					
	5.3 You are anxious and unconfident when negotiating with the foreign customers alone.					
	5.4 You are unable to negotiate with the foreign customers if they are angry or upset.					

Part 3: The solutions to the problems of English business negotiation of Thai salespeople

Instructions: Please mark ✓ in the boxes that correspond to your opinions regarding the solutions to the problems of English business negotiation. Each number shows the level of agreement about the solutions to the problems of English business negotiation as follows:

5 = Very high

4 = High

3 = Moderate

2 = Low

1 = Very low

	Solutions	Level of Agreement				
		5	4	3	2	1
1	Asking your supervisors and colleagues about what aspects of negotiation skill you should improve					
2	Listening to VDO clips about English negotiation through online media					
3	Observing your supervisors or colleagues when dealing with foreign customers					
4	Searching for more information about your products and service in English					
5	Practicing questions and answers about business negotiation every day					
6	Doing role play on business negotiation with your colleagues and asking your supervisors to make opinions and suggestions					
7	Reading articles or news about business negotiation in English					
8	Writing emails or letters to negotiate with the customers and asking your supervisor to check					
9	Studying the techniques for business negotiation with the experts					
10	Attending the courses about negotiation skills					

Part 4: Other opinions and suggestions

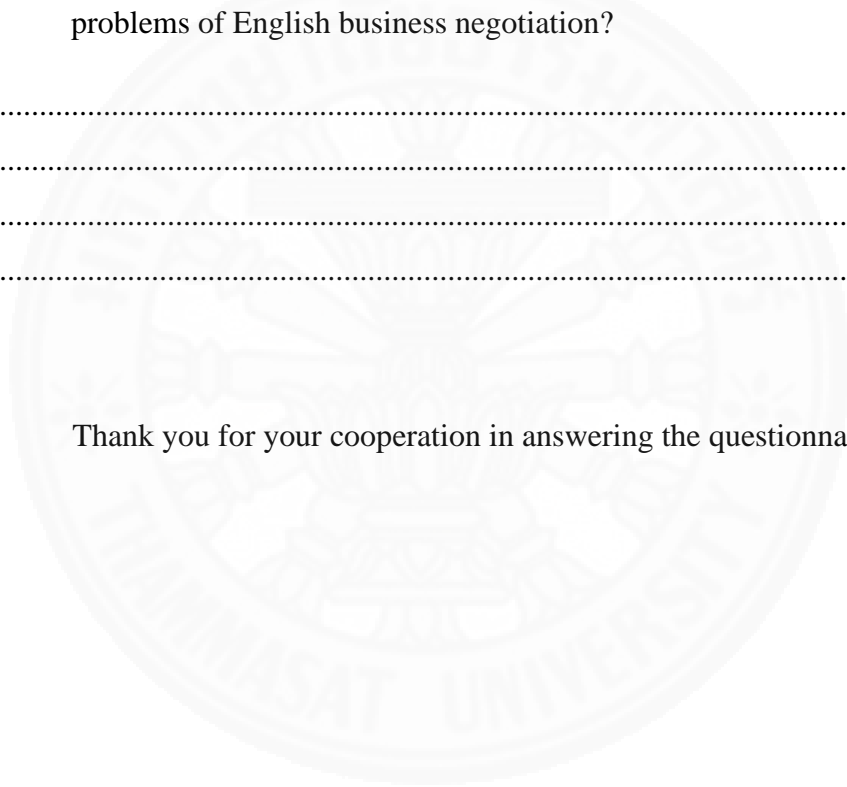
1. What are problems in English business negotiation that you have experienced? (Please explain)

.....
.....
.....
.....

2. What are your additional suggestions regarding the solutions to the problems of English business negotiation?

.....
.....
.....
.....

Thank you for your cooperation in answering the questionnaire.



APPENDIX B

แบบสอบถาม

เรื่อง ปัญหาและแนวทางการแก้ไขปัญหาการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขาย

คนไทยที่ทำงานในบริษัทในกรุงเทพฯ

PROBLEMS AND SOLUTIONS IN ENGLISH BUSINESS NEGOTIATION OF THAI SALESPEOPLE WORKING IN COMPANIES IN BANGKOK

คำชี้แจง

แบบสอบถามนี้เป็นส่วนหนึ่งของกระบวนการค้นคว้าวิจัยอิสระ หลักสูตรศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษเชิงอาชีพ เพื่อการสื่อสารนานาชาติ สถาบันภาษา มหาวิทยาลัยธรรมศาสตร์ โดยวัตถุประสงค์ของงานวิจัยฉบับนี้ คือ เพื่อศึกษาปัญหาและแนวทางการแก้ไขปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขายคนไทยเมื่อต้องติดต่อกับลูกค้าต่างชาติ ขอความกรุณาทุกท่านตอบแบบสอบถามนี้ตามความคิดเห็นของท่าน คำตอบและข้อมูลของท่านจะถูกเก็บเป็นความลับและการนำเสนอข้อมูลจะนำเสนอเป็นภาพรวมเท่านั้น ผลที่ได้จะเป็นประโยชน์ทั้งเชิงวิชาการและการนำไปปรับปรุงคุณภาพในการทำงานต่อไป ขอขอบพระคุณอย่างยิ่งในความร่วมมือของท่านมา ณ โอกาสนี้

แบบสอบถามฉบับนี้ประกอบด้วย 4 ส่วนดังต่อไปนี้

- ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม
- ส่วนที่ 2 ปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขายคนไทยเมื่อต้องติดต่อกับลูกค้าต่างชาติ
- ส่วนที่ 3 แนวทางการแก้ไขปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขายคนไทยเมื่อต้องติดต่อกับลูกค้าต่างชาติ
- ส่วนที่ 4 ความคิดเห็นและข้อเสนอแนะเพิ่มเติม

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำอธิบาย: กรุณาตอบคำถามด้านล่างต่อไปนี้ โดยทำเครื่องหมาย ✓ ลงในวงเล็บที่ตรงกับข้อมูลของท่าน

1. เพศ 1. () ชาย 2. () หญิง

2. อายุ 1. () 20-30 ปี 2. () 31-40 ปี 3. () 41-50 ปี 4. () มากกว่า 50 ปี

3. ระดับการศึกษาสูงสุด

1. () ปริญญาตรี 2. () ปริญญาโท 3. () ปริญญาเอก 4. () อื่นๆ (โปรดระบุ).....

4. ท่านเป็นพนักงานขายในระดับตำแหน่งใด

1. () พนักงานขายทั่วไป (Sales Executive Officer)

2. () พนักงานขายระดับอาวุโส (Senior Sales Executive)

3. () พนักงานขายระดับผู้จัดการ (Sales Manager)

4. () อื่นๆ (โปรดระบุ).....

5. ท่านทำงานในตำแหน่งพนักงานขายมาเป็นเวลาจำนวนกี่ปี

1. () น้อยกว่า 1 ปี 2. () 1 – 5 ปี 3. () 6 – 10 ปี

4. () 11 – 15 ปี 5. () 16 – 20 ปี 6. () มากกว่า 20 ปี

6. ท่านมีความจำเป็นจะต้องใช้ภาษาอังกฤษในการติดต่อสื่อสารกับลูกค้าชาวต่างชาติบ่อยแค่ไหน

1. () ทุกวัน 2. () 4 – 5 ครั้งต่อสัปดาห์ 3. () 2 – 3 ครั้งต่อสัปดาห์

4. () 1 ครั้งต่อสัปดาห์ 5. () นาน ๆ ครั้ง 6. () ไม่เคยเลย

7. ทักษะภาษาอังกฤษด้านใดที่ท่านใช้ในการติดต่อกับลูกค้าชาวต่างชาติบ่อยที่สุด

1. () การฟัง 2. () การพูด 3. () การอ่าน 4. () การเขียน

8. ระดับความสามารถในการสื่อสารภาษาอังกฤษโดยรวม 4 ทักษะ (ฟัง พูด อ่าน เขียน) ของท่านอยู่ในระดับใด (ประเมินตนเอง)

1. () ดีมาก 2. () ดี 3. () พอใช้ 4. () อ่อน

ส่วนที่ 2 ปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขายคนไทยเมื่อต้องติดต่อกับลูกค้าชาวต่างชาติ

คำอธิบาย: กรุณาทำเครื่องหมาย ✓ ลงในช่องว่างที่ตรงตามปัญหาการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของท่าน

หมายเลขแต่ละตัวแสดงระดับปัญหาการเจรจาต่อรองทางธุรกิจภาษาอังกฤษดังนี้

- 5 = มีปัญหามากที่สุด
 4 = มีปัญหา
 3 = มีปัญหาปานกลาง
 2 = มีปัญหาน้อย
 1 = มีปัญหาน้อยที่สุด

1. ท่านมีปัญหาในการเจรจาต่อรองทางธุรกิจเป็นภาษาอังกฤษอยู่ในระดับมากน้อยเพียงใด

ปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ		ระดับปัญหา				
		5	4	3	2	1
1	ด้านการฟัง					
	1.1 ท่านฟังรายละเอียดของข้อมูลที่ลูกค้าต้องการเจรจาต่อรองไม่เข้าใจ					
	1.2 ท่านไม่สามารถจับใจความประเด็นสำคัญที่ลูกค้าต้องการเจรจาต่อรองได้					
	1.3 ท่านฟังสำเนียงภาษาอังกฤษของลูกค้าเมื่อเจรจาต่อรองไม่ออก					
	1.4 ท่านฟังลูกค้าพูดเวลาที่ลูกค้าต้องการเจรจาต่อรองไม่ทัน					
2	ด้านการพูด					
	2.1 ท่านรู้สึกกังวลและไม่มั่นใจในการเจรจาต่อรองกับลูกค้าชาวต่างชาติด้วยภาษาอังกฤษเนื่องจากท่านมีข้อมูลที่จะใช้ในการเจรจาต่อรองไม่เพียงพอ					
	2.2 ท่านรู้สึกกังวลและไม่มั่นใจในการเจรจาต่อรองกับลูกค้าชาวต่างชาติด้วยภาษาอังกฤษเนื่องจากท่านไม่สามารถพูดสิ่งที่ท่านคิดออกมาเป็นภาษาอังกฤษได้					
	2.3 ท่านไม่สามารถเจรจาต่อรองกับลูกค้าชาวต่างชาติด้วยภาษาอังกฤษได้เนื่องจากไม่รู้คำศัพท์หรือสำนวนภาษาอังกฤษที่ท่านอยากจะพูด					
	2.4 ท่านไม่สามารถเจรจาต่อรองกับลูกค้าชาวต่างชาติด้วยภาษาอังกฤษได้เนื่องจากท่านกังวลเกี่ยวกับการใช้หลักไวยากรณ์ภาษาอังกฤษ					
3	ด้านการอ่าน					
	3.1 ท่านอ่าน ข้อมูล ข้อเสนอหรือข้อเรียกร้องภาษาอังกฤษที่ลูกค้าส่งอีเมลมาไม่เข้าใจ					
	3.2 ท่านไม่รู้คำศัพท์หรือสำนวนภาษาอังกฤษเพื่อเจรจาต่อรองในข้อความที่ลูกค้าส่งอีเมลมา					
	3.3 แม้ว่าท่านจะแปลข้อความภาษาอังกฤษโดยรวมที่ลูกค้าต้องการสื่อสารได้แต่ท่านก็ไม่สามารถจับประเด็นข้อเสนอหรือข้อเรียกร้องของลูกค้าได้					
	3.4 ท่านมักจะต้องอ่านข้อความภาษาอังกฤษที่ลูกค้าส่งมามากกว่า 1 ครั้งถึงจะเข้าใจในประเด็นที่ลูกค้าต้องการจะเจรจาต่อรอง					

ปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ		ระดับปัญหา				
		5	4	3	2	1
4	ด้านการเขียน					
	4.1 ท่านไม่สามารถเขียนอีเมลเพื่อเจรจาต่อรองกับลูกค้าต่างชาติด้วยภาษาอังกฤษได้เนื่องจากท่านมีข้อมูลที่จะใช้ในการเจรจาต่อรองไม่เพียงพอ					
	4.2 ท่านไม่สามารถเขียนอีเมลเพื่อเจรจาต่อรองด้วยภาษาอังกฤษได้เนื่องจากท่านไม่สามารถเขียนในสิ่งที่ท่านคิดออกมาเป็นภาษาอังกฤษได้					
	4.3 ท่านไม่สามารถเลือกใช้คำศัพท์หรือวลีคำในการเขียนภาษาอังกฤษที่เหมาะสมกับสถานการณ์ได้อย่างเหมาะสม เช่น การร้องขอหรือการต่อรองอย่างสุภาพ					
	4.4 ท่านมักใช้หลักไวยากรณ์ในการเขียนเพื่อเจรจาต่อรองภาษาอังกฤษ ไม่ถูกต้องทำให้ลูกค้าไม่เข้าใจหรือเข้าใจผิดในข้อความที่ท่านเขียน					
5	ด้านอื่น ๆ					
	5.1 ท่านรู้สึกกังวลและประหม่าเมื่อต้องเจรจาต่อรองกับลูกค้าต่างชาติด้วยภาษาอังกฤษเนื่องจากท่านไม่มีประสบการณ์หรือมีประสบการณ์ในการเจรจาธุรกิจภาษาอังกฤษน้อยครั้ง					
	5.2 ท่านรู้สึกกังวลและไม่มั่นใจในการเจรจาต่อรองกับลูกค้าต่างชาติด้วยภาษาอังกฤษเนื่องจากท่านขาดการเรียนรู้ฝึกฝนเกี่ยวกับเทคนิคการเจรจาต่อรองทางธุรกิจ					
	5.3 ท่านรู้สึกกังวลและไม่มั่นใจในการเจรจาต่อรองกับลูกค้าต่างชาติด้วยภาษาอังกฤษหากท่านจำเป็นต้องเจรจาต่อรองกับลูกค้าตามลำพัง					
	5.4 ท่านไม่สามารถเจรจาต่อรองกับลูกค้าต่างชาติด้วยภาษาอังกฤษต่อไปได้หากลูกค้าอยู่ในอารมณ์โกรธหรือไม่พอใจ					

ส่วนที่ 3 แนวทางการแก้ไขปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษของพนักงานขายคนไทยเมื่อต้องติดต่อกับลูกค้าชาวต่างชาติ

คำอธิบาย: กรุณาทำเครื่องหมาย ✓ ลงในช่องว่างตามระดับความเห็นของท่านที่มีต่อแนวทางการแก้ไขปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ

หมายเลขแต่ละตัวแสดงระดับความเห็นต่อการเจรจาต่อรองทางธุรกิจภาษาอังกฤษดังนี้

- 5 = เห็นด้วยมากที่สุด
 4 = เห็นด้วยมาก
 3 = เห็นด้วยปานกลาง
 2 = เห็นด้วยน้อย
 1 = เห็นด้วยน้อยที่สุด

1. ท่านเห็นด้วยกับวิธีการแก้ไขปัญหาในการเจรจาต่อรองธุรกิจเป็นภาษาอังกฤษด้วยวิธีการต่อไปนี้มากน้อยเพียงใด

แนวทางการแก้ไขปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ		ระดับความคิดเห็น				
		5	4	3	2	1
1	สอบถามจุดบกพร่องในการเจรจาต่อรองภาษาอังกฤษของท่านจากเพื่อนร่วมงานและหัวหน้างานของท่านว่าควรปรับปรุงทักษะการเจรจาต่อรองภาษาอังกฤษในด้านใดบ้าง					
2	ฝึกฝนการฟังเพื่อทำความเข้าใจและจับประเด็นสำคัญในการเจรจาต่อรองทางธุรกิจด้วยการฟังคลิปการเจรจาต่อรองภาษาอังกฤษต่าง ๆ ผ่านสื่อออนไลน์					
3	ฝึกฝนการฟังการเจรจาต่อรองทางธุรกิจภาษาอังกฤษด้วยการขอเข้าร่วมสังเกตการณ์การเจรจาต่อรองภาษาอังกฤษของเพื่อนร่วมงานหรือหัวหน้างานเมื่อติดต่อกับลูกค้าชาวต่างชาติ					
4	เรียนรู้ข้อมูลต่าง ๆ ที่สามารถนำไปใช้ในการเจรจาต่อรองภาษาอังกฤษได้ เช่น ข้อมูลเกี่ยวกับผลิตภัณฑ์และการให้บริการที่เป็นภาษาอังกฤษ					
5	ฝึกการถาม-ตอบคำถามเกี่ยวกับการเจรจาต่อรองด้วยภาษาอังกฤษเป็นประจำ (อย่างน้อยวันละ 1 ครั้ง)					
6	ฝึกฝนการเจรจาต่อรองทางธุรกิจโดยใช้วิธีการแสดงสถานการณ์สมมติกับเพื่อนร่วมงาน โดยให้หัวหน้างานช่วยประเมินผล					
7	ฝึกการอ่านบทความภาษาอังกฤษต่าง ๆ ที่มีความเกี่ยวข้องกับการเจรจาต่อรองทางธุรกิจ เช่น ข่าวหรือบทความทางธุรกิจ					
8	ฝึกการเขียนการเจรจาต่อรองทางธุรกิจโดยการสร้างแบบฟอร์มข้อความที่ใช้โต้ตอบกับลูกค้าบ่อย ๆ แล้วให้ผู้ที่มิมีทักษะสูงกว่าตรวจทานความถูกต้อง					
9	ศึกษาหรือสอบถามเกี่ยวกับเทคนิคการเจรจาต่อรองทางธุรกิจภาษาอังกฤษจากผู้ที่มีประสบการณ์มากกว่า เช่น หัวหน้างานหรือผู้เชี่ยวชาญด้านการเจรจาต่อรอง					
10	เข้าคอร์สฝึกอบรมการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ					

ส่วนที่ 4 ความคิดเห็นและข้อเสนอแนะเพิ่มเติม

1. ท่านคิดว่าท่านมีปัญหาในการเจรจาต่อรองทางธุรกิจภาษาอังกฤษอย่างไรบ้าง (โปรดอธิบาย)

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2. ท่านมีข้อเสนอแนะเพิ่มเติมอย่างไรเกี่ยวกับแนวทางการแก้ไขปัญหาการเจรจาต่อรองทางธุรกิจภาษาอังกฤษ

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ขอขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม

BIOGRAPHY

Name	Miss Maytawee Chalothorn
Date of Birth	January 06, 1987
Educational Attainment	2010: Bachelor of Arts Major: French Silpakorn University
Work Position	Inside Sales D&B (THAILAND) COMPANY LIMITED
Work Experiences	Sales support BUSINESS ONLINE PUBLIC COMPANY LIMITED Tele sales I.C.C. INTERNATIONAL PUBLIC COMPANY LIMITED Telemarketer WALLSTREET (school of English)