

A COMPARATIVE STUDY OF THAI AND CHINESE BUSINESS NEGOTIATION
STYLES IN RENEWABLE ENERGY COMPANIES



MASTER'S PROJECT
BY
NICHAPHA ATTAPHUM

Submitted in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University, Thailand

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AN ABSTRACT
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Negotiation is a fundamental process in business. Today, business involves intercultural communication. Therefore, it is vital to be aware of the different styles used in different cultures. The purpose of this research is to examine whether or not there are any significant differences in the business negotiation styles of Thai and Chinese businesspeople in renewable energy companies. The framework of this study employed Glaser and Glaser's (1991) negotiation style instrument to investigate the difference in business negotiation styles of Thai and Chinese businesspeople. Their five negotiation styles included the following elements: avoiding, accommodating, competing, compromising, and collaborating. This study applied a quantitative research methodology and used a non-experimental research design. The sample in this study was comprised of 50 intermediate-level businesspeople from Thailand and China working in renewable energy companies. The results showed a significant differences in terms of competition, accommodation and compromise between Thai and Chinese businesspeople working in renewable energy companies.

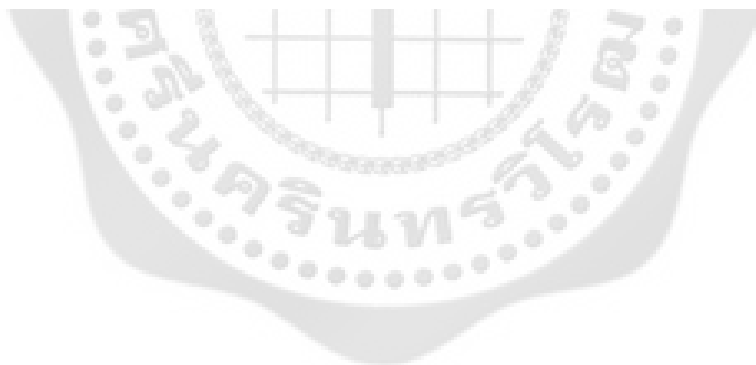
การเปรียบเทียบรูปแบบการเจรจาต่อรองระหว่างนักธุรกิจไทยกับนักธุรกิจจีน
ในบริษัทพลังงานทดแทน



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา
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การเจรจาต่อรองเป็นกระบวนการพื้นฐานในการดำเนินธุรกิจ ทุกวันนี้ธุรกิจเกี่ยวข้องกับการสื่อสารระหว่างวัฒนธรรม ดังนั้นจึงเป็นสิ่งสำคัญที่จะตระหนักถึงรูปแบบการเจรจาสื่อสารที่ใช้ในวัฒนธรรมที่แตกต่างกัน การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาความแตกต่างในรูปแบบการเจรจาต่อรองระหว่างนักธุรกิจไทยกับนักธุรกิจจีนในบริษัทพลังงานทดแทน เครื่องมือที่ใช้ในการวิจัยอิงทฤษฎีการเจรจาต่อรองของ Glaser and Glaser (1991) เพื่อศึกษาความแตกต่างของการเจรจาสื่อสารทางธุรกิจของนักธุรกิจคนไทยและนักธุรกิจคนจีน โดยแบ่งรูปแบบการเจรจาต่อรองเป็น 5 รูปแบบ อันได้แก่ การหลีกเลี่ยง การยินยอม การแข่งขัน การประนีประนอม และการร่วมมือ งานวิจัยนี้เป็นการวิจัยเชิงปริมาณแบบที่ไม่ใช่การทดลอง กลุ่มประชากรในการวิจัยครั้งนี้ ได้แก่ นักธุรกิจไทย และนักธุรกิจจีน ระดับกลางจำนวน 50 คนที่ทำงานในบริษัทพลังงานทดแทนที่อยู่ในประเทศไทยและประเทศสาธารณรัฐประชาชนจีน ผลการวิจัยสรุปให้เห็นว่านักธุรกิจไทยและนักธุรกิจจีนที่ทำงานในบริษัทพลังงานทดแทนมีรูปแบบการเจรจาที่แตกต่างกัน 3 รูปแบบคือ การแข่งขัน การยินยอม และการประนีประนอม



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Srinakharinwirot University

.....Acting Dean of Graduate School
(Assoc. Prof. Dr. Parin Chaivisuthakura)
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CHAPTER I

BACKGROUND OF THE STUDY

The rise of the global economy has brought people from all over the world into business negotiations more frequently than ever before (Elahee et al, 2002, as cited in Henry, 2012). Raynolds, Simintras and Vlachou (2003, as cited in Mattgard & Astrom, 2005) claimed that many companies and organizations have engaged in international business in order to stay competitive in the current business world. Businesspeople need to be able to communicate and negotiate with people across cultures. Thus, it is important for businesspeople to understand their counterparts' cultures. Varner and Beamer (1995, as cited in Henry, 2012) believed that businesspeople would be able to engage in business across cultures more efficiently as well as be able to predict actions in negotiating circumstances if they understand the cultures of other parties. This is important because people from different cultures tend to employ different business negotiation styles which can affect business outcomes (Christopher, Maria, & Syed, 2005).

In the current business world, negotiation across cultures is important because people are seeking ways to enter international markets. Business negotiation can become extremely complicated, and sometimes leads to conflict when negotiating across different cultures is involved. This is because every culture has its own negotiation styles which certainly impact the negotiation outcomes. According to Early and Ang (2003), business negotiators are required to have some cross-cultural knowledge, because the diversity of each culture can have a dramatic effect on negotiation and lead to failure in the long run. Each country has their own traditional values and business styles; therefore, the process of business negotiation is conducted in different ways. Okumura (1998, as cited in Punturaumporn, 2001) stated that people from different cultures are likely to produce

different negotiation styles. For example, Chinese negotiators will start the negotiation with friendship and warm hospitality; then they will turn into tough bargainers (Sebenius & Qian, 2008). On the other hand, Thai negotiators tend to adapt themselves to get involved in international business negotiations (Mangmeesapsin, 2014). Therefore, a lack of cultural awareness can have a significant impact when dealing with international business negotiations (Hollensen, 2001, as cited in Gray 2012). Businesspeople need to understand not only how to negotiate successfully, but also how to negotiate with people from different cultural backgrounds.

In this study, the researcher aims to investigate the differences in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies. Thailand and China's trade and investment have expanded rapidly in a very short period of time since 1991 (Manarungsan, n.d.). In November 2002, the two countries have agreed to sign the ASEAN-CHINA Free Trade Area (Manarungsan, n.d.). The advantage of the ACFTA agreement is to reduce the tariff rate on 90 percent of imported goods to zero between China and the 10 member countries. This agreement has encouraged Thailand and China to participate in business more frequently than before (Komolavanij, Jeenanunta, Ammarapala, & Chongphaisal, 2008). By 2010, China had become the largest exporter and second largest source of imports after Japan and the second largest trading partner of Thailand (Yanwu, 2012). From the records of the International Organization for Migration (2011), there are 8,414 Chinese people holding work permits in Thailand. In 2011, Thailand was ranked as the second largest trading country of China (Yanwu, 2012). The trade transactions between Thailand and China reached 46.71 billion dollars in 2010 and 57.79 billion dollars in 2011 (Yanwe, 2012). Moreover, the business transactions between these two countries in 2011 were worth 1.5

times higher than in 2010 (Thailand Board of Investment, 2012). Furthermore, the investment of China in Thailand was valued approximately 920 million dollars in 2011. In 2014, bilateral trade between Thailand and China reached to US\$63.6 billion, increasing by 39% compared with 2010 (HKTDC Research, 2015). China was Thailand's largest trading partner in 2014. Furthermore, Thailand's National Council for Peace and Order (NCPO) has approved a US\$23 billion project to connect two high speed railways with China's rail network by 2021 (China Briefing, 2015) . The railway lines will directly link to Kunming, in China's southern Yunnan province.

Focus on the renewable energy, the increased demand of energy has concerned governments, businesses, and individuals. This increase of human energy consumption will certainly cause pollution hazards, global warming emissions, climate change, and health issues (Union of Concerned Scientists, n.d.). With this concern of health and environment issues, renewable energy is certainly a valuable option that provides substantial benefits for our climate, our health, and our economy (Falconer, n.d.). For example, renewable energy can replace carbon-intensive energy sources and significantly reduce global warming emissions (Union of Concerned Scientists, n.d.). In addition, renewable energy sources decrease the amount of greenhouse gases, pollutants, and ecological footprint (Woodhouse, 2011). For health benefits, renewable energy reduces air pollution that cause breathing problems, neurological damage, heart attacks, and cancer (Union of Concerned Scientists, n.d.). According to Balmes (2010), in 2000, between 1.5 and 2.0 million deaths were caused by air pollution. Therefore, the advantage of renewable energy has increasingly drawn attention of many businesses and industries in order to meet the growing demand of energy and to build in an environmentally friendly manner.

According to the International Economic Development Council (2013), renewable energy has grown significantly over the past 10 years. In 2011, the use of renewable energy worldwide was approximately 1400 gigawatts (GW), an increase of 8% over 2010 (Samudrala, 2013). China is one of the top five investors and the fastest growing producer of renewable energy (Samudrala, 2013). According to Songwanich (2012), China plans to develop green growth and is concerned with environmental issues such as reducing air pollution, heavy metals and soil pollution, and producing clean drinking water during the years 2011 to 2015. Thailand is also developing green growth with China. By the year 2020, Thailand plans to supply 20% of total green energy to China with the support of both governments. This certainly brings mutual benefit, especially regarding environmental issues. According to the Government Public Relations Department (2012), Thailand aims to encourage China to invest in Thailand, especially environmentally friendly industries and alternative energy. The two sides agreed on the proposal to increase the investment by 15 percent annually in the next five years. Therefore, continued growth of renewable energy has the potential to meet many of the nation's economic, environmental and social goals. As a result of the business growth between these two countries, Thai and Chinese businesspeople have to come into contact, interact and communicate more frequently. It is, therefore, important to investigate the differences in business negotiation styles of Thai and Chinese businesspeople in order to understand what makes successful business negotiations between these two countries.

Statement of the Problem

People from different cultures tend to negotiate differently. This is because they have their own characteristics and styles embedded from their respective cultures that

have a significant effect on business outcomes. According to Graham and Mintu-Wimsatt (1998, as cited in Promsri, 2012), the diversity of culture influences people to negotiate distinctively. Usunier (2003, as cited in Gray 2012) further stated that negotiation styles vary among cultures. Cellich and Join (2004, as cited in Promsri, 2012) also supported that differences in culture can play an important role in business negotiation. Zacharakis (1996, as cited in Deari, Kimmel & Lopez, 2008) pointed out that companies need to consider cultural differences when deciding to enter an international business industry.

According to Hofstede (1980), both Thai and Chinese cultures are collectivist in orientation. Collectivist cultures emphasize the roles of people as members of group as the primary element. The harmony of the group has to be maintained and open conflicts are avoided. According to Rau (2014), Thai and Chinese people have respect and trust for others in their own group and culture. Based on Hall's (1976) concept of context, both Thais and Chinese have a high-context communication style. Communication between people in this culture is indirect, ambiguous, and uses nonverbal language.

In contrast, a study of Skinner (1957) provided the differences between Thai and Chinese characteristics in general. Chinese tend to be more hard-working, ambitious, and money oriented than Thais. Additionally, the establishment of relationship for Chinese is significant as a way of seeking trust and security. Leung and Bond (1982) also pointed out that Chinese business negotiators usually focus on building relationships through social activities after establishing a relationship. These activities usually include dinner, entertainment, sightseeing, shopping, etc. In contrast, Thais are more likely to be less active, and less materialistic. In addition, Thais seem to place less emphasis on social establishment, and maintain commitment to others, even within the family (Skinner, 1957).

Since culture plays a vital role in business negotiations, numerous studies have been conducted on how to be more successful in negotiations. Some studies have also mainly focused on the impact of cultural differences on business negotiations between native and non-native English speakers. However, few studies have examined the difference in negotiation styles between Asian cultural groups. In particular, there are relatively few research studies that have examined the difference in negotiation styles between Thai and Chinese business negotiators. Although both Thailand and China are Asian countries, they still have different cultural backgrounds.

Thus, examining the differences in business negotiation styles between Thai and Chinese businesspeople, especially in renewable energy companies, could be vital in understanding the negotiation styles used in business. In addition, it could help businesspeople to negotiate effectively and achieve benefit mutually, as well as help to overcome problems in business negotiation contexts.

Purpose of the Study

The purpose of this research is to

- examine whether there is any difference in business negotiating styles between Thai and Chinese businesspeople in renewable energy companies.

Significance of the Study

It is hoped that this study will provide businesspeople with a better understanding of the business negotiation styles used by Thai and Chinese businesspeople in renewable energy companies. A critical element of research concerning the Thai and Chinese culture could help businesspeople in renewable energy companies to have useful insights of Thai

and Chinese cultures that can help overcome cultural barriers. The findings from this study might help Thai and Chinese businesspeople in renewable energy companies understand each other and overcome problems that may arise in the negotiation process. Additionally, it is also expected that this study could assist not only Thai and Chinese businesspeople in renewable energy companies, but also Thai and Chinese businesspeople in general and foreign businesspeople to prepare and choose the most appropriate style and approach when doing business with these two nations. Lastly, it is believed that understanding the difference in negotiation styles can help avoid conflicts and minimize misunderstanding among the parties involved.

Hypothesis

Base on the aforementioned purpose, the following research hypothesis has been developed:

H₁: There is a significant difference in utilizing certain negotiation styles between Thai and Chinese businesspeople in renewable energy companies.

Research Question

The study attempts to answer the research question below:

RQ1: Is there any significant difference in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies?

Definition of Terms

Renewable Energy	Energy that comes from resources that is replaced rapidly by a natural process such as power generated from the sun or from the wind.
Negotiation	Negotiation between OSIC International (Thai) Company Limited and the Oriental Scientific Instruments Import & Export (Group) Corp.
Negotiation Style	The negotiation styles of Thai and Chinese businesspeople in the experimental group between OSIC International (Thai) Company Limited and The Oriental Scientific Instruments Import & Export (Group) Corp.
Cross-Culture	The interaction of people from different cultures or countries; between Thai and Chinese cultures for this study.
Thai Negotiators	Thai businesspeople from OSIC International (Thai) Company Limited in Thailand
Chinese Negotiators	Chinese businesspeople who work for The Oriental Scientific Instruments Import & Export (Group) Corp

CHAPTER II

LITERATURE REIVEW

Introduction

The differences in negotiation style between Thai and Chinese in renewable energy companies is investigated in this study. This literature review begins with the details of the process of business negotiation, cross-cultural negotiation, negotiation styles of Thai and Chinese people, definitions related to culture, the impact of culture on business negotiation styles, renewable energy resources and the theoretical framework for the discussion of negotiation.

Business Negotiation

The Process of Business Negotiation

As a result of enlarging economies around the world, people communicate and negotiate more often in their everyday lives. Cheng (1991, as cited in Chang, 2006) described business negotiation as a working process in which people attempt to discuss and consult with each other in order to achieve the goal of a business deal. According to Rubin and Brown (1975), negotiation is a process between people who attempt to work together to set up an agreement. Negotiation is a kind of human activity that seeks to resolve conflict (Hofstede et al, 2005 as cited in Gray 2012). Furthermore, Johnson and Johnson (1978) also defined negotiation as the process of people in two or more parties who share and dispute issues of agreement and attempt to work out a deal for the best solutions. It is activity in which groups of people attempt to interact in a business matter. In addition, negotiation is a kind of social participation between people seeking to discuss differences or important objectives with the aim to reach mutual benefit (Manning &

Robertson, 2003; Fraser & Zarkada-Fraser, 2002, as cited in Tu, 2012). Hendon et al (1996, as cited in Henry 2012) described negotiation as the process between parties aiming to reach mutual agreement. Moreover, Carnevale and Pruitt (1992, as cited in Henry, 2012) also defined negotiation as a kind of interaction between two or more parties aiming to resolve conflict that arises from possessing different goals. Reynolds et al (2003, as cited in Gray 2012) believed that companies and organizations increasingly depend on the efficiency of business negotiations in order to create and maintain stability and future growth.

According to Graham (1984, as cited in Kumar, Rai & Pati, 2009), the process of negotiation consists of four major stages: relationship building, task-related exchange of information, persuasion and compromise, and concessions and agreement. The first stage, relationship building, focuses on establishing a relationship and becoming familiar with each other. The next stage, task-related exchange information, focuses on the information concerning the needs and expectations among the parties. The persuasion and compromise stage seeks to know the needs of the other parties and persuades them by using various tactics. The concessions and agreement stage is the final process where an agreement is reached. Ghauri (1996, as cited in Numprasertchai & Swierczek, 2006) also added that the negotiation processes can be divided into three stages which are pre-negotiation stage, actual negotiation stage, and post-negotiation stage. The Pre-negotiation process begins with the first contact between parties who are attempting to do business with each other. This process involves interactions such as getting to know each other. The negotiation stage involves face-to-face interaction where the parties attempt to work together to reach an agreement on general objectives. The post-negotiation stage is

the final process where the parties have agreed on the terms and are ready to sign a contract.

In sum, negotiation can be summarized as the process between people who attempt to have a discussion with each other in order to achieve mutually beneficial outcomes. Furthermore, negotiation is a way in which people seek to resolve conflict and find a peaceful resolution. The process of negotiation can be divided into four major stages, which are relationship building, task-related exchange of information, persuasion and compromise, and concessions and agreement. Moreover, the negotiation process can also be divided into three processes, which are pre-negotiation stage, actual negotiation stage, and post-negotiation stage. The process begins with getting to know each other, exchanging information, discussing business goals, and signing a contract agreed to by both sides.

Cross-Cultural Negotiation

As the world becomes a global marketplace, all types of companies are seeking their chance to engage in international business. Gersten et al (2010, as cited in Gray 2012) stated that companies need to engage themselves in international business negotiations in order to find opportunities in the global market.

Cross-cultural negotiation can be defined as a process of discussion between people from different cultural backgrounds attempting to consult and discuss conflicts or interests in order reach an objective (Chaney and Martin, 2004 as cited in Zhu, 2012). According to Fraser et al. (2002, as cited in Gray 2012), negotiation across cultures is one of the most difficult tasks, and negotiators may spend more than half of the whole process negotiating with the other parties. Furthermore, cross-cultural negotiation is a challenge for several reasons because each party has different languages, communication styles,

values, and perspectives on life. According to Cohen (1997), the cultural differences of negotiators can make negotiation more complex (as cited in Henry, 2012). Gullbro and Herbig (1994) stated that the difference of culture could produce different negotiation styles. Brett (2001) also emphasized that culture is the key factor that impacts the negotiation process and outcomes (as cited in Gray, 2012).

Lewicki, Saunders, Barry, and Minton (2004, as cited in Promsri, 2012) pointed out that investigating cross-cultural negotiation is one of the most frequently researched areas. Based on the cultural dimension of Hofstede (2001), the individualist and collectivist dimension is one of the most extensively used instruments to compare the cultural differences of people across cultures. According to Hofstede (1980), both Thai and Chinese cultures are collectivist. Collectivist cultures emphasize the roles of people as members of a group (Hofstede, 1991). However, Skinner's study (1957), showed differences between Thai and Chinese characteristics. He claimed that the Chinese tend to be more hard-working, ambitious, and money oriented than Thais. Additionally, the establishment of relationship for Chinese is a significant way of seeking trust and security. Leung and Bond (1982) also pointed out that Chinese business negotiators usually achieve mutual agreement through social activities after establishing a relationship. These activities usually include dinner entertainment, sightseeing, shopping, and similar social activities. In contrast, Thais are more likely to be less active and less materialistic. In addition, Thais seem to place less emphasis on social establishment, and they maintain commitment to others, even within the family (Skinner, 1957).

In sum, cross-cultural negotiation is the process between two or more people from different cultural backgrounds who come to discuss business issues. However, business negotiation across cultures is not easy and can be the most difficult task, especially

without knowing the cultural background of your counterparts. This is because each culture has a unique negotiation style and process which could somehow affect the negotiation circumstances.

Negotiation Styles

Negotiation style is the way people communicate and interact with others during negotiation, both through verbal and non-verbal language (Henry, 2012). It differs depending on the individual and his or her beliefs and skills, as well as by the context in which negotiations take place. It is imperative to understand the negotiation styles of counterparts since negotiation style is a major element that makes or breaks a business negotiation (Henry, 2012). In addition, understanding the negotiation style of other parties can help businesspeople choose the most appropriate negotiation style in each circumstance (Henry, 2012).

Cellich and Jain (2004) stated that each negotiator employs different negotiation styles according to the situation. This depends on the cultural background of the negotiator and the context in which the negotiation occurs. Cellich and Jain (2004) categorized negotiation styles into five types: dodgers, dreamers, hagglers, competitors, and problem solvers. The dodger style is the type of negotiator who does not like to get involved in any circumstances where making a decision must be decided (Salacuse, 2005, as cited in Henry, 2012). The dreamer style emphasizes maintaining and building a relationship with the other party. In negotiation circumstances, the negotiators in this style are willing to reduce their own expectations to satisfy the other party (Cellech & Jain, 2004, as cited in Henry, 2012). “Hagglers view negotiations as a give-and-take game” (Cellich & Jain, 2004, as cited in Henry, 2012, p.11). They are willing to lose something

in order to gain something. The competitor style is the type of negotiator who is likely to employ aggressive behavior in negotiations and feel comfortable in conflict situations. According to Cellich and Jain (2004, as cited in Henry, 2012), this type of negotiator employs several tactics in order to win against the other party. Problem solvers tend to create mutual agreement by evaluating the needs and expectations of both sides (Huang, 2009).

Negotiation styles can also be classified into two major dimensions: distributive and integrative interactions (Anglemar & Stern, 1978; Clopton, 1986, as cited in Hageen, Kedia & Oubre, 2003). The style used in a distributive negotiation is a competitive approach in which one side gains benefit from other parties (Walton & Mckerise, 1965, as cited in Hageen, Kedia & Oubre, 2003). This type of negotiation is more likely to cause conflict. On the other hand, integrative negotiation is a cooperative approach in which both sides seek mutual benefit (Pruitt, 1981 as cited in Hageen, Kedia & Oubre, 2003). Negotiations under integrative behavior represent a form of cooperation and both sides will be more likely to achieve their goals (Schurr & Ozanne, 1985, as cited in Hageen, Kedia & Oubre, 2003).

Moreover, Glaser and Glaser (1991) identified five negotiation styles as follows:

The avoiding negotiation style is unassertive and uncooperative. This type of negotiator neither satisfies their own requirements nor the requirements of others. These negotiators attempt to avoid threatening situations in negotiation. The end of the negotiation is likely to be a *lose-lose* situation.

The accommodating negotiation style is unassertive and highly cooperative. This style is completely opposite of competing. This type of negotiator places an emphasis on the needs of others rather than their own needs. Accommodating negotiators believe that

the only way to ultimately get what they want is to give everything to the other party and maybe in time they will do the same. The end of negotiation is likely to be a You-win-I-lose situation.

The competing negotiation style is highly assertive and uncooperative. This type of negotiator places a high emphasis on their own goals without concern for others. The negotiators who prefer this style only focus on their own interests. The end of negotiation is likely to be an *I-win-you-lose* situation.

The compromising negotiation style is a middle path between assertive and cooperative. This type of negotiation emphasizes mutual benefit and value relationship. The negotiator is willing to lose some in order to gain some from the other side. The end of negotiation is likely to be an *I win-some-you-win-some* situation.

The collaborating negotiation style is highly assertive and highly cooperative. It is the complete opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means that the negotiator is willing to examine the needs and wants of the two parties. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution. They both hope to reach a mutual understanding. Both sides attempt to satisfy the requirements in order to achieve a *win-win* solution.

In sum, negotiation styles can be described as the way people communicate with each other. It is the act of transferring information through verbal and non-verbal language. However, the styles of negotiation employed at the negotiation table are different based on cultural background, context, and negotiation environment. There are various types of negotiation styles. Cellich and Jain (2004) divided negotiation styles into

five types, which are dodgers, dreamers, hagglers, competitors, and problem solvers. In addition, negotiation style can also be classified into two dimensions which are distributive and integrative interactions. Furthermore, Glaser and Glaser (1991) identified five negotiation styles as avoiding style, accommodating style, competing style, compromising style, and collaborating style.

Thai Business Negotiation Style

Thailand is well recognized as the “Land of Smiles” because Thais’ communication behavior appears to emphasize social harmony (Knutson, 1994, as cited in Knutson & Posirisuk, 2006). The concept of “Land of Smiles” represents Thai people as friendly, calm, and non-aggressive (Punturaumporn, 2001). Christina (1999, as cited in Knutson & Posirisuk, 2006) stated that Thai people value nonverbal communication and conflict avoidance. Furthermore, Thais value silence as a sign of respect (Smutkupt & Barna, 1976, as cited in Knutson & Posirisuk, 2006). According to Sangkrit (2013), Thai people are concerned with tone and voice used during negotiation. They think that other people are being immature when they express inappropriate manners such as hitting the table or raising their voice in discussion. The Thai style of business negotiation is indirect. Thai people value giving and saving face. Their style of negotiation is influenced by the value of “*kreng jai*” in society (Homes & Tangtongtavy, 2003, as cited in Shangkrit, 2013). The concept of *kreng jai* is a basic norm of Thai society (Punturaumporn, 2001). It refers to the way in which individuals seek to avoid embarrassing others or causing them to lose face as well as the concern of other’s physical and psychological comfort (Fieg, 1980, as cited in Punturaumporn, 2001).

Thai negotiators significantly emphasize maintaining a relationship with their business partners, even in a serious business negotiation (Chaidaroon, 2005). According to the study of Punturaumporn and Hale (2002, as cited in Chaidaroon, 2005), the cultural traits (e.g., values, norms, and customs inherent in the Thai cultural system) that persuade Thais to participate in business negotiations include adaptability/flexibility, relationship orientation, friendliness, politeness, indirect communication, and conflict avoidance. Adaptability and flexibility refer to the ability to alter the plan when new opportunities become available. Thai negotiators place high importance on relationship. Punturaumporn (2001) stated: “if there is no trust, there will be no relationship, and without a relationship, there will be no business agreement” (p.254). Other cultural traits are friendliness and politeness influenced by cultural values and a collectivist culture where negotiators emphasize the group and relational harmony. Regarding conflict avoidance, Thais do not prefer face-to-face encounters, and they are concerned about how other people view them. In addition, Punturaumporn (2001) viewed Thai characteristics as *jai yen* (meaning “cool heart”). The concept of *jai yen* refers to calm and gentle behavior so one can control his/her emotion when facing conflicts.

According to Burnard and Naiyapatana (2004, as cited in Sangkrit, 2013), Thai people use an indirect communication style. For example, Thais are more likely to say “yes” rather than “no” because they are afraid to hurt people or destroy a relationship by saying “no”. In addition, they are more likely to employ nonverbal communication when sending a message, which can be difficult to understand for foreign counterparts. Sangkrit (2013) mentioned that Thai people tend to use a lot of body language during social interaction, and smiling is the main form of non-verbal communication in Thailand. It is essential to be aware that not all smiles express happiness in Thai culture. Such gestures

presented by Thais are sometimes highly tacit; Thai people are aware of other's gestures during communication as well (Holmes & Tangtongtavy, 2003, as cited in Sangkrit, 2013). Furthermore, Thai people are also taught to be highly aware of their own behavior during social interaction (Simonsen, 2012, as cited in Sangkrit, 2013).

In sum, the negotiation style of Thai people is indirect in order to maintain harmony and relationships. In addition, the concept of “*kreng Jai*” and “land of smiles” represent Thais' negotiation behavior. For example, Thai people place emphasis on saving other's face, avoiding conflict and confrontation, and maintaining relationships.

Chinese Business Negotiation Styles

Chinese have been sometimes considered one of the hardest negotiators in the world (e.g. Young, 1994, as cited in Zhu & Mckenna, 2007). Zhu and Zhu (n.d.) stated that people, especially from western countries, find it difficult to negotiate with Chinese due to the difference in perspective and cultural background. Furthermore, negotiations with Chinese businesspeople seem to be difficult because the Chinese tend to negotiate unfairly, especially when a negotiation is conducted the first time (Fang, 2006).

According to Buttery and Leung (1998), negotiating with Chinese is very difficult when compared with negotiations with other countries because the Chinese has their unique rules of the game.

Ma (2007) found that Chinese culture is collectivist; therefore, Chinese people tend to employ compromise and avoidance rather than direct confrontation to handle conflict in negotiation. However, the most dominant style that is recognized by Chinese negotiators is the zero-sum game, which means if one side wins, the other side must lose (Pye, 1982 & McGregor, 2005, as cited in Zhu, 2012). Fang (2006) and Faure (1999)

explained that the Chinese negotiation style is a mixture of cooperation and competition. According to Fang and Faure, the Chinese emphasize saving and giving facts, developing relationships, and reaching a win-win solution.

According to Hall (1976), the Chinese are a high-context culture; therefore, the negotiation style of the Chinese is indirect. In other words, the Chinese do not get directly to the point, but they tend to give hints. For example, the Chinese sometimes use indirect rejections to answer the others' requests by saying 'Yes' even if the real meaning of this 'Yes' is actually 'No'. Another tactic is to respond with ambiguous answers such as 'I am not sure', or 'we will have to think about it' (Katz, 2008).

Pye (1992) and Solomon (1987, as cited in Fang, 1995) noticed that the Chinese tend to employ several tactics during negotiations. Chinese businesspeople are more likely to use deception and unethical techniques such as telling lies, sending false non-verbal messages, and pretending to be disinterested (Katz, 2008). Furthermore, Katz also added that keeping silence is another tactic that Chinese use in negotiations to trick their counterparts. Keeping silence for a long time does not mean that the Chinese are displeased or disinterested (Katz, 2008). The Art of War written by Sun Tzu (2006) best described Chinese stratagems and strategies. Wheeler (1988, as cited in Fang, 1995) defined the word stratagem as follows:

A strategic or tactical act of trickery, deceit, or cunning in military affairs and especially war, whereby one attempts to gain psychological or material advantage over an opponent, to neutralize some part of an opponent's superiority, to minimize one's own expenditure of resources, or to restore the morale and physical state of one's own forces (p.1375).

The core idea of the book is “to subdue the enemy without fighting” (Holck, 2009, p.30). The author, Sun Tzu (2006, as cited in Benoliel, 2009) further described how The Art of War influences Chinese international business negotiations:

In order not to be tricked in dealings with capitalist enterprises and also for the purpose of winning business in competition with foreign business people and making our products enter into the international markets, we need to study Sun Tzu’s Art of War. Use this magic weapon handed down from our ancestors to defeat them (p.14).

Chinese people are taught to use The Art of War and the thirty-six stratagems to deal with overseas business people (Fang, 1990, as cited in Benoliel, 2009). According to Fang (1999, as cited in Liu, 2009), Chinese stratagems are competition-based and this is reflected in their negotiation tactics. It also illustrates the Chinese way of negotiation at the business table. Few examples of thirty-six stratagems are “take away a goat in passing” which mean “take advantage of every small opportunity”, “kill with a borrowed knife” which mean “take advantage of every small opportunity”, or “cross the sea by deceiving the sky” which mean “act in the open, but hide your true intentions”.

In sum, Chinese culture is collectivist. They prefer indirect negotiation styles and use some hints. Additionally, the thirty-six Chinese stratagems are a part of Chinese business culture, which seems to employ several unethical tactics in negotiations.

Culture

Definition of Culture

Linton (1945, as cited in Henry, 2012) defined culture as “the configuration of learned behavior and results of learned behavior whose component elements are shared and transmitted by the members of a particular society” (p. 38). Bannnon et al (2003, as

cited in Gray 2012) defined culture as the way people eat, the clothes they wear, and what they think is right or wrong. The concept of culture can be seen through human mentality and behavior such as language, traditions, ideology, approaches and styles. Javidan and House (2001, as cited in Peleckis, 2013) described culture as a set of beliefs and values. In addition, Northhouse (2007) defined culture as the “learned beliefs, values, rules, norms, symbols, and traditions that are common to a people” (p.302).

Hofstede (1991) described culture as an “onion that can be peeled, layer by layer in order to reveal the content” (as cited in Gray, 2012, p.9). Each layer has cultural meaning. The outer layers represent the way people associate with culture; e.g., clothing, language, and food. The middle layers refer to the values and norms. The core of the onion is described as the key to being able to achieve successful dealings with other cultures.

Hall (1976) suggested that culture was like an iceberg which can be divided into two parts, internal and external. The external culture is above water which is visible in the behaviors of a society. The internal culture is hidden below which represent beliefs, values, and thought patterns of a society.

Hoebel (1972) further described culture as “the integrated system of learned behavior patterns which are characteristic of the members of a society and which are not the result of biological inheritance” (p. 7). In sum, culture is the process of humans’ expressions, acts and interactions with each other. It is also beliefs, values, rules, norms, symbols, and traditions that are shared within a group of people. Culture can also be seen through human reaction and expression such as language, traditions, ideology, approaches and styles.

Impact of Culture on Business Negotiation Styles

Brett (2001) stated that culture is a key factor influencing negotiation processes and outcomes. The cultural diversity of negotiators can create different negotiation styles (Gulbro & Herbig, 1994). According to Salacuse (1998, as cited in Numprasertchai & Swierczek, 2006), negotiation varies from culture to culture. Negotiation styles are the way people apply themselves in negotiation, which can be determined by culture. Culture provides a pattern of how people approach the negotiation process. For example, negotiators in individualistic cultures tend to apply competitive behavior and argue, whereas negotiators in collectivist cultures value building relationships with an emphasis on problem solving (Heydenfeldt, 2000, as cited in Numprasertchai & Swierczek, 2006). Schneider et al (2003) mentioned that negotiators often fail in negotiation due to a misunderstanding of their counterparts' culture, especially the regulations that their counterparts use to negotiate. Kanungo (2005, as cited in Gray, 2012) further stated that negotiation will become complicated when negotiators have to deal with people from different cultures. This is because culture is a factor that can influence people's behaviors. It, therefore, affects the way people negotiate.

According to Martin et al (2006, as cited in Gray 2012), different cultures employ different methods in negotiation; some cultures may value politeness and integrity whereas another might use deception and coercive technique during negotiation activities. Czinkota (2003, as cited in Gray 2012) also reported that some behaviors might offend people in some cultures. For example, body language can be interpreted in many different ways. Some body language is not unusual in some cultures, while the same body language can be considered rude in another culture. Thus, culture is a huge issue affecting negotiation practices and outcomes. Furthermore, the impact of cultural values brings an

element of the unexpected from the beginning to the end of the negotiation process (Leung et al., 2005).

Based on the cultural theory of Hall (1976), the concept of high context and low context is used to present cultural differences between societies. According to Hall (1976), high context and low context cultures can be recognized through the preferred communication styles each member in each culture uses. The differences between the two contexts determine the style that is used in negotiation. For example, in a high context culture, such as Japan, the styles of negotiation tend to be indirect and rely on contextual cues. In contrast, in a low context culture, such as the United States and the Scandinavian countries, negotiators rely on direct communication.

Hofstede (1980) conducted a study of how values are influenced by culture. His model was based on a study of IBM employees in over 60 different countries. By 1980, he had developed his own cultural dimensions: power distance, individualism and collectivism, uncertainty avoidance, masculinity, and long-term orientation. The first dimension is power distance, which is used to present inequality in society. This dimension reflects the hierarchy and dependent relationships in society. The second dimension is individualism and collectivism, which relates to the degree between individual and the group. In an individualistic society, members look after themselves and their direct family only whereas in collectivist societies, members belong to the group and take care of each other. The third dimension is masculinity and femininity, which also relate to negotiation style. Negotiators from a high masculinity culture focus on task-orientation, and the styles of negotiation tend to be assertive and competitive. Negotiators in high femininity cultures emphasize relationships and mutual gain. The negotiation styles used in high femininity cultures tend to be indirect,

cooperative and relationship-oriented. The fourth dimension is uncertainty avoidance. This dimension refers to the degree in which people in society feel uncomfortable with a sense of uncertainty and ambiguity. Negotiators from high uncertainty avoidance cultures such as Greece, Portugal, and Japan tend to seek as much information as possible before making a decision. In contrast, negotiators from low uncertainty avoidance cultures tend to feel comfortable with change. Cultures with low uncertainty avoidance such as Singapore, Jamaica and Denmark are risk-takers in negotiation. The last dimension is long-term and short-term orientation. Negotiators from long-term orientation cultures such as China will be more likely to take time to establish a relationship with their counterpart instead of rushing to an agreement like negotiators from short-term orientation cultures such as Norway and the United Kingdom.

Thailand and China are Asian countries, they still have different cultural backgrounds. Referring to Hofstede's cultural dimensions scores (2001), Thai people tend to have a high power distance of 62, whereas the Chinese seem to have a higher power distance of 80. Thai people gained a higher score in uncertainty avoidance than the Chinese. In addition, Thais seem to have quite a low masculinity score of 34; the Chinese tend to have a high masculinity score of 66. Another difference is that the degree of long-term orientation is clearly different. The Chinese seem to have an extremely high long-term orientation of 118, while the degree of long-term orientation of Thai people is 56. However, the degree of individualism between the Thais and Chinese is the same. Table 1 below shows Hofstede's dimension of cultural scales.

Table 1 *Hofstede's dimension of cultural scales*

Country	Power Distance	Individualism Collectivism	Uncertainty Avoidance	Masculinity Femininity	Long-term Orientation
Thailand	62	20	64	34	56
China	80	20	40	66	118

Source: Hofstede, (2001)

In sum, culture is a significant aspect that can create different negotiation styles and influence the negotiation outcomes. Therefore, understanding culture of the counterpart could help negotiators identify the counterparts' styles and bring successful negotiation outcomes. In addition, the theory of high context and low context of Hall (1976) and the five cultural dimensions of Hofstede (2001) provide the concept of different cultures which could help negotiators become aware of the differences of cultures in business negotiations.

Understanding the Renewable Energy

According to the Energy Information Administration (2007), renewable energy refers to natural resources such as wind and sun that are replenished in a relatively short period of time. According to the Department of Investment Services (2009), renewable energy sources include; 1) renewable energy sources, including solar energy, wind energy, biomass energy, hydro energy, marine energy, geothermal energy, etc.; 2) energy conservation, including energy conserving lighting, efficient air conditioning, energy saving transportation tools, high-efficiency energy management, etc., and 3) new energy technologies, including hydrogen energy, fuel cells and coal gasification power generation.

In this current century, demand for energy is strongly increasing; therefore, renewable energy companies play a significant role in providing energy in order to meet humans' needs (Moomaw et al., 2011). Renewable energy companies offer environmentally friendly products or products which should help improve natural conditions and minimize energy sources. The benefit of renewable energy sources is enormous as they can meet the global energy demand (Herzog, Lipman, & Kammen, n.d.). According to the Union of Concerned Scientists (n.d.), renewable energy supplies definitely reduce U.S global warming emissions. Furthermore, renewable energy improves health and environmental benefits. This is because renewable energy replaces fossil fuels that cause breathing problems, neurological damage, heart attacks, and cancer. In addition, it reduces overall healthcare costs. Renewable energy such as wind power and solar power sources offers the cleanest solution to generate electricity because it does not produce toxic pollution or global warming emissions (Andre, Bolton, Grasiz & Turner, n.d.). In sum, renewable energy can be defined as energy resources which are produced naturally in a short period of time. Those resources, for examples, come from the sun, water, soil and wind. Renewable energy resources such as wind power and solar power not only generate electricity, but also produce no global warming pollution. Therefore, the use of renewable energy resources offers many advantages to humans' lives and society.

Previous Studies

Numerous studies consider culture an important factor that can influence business negotiations (Fan & Zigang, 2004; Woo & Prud'homme, 1999; Chau & Fujino, 1999; Whicomb, Erdener & Cheng, 1998, as cited in Tu, 2012). Some studies focus on the

impact of cultural differences on negotiation styles. Other scholars focus on the effect of cultures on negotiation styles in specific countries (Morris, Etkin, & Helms, 2001).

Osman-Gani and Tan's (2002, as cited in Tu, n.d.) study of the cross-cultural impacts on negotiation styles of Chinese, Malaysian, and Indian managers living in Singapore can help people understand the negotiation styles among these three groups in Singapore. However, the results of their study did not show a huge difference of the negotiation styles among the three cultures. Based on Osman-Gani and Tan's conclusion, it was noted that Chinese, Malaysian, and Indian managers in Singapore have no significant differences in their negotiation styles.

Idrus, Amer, and Utomo (2010) conducted a study on the negotiation styles in a single country, Malaysia. They aimed to identify the most dominant negotiation styles of people in Malaysia working in the construction industry by using the 28 item instrument developed by Rahim (1983) to distinguish negotiation styles. These five negotiation styles are divided into collaborating, competing, accommodating, compromising, and avoiding. Their findings show that the Malaysian construction industry workers prefer the collaborating negotiation style the most.

Graham (2003 as cited in Fjellstrom, 2005) investigated the negotiation styles of businesspeople in 16 countries with 17 distinct cultures: Japan, Korea, Taiwan, China (northern and southern), Hong Kong, Philippines, Russia, The Czech Republic, Germany, France, The United Kingdom, Spain, Brazil, Mexico, Canada, and The United States. Based on Graham's study, there are significant differences in negotiation styles among the countries that he studied. Even though they negotiated to achieve the same outcome, the style that they employed in negotiation was different. For example, making a higher profit in Japanese negotiations involves making your business partners feel relaxed (Tu,

n.d.). This suggests that the negotiation involves many techniques, and negotiators must employ the most appropriate techniques that fit into that culture (Levicki et al, 1994, as cited in Fjellstrom, 2005). Graham's findings lead to two important lessons. The first lesson illustrated that Koreans and Japanese negotiated in very different styles even though they are a part of East Asian culture. The second lesson is that the Japanese negotiation style is most "distinct", even "unique" as the Japanese are ranked on or near the end of the scale on every dimension of negotiation style that he investigated (Graham 2003, as cited in Tu, n.d., p.2).

An emphasis on studying business negotiations has been rapidly growing. There are numerous studies on the business negotiation styles of Chinese people; however, studies of the difference in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies are rarely found. Therefore, this study attempts to investigate the difference in business negotiation styles of Thai and Chinese businesspeople in order to develop and overcome problems that arise when they negotiate.

Summary

An overview of the literature has been provided covering the highlights of business negotiation styles between Thai and Chinese business negotiation styles in order to give an overview of business negotiation styles in both countries. In addition, it also discusses some issues related to the topic such as the impact of culture on business negotiation styles, the process of business negotiation, cross-cultural negotiations, negotiation styles, Thai business negotiation styles, and Chinese business negotiation styles. As international business is increasing, it is imperative to understand the negotiation styles of other parties since negotiation styles have a major impact on the

success or failure of business negotiations. The main focus was to investigate whether there are any significant differences in the business negotiation styles between Thai and Chinese businesspeople in renewable energy companies. Additionally, it is intended to illustrate why businesspeople should understand the negotiation style of their counterpart as well as how culture could influence negotiation styles.

The first part of the literature review discussed the impact of culture when choosing negotiation styles. Surprisingly, culture is considered to be vital in influencing negotiation styles. Each culture has their own style which could affect negotiation outcomes. Therefore, it is crucial to be aware of the importance of culture when doing business with people from different cultures. Moreover, the importance of the impact of culture on the preference of negotiation styles has been supported by much research. In addition, the final part of the literature review in this study contains the findings of prior research studies relevant to the negotiation styles, especially in collectivist cultures in order to give an overview of business negotiation styles between Thai and Chinese business negotiators.

In sum, the literature review has covered the research across various issues related to negotiation styles such as the impact of cultural differences on negotiation styles and the effect of cultures on negotiation styles of specific countries. The conceptual framework of the study is presented in Figure 1.

The Conceptual Framework of the Study

This study will employ Glaser and Glaser's (1991) negotiation style instrument to measure the negotiation styles of Thai and Chinese businesspeople in renewable energy

companies. Those five negotiation styles are: avoiding, accommodating, competing, compromising, and collaborating.

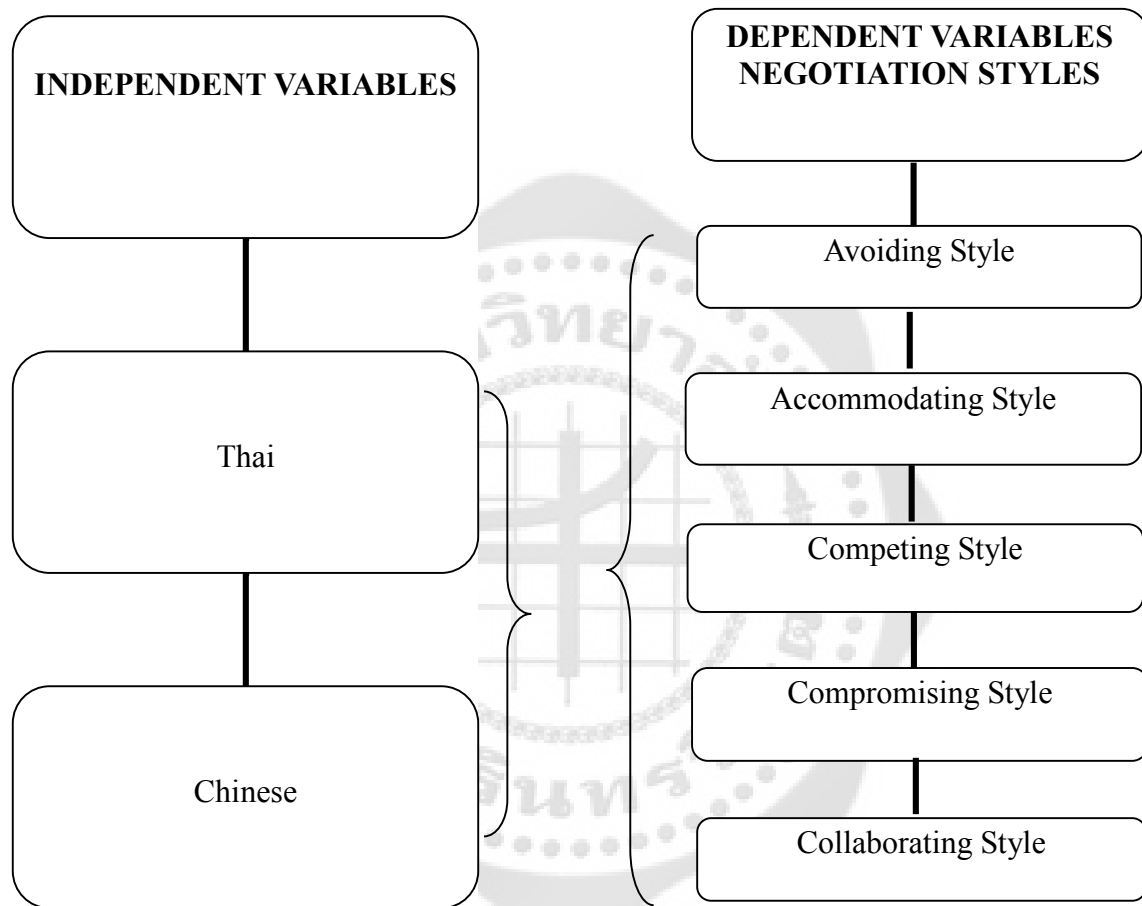


Figure 1: The Conceptual Framework of the Study

CHAPTER III

RESEARCH METHODOLOGY

The differences in business negotiation style between Thai and Chinese businesspeople in renewable energy companies will be investigated in this study. This chapter covers the research design, instrumentation, population of the study, data collection, and data analysis.

Research Design

This study is a non-experimental quantitative research designed to analyze the difference in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies.

Instrumentation

To explore the difference in business negotiations of Thai and Chinese businesspeople in renewable energy companies, this study employed a negotiation style profile instrument presented by Glaser and Glaser (1991) to differentiate the negotiation styles of Thai and Chinese businesspeople (See Appendix A). The questionnaire consists of business negotiators' demographic data and negotiating style self-assessment. The last part consists of a Likert five-point scale ranging from very unlikely to very likely. Statistically, the respondents' answers were weighed on the following scale: 5 = Very likely, 4 = Likely, 3 = Neither likely nor Unlikely, 2 = Unlikely, and 1 = Very unlikely.

The questionnaire consists of 25 items which are designed to measure the behaviours that respondents rely on most readily in negotiations and the typical outcomes

that result. It contains 5 categories of negotiation styles and each category has 5 questions. The higher the respondent's score in each area, the greater his or her tendency to exhibit those behaviours.

There are three versions of the instrument in terms of language. The original version is an English language version, which is used for Chinese businesspeople. In addition, the questionnaires and instruction sheets were also translated into Thai and Chinese versions by an expert translator who works as a language lecturer at a university. The Index of Item Objective Congruence IOC scores from the three experts in business communication area was 0.94 for the Thai version and 0.94 for the Chinese version.

The Cronbach's alpha coefficient for the 25-item scale was 0.75 for the Thai version and 0.71 for the Chinese version. Therefore, the instrument that was translated into the Thai and Chinese languages for use in this study was considered to be acceptable for the research purpose.

Population and Sample

The target population in this study comprised of intermediate-level businesspeople from Thailand and China who work in renewable energy companies. In this study, purposive sampling was used as the sampling criterion in order to search for the appropriate characteristics in the sample group. According to Onwuegbuzie et al. (2004, as cited in Onwuegbuzie & Collins, 2007), 21 participants per group for one-tailed hypotheses is the minimum sample size recommendation for most common quantitative and qualitative research design. The participants were volunteer to participate in this study which were selected from OSIC International (Thai) Company Limited and The Oriental Scientific Instruments Import & Export (Group) Corp. The sample population of this study were 50

businesspeople, who were divided into 25 businesspeople from Thailand and 25 businesspeople from China.

Data Collection

Data was collected from June - July, 2015. The questionnaire of 25 items was sent via email directly to the general manager of the selected companies in Thailand and China. The respondents were asked to answer a questionnaire of 25 items used to classify negotiation styles based on Glaser & Glaser (1991)'s negotiation style profile.

Data Analysis

The results of the data measured from the Likert scale will be analyzed through descriptive statistics and independent sample t-test to determine the difference in business negotiation styles of Thai and Chinese businesspeople in renewable energy companies. In order to examine whether there are any differences in negotiation styles between Thai and Chinese businesspeople, an independent sample t-test will be used to investigate the difference in negotiation styles of Thai and Chinese businesspeople.

After the questionnaire is completed, each item will be analysed and summed to create a score for each categories. The interpretation criteria was applied from Glaser and Glaser (1991)'s questionnaire interpreting guide. The following criteria and meaning of the rating scale is an example used to determine in each style:

- | | |
|-------------|--|
| 18 or above | High on avoiding style. This indicates that you strongly exhibit characteristics consistent with the avoiding style. |
| 16 to 17 | Moderate to high on avoiding style. This indicates that you moderately to strongly exhibit characteristics consistent with the |

avoiding style. The higher your score is, the more strongly you exhibit characteristics consistent with the avoiding style.

14 to 15 Moderate to low on avoiding style. This indicates that you moderately to weakly exhibit characteristics consistent with the avoiding style. The lower your score is, the more weakly you exhibit characteristics consistent with the avoiding style.

13 or below Low on avoiding style. This indicates that you only weakly exhibit characteristics consistent with the avoiding style.

All results were analyzed in accordance with the research objectives which aimed to examine the differences in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies. The findings, discussion and conclusion of the study were presented by addressing the research question.

CHAPTER IV

FINDINGS

The objective of the study is to investigate the differences in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies. The study adopted a quantitative methodology. Demographic data of the participants were collected. The data collected included gender, education, and age.

To describe the difference in negotiation styles between Thai and Chinese businesspeople in renewable energy companies, the independent sample *t* test comprises of the mean (*M*), and standard deviations (*SD*) are employed. Scores of each type of negotiation style were categorized as dependent variables. In the previous chapter, information regarding the methodology of the study was described. Meanwhile, the results of the study are presented in this chapter.

Demographic data of the respondents

The first part of the data obtained from the participants provided the demographic features of 50 participants regarding gender, education level, and age. Thai sample was predominantly female, and the Chinese sample was mostly male. The majority age of the Thai sample was from 25 to 35, whereas the majority age of the Chinese sample was above 35. For educational level, Thai and Chinese respondents had a bachelor's degree.

Findings

In order to understand whether there are significant differences in utilizing certain negotiation styles between Thai and Chinese businesspeople in renewable energy

companies, a t-test was conducted using the nationality of the subjects as the independent variable. The results are shown in Table 2 to Table 8.

Table 2 *Comparison of the total scores for competing negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Item	Negotiation Styles	Thai Businesspeople (N=25)	Chinese Businesspeople (N=25)
		Total Score	Total Score
Competing Style			
1	I'll come up with a plan so that I can steer the negotiation my way	99	114
2	If the negotiation is not going my way, I'll bail out of the negotiation.	69	112
3	I'll present information when negotiating even if it doesn't necessarily always support my position.	45	100
4	What's good for me is really all that matters when negotiating.	104	101
5	I can be aggressive when it comes to getting my way from a negotiation.	60	92

As presented in Table 2, Thai businesspeople believed that what is good for them is really all that matters when negotiating, while Chinese businesspeople believed in coming up with a plan so that they can steer the negotiation their way. On the other hand, Thai businesspeople demonstrated a low score on presenting information when negotiating even if it does not necessarily always support their position, while being aggressive when negotiating was rated lowest for Chinese businesspeople.

Table 3 *Comparison of the total scores for avoiding negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Item	Negotiation Styles	Thai Businesspeople (N=25)	Chinese Businesspeople (N=25)
		Total Score	Total Score
Avoiding Style			
1	I'll do things expressly to make sure that the negotiation stays friendly and comfortable.	96	101
2	I'll avoid difficult issues to keep the negotiation from getting nasty.	87	91
3	If something needs to be negotiated, I'll immediately step forward to do it.	56	43
4	I'll do almost anything to keep from having to engage in negotiation.	69	79
5	Keeping the comfort level high is very important to me when I'm negotiating.	114	91

As presented in Table 3, Thai businesspeople believed that keeping the comfort level high is very important when negotiating. Similarly, Chinese businesspeople preferred doing things expressly to make sure that the negotiation stays friendly and comfortable. In addition, if something needs to be negotiated, I will immediately step forward to do it was rated lowest for both Thai and Chinese businesspeople.

Table 4 *Comparison of the total scores for collaborating negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Item	Negotiation Styles	Thai Businesspeople	Chinese Businesspeople
		(N=25)	(N=25)
		Total Score	Total Score
Collaborating Style			
1	I'll do things so that both of us can get what we want from the negotiation.	110	112
2	I'll suggest creative solutions that allow both of us to get what we want from the negotiation.	108	109
3	I'll make sure that both of our needs are understood so that both of us can come out on top.	106	115
4	In negotiating, someone wins and someone has to lose.	92	93
5	Negotiation works better when the focus is on common agreement rather than differences.	94	102

As presented in Table 4, according to questionnaires of Glaser and Glaser (1991), Thai businesspeople tended to collaborate with others so that both sides can reach mutual agreement from the negotiation, which was ranked at a high level. Similarly, Chinese businesspeople believed that the needs of both parties play important roles so that both sides could achieve the goal, which was rated at a high level. On the other hand, Thai and Chinese businesspeople demonstrated the lowest scores on the questionnaire, which stated that in the negotiation, if one side wins, the other side loses.

Table 5. *Comparison of the total scores for accommodating negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Item	Negotiation Styles	Thai Businesspeople	Chinese Businesspeople
		(N=25)	(N=25)
		Total Score	Total Score
Accommodating Style			
1	I'll go out of my way to make sure that the outcome for the other person is fair.	91	112
2	If it seems important for the other person to come out on top, I'll give in to them.	76	86
3	I'll try to see things from the other person's viewpoint and be considerate of their needs.	100	107
4	The feelings of the other person that I'm negotiating with are important to me.	95	94
5	If the other person gets a "raw deal" from our negotiation, that really doesn't matter to me.	97	95

As presented in Table 5, Thai businesspeople considered the needs of others and try to see things from the other person's viewpoint, while Chinese businesspeople would go out of plan in order to ensure that the outcome for the other person is fair. On the other hand, Thai and Chinese businesspeople demonstrated the lowest scores on the questionnaire, which stated that allowing the other person to come out on top was acceptable if it seemed important for them.

Table 6 *Comparison of the total scores for compromising negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Item	Negotiation Styles	Thai Businesspeople	Chinese Businesspeople
		(N=25)	(N=25)
		Total Score	Total Score
Compromising Style			
1	I'll give some in order to get some from the person I'm negotiating with.	106	93
2	If the other person compromises their position, I'll compromise my position in return.	104	94
3	I'll propose a place in the middle where we both can meet.	101	107
4	In every negotiation, both sides have to give something up to get something in return.	102	90
5	When you compromise in a negotiation, you really just lose.	105	79

As presented in Table 6, according to Glaser and Glaser (1991)'s questionnaires, Thai businesspeople believe it is important that both sides need to give something in order to get something in return. Chinese businesspeople, on the other hand, considered it to be important that opinions are acceptable to the other side. In addition, the second highest scores showed that Thai businesspeople believed that when there was a compromise in a negotiation, your counterpart will win, whereas Chinese businesspeople believed that they are willing to compromise if the other person compromises their position in return.

According to Tables 2-6, the results of the data measured by the Likert scale were analyzed through the SPSS program and an independent sample t-test was utilized to determine the difference in business negotiation styles of Thai and Chinese businesspeople in renewable energy companies. The comparison of the five negotiation styles are demonstrated in Tables 7-8.

Table 7 *Comparison of the total scores for five negotiation styles according to negotiating style self-assessment interpretation by Glaser and Glaser (1991)*

Negotiation Styles	Thai Businesspeople (N=25)		Chinese Businesspeople (N=25)	
	Total Score	Total Score Level	Total Score	Total Score Level
Competing Style	15.08	Moderate to low	20.76	High
Avoiding Style	16.88	Moderate to high	16.20	Moderate to high
Collaborating Style	20.40	High	21.24	High
Accommodating Style	18.36	High	19.76	High
Compromising Style	20.72	High	18.52	High

Table 7 summarized the average scores of Thai businesspeople and Chinese businesspeople in accordance with negotiation style self-assessment interpretation by Glaser and Glaser (1991). The results indicated that there is a significant difference between Thai and Chinese businesspeople on competing style. Thai businesspeople demonstrated a moderate to low level on competing negotiation style, whereas Chinese businesspeople demonstrated a high level on competing negotiation style.

Table 8 *Comparison of the mean scores for five negotiation style preferences according to nationality: Independent sample t-tests (N=50)*

Negotiation styles	Thai Businesspeople (N=25)		Chinese Businesspeople (N=25)		t-value	p
	M	SD	M	SD		
Competing Style	3.02	0.39	4.15	0.23	-12.576	0.000**
Avoiding Style	3.38	0.41	3.24	0.47	1.092	0.280
Collaborating Style	4.08	0.39	4.25	0.44	-1.439	0.157
Accommodating Style	3.67	0.48	3.95	0.31	-2.46	0.018*
Compromising Style	4.14	0.49	3.7	0.41	3.469	0.001**
Overall	3.66	0.25	3.86	0.24	-2.887	0.006

* $p < 0.05$, ** $p < 0.01$

Table 8 demonstrated the differences of negotiation styles between Thai and Chinese businesspeople in accordance with the independent samples t-test results. SPSS analysed the mean and standard deviation for each negotiation styles in the equation and the differences between the Thai and Chinese cultures. According to the overall results, the study's hypothesis was partly accepted. There are some differences in negotiation styles between Thai and Chinese businesspeople in renewable energy companies. The result of the t-test analysis showed that there is a significant difference in utilizing certain negotiation styles for the competing style ($t = -12.576, p < 0.01$), the accommodating style ($t = -2.460, p < 0.05$), and the compromising style ($t = 3.469, p < 0.01$). According to Table 8, the most significant difference of negotiation style between Thai and Chinese businesspeople in renewable energies companies was competing ($p = .000$). The second largest difference of negotiation style was compromising ($p = .001$). The third largest difference of negotiation style was accommodating ($p = .018$). On the other hand, there is no significant difference in utilizing certain negotiation styles for the avoiding and collaborating styles.

CHAPTER V

DISCUSSION AND CONCLUSION

This chapter is divided into four parts: conclusion of the research, discussion in accordance with the research questions, limitation of the study, and recommendation for the further research.

Conclusion

The cross-cultural negotiation style literature has largely focused on comparing business negotiations between native and non-native English speakers. Few studies have examined the difference in business negotiation styles between Asian countries, where cultural differences are more subtle yet still very important. Considering the substantial volume of international trade between Thailand and China, it is vital to investigate the differences in business negotiation styles between Thai and Chinese businesspeople, especially in renewable energy companies. The purpose of this research is to examine whether or not there are any significant differences in the business negotiation styles of Thai and Chinese businesspeople in renewable energy companies. The framework of this study employed Glaser and Glaser's (1991) negotiation style instrument to investigate the differences in business negotiation styles between Thai and Chinese businesspeople in renewable energy companies. Their five negotiation styles are: avoiding, accommodating, competing, compromising, and collaborating. The questionnaire consists of two parts: (a) business negotiators' demographic data, and (b) 25 items of negotiating style self-assessment ranging from very unlikely to very likely based on the Likert five-point scale. There are three versions of the questionnaire in terms of language: English, Thai and Chinese. This study applies a quantitative research methodology and has a non-

experimental research design. The sample of this study comprises of 50 intermediate-level businesspeople from Thailand and China who have worked in renewable energy companies from two companies, OSIC International (Thai) Company Limited and the Oriental Scientific Instruments Import & Export (Group) Corp. This study was conducted from June to July, 2015. In this study, the majority of the Thai sample was female aged between 25- 35, and the majority of the Chinese sample was mostly male aged above 35. For educational level, Thai and Chinese businesspeople had a bachelor's degree.

According to the research mentioned above, Thai and Chinese people have both similarities and differences in business negotiation styles. In fact, in terms of business negotiation styles, this study found that Thai and Chinese businesspeople are quite similar in the avoiding and collaborating negotiation styles. This research has also demonstrated that differences exist between Thai and Chinese businesspeople in renewable energy companies for three out of the five negotiation styles; competing, accommodating, and compromising.

Discussion

The following presents a discussion of the major findings in accordance with the research question. This study attempted to examine whether there is any difference in business negotiating styles between Thai and Chinese businesspeople in renewable energy companies.

Competing negotiation styles between Thai and Chinese businesspeople

According to the study, the result found a highly significant difference ($t = -12.576$, $p < 0.01$) for the competing negotiation style, which showed that Chinese businesspeople

would be more likely to employ a competing style than Thai businesspeople. Based on the questionnaires, Chinese businesspeople tended to steer the negotiation in their positive direction. Additionally, Chinese businesspeople could become aggressive when it comes to negotiation. This was consistent with Hofstede's (2001) cultural dimension score, which presented that Thais seem to have quite a low masculinity score of 34, whereas the Chinese tend to have high a masculinity score of 66. This means that Chinese negotiators, who are from a high masculinity culture, focus on task-orientation, and the styles of negotiation tend to be assertive and competitive. In contrast, Thai negotiators, who are from a low masculinity culture, emphasize relationships and mutual gain. The negotiation styles used in low masculinity cultures tend to be indirect, cooperative and relationship-oriented.

Avoiding negotiation style between Thai and Chinese businesspeople

This study found no significant difference ($t = 1.092, p > 0.05$) for the avoiding negotiation style. According to the result, Thai and Chinese businesspeople demonstrated a moderate to high level on the avoiding style. When negotiating, Thai and Chinese businesspeople tended to create a friendly and comfortable negotiation as they believed that keeping the other's comfortable and avoiding difficult issues are very important during negotiation. This result was relevant to the studies of Ma (2007). They stated that Thai and Chinese cultures are collectivist; therefore, they tend to employ compromise and avoidance, rather than direct confrontation, to handle conflict in negotiation. In collectivist societies, people value nonverbal communication and conflict avoidance (Christina, 1999, as cited in Knutson & Posirisuk, 2006). Collectivist cultures emphasize saving the other's face, avoiding conflict and confrontation, and maintaining relationships.

This is well supported by Christina (1999, as cited in Knutson & Posirisuk, 2006) and Hall (1976), who stated that Thai and Chinese people value nonverbal communication, indirect communication and conflict avoidance.

Collaborating negotiation style between Thai and Chinese businesspeople

This study also found no significant difference ($t = -1.439, p > 0.05$) for the collaborating negotiation style. The finding revealed that Thai and Chinese businesspeople demonstrated a moderate to high level of the collaborating style. Based on the results, Thai and Chinese businesspeople considered each other's needs and goals in order to reach mutual agreement. In addition, they tended to suggest creative solutions so that they can achieve a win-win solution. This result is consistent with the finding of Hofstede's cultural dimension (2001), which explored that both Thai and Chinese cultures are collectivist. Collectivist cultures emphasize the roles of people as members of a group; therefore, members belong to the group and take care of each other. Furthermore, people in collectivist cultures are likely to lessen their own interests to work toward the group interests (Promsri, 2012).

Accommodating negotiation style between Thai and Chinese businesspeople.

There is a significant difference between Thai and Chinese businesspeople for accommodating negotiation style ($t = -2.460, p < 0.05$). According to this data, Chinese businesspeople would be more likely to employ an accommodating style than Thai businesspeople. Regarding the results, Chinese businesspeople would go out of their way to make sure that the outcome is fair for the other side. In addition, the Chinese were more likely to consider other's viewpoints and the need of their counterparts. Some researchers found that the Chinese emphasize saving and giving face, developing

relationships for win-win solutions and preferring compromise and conflict avoidance rather than direct confrontation (Fang, 2006 ; Faure, 1999 & Ma, 2007), which might lead to the fact that Chinese businesspeople tend to employ the accommodating style more than Thai businesspeople. However, this finding is quite unanticipated because it has been said that negotiating with Chinese is very difficult when compared with negotiations with other countries because the Chinese have unique rules of the game (Buttery & Leung, 1998). According to Pye (1982) and McGregor, (2005, as cited in Zhu, 2012), the most dominant style that is recognized by Chinese negotiators is the zero-sum game, which means if one side wins, the other side must lose. In addition, the finding is inconsistent with Hofstede's (2001) cultural dimension scores. Based on Hofstede's cultural dimension scores (1991), the Chinese have a high masculinity score of 66, whereas the Thais seem to have quite a low masculinity score of 34. Negotiations from a high masculinity culture tend to focus on their own needs, rather than the needs of others.

Compromising negotiation style between Thai and Chinese businesspeople

This study found a significant difference ($t = 3.469, p < 0.01$), which showed that Thai businesspeople would be more likely to employ a compromising style than Chinese businesspeople. Based on the results, Thai businesspeople were more likely to give something in order to get something from the other side. In addition, Thai businesspeople also believed that if the other person compromised their position, they would compromise their position in return. This finding was consistent with Chaidaroon (2005), who said that Thai negotiators put a significant emphasis on maintaining a relationship with their business partners, even in a serious business negotiation. Furthermore, the Thai style of negotiation is influenced by the value of *kreng jai*, which allows the opposing party to

gain benefits if the consequence of finding the agreement leads to a win-win situation (Homes & Tangtongtavy, 2003, as cited in Shangkrit, 2013). Promsri (2012) mentioned that the compromising style in the Thais' perspective seems to be an appropriate style in the negotiation process because many Thais believe in the premise that "something is better than nothing" (p.787). Hence, this might lead to the fact that Thai businesspeople tend to employ the compromising style more than Chinese businesspeople.

Limitations of the Study

The research was conducted from two companies. Therefore, it was limited to a small group of participants; as a result, the finding might not reflect negotiation styles for the whole population in general. Further studies could examine a larger number of participants in other areas so that the results can generally represent overall participant's negotiation styles. In addition, further study should focus on negotiations in specific contexts, such as in business situations. Furthermore, the instrument used in this study was translated into the Thai and Chinese languages, and some words and concepts may not apply or exist in the respective cultural contexts. Finally, the characteristics of the sample group in this study were varied. For example, the data were obtained from male and female samples with the difference in age range. Therefore, the age and gender differences may influence the negotiation styles among generation and between male and female.

Recommendations for Further Research

Future studies should focus on the comparative study between Thais and other nationalities, or the Chinese and other nationalities, with different cultures and

backgrounds. Furthermore, as Thailand will integrate with the ASEAN Economic Community (AEC), the positive impact of AEC to Thailand is that it helps to facilitate investment and trading activities in other ASEAN members as it is now more freely and easier. Moreover, Thailand will become the center of transportation and tourism, as Thailand is located in the center of ASEAN. This will help tourism industry grow bigger. Therefore, it would be useful for further research to investigate the negotiation styles between the ASEAN countries, which are Thailand, Myanmar, Laos, Vietnam, Malaysia, Singapore, Indonesia, Philippines, Cambodia, and Brunei, in order to have better understanding and effective negotiation between the ASEAN countries. Furthermore, further studies should also focus on gender differences in utilizing certain negotiation styles because gender is another factor that affects the negotiators' behaviour in selecting negotiation styles. Moreover, future studies should include qualitative research with observation, and in-depth interviewing among the participants. This would provide a richer perspective of trends and changes among the selected countries that would be more definitive for future negotiating styles and strategies. Finally, further research should also consider other factors that could influence business negotiation styles.



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APPENDICES



APPENDIX A
DEMOGRAPHIC DATA

Part I: Demographic data of the respondents

First of all, please provide a little information about yourself. Please fill in your response to each question in the space provided.

1. What is your gender?

☐ Male ☐ Female

2. What kind of education do you hold?

☐ Undergraduate Degree ☐ Bachelor Degree ☐ Master Degree ☐ PhD Degree

3. How old are you?

- ☐ 25 - 30 years
- ☐ 31 - 35 years
- ☐ 35 - 40 years
- ☐ 41 - 50 years
- ☐ 51 - 60 years
- ☐ Over 60 years

Part II: Negotiating Style Self-Assessment

การประเมินตนเองด้านรูปแบบการเจรจาต่อรอง

关于谈判的自我评估

The purpose of this self-assessment is to help you examine your personal negotiating style.

วัตถุประสงค์ของการประเมินตนเองในครั้งนี้คือเพื่อช่วยให้คุณสำรวจรูปแบบการเจรจาต่อรองของ

ตนเอง

此次的自我检测是为了让你了解自身的谈判形式，如果觉得试题所说情况与你相符合，请

在“完全可以”一栏划上“X”

For example:

If you feel very likely with this statement then you would put a mark “very likely”

หากคุณมีความรู้สึกเป็นไปได้มากกับหัวข้อนี้ ให้คุณกากบาทที่ช่อง “จริงที่สุด”

如果觉得试题所说情况与你相符合，请在“完全可以”一栏划上

How Likely are you to do each of following when negotiating? จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อ ดำเนินการเจรจาต่อรอง? 以下所述中，你能在谈判中做到那些？		Very Unlikely ไม่จริง เลย 完全不 可能	Unlikely ไม่จริง 不可能	Neither Likely nor Unlikely ไม่แน่ใจ 不确定	Likely จริง 可以	Very Likely จริง ที่สุด 完全 可以
1	I'll gather as much information prior to starting negotiations. ฉันจะหาข้อมูลให้มากที่สุดก่อนที่จะเริ่มการเจรจา 在谈判开始时，我会尽可能的收集大量的信息。					X

How Likely are you to do each of following when negotiating?		Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อดำเนินการเจรจาต่อรอง?		ไม่จริงเลย	ไม่จริง	ไม่แน่ใจ	จริง	จริงที่สุด
以下所述中，你能在谈判中做到那些？		完全不可能	不可能	不确定	可以	完全可以
1	I'll come up with a plan so that I can steer the negotiation my way ฉันจะนำแผนการเจรจาต่อรองไปด้วยเพื่อให้เป็นไปตามแนวทางที่วางไว้ 我会提出我的计划，以便掌控谈判。					
2	I'll do things expressly to make sure that the negotiation stays friendly and comfortable. ฉันจะทำในสิ่งที่เปิดเผย เพื่อให้มั่นใจว่าการเจรจาต่อรองจะเป็นไปด้วยดี 我会将各种资料公开，以保证谈判能友好和舒适地进行。					
3	I'll go out of my way to make sure that the outcome for the other person is fair. ฉันจะปรับเปลี่ยนแนวทางที่วางไว้ เพื่อให้เกิดผลดีต่อคู่เจรจา 我将调整修改这个计划，为了谈判双方都得到好效果。					
4	I'll do things so that both of us can get what we want from the negotiation. ฉันจะทำในสิ่งที่เป็นประโยชน์ต่อคู่เจรจาทั้งสองฝ่าย 我会以实际行动让彼此在此谈判中获益。					
5	If something needs to be negotiated, I'll immediately step forward to do it. ถ้ามีการเจรจาต่อรองเกิดขึ้น ฉันจะดำเนินการในทันที 如有其它事情需要被协商，便立即行动起来。					

How Likely are you to do each of following when negotiating?		Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อดำเนินการเจรจาต่อรอง?		ไม่จริงเลย	ไม่จริง	ไม่แน่ใจ	จริง	จริงที่สุด
以下所述中，你能在谈判中做到那些？		完全不可能	不可能	不确定	可以	完全可以
6	I'll give some in order to get some from the person I'm negotiating with. ฉันจะเจรจาต่อรองแบบแลกเปลี่ยนโดยเป็นไปตามความต้องการของทั้งสองฝ่าย 谈判中我会给出一些信息，以便从对方处获得一些信息。					
7	If the negotiation is not going my way, I'll bail out of the negotiation. ถ้าการต่อรองไม่เป็นไปตามที่วางไว้ฉันจะยกเลิกการเจรจา 如果该谈判没有按照计划进行，我会从那场谈判中抽身而出。					
8	I'll suggest creative solutions that allow both of us to get what we want from the negotiation. ฉันจะเสนอวิธีแก้ปัญหาย่างสร้างสรรค์ โดยให้เป็นไปตามความประสงค์ของทั้งสองฝ่าย 我会提议用创造性的解决方法来使彼此各取所需。					
9	If it seems important for the other person to come out on top, I'll give in to them. ถ้าคู่เจรจาให้ความสำคัญกับเรื่องการแพ้ชนะ ฉันจะยินยอมให้เขาเป็นผู้ชนะ 如果这场谈判对别人来说至关重要，我会做相应让步。					

How Likely are you to do each of following when negotiating? จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อดำเนินการเจรจาต่อรอง? 以下所述中，你能在谈判中做到那些？		Very Unlikely ไม่จริงเลย 完全不可能	Unlikely ไม่จริง 不可能	Neither Likely nor Unlikely ไม่แน่ใจ 不确定	Likely จริง 可以	Very Likely จริงที่สุด 完全可以
10	I'll avoid difficult issues to keep the negotiation from getting nasty. ฉันจะหลีกเลี่ยงความยุ่งยาก เพื่อให้การเจรจาต่อรองเป็นไปด้วยดี 我会尽量避免一些棘手问题而导致谈判不愉快。					
11	If the other person compromises their position, I'll compromise my position in return. ถ้าคู่เจรจาแสดงความประนีประนอม ฉันก็พร้อมเช่นกัน 如果对方做出了相应让步，我也会如此。					
12	I'll make sure that both of our needs are understood so that both of us can come out on top. ฉันต้องมั่นใจว่าคู่เจรจาจะเข้าใจตรงกัน และได้รับประโยชน์เหมือนกันทั้งสองฝ่าย 我会确保彼此沟通顺利，达到双赢的效果。					
13	I'll present information when negotiating even if it doesn't necessarily always support my position. ฉันจะเสนอข้อมูลตามความเป็นจริงในการเจรจาต่อรอง 我会在谈判中尽可能地提供相关的资料，即使有些资料对我不利。					
14	I'll propose a place in the middle where we both can meet. หากการเจรจาต่อรองไม่เป็นไปตามความต้องการของทั้งสองฝ่าย ฉันจะเสนอทางออกที่เป็นกลาง 当达不成一致时，我会选择双方各退一步。					

How Likely are you to do each of following when negotiating? จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อดำเนินการเจรจาต่อรอง? 以下所述中，你能在谈判中做到那些？		Very Unlikely ไม่จริงเลย 完全不可能	Unlikely ไม่จริง 不可能	Neither Likely nor Unlikely ไม่แน่ใจ 不确定	Likely จริง 可以	Very Likely จริงที่สุด 完全可以
15	I'll try to see things from the other person's viewpoint and be considerate of their needs. ฉันจะยอมรับและเคารพความคิดเห็นของคู่เจรจาเสมอ 我会从对方的观点去看问题，并且考虑到对方的需求。					
16	In every negotiation, both sides have to give something up to get something in return. ในการเจรจาต่อรองนั้น ต้องเกิดผลดีแก่ทั้งสองฝ่าย 每次谈判中，双方一定提出各自的信息，以换回有利的信息。					
17	What's good for me is really all that matters when negotiating. ในการเจรจาต่อรอง ฉันจะให้ความสำคัญแก่ประโยชน์ที่พึงได้รับ 在谈判过程中，对我有利的信息是最重要的。					
18	I'll do almost anything to keep from having to engage in negotiation. ฉันจะพยายามเพื่อหลีกเลี่ยงการเข้าไปมีส่วนร่วมในการเจรจาต่อรอง 我会尽一切努力，以避免谈判。					
19	In negotiating, someone wins and someone has to lose. ในการเจรจาต่อรองนั้น ต้องมีทั้งฝ่ายชนะและฝ่ายแพ้ 谈判中，胜败乃兵家常事。					
20	The feelings of the other person that I'm negotiating with are important to me. ความรู้สึกของคู่เจรจาต่อรองนั้นมีความสำคัญสำหรับฉัน 谈判中，我会照顾到对方的想法和情绪。					

How Likely are you to do each of following when negotiating?		Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
จากประเด็นต่อไปนี้ คุณมีลักษณะอย่างไรเมื่อดำเนินการเจรจาต่อรอง?		ไม่จริงเลย	ไม่จริง	ไม่แน่ใจ	จริง	จริงที่สุด
以下所述中，你能在谈判中做到那些？		完全不 可能	不可能	不确定	可以	完全 可以
21	Negotiation works better when the focus is on common agreement rather than differences. การเจรจาต่อรองตามข้อตกลงร่วมกันจะเป็นไปด้วยดีมากกว่าการมุ่งในประเด็นที่แตกต่างกัน 观点一致的谈判比不一致的谈判更为顺畅。					
22	I can be aggressive when it comes to getting my way from a negotiation. ฉันอาจแสดงท่าทีไม่พอใจหากการเจรจาไม่เป็นไปตามต้องการ 不得已时，我也会有激进式的言行。					
23	When you compromise in a negotiation, you really just lose. หากฉันต้องแสดงความประนีประนอมนั้นหมายถึงเป็นฝ่ายแพ้ 如果我在谈判中妥协，就等于我处于劣势地位。					
24	If the other person gets a “raw deal” from our negotiation, that really doesn’t matter to me. หากคู่เจรจาไม่ได้รับความเป็นธรรม ฉันเห็นว่ามันไม่สำคัญแต่อย่างใด 我并不在乎在谈判中对方是否会吃亏。					
25	Keeping the comfort level high is very important to me when I’m negotiating. การรักษาความสัมพันธ์อันดีไว้ในการเจรจาต่อรองนับว่าเป็นสิ่งสำคัญ 保持高度舒适性对谈判而言极为重要。					

VITAE

VITAE

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