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*Communications*



## **Analysis of Attitude Factors Influencing the Face-to-face Language Communication Effectiveness in Chinese-Thai Business**

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### **Abstract**

The effectiveness of cross-cultural business language communication affects the entire process of business operations. Based on in-depth interviews with 64 Chinese corporate managers in Thailand, grounded theoretical research was used to construct a conceptual model of the influence of attitudes on the effectiveness of business language communication. In the two countries' political, economic, trade, and foreign trade policies, no sudden force majeure events have occurred, and the external macro-environment is stable. That is, the attitude factors on the effectiveness of business language communication have three mediating effects. 1) The effect of unclear attitude on the effectiveness of business language communication is uncertain. 2) A clear key node attitude plays a two-way role in the effectiveness of business language communication. Negative attitudes lead to ineffective communication or reduced effectiveness; positive attitudes increase communication effectiveness and a virtuous circle. 3) A courteous attitude will mislead the other party to make a wrong judgment, and the difference in understanding between the two parties will lead to ineffective communication. Deeply understand the connotative characteristics of the influence of attitude adjustment, and improve the effectiveness of business language communication. I hope to enrich the literature on cross-cultural business language communication and inspire overseas Chinese companies.

**Keywords:** Business language, face to face communication, attitude, effectiveness, Thai situation

### **Introduction**

Business language communication refers to the behavior surrounding all language information communication methods in business activities. Its activities mainly refer to internal and external. External: Participate in formal and informal meetings, deliver documents and reports, promote the company's products or after-sales service, and maintain the company's reputation and image, brand communication, etc. Internal: work arrangement, coordination, and balance of communication between various departments, staff performance evaluation, soliciting relevant opinions, etc.

Face-to-face language communication in multinational business refers to the face-to-face language communication activities carried out by multinational business managers to achieve their goals, in the process of performing their duties and achieving functions as planned, and to reach a consensus. Face-to-face verbal communication in business between internal employees and external client companies, and the government. Face-to-face exchange of business information, ideas, opinions, and other related content to complete the goal. Different countries have different values, customs, habits, and cultures, which are also reflected in the differences in face-to-face language communication in business, and the urgent problems that need to be solved in transnational operations to achieve the goal of sustainable development.



This article examines the impact of the attitude performance of business face-to-face language communication and interaction, the effectiveness of business face-to-face language communication, and conducts business operations in Thailand to prevent or avoid business face-to-face language communication obstacles in time to resolve conflicts and improve the effectiveness of business face-to-face language communication. Strengthen the importance of grasping the opportunity and situation in the communication process, and cleverly use the advantages to give full play to the advantages to achieve the goal of sustainable development.

## Research Objective

By analyzing sample data and establishing a conceptual model of the effectiveness of business face-to-face language communication. It is hoped that it will have enlightening and practical significance for the transnational operation of Chinese enterprises.

Related concepts: Attitudes to face-to-face communication in business language

Business language: language phenomenon and content, as well as business activities that are unique to specific professional disciplines of business knowledge.

Business language features: professional terminology, rigorous content (closely connected with the context of use and closely related to the existing culture)

The specific application in business situations, the characteristics of words used in international business activities, and the ultimate goal and effect of a cross-cultural transmission behavior in business practice activities are very important. Business face-to-face language communication is the most important part of the effective exchange of information in business management. One of the important responsibilities of corporate managers is related to overall effective operations. Successful communication of management experience accounts for more than 80%.

Attitudes to face differences in language communication perception are related to personality, working years, position, nationality, culture, education level, occupation, gender, experience, etc. Of course, if the cognition level is too different, communication will be difficult. It's harder to empathize if you're not interested. Emotions affect effective communication in face-to-face language. The characteristics of attitude polarization are a positive attitude, positive emotion, negative attitude negative emotion. If the attitude is not clear, it is in a state of uncertainty. Personality shows the characteristics of relatively fixed social conditions and educational background.

Attitude: In the process of face-to-face business communication, the attitude expresses the way of understanding the intention of the other party or the speed of adjustment according to feedback and the intention that the other party feels through behavior. Attitude has its unique role as a way of expression. Not only attitude will bring word-of-mouth communication and affect the effectiveness of communication, but also the way of expressing and understanding the other party's intentions also allows the other party to feel their true intentions.

Face-to-face business language communication is a direct response to attitudes. The important thing is that attitudes will give people a good feeling and create a harmonious environment, inspiring corresponding feedback. The opposite is true.

The effectiveness of face-to-face business language communication is to convey business intentions professionally. After both parties exchange information, they can understand and agree in a comprehensive, complete, and accurate manner, including etiquette, professionalism, procedures and continuity, profit-seeking and credibility, the role of the information transmission process, and rules. The attitude of performance has a great effect on the overall effect of face-to-face business language communication. The process of feeling the information is understood by each other, including the



transmission of time sequence, high and low voice, strong or weak tone, gentle or quick attitude, has a great effect on the overall effect of the whole process of face-to-face business language communication.

Area of research

- 1) Attitudes affect the effectiveness of face-to-face business language communication
- 2) Establish a conceptual model of the effectiveness of face-to-face business language communication

## Literature review

Literature review of business language communication:

It is one of the research fields that the researchers of contemporary western communication and cultural studies pay the most attention to. Mainly use the principles of communication and cultural studies to study the problem of horizontal cultural communication. Cultural historians and historians study cultural issues from the vertical transmission. Cross-cultural communication is related to the communication and communication between groups under the language and cultural background of the media, nationalities, regions, and countries. What is important in language communication is the direct transmission of meaning and the degree of understanding. In practice, many language communication barriers hinder or distort effective business communication. Business language communication refers to the degree of information exchange and exchanging concepts and understanding in business activities. Understand the prospects of business cooperation between the two parties, establish a good relationship with customers, improve the effectiveness of business language communication, and achieve the goal of the cooperation, sharing, and win-win.

Cross-cultural business language communication is the interaction between different countries, cultures, and different social groups. The process of communication between individuals or organizations with different religious, social, ethnic, educational and other backgrounds is called transnational cultural communication. Liu and Wen (2009) believe that business communication is a dynamic, multi-channel process, which includes internal and external communication within a specific organization. Clear and effective business communication is the most important way for both parties to work closely together to complete business activities. Huang (2008) analyzes from the perspective of organization and management of business communication. Shi and Xu (2012) only summarized research on cross-cultural business communication. However, Zhuang (2003) proposed a research framework for cross-cultural business communication, but there was no follow-up study. Yin (2003) discussed the use of language in the four links of international business communication: relationship establishment, information exchange, negotiation and agreement. He also pointed out that international business communication is a language art. Zhao (2021) reconstructs the cross-cultural business communication competence from the three aspects of knowledge system, emotional awareness and behavior ability, and proposes that the multi-dimensional dynamic cross-cultural business communication competence system has dynamic convergence, multi-dimensional structure and individuality. Yu (2015) believes that cross-cultural business communication has dual attributes, namely economic attributes and cultural attributes. At the same time, the academic circles also pay attention to non-verbal communication in cross-cultural business communication.

Literature review of non-verbal expression (para-language) in business communication:

Zhang, Wang and Hong (2011) Non-verbal factors that can be detected in communication: rhythm of speech, voice and intonation, eye contact, body language, sign language and emotional state, etc., summarize 3 key elements: eye contact, body Language and gesture language, and put forward that business communication is an activity in which both parties understand each other and



collect useful information. Mo (2011) believes that non-verbal behaviors include changes in voice (pitch, pitch, tone quality, and speed of speech), changes in facial expressions, and communication of body language (posture, body distance, spatial orientation, gestures, posture, and touch) , Made an interpretation from the cultural aspect. Xing (2012) analyzed the commonalities and differences, cultural sensitivity issues, cultural biases, flexibility and patience, and pointed out that changing one's way of doing things and attitudes as needed at any time does not mean giving up personal principles or standards. Qiu (2004) pointed out that participants in communicators can force each other's communication behavior, but they cannot direct the other's reaction and attitude. Believe that the tone, intonation and rhythm of speech, and the gentle and euphemistic tone in communication give people trust. Li (2010) pointed out that body language, as an important means of non-verbal communication, is not only a carrier of a specific culture, but also a specific way of expressing culture. It conveys a large amount of non-verbal information and plays an extremely important role in cross-cultural business communication. Important role. Cheng (2015) believes that non-verbal cross-cultural business exchanges need to follow the principles of being in the countryside and seeking common ground while reserving differences, and adopt corresponding strategies to promote business exchanges.

Differences arise due to the cultural differences formed by the history, economy and society, national habits, and religious beliefs of China and Thailand. In the process of cross-cultural business communication, cultural knowledge and business goals, job responsibilities, and the attitude and behavior of cognition and identification, acceptance, and adaptation are particularly important, and they are the key to resolving cross-cultural communication and cultural conflicts. The Hofstede (1991) model is not only suitable for distinguishing national cultural levels, but under the dynamic cultural differences between China and Thailand, business language communication, attitudes regulate the effectiveness of business language communication. Therefore, this article establishes a related conceptual model from the role of an attitude adjustment by in-depth understanding of the essence of cross-cultural business language communication and empathy. It transfers and organizes information to achieve effective language communication, and uses the advantages of cultural differences to obtain substantial profits.

Through literature review, especially under the uncertain factors of the current epidemic environment, this article combines brand strategy research ideas with grounded theory and attitude as a research entry point. Then it adapts to Chinese-funded enterprises in the digital economy era, and applies the advantages of China's new channels and new formats to improve the effectiveness of business language communication.

## **Method**

This study uses a semi-structured open in-depth interview method to obtain information and an in-depth study of the core issues of face-to-face business language communication. The interviewees are asked to tell stories about personally experiencing cross-cultural communication (including the situational matters in the story-personal coping attitudes, revealing the way or measure that the company where it works for overcomes cross-cultural communication) to refine the expression of attitude.

There are few studies on the attitude factors based on face-to-face business language communication. In Thailand, the situation in Thailand has left a deep impression on the world with its attitude and strength characteristics. This study conducted in-depth interviews with 64 corporate managers working in Chinese-funded companies in Thailand. Emphasizes cross-cultural business



communication, the observation of interviewers, and the acquisition of attitude characteristics of interview cases.

**Table 1:** Percentage of information classified in in-depth interviews

	The in-depth interview 64 people (Three incidents occurred outside of Thailand)	
gender	70% male 45	30% female 19
Nationality	80% Chinese 51	20% Thai 13

**Source:** Provided by the author of this article

Among the 64 interviewees, 51 were Chinese managers, and 13 were Thai employees. The case analysis study obtained 61 stories of cross-cultural communication in 53 work scenarios. The selections were all events that occurred in Thailand, and different companies were considered. Based on the principles of scale and different industries, convenient sampling is adopted. Some interviewees only talked about internal matters due to the limitations of their understanding of the company. They could only provide internal cross-cultural communication stories, and the narratives were mostly personal experiences, so there was no conflicting content; four provided external the story of cross-cultural communication. Of the 64 interviews, 57 were conducted face-to-face, 5 were answered in writing, and 2 were conducted through telephone interviews. The interview time ranged from 30 minutes to 1 hour, all of which were conducted by the interviewee. It was done with consent. See Table 1 for specific information. During the interview, I learned that some interviewees have worked in several multinational companies of different nature, so try to let interviewees talk about a certain period of experience. To talk, then choose the most representative stories of his working hours. These are sample data collected from interviews with people related to Thai business language communication in a Thai situation.

Through qualitative research methods, analyze the sample content collection and sort, that is, open coding, and initially define concepts related to the effectiveness of business language communication; then focus on generalization, determine the text-related factors through main axis coding, and finally draw conclusions.

The content sources of all samples are random. The reliability of the specific analysis results of the data is guaranteed. The data obtained is in line with objective reality and can more fully reflect the current basic situation of Chinese companies investing in business language communication in Thailand, and attitudes that affect the effectiveness of face-to-face business language communication. We should deeply understand the role of attitude, prevent or avoid communication failure in advance, improve the effectiveness of business language communication, and achieve the goal of sustainable development.

## Results

Analysis and research have concluded that attitude is the main factor that affects face-to-face business language communication. It is an effective moderating factor for face-to-face business language communication.

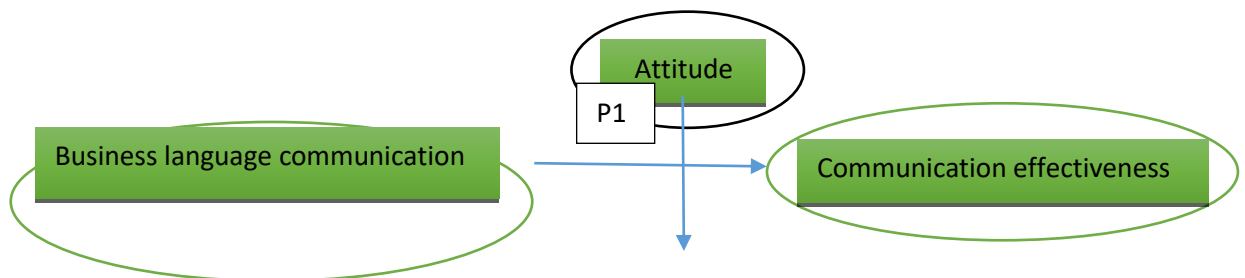
Effectiveness of business language communication:

Analyze the first-hand data of business language communication, and get the performance of the effectiveness of Chinese-Thai business language communication (see Table 2)

**Table 2:** The performance of differences in Chinese and Thai business language communication affects the effectiveness

Courtesy	Chinese dialect expression and choice of wording directly express wishes and ideas. Thai or Chinese language expression is not clear and accurate, leading to inefficient, ineffective, or conflicting communication, which affects the effectiveness of business language communication. The Thai side emphasizes etiquette, image, appearance, and identity, emphasizes respect, and uses Thai or Chinese speech tone and volume. The limited Chinese proficiency cannot achieve the effect of professional duties, resulting in a decline in the effectiveness of communication or ineffective communication.
Procedural Persistent professional	The two parties have different attitudes towards the customary practices or regulations of effective language communication and the concept of working hours. The Chinese side is proactive and quick to do things, while the Thai side does things step by step, and the two sides require different standards. There are differences in the content and professional ability, evaluation criteria, and understanding of language communication between the two parties.
Profitability Credibility	Regardless of which party considers the individual or it is own conservatively, biased cognition, habitual thinking behavior preference, one-way cultural thinking mode. No matter which party applies the advantages of understanding language, understanding cultural customs, complying with laws and regulations, and stressing credibility, it will make business language communication effective and profitable in the long term.

Source: Provided by the author



**Figure 1:** The effect model of attitude factors affecting the effectiveness of business language communication

Source: Provided by the author

The three research propositions in the effective model of attitudes affecting the effectiveness of business language communication (Figure 1) are:

Research proposition: (In the two countries' political, economic, foreign, and commercial policies, no sudden force majeure event occurs, and the external macro-environment is stable) Attitude has three effects on the effectiveness of face-to-face business language communication

Research proposition P1: The effect of unclear attitude on the effectiveness of face-to-face business language communication is uncertain.

Research proposition P2: The key nodes have a two-way impact on the effectiveness of face-to-face business language communication. Negative influence makes language communication ineffective; positive influence makes language communication more effective and a virtuous circle.

Research Proposition P3: A polite attitude will mislead the other party to make a wrong judgment, and the difference between the two parties' understanding will lead to ineffective communication. Negative consequences lead to conflicts or postpone the outbreak of conflicts. The positive effect did not directly cause conflicts or delay the occurrence of conflicts, so there was time to find ways to resolve conflicts.



Using this model to analyze the effect of attitude on the effectiveness of business language communication in the process of face-to-face business language communication and can help us understand the effect of face-to-face attitude on the effectiveness of business language communication. (See Table 3)

**Table 3:** The effect of attitudes on the effectiveness of Chinese-Thai business language communication

	<b>Business language communication</b>	<b>Attitude</b>	<b>Effectiveness</b>
Specific performance	Etiquette, values, and language taboos in business language communication, as well as the moral constraints and functions of taboo culture. History follows the traditional folk customs, lifestyle, Social habits and religious beliefs are restricted. Derived new custom culture or communication inertial thinking mode interprets the other party's words, and standards require different cognitive differences to produce misunderstandings or guess inferences.	Tolerance and integration, reasonable and broad understanding, mutual convenience and complementary exchanges, win-win and common development approach, and attitude performance. Respect etiquette and local customs, clan laws and religious beliefs, nationality, etc., observe discipline and abide by the law, and understand the attitude of heterogeneous cultural communication. The difference between active and passive persons in charge. Such as tracking progress and adapting communication methods, channels, resistance and inertia of value subjects, misunderstandings, and biased attitude expressions of preference choices.	Pay attention to the effect of language communication: Welfare and training, enhance mutual understanding and understanding and adaptability of cultural customs, business habits, and business behavior systems, cultural phenomena, and take effective measures. Language expression, rhythm and time nodes, business scenarios, and culture grasp, and communicate the effectiveness of both parties' control. Communicate in different business languages. Such as foreign new communication methods and understanding differences in the implementation of information processing business.

**Source:** The author summarized from the collected data

**Table 4:** Levels of influence of language communication attitude

Level	Specific aspects of business language communication (attitudes and methods)	Attitudinal features
Fusion	Team building, training Communication attitude and method, specific and clear, channel, language ability, and flexibility	active Innovative expression
adapt	Training, tolerance, differences in knowledge, trust, Attitudes and methods of communication, acting by principles, applying technology, linguistic thinking	Tolerance, trust, empathy
accept	Language skills and differences, trust and authentic communication comprehensiveness, cultural differences Attitudes and methods of communication, the rhythm, timing, etiquette, tone, and accuracy of words used by both parties	Comprehensive communication, etiquette, and trust between the two parties
Rebellion	Communication rules, levels, understanding differences, Attitudes and methods of communication, politeness, appropriateness, acceptance, and clarity of expression	Courtesy, level Clarity
Refuse	Trust, professionalism, Self-interested expression, courtesy, and rhythm	Trust, etiquette professional,

**Source:** The author summarized from the collected data





## Results and Discussion

It is suggested that in follow-up research, based on qualitative data or quantitative data, other explanatory factors can be considered in the model, such as the continuous frequency and duration of business language communication, which affect the effectiveness of business language communication.

Because the effectiveness of business language communication exists and affects the entire process of Chinese -Thai business operations. It also provides a valuable reference for Chinese managers in overseas business activities; it also provides reference and enlightenment for government departments to formulate cross-border operations systems and requirements and regulations for senior managers. It is hoped that it will have reference value and practical significance for integrating and understanding the local cultural activities of the host country and the importance of business language communication for Chinese transnational business operations.

Language-communication attitude is the most important kind of behavior language, and the national psychology of different languages in transnational cultures is concentrated. The courtesy or polite attitude of the Thai people means just listening and does not necessarily mean that they understand or understand and agree with the opinions expressed by you. The Chinese management must pay great attention to this aspect to avoid misjudgment and cause the failure of business language communication. Language communication is the most direct way of communication. To learn Thai people's tone, intonation, and tone adjustment is appropriate, and the tone is gentle and euphemistic. This can easily lead to a sense of trust and a sincere attitude towards others.

In Thailand, the context of the situation is different, and the meaning of the vocabulary is different. The accuracy of expression and choice of words, accurate expression of concepts, precise numbers and units, especially time and etc. Effectiveness of business communication is accurate expression between the source language information and the target language, and confirm that both parties have the same understanding of the information and the precise meaning of the connotation.

It is not only necessary to actively learn and use multiple attitudes, considering that the attitude presents multiple adjustment effects, but also to enhance the judgment and analysis of attitudes, and have a constructive and serious attitude, To deal with specific scenarios and environmental uncertainties, especially in the face of the new normal of the epidemic situation, attitudes towards executives and employees. Starting from the way of expression of tone and volume to ease emotions, to achieve the purpose of improving the literacy of cross-cultural business language communication.

In business language communication, the effect of euphemistic expression in Thai is very different from the effect of direct expression in Chinese. Therefore, the meaning expressed needs to understand the true meaning based on empathy. Accurate judgment of the meaning of attitudes and understanding that attitudes present multiple moderating effects requires a positive and constructive attitude to deal with specific situations and environmental uncertainties.

## Conclusion

The interviewed group encountered similarities in business language communication attitudes in Thai situations and should pay more attention to the timeliness characteristics and attitude moderating effects of attitudes on business language communication. Linking the observed phenomena with a series of facts-events or viewpoints related to constructing theories, the conclusion is drawn: Chinese management overcomes this state of passive adaptation, individual strengthens the language ability of the country where they are located and personally accumulates cross-cultural management experience. Better achieve localization, clearly judge the meaning expressed by



attitudes, and respond inaccurate ways to reduce uncertainty and achieve the effectiveness of business language communication.

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