

Guidelines for Developing Personnel's English Competency: A Case Study of the Thailand Business Sector

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Abstract

The purpose of this research was to investigate the guidelines for enhancing English proficiency among individuals in the business sector. A mixed-methodology approach, which involved both quantitative and qualitative research methods, was employed. The quantitative data were collected by distributing a questionnaire to 500 Large, Small, and medium enterprises in the manufacturing sector. The data was then analysed using various statistical tests, such as descriptive analysis, inferential analysis, and multivariate analysis. This study identified four crucial elements of the guidelines for enhancing English proficiency among personnel. The key items within each aspect were as follows: 1) Skill Development ($\bar{x} = 4.04$): Clearly define career paths based on knowledge and English proficiency to provide growth opportunities for all personnel. 2) Organization Support ($\bar{x} = 4.01$): Provide necessary communication equipment to support personnel in developing English competency. 3) Policy and Regulations ($\bar{x} = 4.00$): Encourage individuals and teams within the organization to collaboratively develop skills. 4) Collaboration ($\bar{x} = 3.97$): Develop knowledge and gain practical experience through a range of collaborative activities. In addition, the hypothesis test revealed significant variations in the overall aspects depending on the size of the manufacturing enterprises, with a significance level of 0.05. The structural equation model analysis demonstrated a strong alignment with the empirical data, meeting the evaluation criteria with a Chi-square probability level of 0.167, a relative Chi-square of 1.073, a goodness of fit index of 0.950, and a root mean square error of approximation of 0.012.

Keywords: Development Guidelines, Competency, English Language, Business Personnel.

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Introduction

With the current economic shifts and rapid technological advancements, borderless communication has become a reality. It is crucial for governments, educational institutions, and the private sector to adjust to these changes. Developing strong competitive potential relies heavily on enhancing human resource competency. Human resources are crucial in assisting entrepreneurs in gaining an advantage in a highly competitive environment. Developing English competency among business sector personnel is crucial for their success. These guidelines are critical for supporting businesses of all sizes, allowing them to use intellectual property as collateral. This supports commercial competitiveness and is in line with government policies that aim to promote economic development across all sectors.

Effective communication is crucial for success in the contemporary globalised business environment. English language proficiency has become crucial for business personnel due to the increase in cross-border transactions and international collaboration. Fluent English communication enables individuals to access a wide range of opportunities and assists businesses in expanding their global reach and competitiveness. Studies have shown a positive correlation between a company's level of English language proficiency, revenue growth, and overall performance. Hence, it is imperative for businesses to invest in enhancing their employees' English proficiency to effectively navigate the global business environment. This study aims to establish guidelines for improving the English proficiency of personnel in the business sector. These guidelines will assist businesses of various sizes in enhancing their competitiveness and achieving success in the global marketplace.

Background and Importance of the Problem

The 20-year national strategy functions as a comprehensive development plan and offers a framework and guidelines for all government agencies. The vision for Thailand The goal for this period is to transform into a stable, prosperous, sustainable, and developed country, guided by the philosophy of Sufficiency Economy or the motto "stable, prosperous, sustainable." The strategy from 2017 to 2036 includes six key areas with a strong emphasis on enhancing the economy and society to facilitate the transition to a high-income nation. An important goal is to continuously strengthen Thailand's economy in order to improve its competitiveness. The International Institute for Management Development's 2022 ranking shows a decline in Thailand's economic capability from 2019 to 2022, as depicted in [Figure 1](#).

Ranking of Thailand's Economic Competitiveness from 2018-2022.

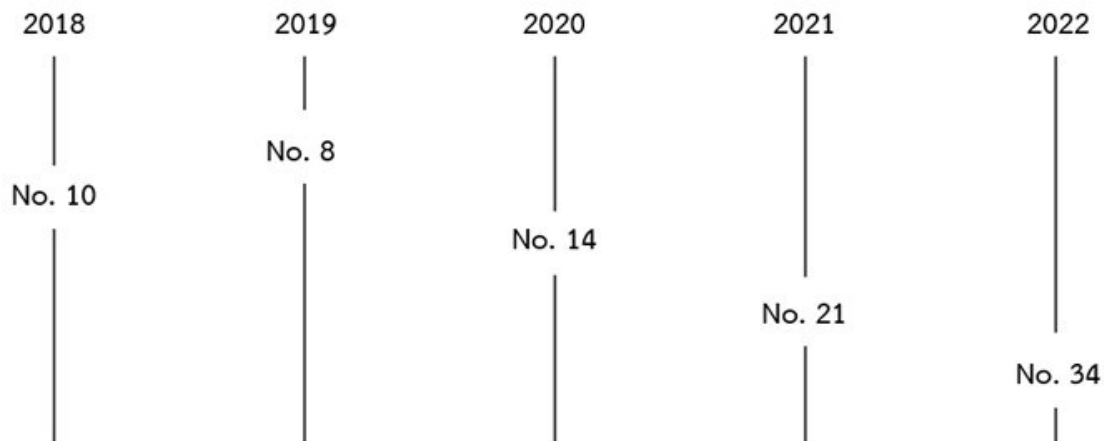


Figure 1: Ranking of Thailand's Economic Competitiveness. from 2018-2022 ([base, 2022](#)).

The quality of a country's workforce significantly influences its economic competitiveness. Therefore, businesses must prioritise the development of their employees' skills and potential to align with the current and future labour market. Effective communication skills, especially in English, are essential for participating in global business transactions. Workers worldwide, including those in Thailand, widely use English as a global means of communication ([HREX.asia, 2022](#)). English proficiency remains inadequate among both new and existing workers in Thailand, despite its growing significance in the business environment ([Muensuk, 2021](#)). The English Proficiency Index rankings since 2017 indicate that Thai workers' English language proficiency is ranked 53rd out of 100 countries worldwide and 6th out of eight ASEAN nations. Thailand consistently had the lowest English proficiency score among the ASEAN group. [Figure 2](#) demonstrates a consistent decrease in the English language proficiency of Thai workers from 2019 to 2021.

Ranking of English language ability of Thai workers from 2017-2021

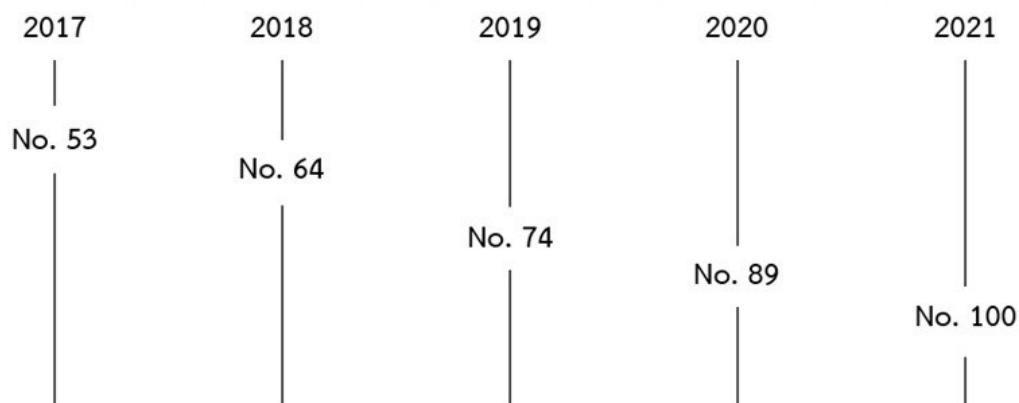


Figure 2: Ranking of Thai Workers' Ability to Use English. from 2017-2021 ([Education First, 2023](#))

Research Objectives

1. To study the structure and nature of operations in developing the English language competence of personnel in the business sector.
2. To study guidelines for developing the English language competence of personnel in the business sector.
3. To develop a structural equation model to guide the development of English language competency of personnel in the business sector.

Research Framework

This study employed a mixed-methods research approach, incorporating qualitative research through in-depth interviews and focus group discussions, as well as quantitative research. The study consisted of nine expert interviews for qualitative research and 500 executives from business organisations specialising in human resource development for quantitative research. The qualitative research with group discussions included 11 qualified experts.

The study's quantitative variables focus on large, medium, and small industrial businesses as the independent variables, and the development of English language skills in personnel as the Dependent Variable. This study used a checklist and guidelines to measure English language competency using a rating scale.

The qualitative research criteria were established by the Executive Committee of the Doctor of Business Administration Programme at King Mongkut's University of Technology, North Bangkok. The quantitative research data was collected from 500 executives in industrial factories through interviews, questionnaires, and surveys conducted between October and May 2023.

Research Hypotheses

H1: Policy and regulation components (Policy and Regulation) have a direct influence on Skill Development.

H2: Policy and regulatory elements have a direct influence on collaborative working elements (collaboration).

H3: Policy and Regulation elements directly influence organizational support (organizational support).

H4: The components of working together (collaboration) directly influence the support components of the organization (organizational support).

H5: The skill development component has a direct influence on the collaborative work components (collaboration).

H6: The overall level of importance of the components of the guidelines for developing the English language competence of personnel in the business sector when classified according to different business sizes.

Literature Review

7S McKinsey Framework Theories

The 7S McKinsey Framework is a theory of organisational development and human resource enhancement that aims to increase capabilities. It consists of the following components: Organisational strategy is a plan designed to establish or sustain a competitive advantage. An organisational structure is a framework established by an organisation to define the responsibilities and hierarchy of its components. The operating system encompasses the routine tasks and procedures that personnel are required to perform on a daily basis.

Importance and Necessity of Language Use

Language functions as a means of communication and plays a vital role in everyday life. This contributes to cultivating a positive professional image and improving job prospects. Proficiency in English is considered essential for individuals in the workforce.

Theory of Human Resource Development: HRD

Human resource development is a continuous educational process that necessitates ongoing adaptation ([Chumraksa, 2022](#)). The transformations in social, economic, and political domains have influenced changes in human resources. During the initial phase, human resource development focuses on training. Over time, it expanded to include both training and development. The current understanding of human resource development centres around three key activities: 1) Training that focuses on immediate job requirements. 2) Education, with a focus on meeting future job requirements, is one factor to consider. 3) Human resource development entails providing experiences and learning opportunities in order to improve effectiveness and promote personnel advancement ([Wichianchom et al., 2018](#); [Chittichanon, 2017](#)).

Policy and Regulations

The term "policy" is derived from the combination of the Thai words "นย+อุบาย (NY+ Strategy)," which refers to a guideline or strategy for achieving an objective. The term "politics" also encompasses the customs and behaviours of a nation or its citizens, derived from the Greek word "polis," which refers to a city or state. Effective policymaking should possess the following characteristics: 1) clearly outline directions for actions and methods; 2) identify key focal points and activities to be carried out; 3) maintain simplicity and avoid unnecessary complexity; 4) be practical and administratively feasible; 5) authentically address developmental issues and needs; and 6) align with higher-level or related.

Organization Support

[Kalayanamit \(2016\)](#) defines organisational support as the perception among personnel that the organisation provides external support for operations. According to [Kenaphum \(2016\)](#), Executives and Supervisors play a crucial role in addressing operational issues and preparing facilities. According to [Brink et al. \(2015\)](#), organisational support that taps into personnel's emotions to assess job satisfaction, specifically gratitude, has a significant impact on productivity and contributes to the organisation's pursuit of greater success. According to [Carrió-Pastor et al. \(2015\)](#), human resources are considered the most important factor for organisational success. Individuals in organisations perform diverse functions, including designing, innovating, implementing, operating, and improving machinery and technologies. In addition, individuals have control over financial resources and are accountable for managing others in an organization. [Dja'far et al. \(2016\)](#) emphasise the significance of finance as an essential factor for administrators in conducting operations, as management is reliant on financial support.

The role of Management in Organizations

1) Plan: Executives should prioritise planning to provide clear direction for business operations. 2) Organisation: This entails establishing relationships among different departments and individuals in the organisation. These tasks encompass defining the mission, clarifying authority, and assigning duties and responsibilities. 3) Leadership plays a crucial role in determining the success of a business, organisation, or department. Effective leadership encompasses the tasks of personnel selection, management, motivation, and guidance, which ultimately determine a leader's success. 4) Control entails monitoring and guiding activities to guarantee their alignment with pre-established goals.

Collaboration

Collaboration highlights the importance of individuals comprehending and utilising their influence to effectively manage the activities they are involved in, in order to achieve quality participation. According to [Kenaphum \(2016\)](#), participation refers to the provision of collaborative opportunities in decision-making processes, such as monitoring and joint evaluation. The aim is to enhance work outcomes by emphasising freedom and equality.

The study provided participation guidelines as follows: 1) Collaborative thinking is essential in consultation meetings for project planning, monitoring, and maintenance. 2) Participatory decision-making following consultation. 3) Active participation in project implementation. 4) Involvement in post-completion project monitoring and evaluation. [Cohen and Uphoff \(1981\)](#) proposed a four-step model of participation, which includes 1) decision-making, 2) operations (implementation), 3) receiving benefits, and 4) evaluation.

Evans (2012) identified five factors that influence individuals' involvement in development: social, economic, political, cultural, and social psychological factors. According to Hamouda (2013), cooperation is the genuine collaboration of multiple organisations. In order to achieve one or more outcomes, it is imperative for them to collaborate and enhance their agreement. The study included a summary equation that incorporates coordination as a component of participation:

Participation = cooperation + coordination + responsibility

Each word in the equation has the following meaning:

Cooperation refers to people's willingness to work together to achieve group objectives.

Coordination means arranging consistent work at the same time to achieve the intended results.

Responsibility refers to a feeling of obligation in doing work and giving trust.

Implementations to build cooperation in the organization.

To promote cooperation within an organization, several key factors should be considered: 1) building relationships, 2) encouraging collaboration and participation, 3) cultivating a culture of sharing, 4) developing necessary skills, 5) strengthening the organisation, 6) cultivating strong leadership, 7) fostering confidence and trust, and 8) clarifying roles and responsibilities. Nakonsong et al. (2021) propose several practices for building trust and cooperation, including emphasising mutual benefits, cultivating friendships, introducing team members, maintaining open communication, and facilitating regular meetings to increase proximity.

Related Research

Policy and Regulations

The Government Savings Bank's operations are influenced by organisational policies, requiring adaptations in operational strategies to foster organisational growth. The growth should begin by simultaneously developing human resources and services to enhance the organization's competitive ability and customer retention. The government benefits from executing the mission of providing public services in a coordinated manner as it allows for the establishment of a network of organisations. This approach improves the credibility of government officials and maintains the integrity of laws, rules, and regulations. Maslow (1970) and his Needs Theory examine human needs and propose a hierarchical structure of sequential needs. One fundamental premise is that human needs are experienced throughout their lives in a specific order based on their significance. These needs drive individuals to take actions to satisfy their desires. Maslow classified the hierarchy of human needs into five levels as follows: Step 1 Physical needs, Step 2

Safety needs, Step 3 Social needs, Step 4 Esteem needs, Step 5 Self-actualization needs. [Phanayingphaisal et al. \(2020\)](#) proposes a plan and policy for defining effective management guidelines for the industrial sector.

Organization Support

[Pierini \(2014\)](#) reported high levels of perceived support from supervisors, specifically in English communication. Supervisors, as knowledgeable and authoritative figures in organizational protocols, can readily offer guidance and assistance by providing information, documents, work files, and knowledge transfer. This study examines the effects of English language usage on communication and personnel work efficiency in multinational corporations. This study aims to investigate the impact of English language usage on personnel efficiency and to explore personnel's thoughts and perspectives on the development of English communication skills. The findings suggest that personnel have a strong desire to improve their communication skills in order to be more effective. [Aranyapruk et al. \(2020\)](#) The key to developing personnel is providing necessary facilitation. [Mitmek et al. \(2020\)](#) It is important for the benefits and rewards offered by an organisation to be on par with those of other organisations of similar size. Implementing benefits management is crucial for retaining qualified staff within an organisation.

Collaboration

Pannanan exhibits a deep comprehension of entrepreneurial behaviour, displaying enthusiasm when providing advice and resolving various problems. People widely recognise the importance of maintaining a positive attitude towards policy as a fundamental aspect of achieving effective work. [Rashtchi et al. \(2020\)](#) emphasised the importance of maintaining a positive work attitude in providing service and treating participants with happiness. [Vangen et al. \(2010\)](#) conducted a comprehensive study on collaborations and developed a theory centred on collaboration based on their findings. This theory comprises two fundamental principles: collaborative advantage, highlighting the benefits and synergy resulting from working together, and the principle of collaborative inertia, signifying resistance to change within collaborations. [Kuntamas et al. \(2020\)](#) the collaboration results from create values and culture in the organization. [Suriyo et al. \(2021\)](#) provide opportunities to their team members to share their opinions or problems through various channels e.g., voice box, email and intranet, share the update information.

Skill Development

According to [Yildiz \(2020\)](#), educational administration is significant due to its longstanding presence in human life and its importance to individuals, organisations, and nations in various ways:

Human existence has closely intertwined with the development of management, contributing to individuals' overall well-being and happiness. 2) Because of the rapid

population growth in each country, organizations must expand and strengthen their management efforts. 3) Management is a key indicator of societal progress, particularly in the areas of science, technology, and industry, driving rapid development and change. 4) In the age of information technology, management plays a vital role in driving society and the world towards global progress. 5) The collaborative nature of management is dependent on social, technological, cultural, and political factors. 6) Management plays a crucial role in various aspects of our daily lives, such as family dynamics and office environments, helping us make wise decisions and navigate these situations effectively.

This research intended to develop teaching activities based on individual instruction to enhance English-speaking skills for communication. The effectiveness of these activities was evaluated among a group of company personnel. The findings revealed a significant improvement in the participants' ability to speak English for communication.

Research Methodology

This study utilised a mixed-methods approach, incorporating qualitative research through in-depth interviews, quantitative research through survey data collection, and additional qualitative research via focus group discussions to validate the research model. The study utilised qualitative research methods, specifically in-depth interviews, to analyse and summarise guidelines for reducing production costs in the construction industry. The findings were categorised into four components. The quantitative research involved analysing basic data using descriptive statistics, reference statistics, and multiple statistics with the assistance of SPSS and AMOS software. When constructing a model that aligns with empirical data, it is crucial to consider evaluation criteria. [Table 1](#) details the four-evaluation criteria Arbuckle proposed for the model.

Table 1: Criteria for evaluating the harmony of the model.

Evaluating the Data–Model Fit	Criteria	Reference
1. CMIN– ρ	Higher than 0.05	Maneewan et al. (2015) IBM SPSS AMOS v.20
2. CMIN/DF	Less than 2	Mishra et al. (2019) IBM SPSS AMOS v.20
3. GFI	Higher than 0.90	Mishra et al. (2019) IBM SPSS AMOS v.20
4. RMSEA	Less than 0.08	Mishra et al. (2019) IBM SPSS AMOS v.20

Qualitative research using group discussion techniques involves the method of content analysis to summarize the comments and suggestions gathered from the group discussions.

Results

Qualitative Research Results Using In-depth Interview Techniques

The analysis of guidelines for developing English language competency among business sector personnel reveals that qualitative research, conducted through in-depth

interviews and content analysis, can be classified into four components: The four key factors that contribute to successful implementation of a project are: 1) Policy and Regulations, 2) Organisational Support, 3) Collaboration, and 4) Skill Development.

Results of Data Analysis on the General Status of the Establishment

Small- and medium-sized businesses, employing up to 200 people, account for 50% of the business sector, with the other 50% being comprised of large businesses. The agricultural sector is the largest, accounting for 19.80% of the market. It is followed by the automotive industry at 18.60%, consumer products at 14.60%, textiles and clothing at 12.60%, electrical and electronic parts at 12.40%, real estate and construction at 11.20%, others at 4.40%, petrochemical industry/fuel at 3.60%, and heavy industry power generation and mining at 2.80%.

Approximately 44.80% of businesses have been open for less than 10 years. Businesses open for 11-20 years, more than 30 years, and 21-30 years account for 21.60%, 18.40%, and 15.20% respectively. The majority of ownership in Thailand is held by Thai individuals, accounting for 64.80%. Joint ventures represent 22.20% of ownership, while foreign-owned entities make up 13.00%.

The most prevalent establishment type was limited companies, accounting for 49.20% of the total. Limited partnerships constituted 23.00%, public companies (limited) accounted for 18.40%, and general partnerships made up 9.40%.

Results of Data Analysis on the Structure and Operating Characteristics of Developing English Language Competency of Personnel in the Business Sector

The predominant organisational structure is vertical, accounting for 44.80% of cases, where senior management plays a crucial role in policymaking and setting the vision. The main sources of recruitment were media and organisational announcements, accounting for 39.00%. The main factor considered for personnel selection was work experience (41.00%). The majority of English-skilled personnel, accounting for 34.80%, are primarily assigned to sales, marketing, customer relations, and communications. The primary approach for promoting English skills was the establishment of a learning culture (42.20%). The primary method of assessing English skills was performance evaluation, accounting for 50.60% of the assessment. Effective communication was essential for knowledge development among personnel (59.00%). Collaborating with suppliers proved to be the most effective method for fostering skill development, accounting for 37.80% of successful cooperation. Relevant experience is a crucial factor in personnel selection, accounting for 37.80% of the decision-making process. The most sustainable method, accounting for 39.20%, was a systematic knowledge management process. The primary factors influencing personnel attachment or admiration for the organisation are effective work systems and personnel development, accounting for 37.80% of the variance.

Data Analysis on English Language Competency Development in Business Sector Personnel, Categorized by Business Size

The influence of industry business size on organizational aspects is statistically significant (P -value = 0.00). Key findings include:

1. **Organizational Structure:** Small- and medium-sized businesses mainly adopt a vertical structure (50.80%), while large businesses also prefer this structure, though to a lesser extent (38.80%).
2. **Policy and Vision Setting:** Small- and medium-sized businesses have top leaders primarily determining policies and visions (45.60%), while large businesses rely on senior management teams for this (54.00%).
3. **Personnel Recruitment Sources:** Small- and medium-sized businesses commonly use media and organizational announcements for recruitment (47.20%), while large businesses often use employment agencies (34.80%).
4. **Criteria for Selecting Personnel:** Work experience is the most important criterion for both small and medium-sized businesses (42.80%) and large businesses (39.20%).
5. **Types of Work for Personnel with English Skills:** Small- and medium-sized businesses assign personnel with English skills to sales/marketing/customer relations/communications/public relations roles (34.80%), similar to large businesses (34.80%).

The results show significant differences based on industry business size.

The size of the business industry does not have a statistically significant influence on the development of English language skills for personnel ($p < 0.05$). The primary strategy for improving English proficiency in small- and medium-sized businesses is to promote positive relationships between supervisors and employees, which accounts for 45.60% of the overall policy. A significant proportion of large businesses, 44.80%, place a high priority on relationship building as part of their policy. In 20.00% of cases, joint consultations between supervisors and personnel were conducted for studying and working purposes, while other methods were used in 2.80% of instances. The assessment of employees' English language proficiency varies depending on the size of the industry. Performance evaluation in small- and medium-sized businesses is commonly conducted using Key Performance Indicators (KPIs), with a prevalence of 45.20%. On the other hand, a majority of large businesses, specifically 56.00%, utilise KPI-based performance evaluations.

Guidelines to Motivate People to Improve their English Language Skills

The approach to motivating employees to improve their English language skills differs depending on the size of the industry. Flexible work practices are the most effective way to motivate employees in small- and medium-sized businesses, according to 33.20% of the respondents. By contrast, flexible work practices and inclusion as a qualification for promotion are equally motivating for large businesses, accounting for 29.20% of the responses. There was no statistically significant relationship between the size of the

industry business and the development of personnel's English language potential at a significance level of 0.05.

Cooperating with Agencies to Develop English Language Skills for Personnel in the Organization

The effectiveness of English language skill development in organizations is dependent on the size of the business. Cooperation with agencies to improve English language skills for employees, especially in customer interactions, contributed to 42.80% of success for small- and medium-sized businesses, with other areas following suit. In contrast, large businesses discovered that collaborating with agencies to enhance their English language proficiency, particularly with suppliers, contributed to 41.20% of their success, surpassing other areas. Establishing a role model to enhance English language proficiency is crucial, irrespective of industry size, with a statistically significant level of 0.05.

Important Concepts in Personnel Selection

The significance of personnel selection varies with the size of the industry. The results are statistically significant at the 0.05 level:

1. Small and medium-sized businesses prioritise good attitudes towards work and positive thinking as the most important concepts in personnel selection, accounting for 42.80%. Other areas are considered in respective order.
2. Large businesses prioritise relevant job experience as the primary factor in personnel selection, accounting for 38.40% of their considerations. Other factors are considered in subsequent order.
3. The impact of industry business size on knowledge management for achieving sustainability within an organisation is not statistically significant at a level of 0.05.
4. The size of the industry business has a statistically significant influence on the level of personnel commitment or admiration for the organisation at a significance level of 0.05. The results are as follows:
 - 4.1. The primary factor driving personnel's attachment or admiration for small and medium-sized businesses is an efficient work system and personnel development within the organisation, accounting for 44.80% of the overall influence. Other areas also contribute to personnel attachment, but to a lesser extent.
 - 4.2. According to large businesses, employees are most engaged and admire the organisation when they have challenging work and clear professional growth paths that allow them to utilise their skills within the organisation. This accounts for 36.00% of the factors influencing engagement, followed by other areas in respective order.

Results of Analysis of the Importance of the Components of the Guideline for Developing English Language Competence of Personnel in the Business Sector

The mean (\bar{X}) and standard deviation (S.D.) were analysed by the researcher. The researcher identified four areas and observed individual aspects in each. The four main

factors to consider are: 1) skill development; 2) organisational support; 3) policy and regulations; and 4) collaborative work. Analyse each of the 100 items in relation to these factors. The overall mean importance level is 4.01. The importance of policies and regulations was rated highly, with an average score of 4.00. The items' average ranged from 4.11 to 3.44. The support from the organisation was considered highly important, with an average rating of 4.01. The results for each item ranged from 3.79 to 4.10. The importance of collaborative work was rated highly, with an average score of 3.97. The mean score for each item ranged from 4.14 to 3.81. The importance of skill development was rated at an average of 4.04. The average score for each item ranged from 4.18 to 3.90.

The Analysis Results of the Components Within the Guideline for Developing English Language Competence among Personnel in the Business Sector

The study categorised industrial enterprises based on their size and analysed four main areas: Skill Development, Organisational Support, Policy and Regulations, and Collaborative Work. The analysis included a total of 100 specific items. The study found that Skill Development was significantly important for small and medium-sized businesses, with an average rating of 3.89. Large businesses reported a higher average rating of 4.20 for their Skill Development.

Organisational support was found to be highly important across businesses of all sizes. Small and medium-sized businesses had an average rating of 3.92, while large businesses had an average rating of 4.11. The importance of Policy and Regulations was highlighted, with small and medium-sized businesses averaging a score of 3.91 and large businesses averaging a score of 4.10. The significance of penalties for inadequate English communication was moderately important for small and medium-sized businesses (average = 3.35). Collaborative work was deemed significant across all business sizes, with small and medium-sized businesses averaging 3.84 and large businesses averaging 4.09. The research found consistent importance across all components studied for both small and large businesses. Although there were variations in specific items, none of them scored below the average level.

Table 2: The Results of the Mean and Standard Deviation of the Importance of the Guideline Components for Developing English Language Competence of Personnel in the Business Sector are Classified by Industry Business Size.

Components of guidelines for developing English language competency of personnel in the business sector.	Small and Medium Sizes			Large Size		
	\bar{X}	S.D.	Importance level	\bar{X}	S.D.	Importance level
Overall level of importance of elements	3.89	0.68	high	4.12	0.67	high
1. Policy and Regulations	3.91	0.64	high	4.1	0.69	high
2. Organization Support	3.92	0.7	high	4.11	0.71	high
3. Collaboration	3.84	0.74	high	4.09	0.72	high
4. Skill Development	3.89	0.78	high	4.2	0.72	high

Results of Comparing the Differences in the Elements of the Guideline for Developing English Language Competence of Personnel in the Business Sector

The significance of the components in the guidelines for enhancing English language proficiency in the business sector varies depending on the size of the business. These elements are given higher priority by large businesses compared to small and medium-sized businesses. The observed difference reached statistical significance at a significance level of 0.05. Large businesses prioritise English language competency guidelines more than smaller businesses when considering skill development, organisational support, policies and regulations, and collaboration. The statistical significance of this difference is indicated by a p-value of less than 0.05 for 91 items. Twenty-five items exhibited significant variations in importance for skill development, depending on the size of the business. Large businesses placed a higher priority on English language competency guidelines. The importance of 21-24 items related to organisational support, policies and regulations, and collaboration varies significantly based on business size. Large businesses prioritise English language competency guidelines more than smaller businesses.

Results of Testing the Hypothesis of Differences in the Importance of the Components of Guidelines for Developing English Language Competence of Personnel in the Business Sector

H6: Hypothesis H6 was tested to determine the relative importance of the components of the guideline for developing English language competency in personnel in the business sector, classified by different business sizes. The hypothesis testing results indicated a significant difference at the 0.05 level, with a P-value of 0.00*. This finding supports the research hypotheses, suggesting that large businesses place more emphasis on the elements of the guideline for developing English language competency in the business sector than small and medium-sized businesses.

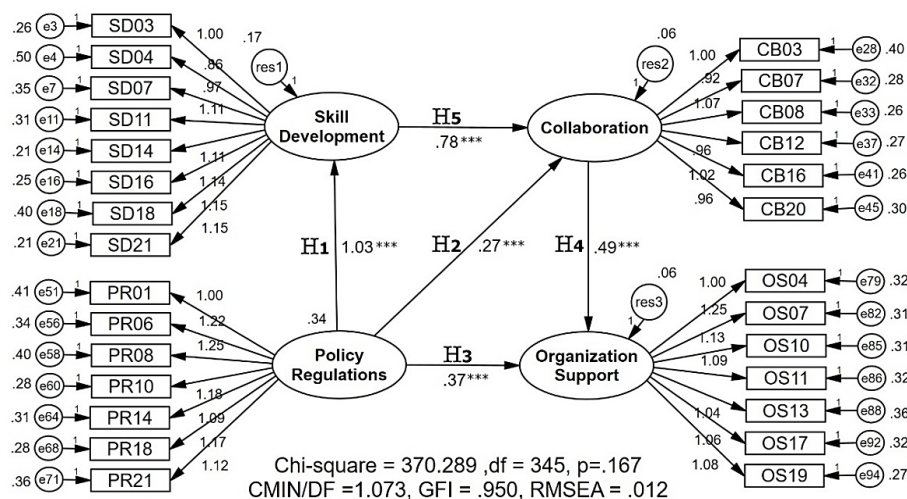


Figure 4: Structural Equation Modelling Guides the Development of English Language Competency of Personnel in the Business Sector - Unstandardized Estimate after Model Improvement.

Results of Structural Equation Modelling Analysis of Guidelines for Developing English Language Competency of Personnel in the Business Sector (After Improving the Model)

The study presents the results of a structural equation modelling analysis on the guidelines for developing English language competency of personnel in the business sector. The analysis was conducted using the Unstandardized Estimate and Standardised Estimate modes after model improvement. The results are presented in [Figure 3](#).

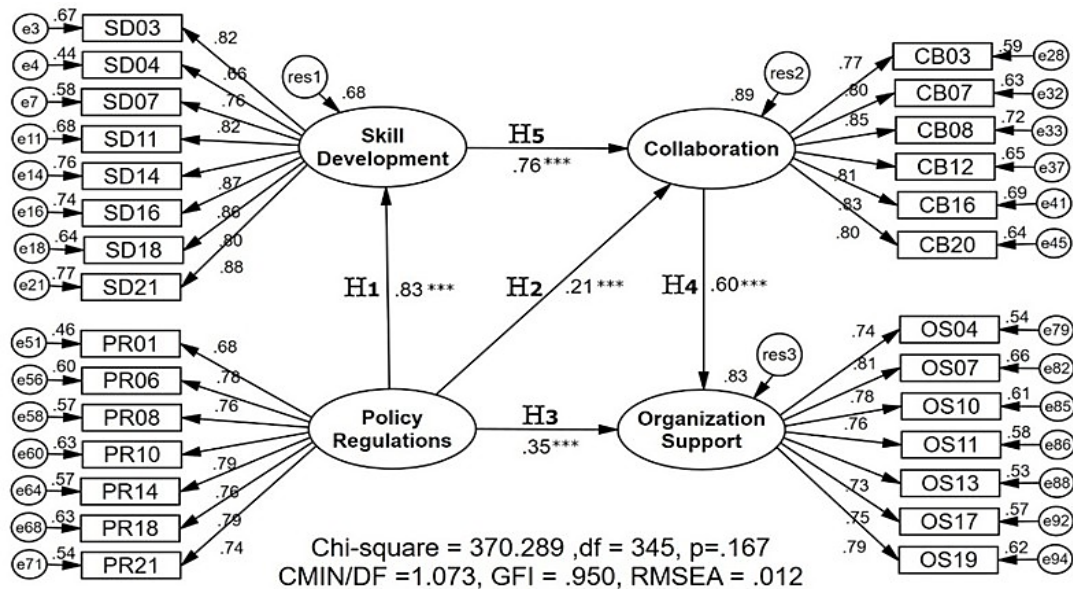


Figure 5: Structural Equation Model for Developing the English Language Competency of Business Personnel in the Standardized Estimate Mode after Improving the Model.

The structural equation modelling of the components of guidelines for enhancing the English language proficiency of personnel in the business sector was enhanced. The model comprises four latent variables: one exogenous latent variable, Policy, and Regulations, and three endogenous latent variables: Skill Development, Collaboration, and Organisational Support.

Results of the Evaluation of the Harmony of the Structural Equation Model, Guidelines for Developing English Language Competency of Personnel in the Business Sector - Before Improving the Model and after Improving the Model

The RMSEA index had a value of 0.059. The chi-square probability level was 0.000. The relative chi-square value (CMIN/DF) was 2.741, and the concordance level index (GFI) was 0.602. The chi-square probability value of the improved model was 0.167, exceeding the significance level of 0.05. The chi-squared value (CMIN/DF) was 1.073. The congruence level index (GFI) was 0.950, while the root mean square error of approximation (RMSEA) was 0.012. Thus, it can be inferred that all four statistics met the evaluation criteria, demonstrating consistency with empirical data.

Results of Hypothesis Testing to Analyze Causal Influences between Latent Variables in the Structural Equation Model for Developing English Language Competency of Personnel in the Business Sector

H1: The results of hypothesis testing show that the Policy and Regulations component has a significant and direct impact on the Skill Development component at a 0.001 level of significance. The Standardised Regression Weight is 0.83, which supports the research hypothesis.

H2: The results of the hypothesis testing indicate that policy and regulation elements significantly influence collaborative work elements at a 0.001 level of significance. The standardised regression weight of 0.21 aligns with the research assumptions.

H3: The results of the hypothesis testing suggest that policy and regulation elements directly influence organizational support elements. The relationship between the variables is statistically significant at a significant level of 0.001. The Standardized Regression Weight is 0.35, which aligns with the assumptions made in the research.

H4: The results of hypothesis testing suggest that collaboration directly influences skill development. The relationship between the variables was found to be statistically significant at the 0.001 level. The Standardised Regression Weight was 0.60, which supports the research hypothesis.

H5: The results of hypothesis testing suggest a direct influence of the skill development component on the collaborative work component. The relationship between the variables is statistically significant at the 0.001 level, with a Standardised Regression Weight of 0.76, supporting the research assumptions.

The analysis revealed that the Policy and Regulations component had the greatest overall influence, particularly on the organisational support component. The weight value, represented by the Standardised Regression Weight, is 0.86 (computed as the sum of 0.35, 0.13, and 0.38). After improving the structural equation model, a total of 378 pairs of variables were identified to have statistical significance at the 0.001 level in relation to the development of English language competency among personnel in the business sector.

Key Recommendations From Qualitative Research Using Focus Groups to Validate the Model:

1. Define a clear Career Trajectory for entrepreneurs.
2. Establish an organizational vision that prioritizes English language proficiency.
3. Promote values that highlight the importance of English in workplace interactions.
4. Align strategic plans with English language proficiency goals.
5. Provide communication tools and easy access to learning resources.
6. Efficiently manage personnel's time for skill development.
7. Offer incentives for tangible improvements in English proficiency.

8. Foster a supportive work environment for language proficiency.
9. Promote a culture of collective learning within organizational teams.
10. Encourage collaborative efforts for English language development within teams.
11. Cultivate a positive organizational attitude among staff.
12. Create opportunities for learning from experienced practitioners.
13. Specify knowledge and experiential development through diverse activities.
14. Encourage continuous self-improvement and effective English language skills.
15. Advocate for the systematic development of knowledge management systems.

Discussion

1. The study reveals significant variations in the structural components of guidelines for enhancing English language proficiency among personnel in the business sector, particularly between large industrial businesses and small- and medium-sized industrial businesses. The observed differences in the importance attributed to guidelines for developing English language competence among personnel in the business sector are statistically significant at a significance level of 0.05. This suggests that large businesses place greater importance on these guidelines compared to small and medium-sized businesses.
2. The findings of the structural equation modelling analysis indicate that the Policy and Regulations component has a direct impact on the skill development component in enhancing English language competency of personnel in the business sector. The weight value, as indicated by the Standardised Regression Weight, reached its peak at 0.83.
3. The study found that the Policy and Regulations component has a significant impact on the organization's support component in the development of English language competency in business sector personnel, as analysed using a Standardised Estimate model. The weight value, represented by the Standardised Regression Weight, was 0.85.
4. From the research findings concerning the significance of the elements within the guidelines for enhancing English language proficiency among business personnel in various areas, it was determined that the skill development component exhibited the highest mean value ($\bar{X}=4.04$).
5. The research results analysed the level of importance assigned to the structural elements of the guidelines for enhancing English language competency among business personnel on a per-item basis. The sample group highlighted the utmost significance of skill development, stressing the value of gaining knowledge and work experience through a range of activities ($\bar{X}=4.18$). In addition, respondents emphasised the importance of receiving fair compensation that reflects their expertise and capabilities, as well as promoting the growth of their skills and knowledge.

Conclusion

The examination of the guidelines for enhancing English language proficiency in the business sector uncovered four main elements: Policy and Regulations, Organisational

Support, Collaboration, and Skill Development, comprising a total of 100 items divided into 25 variables per component. The survey encompassed a range of industrial businesses, both small- and medium-sized as well as large, with a specific emphasis on the agricultural sector, specifically food and drinks (19.80%). The majority of businesses have been in operation for less than 10 years, with joint ventures primarily involving Thai individuals and limited companies being the most common form of establishment. The development of English language competency in the business sector is characterised by a significant presence of vertical organisational structures (44.80%). The policy and vision are primarily determined by senior management (44.20%). Recruitment is commonly done through media and organisational announcements (39.00%), while work experience is considered a crucial factor in personnel selection (41.00%).

The guidelines for developing English language competency were highly regarded, with an average rating of 4.01. There were statistically significant differences between the independent population groups at the level of 0.05. The analysis of the structural equation model uncovered noteworthy direct influences among the different components. Notably, Policy and Regulations emerged as the most influential factor on Organisational Support, with a weight value of 0.85. The model was validated through qualitative research with 11 experts using Focus Group Discussion techniques. This research confirmed the effectiveness of the guidelines for enhancing English language skills in the business sector.

Recommendations and Scope for Future Research

The research findings highlight the pressing importance of the Thai government's focus on English language development in order to enhance the country's economic competitiveness. It is crucial for the Ministry of Labour to prioritise the improvement of English language skills in order to enhance effective communication. The Ministry of Industry should conduct surveys to assess the English language needs of industrial businesses, while the Ministry of Education should focus on enhancing English proficiency at all education levels through creative teaching methods. In addition, it is important for the Ministry of Higher Education, Science, Research, and Innovation to prioritise the development of English language skills among both teachers and students. Industrial businesses should communicate their vision, mission, and policies in English, provide incentives, allocate budgets, and dedicate resources to English language development in order to support these efforts. Organising regular communication with Thai and foreign executives, training workshops, practical experiences, and study tours abroad is recommended. Regular English proficiency assessments should be conducted for personnel, and customised training programmes should be designed to address barriers to English language development. Future research should investigate models for improving English communication skills in government agencies, the factors that influence the development of English language skills in different sectors, and guidelines for enhancing English competency in each industry.

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