



Business Administration National & International Conference

 **Business Administration National & International Conference**



Business Administration National & International Conference

Proceeding

**The 1st Business Administration International Conference
"Research for Business Innovation and Advancement"**

19th December 2017
Ubon Ratchathani Rajabhat University

Faculty of Business Administration and Management
Ubon Ratchathani Rajabhat University
Ubon Ratchathani, Thailand

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12. Faculty of Management Science, Ubon Ratchathani University, Thailand
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President's Message
Faculty of Business Administration and Management
Ubon Ratchathani Rajabhat University



On behalf of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University. We are pleased to share with you the launch of the first Business Administration National & International Conference 2017 under “Research for Business Innovation and Advancement” theme. The main purpose of the event is to enhance boundaries of existing knowledge in order to ensure the community well-being through the contribution of research to the society’s development. BANIC 2017 was created to bridge a gaps and expand a good relation between international universities and expected to increase in sharing opinions expand studies, professional and secondary educator. Also we

are honor to have Professor Dr.Kriengsak Chareonwongsak as our keynote speaker.

I would like to express my sincere appreciation to Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand, Faculty of Management Science, Nakhon Ratchasima Rajabhat University, Thailand, Faculty of Management Science, UdonThani Rajabhat University, Thailand, Faculty of Management Science, Phetchaburi Rajabhat University, Thailand, Faculty of Management Science, Thepsatri Rajabhat University, Thailand, Faculty of Business Administration and Accounting, Sisaket Rajabhat University, Thailand, Faculty of Business Administration and Accountancy, Roi Et Rajabhat University, Thailand, College of Innovative Business and Accountancy, Dhurakij Pundit University, Thailand, Faculty of Management Science, Ubon Ratchathani University, Thailand, Faculty of Business Administration, North Eastern University, Thailand, Faculty of Business & Accountancy, University of Malaya, Malaysia, Soudvilay College, Lao PDR, Universitas Airlangga, Indonesia, and University of South-East Asia, Cambodia.

I would greatly to thank everyone for participating in the BANIC2017. Your presence helped to make this event a great success. I hope that you found the conference informative and worthwhile. Finally we thank those who helped in the refereeing process and contributed to increase the quality of the papers presented in these proceedings.



(Assistant Professor Hathairat Khuanrudee)

19th December 2017

PROGRAMME

Business Administration National & International Conference 2017

“Research for Business Innovation and Advancement”

19th December 2017 Ubon Ratchathani Rajabhat University

19 th December 2017		
Time	Program	Notes
08.30 – 09.00	Registration	At Praipayom Conference Hall
09.00 – 09.30	Welcome and Introduction	Introduction by Asst.Prof. Hathairat Khuanrudee, Dean of Business Administration and Management Faculty Remarks by Assoc.Prof. Thamarak Laongnual, President of Ubonratchatani Rajabhat University
09.30 – 10.30	Keynote Speech I	Prof.Dr.Kriengsak Chareonwongsak “The Impact of Innovation on Global Economic Growth”
10.30 – 10.45	Tea Break	
10.45 – 11.45	Keynote Speech II	Prof.Dr.Kriengsak Chareonwongsak “Innovation Development driven Thai Economy”
11.45 – 13.00	Lunch	
13.00 – 15.30	Presentation Session	Oral Presentation I : National Conference Room 8201 Building 8 Oral Presentation II : National Conference Room 8301 Building 8 Oral Presentation III : National Conference Room 8304 Building 8 Oral Presentation I : International Conference Room 15-307 Building 15 Oral Presentation II : International Conference Room 15-308 Building 15 Poster Session Presenting at Praipayom Conference Hall
15.30 – 16.30	Closing Remarks	Awards and Farewell

Oral Presentation
The 1st Business Administration International Conference
“Research for Business Innovation and Advancement”
19th December 2017
Ubon Ratchathani Rajabhat University

Parallel Session 1 : Room 15-307 Building 15

Moderator : Dr.Rachata Khumboon
and Assoc. Prof. Dr.Nalinee Thongprasert

Time	Title
13.00 - 13.15	Conceptual Framework : Roles of Strategic Alliances and Innovation toward Firm Performance of Community Enterprises, Thailand. Kajohnsak Wongwirach, Ph.D. Candidate, Faculty of Management Sciences, Lampang Rajabhat University, Thailand Boonthawan Wingwon, Assoc. Prof., Ph.D., Department of Management Sciences, Ph.D. program in Management Lampang Rajabhat University, Thailand. Piyakanit Chotivanich, Assoc. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand.
13.15 - 13.30	Travel Motivation among Cross Border Tourists: Case Study of Langkawi Ghazali Musa, Faculty of Business and Accountancy, University Malaya, Malaysia Sedigheh Moghavvemi, Faculty of Business and Accountancy, University Malaya, Malaysia Jonghyun Park, Faculty of Economics, Hosei University, Tokyo, Japan Thinaranjeney Thirumoorathi, Faculty of Business and Accountancy, University Malaya, Malaysia Nana Taha, Faculty of Business and Accountancy, University Malaya, Malaysia Mozard Mohtar, Faculty of Business and Accountancy, University Malaya, Malaysia Md Moniruzzaman Sarker, Faculty of Business and Accountancy, University Malaya, Malaysia
13.30 - 13.45	Early Warning to Banking Crises in the Dual Financial System in Indonesia: The Markov Switching Approach Irfan Nurfalalah, BNI Sharia, Indonesia Nisful Laila, Airlangga University, Indonesia Aam S. Rusydiana, SMART Consulting, Indonesia Bayu Arie Fianto, Airlangga University, Indonesia

Time	Title
13.45 - 14.00	Efficient Portfolio Composition of Islamic Bank Financing a Case Study: Islamic Banks Karina Ayu Saraswati, Islamic Economic Department-Faculty of Economics and Business, Airlangga University, Indonesia Nisful Laila, Islamic Economic Department-Faculty of Economics and Business, Airlangga University, Indonesia
14.00 - 14.15	Measuring the Efficiency of Islamic Rural Bank in Java Island Based on Stochastic Frontier Analysis (SFA) Method Nisful Laila, Faculty of Economic and Business, Airlangga University, Indonesia Fitri Syarahfina Putri, Faculty of Economic and Business, Airlangga University, Indonesia
14.15 - 14.30	Organizational Commitment of Workers at ISUZU-Tangpak, Ubon Ratchathani Province Jaturong Sriwongwana, Asst. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand Vikanda Kasetiam, Asst. Prof., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand Somxay Thepsombath, Student in Master of Business Administration Program in Human Resource Management, Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand
14.30 - 14.45	The Changes in Career Selections of Accounting Graduates in Thailand Pandate Romsaitong, Faculty of Accountancy, Rangsit University, Thailand Kanitsorn Terdpaopong, Faculty of Accountancy, Rangsit University, Thailand
14.45 - 15.00	The Intellectual Capital Perception Adaptation Case Study : The Medical Supplies Industries Samaporn Panyawarayut, Faculty of Management Sciences, Bansomdejchaopraya Rajabhat University, Thailand Tarika Yamkamang, Faculty of Liberal Arts and Science, Kasetsart University, Kamphaeng Saen Campus, Thailand Rakchanok Sumnianglum, Thai Audit Ltd., Thailand Pattanant Petchuedchoo, Dhurakij Pundit University, Thailand Duangporn Lousuthi, MBA Concentration: Marketing, Suffolk University, Boston, MA, USA

Time	Title
15.00 - 15.15	<p>The Concept of Measurement and Reporting Intellectual Capital</p> <p>Sasipat Sunkolkit, Faculty of Business Administration and Liberal Arts, Rajamangala University of Technology Lanna, Thailand</p> <p>Jiraporn Jantarawong, Faculty of Management Sciences, Surattthani Rajabhat University, Thailand</p> <p>Pongsirapop Thongdeerawisuraket, Faculty Business Administration, Rajamangala University of Technology Rattanakosin, Thailand</p> <p>Anocha Suwannasarn, Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Pattanant Petchuedchoo, Dhurakij Pundit University, Thailand</p> <p>Thipapa Vichayanetinai, Ms Project Managements, Northeastern University, Boston, Massachusetts, USA</p>
15.15 - 15.30	<p>The People's Satisfaction with the Service System of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province</p> <p>Vikanda Kasetiam, Asst. Prof., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Jaturong Sriwongwanna, Asst. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Hathairat Khuanrudee, Asst. Prof., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand</p>
15.30 - 15.45	<p>Finance's Role for Decision Making in Strategic Management</p> <p>Warin Chotivanich, Mahidol University International College, Thailand</p> <p>Sommodip Roy, Center for Management Studies, Jain University, Bangalore, India</p>

Parallel Session 2 : Room 15-308 Building 15

Moderator : Asst. Prof. Dr.Jaturong Sriwongwana
and Dr.Thumwimon Sukserm

Time	Title
13.00 - 13.15	Guidelines for Developing Flexible Benefit Program for Faculty Staff in Faculty of Social Sciences and Humanities Mahidol University Chen Chen, Mahidol University, Thailand
13.15 - 13.30	The Factors Related To the Success of Business Entrepreneur Small and Medium Enterprises (SMEs) in Trad Province Thanawut Pimki, Rajamangala University of Technology Tawan-ok Chantaburi Campus, Thailand Kanchana Phalaphon, Rajamangala University of Technology Tawan-ok Chantaburi Campus, Thailand Rungrasmee Deeprasai, Rajamangala University of Technology Tawan-ok Chantaburi Campus, Thailand Apanan Tiyawong, Rajamangala University of Technology Tawan-ok Chantaburi Campus, Thailand
13.30 - 13.45	Managerial Development Guidelines for “Tup – Lao Spring Arboretum” as a Sustainable Tourist Destination Thanid Nudas, Lecturer, Tourism and Hotel Program, Faculty of Business Administration, Vongchavalitkul University, Thailand Chanitaphorn Soisom, Lecturer, Tourism and Hotel Program, Faculty of Business Administration, Vongchavalitkul University, Thailand
13.45 - 14.00	Training Effectiveness: Your Key to Employee Engagement Pachaiyammal Munian, University of Malaya, Malaysia Lee Su Teng, University of Malaya, Malaysia
14.00 - 14.15	Study on the Demands of Travelers and the Factors Influencing the Choosing Services at Don Mueang Airport, Bangkok Metropolis Wanrudee Suksanguan, Rangsit University, Thailand Piyarat Chantarayukol, Rangsit University, Thailand
14.15 - 14.30	The Consultative Selling of Innovative Product for the Shrimp’s Farming Market in Republic of The Union of Myanmar Surachai Pakvilaikiat, Siam University, Thailand
14.30 - 14.45	The Development of Marketing Strategies for the Success of Apartment Business Sukthawee Jitpaisanwattana, Siam University, Thailand

Time	Title
14.45 - 15.00	Service Quality Impacts on Effectiveness of Modern Management Practices Kittima Cheungsuvadee, Asst. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand Pranorm Kumphu, Asst. Prof. , Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand Piyakanit Chotivanich, Assoc. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand
15.00 - 15.15	Effects of Service Quality on Modern Business Strategy Management of SMEs in Ubon Ratchathani Irada Phorncharoen, Asst. Prof. Dr., Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand Nalinee Thongprasert, Assoc. Prof. Dr., Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand Anothai Harasarn, Dr., Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand
15.15 - 15.30	The Service Quality of the Faculty's Library Piyakanit Chotivanich, Assoc. Prof. Dr., Faculty Business Administration and Management Sciences, Ubon Ratchathani Rajabhat University, Thailand Wongsinth Chalakorn, Kennesaw State University, USA

Poster Presentation

The 1st Business Administration International Conference

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19th December 2017

Praipayom Auditorium, Ubon Ratchathani Rajabhat University

Title
<p>A Framework of Audit Judgment and Decision-Making that Affects to Audit Quality</p> <p>Prapaipit Liubsuethagun, Lecturer, Accounting Department, Faculty of Business Administration and Management, Ubon Ratchatani Rajabhat University, Thailand</p>
<p>A Study of Language used in Facebook</p> <p>Wachirarat Nirantechaphat, Lecturer of Thai Program, Humanities and Social Sciences, Nakhonratchasima Rajabhat University, Thailand</p>
<p>A Study on Correlation between Leader-Member Exchange and Employee Creativity: The Impacts of Knowledge Sharing and Organizational Commitment</p> <p>Sothan Yoeung, Dean of Faculty of Economics, Business, and Tourism, University of South-East Asia, Cambodia</p>
<p>A Survey of Philippine Teenagers's Attitude toward Marketing of Soft Drink from Thailand: A Case Study of MoGu MoGu</p> <p>Pimook Somchob, Dr., Department of Marketing Management, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Nancy C. Bartolome, Ph.D., Assoc. Prof., Department of Entrepreneurship, University of Santo Tomas, Philippines</p> <p>Eric G. Pasquin, Ph.D., Asst. Prof., Department of Business Economics, University of Santo Tomas, Philippines</p> <p>Robert U. Lao, Asst. Prof., Department of Marketing Management, University of Santo Tomas, Philippines</p>
<p>Developing Marketing Strategies of Women's Groups Kanom Gong Tha Ngam Moo 3 Tha Ngam Sub-District in Buri District Sing Buri Province</p> <p>Thanida Poodang, Asst. Prof., Thepsatri Rajabhat University, Thailand</p> <p>Wanida Permsiri, Asst. Prof., Thepsatri Rajabhat University, Thailand</p>
<p>Essential Skills of Human Resource Management in Thailand 4.0</p> <p>Walaiporn Sookplung, Dr., Ubon Ratchathani Rajabhat University, Thailand</p> <p>Kornbongkoat Sararat, East Tennessee state University College of business and technology, USA</p>
<p>Happiness at Work of Lecturers</p> <p>Khuanrudee, H., Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Thirayatorn, O., Faculty of Sociology, Colorado State University Pueblo, USA</p>

Title
<p>Inequality within People with Disabilities in Thailand</p> <p>Wiranya Sutthikun, Lecturer, Accounting Department Faculty of Business Administration and Management, Ubonratchatani Rajabhat University, Thailand</p> <p>Khemtong Thammasen, MA Management, Cambridge College, Cambridge, Massachusetts, USA</p>
<p>Market Opportunities Available for Thailand Commodities in the Context of Philippine Importation</p> <p>Pimook Somchob, Dr., Department of Marketing Management, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Nancy C. Bartolome, Ph.D., Assoc. Prof., Department of Entrepreneurship, University of Santo Tomas, Philippines</p> <p>Eric G. Pasquin, Ph.D., Asst. Prof., Department of Business Economics, University of Santo Tomas, Philippines</p> <p>Robert U. Lao, Asst. Prof., Department of Marketing Management, University of Santo Tomas, Philippines</p>
<p>Organization Behavior and Management in the 21st Century</p> <p>Mallikar Budthongtim, Ubonratchathai Rajabhat University, Thailand</p> <p>Anan Thamchalai, North Bangkok University, Thailand</p> <p>Suwannee Hongwijit, Hongwijit, Rajamangala University of Technology Suvarnabhumi, Thailand</p>
<p>The Attitudes of the Consumers in Ubon Ratchathani Municipality Zone towards the Marketing Combination of 7-eleven Business in the Ubon Ratchathani Municipality Proximity</p> <p>Adunyadet Tankaeo, Teacher in Bachelor of Business Administration Program in Human Resource Management, Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Ratchaneekorn Pomfoo, Student in Bachelor of Business Administration Program in Marketing, Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, Thailand</p> <p>Le Thi Thu H., Royal Thai Consulate-General in Ho Chi Minh City, Vietnam</p>

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Part 1 Oral Presentation

CONCEPTUAL FRAMEWORK: ROLES OF STRATEGIC ALLIANCES AND INNOVATION TOWARD FIRM PERFORMANCE OF COMMUNITY ENTERPRISES, THAILAND

Kajohnsak Wongwirach, Lampang Rajabhat University, Thailand ¹

Boonthawan Wingwon, Lampang Rajabhat University, Thailand²

Piyakanit Chotivanich, Ubon Ratchathani Rajabhat University, Thailand³

Email: Aj.koorpai@gmail.com

ABSTRACT

Most developing countries need to be boosted by economic security, particularly at the foundation of a self-reliant country by focusing on helping each other through the formation of relationships or cooperation, creating economic and social opportunities for people in the community including incorporating of community enterprises under the integration of community members with potential analysis and use of community resources and networking and creation of the right innovation. This review of literature related to this research provides a framework for research that points to the role of strategic alliances and innovation on the performance of community enterprises, which is a form of business that has no theoretical test, especially in developing country like Thailand. This leads to theoretical and structural testing of the research framework.

Keywords: Community Enterprise, Innovation, Strategic Alliances, Performance

INTRODUCTION

Operations at all levels, whether domestic or international, are important for the development of the economy of that country, specifically in developing countries It is necessary to encourage the creation of jobs, to generate income for the security of the domestic population from domestic small enterprises (Tambunan, 2011), which contributes significantly to the life quality of people in Thailand community and is the cooperation of people in the community being owners and gain the benefit from the operation. It is called as "Community Enterprise" with the form and characteristics of community enterprises are characterized by the fact that the people in the community jointly operate and generate economic and social performance for members and people in the community (Aree Wiboonpong and Songsak Na Sakolnakorn and Naipinit, 2013). The entrepreneur's success in fulfilling its goals and objectives is diverse both the internal factors of the operator, self-development of entrepreneurs and organizations, organizational environment even network or business alliances where entrepreneurs can used their pot Wood, 2006ntial and benefits for operation of organizations (Wood, 2006; Wang, Wang and Liang, 2014)

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Especially, community enterprises in Thailand that support the economic foundation need, it is essential to seek the opportunity to build results with strategic alliances that entrepreneurs can take advantages of a variety of operations to meet different needs and goals. They can apply strategic alliances, such as networking to create new products or services to market, network investment networks lead to lower capital expenditures, knowledge network for knowledge exchange creating value for community enterprises (Genc, Alayoglu and Iyigun, 2012, Isoraite, 2009; Gulati, 1999).

According to the application of strategic alliances in the present day, this enables community enterprises to develop technology and innovation, to transfer knowledge to achieve successful performance. In the literature review of community enterprise entrepreneurship in Thailand, the application of strategic alliances has also been found to be lacking including the presentation of the relationship between the structural factors. The aim is to study the role of strategic appliances such as a core component of innovation and the performance of community enterprises in Thailand. Therefore, the researchers are interested in presenting the conceptual framework of the research resulting from the review of literature and related research in order to further study the research methodology.

RESEARCH OBJECTIVES

1. To study the influence of strategic alliances and organizational innovation on the performance of community enterprises in Thailand.
2. To test the innovation factors that affect the performance of a community-based enterprise in Thailand.

SCOPE OF RESEARCH

This research uses mixed-method research, both quantitative research and qualitative research. The population of the study was employed with community entrepreneurs in Thailand. The research scope is as follows;

- 1) The content scope has focusing to study the strategic alliance factors affecting the innovation and performance of community enterprises in Thailand.
- 2) The population and sample scope focuses on studying with community entrepreneurs in Thailand, especially community-based enterprises engaged in processing and food products. The total population of the country is 11,165 group. A sample of 500 community enterprises was selected in order to have sufficient size for analysis with structural equations (Comrey and Lee, 1992), the chairman of the community enterprise group, who is capable of both management and practice, provides the information.
- 3) The area scope: the research focuses on community-based entrepreneurship in Thailand registered and promoted by the Office of Agricultural Extension and Development 1-9 throughout Thailand.
- 4) The time scope: the research is conducted within 3 years from June 2016 to June 2018.

LITERATURE REVIEW

Presenting this framework, the researcher applied Resource Based View (RBV) and knowledge Based View (KBV) to test the hypothesis of the research in linking the relevant variables leading to the results of the research. The researchers are going to present in the following order.

Resource Based View (RBV)

Resource Based View Theory (RBV) is continually being presented under the strategic business, competitive capability, sustainability creation with core competencies of the organization that the organization can consider the resources required for the operation The identification as the means of accessing resources and the ability to hold resources before a competitor gives the entrepreneurs an advantage being achieved quickly (Penrose, 1959; Wernerfelt, 1984; Prahalad and Hamel; , Barney, 1991; Grant, 1991; Eisenhardt and Schoonhoven,

1996). Moreover, Rangone (1999) points out that Resource Based View Theory is linked to other concepts and theories with the different diversification and ability over the competitors. At the same time, organizational strategy must be implemented considering the resources that the organization needs to implement in many ways. The organization's resources to implement the strategy can be derived from the organization's environment, reflecting the strengths and weaknesses of the organization (Barney, 1986; Wernerfelt, 1984).

In addition, in a resource-driven perspective of organizations that are driven by strategies such as organizational goals, must take into account the resources of the organizations that the resource exists; do not overlap with other organizations in the same market, and the ability of resources to be able to respond and give maximum return (Teece et al., 1997) under the theory of resource base view. It demonstrates the importance and necessity for organizations to analyze the resources needed to engage in and acquire resources for the competitive ability. The resources needed by the organization must be different from the competitors. There are tangible and intangible resources. This presents the following attributes, attributes, and competencies.

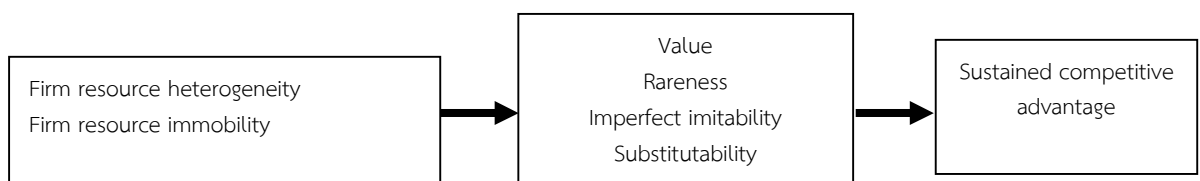


Figure 1 Relationship of Resource and Sustained competitive advantage of the Firm
 from: Barney, 1991

Knowledge Based View (KBV)

Kogut and Zander (1992) presented Knowledge Based View on organizational knowledge and organizational capabilities through use and access of technology by transferring knowledge, organizational innovation and technological development (Bondar and Mason, 2012). Organizational opportunities, especially Response to customer needs and market situation, the knowledge must come from within the organization and outside of the organization that brings knowledge to support the performance of the organization (Kogut and Zander, 1992), can be presented as the following;

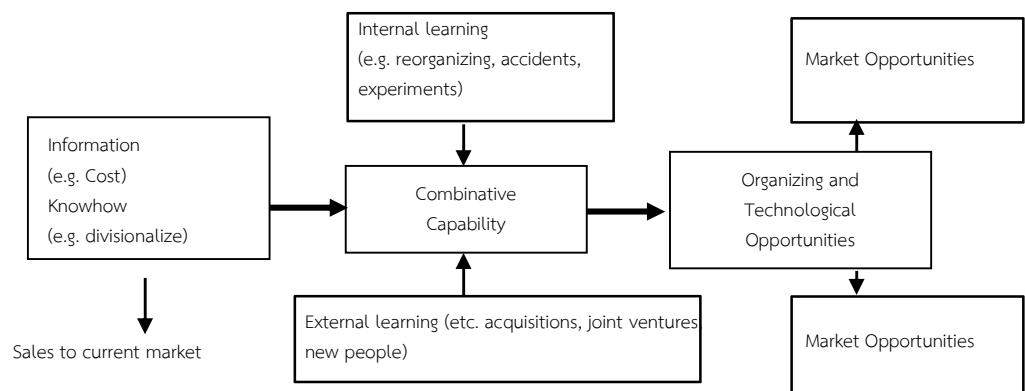


Figure 2 Growth of Knowledge of the Firm
 from : Kogut and Zander, 1992

Moreover, Wu and Chen (2014) point out that knowledge resources contribute to the success of organizational performance that knowledge within an organization is one resource creating organizational competencies in the competition in order to achieve better performance. It is necessary to consider the selection of the knowledge management strategy within the organization in addition to considering other factors as well (Cao and Ye, 2016).

Strategic Alliances (SA)

The study of strategic alliances that the organization uses in its operations has increased in the past time that links and present with Transaction cost, Business strategic, Knowledge Based Theory, Resource Based View, Property Right Theory (Vaidya, 2011; Toylan and Semercioz, 2012; Thechatakerng and Rialp, 2005). In presenting the first strategic alliance focused on organizational questions about the effects of strategic alliances on outcomes affecting the operation of organizations (Gulati, 1988), while partnering may occur by responding to similar needs or to creating opportunities for the ability of the partner organization to operate (Thechatakerng and Rialp, 2005), as well as in choosing to participate in different ways. This can be done by having a legal obligation for sharing benefits or technology privileges and co-production (Na SaKolnakorn and Naipinit, 2013).

Scholars define a wide variety of strategic alliances, but most of them defines as the nature of different collaboration between organizations, such as contracting, building relationships among organizations during the period (Austin, 2000; Kauser and Shaw, 2004), which the nature of the operation consists of two or more organizations. They have the characteristics of special management between each other (Wang and Nocholas, 2003) is a voluntary process of sharing the organization in exchange, sharing, or product development ,technology and services (Arino and Smithring, 2010). Additionally, the joint venture can be operated as various types like official joint venture, commercial patents, agreement for joint research and development, joint venture with customers and raw material providers (Hoffman and Schaper, 2001), collaboration, franchise, and relationships with distributors (Dussauge et al., 2000).

Therefore, it can be seen that the collaboration of organizations through strategic alliances is both formal and informal. It can be considered from the distance of the participating organization, which depends on the needs and agreements that are common in the inter-agency operations, what kind of relationships are involved and how long or how long it takes to join the operation under the strategic alliances.

Innovation (I)

Innovation is another factor that has been studied extensively and widely in research, especially in the field of entrepreneurship. The view of Schumpeter (1934) points to the definition of entrepreneurial innovation that It is a new concept or uses something that has already in use in a new way for making economic benefit or doing something different from others. It can be done by changing the changes around us, turning to opportunities and transferring to new ideas that bring value to oneself and society. In business, innovation is part of a strategy that the company must develop in order to gain advantages over competitors. Innovation is something that comes up with new ideas, new ways or new ideas. It is more economic and social than technology. Innovation is what comes from the needs of the customer. The producers try to create value and satisfaction (Drucker, 1986).

In terms of innovation, from the perspective of scholars presented in the past, they are often presented in a broader context, such as Schilling (2008) who defines Innovation is the implementation of ideas to get something new or new process; Kuczmarski (1996) looks at innovation as a matter of mind, positive attitude or thinking about the future Innovation is the spirit of insistence encouraged both the person or the team to devote to the belief in creating new things in the organization, such as new markets, ideas in new products, new production process, new customer group, new selling method, new distribution channels for existing products, new services and more, or even Shepherd (1990), says innovation is the supply of creativity and the cleverness of the operators to create a new alternative to diversity and advances to consumers. It is expected that maximize consumer surplus can be concluded. Innovation involves the transformation of ideas into actual use, making technical possibilities become reality in markets or innovations, presenting things in different ways creating new ingredients , new methods

of integration (Porter, 1980). It can be noticed that innovations are interesting to the organizations. If the organization creates new things like product process or services, management to use in the operation of the organizations, this will be one way leading to the establishment of security in the organizations.

Firm Performance (FP)

The firm performance, especially in the business sector, is focused on, or is intended primarily for profit, where performance generally focuses on performance or performance as a measure of performance. Generally, it mainly emphasizes success indicators in productivity, profit, service quality, customer Satisfaction (Burke and Litwin, 1992) or even considering from the Return of Asset (ROA), Marketing Share, Marketing Growth (Naver and Slater, 1990; Jaworski and Kohli, 1993). Performance measurement of the organization may use either financial or non-financial approaches to measure or evaluate performance, depending on the purpose of measuring performance. Performance measurement can also be determined by the increase in sales. Kaplan and Norton (1992) presented a guideline for measuring in to 4 dimensions as Financial Perspective, Customer Perspective, Business Process Perspective and Learning and Growth Perspective which organizations can apply it to measure or evaluate the operation (Zellweger and Nason, 2008; Sirmon and Hitt, 2003).

Organizations and entrepreneurs who adapt and develop their businesses or operation to be consistent with the improvement of the environment continuously often resulting in competitive advantage, leads to successful business operations as well as operations that see opportunities for development under the partnership with other organizations. To do these can create new innovations within the organization, especially service innovation that is partly due to business networking in terms of service development as well as procurement of new raw materials (Jian and Wang, 2011; Stefanovic and Dukic, 2011) by working with one partner strategy, one can lead to innovation. The organization's alliance is to create a common understanding of partner organizations recognizing the nature of the organization as a partner (Monteiro et al. (2013). Contrastively, working under the strategic alliances does not only create business opportunities for new markets, find a new supplier, but also the development of technology for use in the production or production process is also due to the use of strategic alliances (Muange and Maru, 2015). It is imperative that the organization considers collaborative or organizational mechanisms for coordination (Hohberger, Almeida and Parada, 2015). Knowing how to cooperate with other organizations is one of the leading approaches to organizational innovation (Khamseh, Jolly and Morel, 2017), as well as the experience of organizational partnerships, is an important factor influencing innovation and form performance (Salazar, Gonzalez, Duysters, Sabidussi and Allen, 2016) as the following hypotheses;

Hypothesis 1: Strategic alliances of community enterprises in Thailand influences organizational Innovation.

Hypothesis 2: Organizational innovation is a transition factor between strategic alliances and performance of Thai community enterprises.

In addition, the study of the success of using strategic alliances in the past is considered at the structuralism factor level is a consideration of agreement, trust, or even form, joint operation and the process factor is mutual understanding which includes understanding the same goals, roles of alliances, and the link of organizational culture (Franco, 2011). And if the organization operates with a strategic alliance, the organization will seek the opportunity or the performance of the organization. (Thechatakerng and Rialp, 2005), like reach to the organizational capital and reduce the risk affecting the organizational operation (Pittino, 2013). In the literature review, researchers are interested in and explored the strategic alliances and firm performance. Key elements of the strategic alliance, including personal factors, especially the leaders of the organization, must be related and mutual trust between organizations, coordination and environmental with the impact on the operation applying the strategic appliances (Aldahil and Nataraja, 2014). When the comparative study of the performance of the organization before and after the alliance strategy was used, it was found that: the firm performance of the

organization is more effective after the adoption of strategic partnerships (Chu and Chiang, 2013). When looking at the operation of small and medium enterprises, the ability to target a foreign market or an international organization is achieved through the use of strategic alliances (Dickson and Weaver, 2011). Organizations that are financially supported or are moving towards a fast-paced international market, and it is a very effective part of strategic alliances. If organization has a policy and conducts business networking as well as organizational co-ordination, it will be an important factor for the organization to succeed (Ghani and Tull, 2010; Moghil and Mualla, 2012), in particular, the effect of organizational finances (Luo, 2008). Moreover, Firm performance by strategic alliances comparing with the new organizations, and use this strategic, they will outperform the new one without the use of strategic alliances (Pangakar and Wu, 2013) as the following hypotheses;

Hypothesis 3: Strategic alliances has an influence on performance of community enterprises in Thailand.

Hypothesis 4: The model of strategic alliances is a variable between organizational innovation and the performance of community enterprises in Thailand.

Business operations need to be effective and efficient under the management of the management with flexibility, sustainability creation and innovation creation (Stefanovic and Dukic, 2011) that in the entrepreneurial business, the entrepreneurs are the persons who create innovation. The organization will generate more performance for the organization. Innovation is an important element of the operation leading to the performance of the organization, particularly the focus on innovation in the products or services of the organization can make the organization successful (Roach, Ryman and Makani, 2016).

To achieve the performance of the organization under innovation within the organization, it may depend on the types of the innovation of the organization at the internal and external level, which factors affect the performance of the organization. The organizations themselves must determine which operating results in both the short and long term by creating and implementing innovative. (Lichtenthaler, 2016). In addition, the role of innovation directly affects the performance of the organization. Corporate Social Responsibility (CSR) is linked directly and indirectly to the performance of the organization through organizational innovation that promotes the organization's competitiveness and competitiveness. This leads to sustainable entrepreneurship, especially for small and medium enterprises (Conesa, Acosta and Manzano, 2017). The hypotheses are as following;

Hypothesis 5: Organizational innovation influences the performance of community enterprises in Thailand.

The literature review shows the relationship of strategic alliances and innovation factors to the performance of community enterprises in Thailand. This is a conceptual framework for model testing.

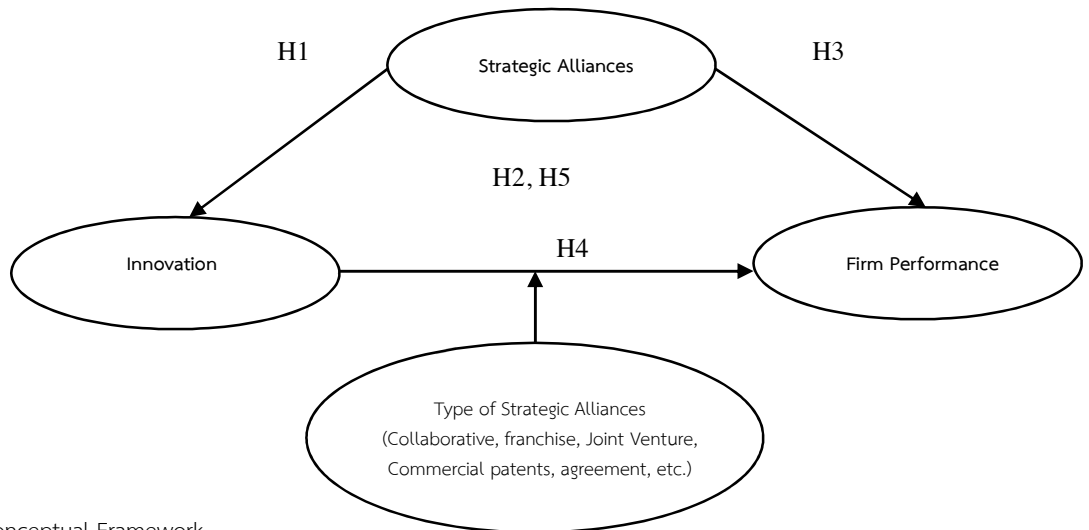


Figure 3 Conceptual Framework

METHODOLOGY

This research uses a combination of quantitative research and qualitative research. The details are as follows.

1) Quantitative research: to conduct quantitative research, the researcher used the questionnaire in order to collect data for testing the hypothesis of the research. Structural equation modeling (SEM) analysis was performed by analysis using AMOS program.

2) Qualitative Research: the qualitative research is based on semi-structured interviews and is as a research tool. The questions were written in accordance to the review of literature and related research including research findings and discussion on quantitative research.

CONCLUSION

Modeling the role of strategic alliances on innovation and performance of community enterprises as a result of literature review and the gap of research that has not yet studied the structural relationships of the proposed models. In addition, the study was conducted to form the enterprise community in Thailand to lead the theoretical test with quantitative research and confirm the structural relationships of the model from the empirical data including publish the results in the future.

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TRAVEL MOTIVATION AMONG CROSS BORDER TOURISTS IN THE CASE OF LANGKAWI

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ABSTRACT

Research focusing on regional tourists in Malaysia is rare. This study examined the influence of travel motivation - economic motivation, nature appreciation, and cultural motivation - on tourists' loyalty intention. We collected 200 questionnaires from ASEAN tourists in Langkawi using a purposive sampling technique, and analysed the data using linear regression. Results showed that 'economic motivation' and 'nature appreciation' are important motivational factors which affect tourists' loyalty intention to revisit Langkawi. Cultural motivation does not influence loyalty intention. The study highlighted the importance of economic motivation for cross border tourism, creating knowledge and development opportunities for tourism industry players, marketers and managers.

Keywords: Travel Motivation, Border Tourists, Langkawi

INTRODUCTION

Tourism is an important sector of the Malaysian economy because of its significant role in turnover generation and job creation. Malaysia is strategically located in the middle of Southeast Asia, where it has borders with many other countries. The north of Peninsular Malaysia borders with Thailand, the south borders with Singapore, while the east borders with Brunei Darussalam and Indonesia. The high movement of foreign tourists to Malaysia was contributed by several factors such as favorable exchange rates and lower price (Chong, 2016). However, there was a fuzzy description within literature on how the intra-regional tourists travel within the emerging regions. Despite there are differences, some arguments believed that it also has a similar mobility trait both domestic and long-haul tourists (Cohen & Cohen, 2015). Tourists' mobility depends on the type of transport chosen

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that will provide a very meaningful travel experience to tourists. There are many types of public transport choices for tourists such as planes, high speed trains, buses or private vehicles such as cars, depending on the travel distance (Shahrin, Mat Som & Jusoh, 2014). In 2014, about 68 per cent of tourists entered Malaysia by land for the country shares two busy border bridges with Singapore and many entry points with Thailand, Brunei and Indonesia. This is followed by 28 per cent tourists travel by air through the country's many airports and about 3 per cent travel by sea (Asean Up, 2016).

Although there were many research conducted on tourism within emerging regions on planning and management considerations, serving the interests of governments and the tourism industry, they were primarily focused on the long-haul tourist travels from developed countries (Ghimire, 2001; Cohen & Cohen, 2015). The research on the cross-border tourists who are much higher in volume remains relatively neglected. Therefore, the main aim of this study is to identify the motivational factors which affect tourists to travel to Langkawi, and their loyalty intention. Malaysia has consistently been one of the top contributors to tourist arrivals in ASEAN countries (Chong, 2016), whereby the tourism sector contributed approximately MYR 152 billion or 13.1 per cent of the country gross domestic product (GDP) (World Data Atlas, 2016), raking in MYR 69.1 billion in tourism receipts from 25.7 million tourist arrivals in 2015 (Tourism Malaysia, 2016). The ASEAN region was the largest contributor of tourist arrivals in Malaysia with 74.4% share (19.1 million) of the total arrivals in 2015 (Tourism Malaysia, 2016). The results of this study will create new knowledge on the motivational factors among ASEAN tourists which could provide useful pointers to tourism planning and development.

LITERATURE REVIEW

Travel Motivation

Travel motivation attracts widespread attention among scholars and has been accepted as the core essence of travel behavior. As Prebensen, Woo, Chen, and Uysal (2013) emphasized that without a proper understanding of tourist motivation, the study of travel behaviour would be unthinkable. Hence, this issue prevails as a key aspect of study to conceptualize and explain travel behavior. As motivation is a psychological state that drives an individual toward achieving the desired target (Jang & Wu, 2006), travel motivation is assumed to affect the tourist attitude, perception, involvement, and behavior (Gnoth, 1997).

In general, motivation can be explained as the vigor to drive a human behavior. Motivation theory of Maslow (1970) would be meaningful to mention here as it explains the type of human needs and its hierarchical progression. This theory is regarded as the most popular among the scholars (Hsu & Huang, 2008; Jaapar, Musa, Moghavvemi, & Saub, 2017). It explicates that human needs are categorized as the five-step ladder in which it starts with physiological needs and steps upward to safety, social, esteem, and self-actualization (Maslow, 1970). Despite the meaningful categorization of human needs of motivation, this theory is criticized for being absence in empirical evidence (Dye, Mills, & Weatherbee, 2005) and the lack of proper clarification on explaining how tourist motivation functions in a sequential and hierarchical manner (Witt & Wright, 1992). Yet, this theory provides an insight about the type of needs which is widely acknowledged among the scholars. Based on the theoretical foundation of Maslow's need hierarchy, Pearce (1988) developed a five-step Travel Career Ladder (TCL) that explains tourists' travel motivation. Ryan (1998) also later validated Pearce's model in which the level of needs/motivations initiates with relaxation, followed by safety/security, relationship, self-esteem and development, and finally toward fulfillment needs. He further explained that individuals' motivation to travel aggregates and changes all through his/her life with their travel involvement. To a few individuals, this travel motivation may advance and rise step by step while in others, it might stay at a similar level impacted by budgetary or wellbeing factors. It is also argued that, travelers may begin from any TCL levels rising or plunging based on their past involvement, information and the level of the particular action (Rahman, Zailani, & Musa, 2017), thus laddering concept of travelers' needs might not be appropriate while conceptualizing a causal relationship between motivation and behaviour.

The two-dimension theoretical framework of tourist motivation (Iso-Ahola, 1982) is also meaningful to explain the behavior of tourists. In this framework, two motivational drivers which is escapism (tendency to escape from daily life activities related to personal and interpersonal problems) and reward (tendency to seek essential rewards by traveling in various condition) are the factors that concurrently affect tourist behavior. Besides Crompton (1979) mentioned socio-psychological and cultural motives influence tourist behavior. Based on these conceptualizations, current study argues that travel motivation has various components which drive a tourist to take a travel decision. These components may include social, psychological, economic, situational, and/or environmental factors that influence a tourist to decide about visiting or revisiting any destinations. It can be further categorized these components under escaping or seeking dimension or socio-psychological and cultural motives. Likewise, push factors and pull factors of travel motivation introduced by Dann (1977) would be more adaptable to define the nature of motivation that drives a traveler to decide on visiting or revisiting any location. Push factors are internal forces of human being that drive a tourist toward action, while pull factors are external cues that attract tourists to make travel decision (Jaapar et al., 2017; Jang & Wu, 2006). For example, physiological and psychological aspects of human needs such as taste, fatigue, relaxation, social belongingness, exploration and evaluation of self, prestige, enrichment of relationships and enabling of social interaction etc. are the internal forces that could push tourist motives to decide. Likewise, economic factors like – cost of travel, income, expenditure, inflation, employability or the environmental factors like – distance, tourist location, seasons, flora and fauna of a tourist spot are the pull factors that could trigger a tourist to visit or revisit any destination (Yoon & Uysal, 2005).

This study considers the pull motivational factors namely – economic motivation, nature appreciation, and cultural motivation. Previous studies focused mainly on push motivations of internal psychological attributes of tourists while push factors of external attributes were researched less. For example, Li and Cai (2012) operationalized travel motivation based on tourists' internal attributes that include social and psychological dimensions of motivation. Whereas, Yoon and Uysal (2005) developed a model of destination loyalty in which push motivational and pull motivational factors are included along with travel satisfaction. However, their consideration of push factors is only confined to micro level issues related to a destination like – small size and weather, cleanness & shopping, and local cousins. The macro level factors such as the economic costs, distance to travel, nature appreciation, and cultural novelty were overlooked in their model. Besides, economic, social, and environmental factors are accounted as the antecedents of tourist satisfaction that subsequently affects the likelihood of revisit intention (Jarvis, Stoeckl, & Liu, 2016) with positive relational effect. Yet, their research only conceptualized economic factors as the degree of economic development and social factors as the safety and security at tourist location. This paper considers economic motivation as the cost incentives, nature appreciation as the natural beauty of the location, and cultural motivation as the novelty of unknown culture. These are the push factors and not within the control of tourists, hence regarded as the external to the individual which could motivate tourists to revisit a destination.

Loyalty Intention

The success of any business does not only depend on attracting new consumers but also motivating existing consumers to repeat purchase. Like others, tourism business success also heavily depends on existing and new tourists and their intention to return again to the destination. Specifically, repeat visitors reduce various types of cost associated with marketing the tourism business, are less price sensitive, increase the economic profit (Assaker & Hallak, 2012; Choo & Petrick, 2014; Jarvis et al., 2016). It is widely acknowledged that loyalty intention to a tourist destination indicates the propensity of the future behavior of tourists (Assaker, Vinzi, & O'Connor, 2011) which is considered as the success factor of any venture. Hence, behavioral intention can be characterized as a person's expected behavior in a given situation in a form of probability of action (Ajzen, 1991; Fishbein & Ajzen, 1977). The probability of returning back to a specific tourist location would depend on various factors, yet the majority of research reported that satisfaction is one of the important antecedents in this regard (Jarvis et al., 2016). Along with this variable, perceived quality, destination image, past experience, cultural differences, novelty seeking, destination

attributes were also studied (Assaker et al., 2011; Som, Marzuki, Yousefi, & AbuKhalifeh, 2012). It is observed that intention to return (loyalty intention) in the context of destination tourism has attracted widespread attention among the scholars and still emphasizes as the vital aspect of successful tourism performance (Jarvis et al., 2016; Li & Cai, 2012). Thus, our current effort aims at investigating the relationship between loyalty intention and the components of travel motivation.

Theoretical Framework and Hypotheses Development

A number of studies were conducted to explore the antecedent of loyalty intention and the majority reported tourist satisfaction is one of the key factors that influence it. For example, the study of Yoon and Uysal (2005) conceptualized that push motivational and pull motivational factors positively affect tourist satisfaction and influence destination loyalty. They reported that destination loyalty positively influences tourist satisfaction. Besides, between push and pull factors, push motivational factors affected destination loyalty directly, even though there was insignificance relationship observed with satisfaction. Pull motivational factors had significant negative relationship with satisfaction. Battour, Battor, and Ismail (2012) also validated the Yoon and Uysal's theoretical model based on the study on Muslim tourists in Malaysia and reported positive significant relationships among the constructs. Quintal and Polczynski (2010) studied revisit intention to certain destination using variables of perceived attractiveness, risk, value, quality and satisfaction which were considered as the pull motivational factors. Severt, Wang, Chen, and Breiter (2007) also investigated revisit intention to participate in a conference with the antecedent of satisfaction and motivational factors.

However, the degree of loyalty intention would not be always depending on tourist satisfaction, and motivational factors are the reasons for deciding to return to a tourist location. Study revealed that trip satisfaction is influenced by the emotional and monetary investments associated with a trip but their loyalty intention is not affected by these factors (Alegre & Garau, 2010; Jarvis et al., 2016). Few visitors would not come back to a destination despite the higher level of satisfaction they have, yet their primary inspiration for returning to a location is novelty seeking and monetary costs (Assaker & Hallak, 2012; Assaker et al., 2011). Li and Cai (2012) mentioned the five dimensions of travel motivation such as novelty and knowledge, prestige and luxury experience, exciting experience, self-development, and escape and relationship, nonetheless, they found the positive significant relationship only of novelty and knowledge with behavioral intention. Considering the above findings, this study avoids the previous models which conceptualize the inter-constructs relationship mediated by tourist satisfaction, yet, the model of Li and Cai (2012) has been found to be relevant to our study objectives. In their model, they hypothesized the behavioral intention of tourists based on travel motivation, and internal and external values.

Current study only accounts the conceptualization of travel motivation and loyalty intention as it has found a significant positive relationship in the previous study. Besides due to the lacking of empirical research, scholars urged to investigate this association with quantitative data further (Li & Cai, 2012). Therefore, this study considers the pull motivational factors (i.e., economic motivation, nature appreciation, and cultural motivation) which are the macro level issue to the travelers, yet previous research has either ignored or failed to consider these factors to investigate the relationship with intention to return. The following hypotheses are proposed based this objective.

Economic Motivation

Economic motivation refers to the amount of cost associated with a certain journey. Various types of cost such as lodging, transportation, foods and entertainment are quite common while traveling to a location. Sometimes, tour operators offer some promotion/incentives that trigger the tourist to choose a destination to travel to. Previous studies revealed that travelers like to return in a destination to avoid the replacement cost when they look for a new destination (Assaker & Hallak, 2012; Bigné, Isabel, & Luisa, 2009). Besides, traveling cost also varies across the level of distance to reach a destination, hence economic and distance motivation indicates the level of financial incentives/costs when deciding to return to a tourist destination. Bigné et al. (2009) investigated the

relationship of switching cost with both short-run and long-run revisit intention and found a significant positive relationship of loyalty intention in the short-run only. Therefore, the following hypothesis is proposed:

H1: Economic motivation positively affects the loyalty intention.

Nature Appreciation

Natural attraction is one of the destination attributes that motivate tourists to visit/revisit. Tourists around the world spend their leisure to enjoy the scenic beauty, weather, flora and fauna etc. of a certain location. For example, the number of visitors in Great Barrier Reef in Australia is increasing day by day as it is one of the destinations around the world to enjoy the natural beauty, activities, events (Jarvis et al., 2016). Thus, nature appreciation is deemed to pull tourists to visit or revisit any destination. Jarvis et al.'s (2016) study also mentioned the environment as an antecedent of satisfaction and loyalty intention and found a significant positive effect. However, they defined it as the quality of environment such as climate, sunshine and infrastructure. Another study by Yoon and Uysal (2005) included weather, cleanness & shopping, and night life & local cuisine as pull motivational factor that positively affected tourist satisfaction. Therefore, this study hypothesizes that

H2: Nature appreciation of a destination positively affects the loyalty intention.

Cultural Aspect

Cultural aspect refers to the novelty of culture that provides new knowledge and understanding to the tourists. Visitors also experience the new food, cuisine, cultural program and event, music, and lifestyle while visiting a destination. For example, tourists visit the Valencian town of Bunol in Spain to enjoy the "La Tomatina" festive or the tourists visit in the Rio de Janeiro of Brazil for "New Year" or "Carnival" celebration which is among the popular signature events of this country. Besides, cultural aspect provides a novel experience among the tourists and considered as an important facet of tourist decision making (Assaker et al., 2011; Petrick, 2002). Another study also reveals that night life & local cuisine is one of the significant elements of pull motivational factor which has a positive impact on tourist satisfaction (Yoon & Uysal, 2005), yet this study did not examine the effect of this variable directly with either satisfaction or destination loyalty. In addition, it was only considered as one aspect of cultural novelty while other components of cultural novelty are ignored. Jarvis et al. (2016) also investigated the relationship of social factors with satisfaction and subsequently with visitor returning, nonetheless, their definition of social aspect indicates the safety and security issues of the destination. Our study defines the cultural aspect as the novelty of a culture that would pull the tourist motivation to return to the destination. As past studies ignored the relationship of this variable with loyalty intention to a destination, the following hypothesis is also proposed:

H3: Cultural aspect of a destination positively affects the loyalty intention

METHODOLOGY

This study conveniently sampled 300 tourists at selected tourist locations in Langkawi, Malaysia. Most of data collection was carried out at the airport and the jetty of Langkawi. A total of 200 questionnaires were returned. Within the sample, the average age of respondents was 35 years, more than half (62%) were women with a majority (66.3%) reporting they were single. More than half of them (61.4%) had been to Langkawi before. The majority of tourists were from Thailand and Singapore.

Measurements

This study used previously validated scales. Measurement items for travel motivation (economic motivation, nature appreciation and cultural motivation) were adopted from Jang et al. (2016) and Huang and Liu (2015). Loyalty intention was adopted from Steen (2016). For all the constructs, the items were rated using the 5-point Likert scales ranging from 1=strongly disagree to 5=strongly agree for all constructs.

RESULTS

SPSS software was used to analyze the data. The data check for normality and outlier and after data cleaning Cronbach α for each construct were assessed which recorded an acceptable 0.70 threshold. The relationship between the independent and dependent variables were tested via regression methods and the results showed that there are significant and positive relationship between economic motivation ($\beta = 0.299$; $P = 0.000$) and nature appreciation ($\beta = 0.208$; $P = 0.017$) with loyalty intention. The relationship between cultural motivation and loyalty intention was not significant ($\beta = 0.138$; $P = 0.116$). Economic motivation, nature appreciation and cultural motivation predicted 28% of variance for loyalty intention.

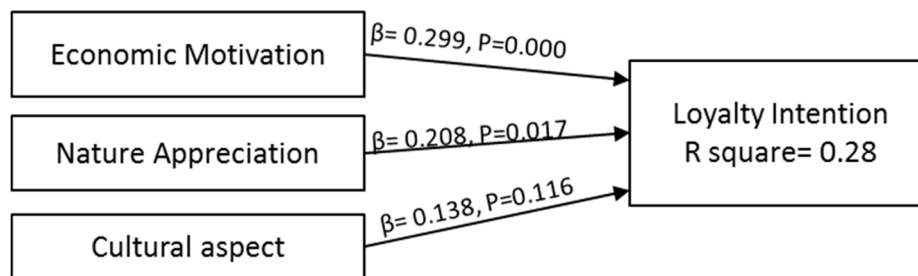


Figure 1: Research Framework

DISCUSSION AND CONCLUSION

The main aim of this study was to examine the effect of motivational factors –economic motivation, nature appreciation, and cultural motivation- on ASEAN tourists’ loyalty intention. Economic motivation and nature appreciation were significant determinants of tourists’ loyalty intention while cultural motivation did not influence the intention to revisit the place.

In this study, economic motivation was a significant factor in influencing intention to return among tourists which supported by previous research that indicates the cost is an important element affecting the decision making (Bigné et al., 2009). Transportation cost is one of the elements of economic motivation which is not expensive for tourists who travel to Langkawi from neighboring countries. Most of tourists from Thailand travelled by land and ferry which are not expensive. Other tourists from ASEAN countries such as Singapore, Brunei, and Indonesia travelled by planes – mostly low-cost flights- which is short in distance and not expensive. Previous study by Assaker and Hallak (2012) also mentioned the importance of cost in influencing intention to return. Likewise, Buaphiban and Truong (2017) also highlighted this issue in regard to low cost airline choice among the Southeast Asian tourists.

Natural attraction was the significant factor which influence tourists to return to Langkawi. The result is consistent with the other research which suggested that tourists spend their leisure to enjoy the scenic beauty and weather of a certain location (Jarvis et al., 2016; Kirillova, Fu, Lehto, & Cai, 2014). Langkawi is not only a beautiful Island with attractive natural attractions, but it also has shopping mall, duty free shops, night life and local cuisine, all of which attract tourists to return to Langkawi. Therefore, both economic motivation and nature attraction influence tourists to return to Langkawi.

Literature shows cultural aspect is related to the novelty of culture that provides new knowledge and experience to the tourists. The results of this study showed that cultural motivation did not influence the intention to return among ASEAN tourists to Langkawi. This differs from the study result of Assaker et al. (2011) and Petrick (2002). This result is expected since the culture of neighboring countries is not really different with culture in Langkawi. Most of these people have some knowledge about each other and curiosity about culture is not a significant factor which motivates them to travel or revisit the place.

Examining motivational factors which affect travel among tourists in ASEAN could be an important information in guiding the current and future development of tourism in Langkawi. Indeed, the strengths are on economic and natural elements that the island could offers. Specifically, Langkawi Development Authority (LADA) should account the issues of economic cost factors and natural environment of this Island to retain the ASEAN tourists. They could ensure easy and affordable access to this Island with low cost transports, convenient accommodation and foods etc. Keeping the Island clean and protecting its natural environment are also suggested. These aspects could also be used as the message content in designing marketing communication programs like – advertisement in traditional and social medias, Tourism Malaysia web portals or in the promotional events in ASEAN. Furthermore, culture is regarded as a destination image, hence it could promote to attract and retain tourists in Langkawi although current study found insignificant relationship with loyalty intention. Despite the theoretical and practical implications, this study acknowledges its weakness as well. Relatively a small sample size would be an issue to generalize these findings along with it is confined to ASEAN tourists only. Future studies may need to explore qualitatively all the elements of the study's constructs to gain the depth in knowledge that could supplement the current quantitative findings.

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EARLY WARNING TO BANKING CRISES IN THE DUAL FINANCIAL SYSTEM IN INDONESIA: THE MARKOV SWITCHING APPROACH

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ABSTRACT

This study aimed to detect early indicator that causes conventional banking and sharia banking crises, identifying the longest crises period between both type of banks, and comparing the stability between the two type of banks. Markov Switching Vector Autoregressive (MS-VAR) approach used in this study. The advantage of this method is limit value of the crises index (threshold) is the endogenous variable, which imply that the crises period and the length of the crises are parts of the estimation results. Early indicator for the conventional banking in the quiet period is the domestic credit, in which 1% rise of domestic credit will decrease the stability of the conventional banking for 0.722%. In the crises period, 1% rise of credit interest will decrease the stability of conventional banking for 0.02%, and on the contrary, 1% rise of M2 can increase the stability of the conventional banking for 0.23%. Meanwhile, early indicator for sharia banking in the quiet period is bank deposit of which 1% rise of the bank deposit can increase the stability of sharia banking for 0.05%, as well as in the crisis period when the significant indicator is the bank deposit and current account/GDP. 1% rise of these indicators can increase the stability of the sharia banking for 0.21% and 0.02%, respectively. Z-score for sharia banking is higher (11.933) than Z-score for conventional banking (11.679), which means that sharia banking is more stable than conventional banking. The longest crises period for conventional banking was around April 2013 – March 2017, while the longest crises period for sharia banking was around January 2008 – October 2008. Sharia banking is relatively more stabile and more immune to domestic and global economic fluctuation.

Keywords: Early Warning Financial System Markov

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INTRODUCTION

1.1 Background

The gap in capital access for poor people in banking in Indonesia is widening. This is caused by the lack of collateral that they can depend on as the requirement to get a loan from banks. Based on the survey result of the World Bank in 2010 quoted in the journal of Bank of Indonesia (2011), nearly half of the 234.2 million Indonesian people do not have access to services of a formal financial body. From the number, around 35 million people only have the services of a non-formal financial body such as a savings-loan cooperation and others. But there are around 40 million people who do not have any financial services at all.

Supported by data from the World Bank, Global Financial Inclusion Index in 2012 states that the access for financial services for Indonesian people was still considered very low compared to other developed countries, which was around 20%. This is also caused by the lack of the people's ability to gain loans from the financial body of banks.

In the Journal of Bank of Indonesia (2011) it is stated that the inclusive finance is a universal activity and aimed at eradicating any obstacles in terms of price⁵ or non-price⁶ to the people's access to financial services. Radyati (2012) explains that inclusive financing is a state in which everyone has the access to quality financial services with reasonable price and pleasant ways, which are uncomplicated, and which uphold dignity and respect.

Inclusive financing is manifested by strengthening the synergy between banks and non-bank financial bodies. Banks are financial bodies which have a wide range of services. For this reason banks can be the platform for inclusive financing especially in terms of capital availability. Non-bank financial bodies such as micro financial bodies, which have already reached the poor, and the small-middle micro practice need to be maximised in their existence. The most important factor is how to create a micro financing body which is both formal and non-formal and which can actually be accessed by the people who have difficulties in providing collateral. One of the formal micro financing bodies which is already well-known world-wide and has become a hot trend in many countries is the practice of Grameen Bank in Bangladesh. This financial service system has already been implemented in many countries, including Indonesia.

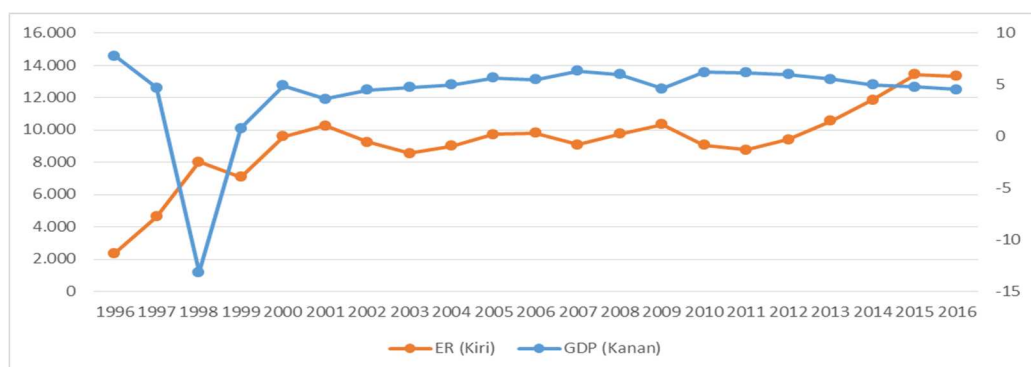
In the constitution number 10 year 1998 about banking, it is defined that banks are business entities which collect funds from the people in the form of savings and channel the fund to the people in the form of loans and/or other forms in order to improve the people's state of life. Moreover, it is also stated that common banks are the banks which conduct their practice conventionally and/or based on sharia principles, and which give services in payment processes. Data from the Bank of Indonesia show that the banking sector accounts for around 83% from the total assets of the whole finance industry. (Statistic of Indonesian Finance System, February 2017). Thus, it can be predicted that whenever there is a failure in the banking system, it will greatly affect the economy of Indonesia.

⁵ Price obstacles mentioned are the prerequisites such as the obligation for candidate of bank customers to save some money in the bank when opening an account as a prerequisite to obtain a loan. The fact is that not all people have the ability to fulfill the requirement because some of them really do not have the funds to do so (Bank of Indonesia, 2011).

⁶ Non-price obstacles can be in the form of administrative requirement which can be burdensome for the customers, such as the obligation for candidate bank customers to provide some collaterals and so on (Bank of Indonesia, 2011).

The financial crises in 1997-1998 which happened in most Asian regions was marked by the decrease of the exchange rate of Thailand's Baht to American Dollar, which reached -54%. This financial crises spread out to some regions in Asia such as South Korea, Malaysia, Singapore and Indonesia. Won depreciation to US Dollar was at -48%, Malaysian Ringgit was depreciated at -40% to US Dollar and Singaporean Dollar -19%. (Suta and Musa, 2003). In Indonesia, the depreciation of the exchange rate for Rupiah/USD was at Rp. 2,500 (1997) and in the crises period the exchange rate hit the bottom at Rp. 16,500/USD. (Annual Report Indonesian Economy 1998/1999, BI). The rock-bottom Rupiah's exchange caused the development of Indonesian economy to a minus figure of -13.1% in 1998. (World Bank).

Figure 1.1 The graph of Rupiah Exchange Rate and Economy Development 1996 – 2016



Source: IMF and World Bank, modified by the writers

The crises of the Rupiah exchange rate in 1998 should have been overcome by the banking sector by increasing the rate of interest. *Overnight call rate* increased to 81% and the rate of SBI interest climbed from 12% to 30%. However, that increase in the interest rate could not re-stabilise the Rupiah exchange rate because there was no protection of *unhedged foreign exchange exposure* trying to buy the Dollars. In the end, the combination of depreciation of Rupiah exchange rate, the high rate of interest, the increased demand for Dollars and the increasing problems of loanees who had huge debts caused big problems which led to the banking crises. (Suta and Musa, 2003).

In 2008, the US experienced the financial crises which was caused by high-risk real estate credits also known as *subprime mortgage*⁷. This financial crises affected not only the US domestic economy, but also almost all countries connected to it. And so did Indonesia stock exchange market. In the fourth quarter of 2008, the composite stock price index plunged from 2,830 on 9 January 2008 to 1,155 on 20 November 2008, or decreasing for more than 50%, so that it was temporarily closed (suspended) by the exchange authority. (Indonesian Economy Outlook 2009-2014, January 2009 edition).

⁷ The real estate credit (mortgage) given to debtors with bad credit history or without any credit history at all so that it was called high-risk credits.

Then, after 2 periods of crises had been experienced by Indonesia, suddenly the crises hit again. In 2013 the Rupiah exchange rate was decreasing, which was followed by *emerging markets*⁸ countries. The recent crises period is getting shorter. At the beginning, it was 10 years and now it is only 5 years. The main cause of the decrease of exchange rate for some *emerging markets* countries is the policy of *Quantitative Easing (QE)*⁹ whose effect is the recall of capital investment portfolio to the US; thus, there is an increase in the offer for Rupiah and an increase in the demand for US Dollar. Consequently, the exchange rate for Rupiah is getting lower while the exchange rate for US Dollar is dominating. Some *emerging markets* countries affected by this policy were the Brazilian Real, whose exchange rate decreased from 2.02 per USD in the first quarter in 2013 to 2.66 per USD in the fourth quarter in 2014. In addition, Indian Rupee's exchange rate also fell from around 54.39 per USD to 63.33 per USD in the fourth quarter in 2014, while Indonesian Rupiah's rate dropped from 9,719 per USD in the first quarter in 2013 to 12,440 per USD in the fourth quarter in 2014. And Turkish Lira's rate went down from 1.82 per USD in the first quarter of 2013 to 2.32 per USD in the fourth quarter of 2014. (International Financial Statistics, IMF).

The repetitive nature of the crises happening to many countries and its destructive impacts to the economy have led researchers to study the initial cause of the crises or early warning indicator to the cause of the crises. Research done by Abimanyu and Imansyah (2008), using the signal model and average crises index plus 2 standard deviation, shows that the financial crises happening in Indonesia in the period of 1970-1997 has resulted in crises periods as many as 4 times i.e. November 1978, April 1983, September 1986 and August 1997. This finding is also stated by GKR, Kaminsky and Edison.

Kaminsky *et.al* (1997) define the banking crises as a situation in which the attack to an exchange rate system causes the sharp depression to the exchange rate, or it can also cause a sharp decrease in the international reserves or even the combination of both. According to Frankel and Rose (1996), a financial crises is a major change to some indicators of the potential or actual value of a currency. Thus, the episodes of major depressions should be investigated, when the authority can overcome it or not, in which situation it appears, and what factors that make the situation uncontrollable.

Economic crises in the history of Islam happened in the 15th century when the Muslim government was located in Cairo, Egypt. Al-Maqrizi states that there were 3 main factors for the financial crises to happen in Egypt, i.e. first, the government, court of justice and administration institutions were prone to bribery. Second, the cost for land/arable land was very high so that the production cost was also very high, the price for renting land increased 10 times as much. Third, the exchange rate decreased and *supply fulus* was unlimited. From these three factors, according to Al-Maqrizi in Islahi (2013), the last factor had the biggest role in the financial crises in Egypt at that time.

Ascarya *et.al* (2012) studied the financial crises happening in the system of double finance in Indonesia by using the method of *Structural Equation Modeling (SEM)* and *Vector Error Correction Model (VECM)*. The result shows that the roots to the financial crises are the inability of the fiscal system especially the the fiscal deficit and government spending which is overspent, instability of the monetary system especially GWM and bank notes, weak government especially in terms of bad administration management and bad regulation, external factors especially ones dealing with business matters and natural disasters, the practice of business people who are still individualistic and speculative.

Shah and Bhutta's research (2016) finds that the causes for the crises of conventional banking are bad high-cost credits by big-money loanees and the conventional banks not facilitating loans in small scale. Moreover, Yang (2017) states that the 2008 crises happened because of the *bubble economy* in which the goods traded were over their intrinsic value. The impact of the crises was the sharp decrease of export values in Asia (Brooks,*et.al*, 2016).

⁸ Developing countries which have rapid economic development.

⁹ The purchase of long-term bonds by the FED either in the form of US bonds or real estate credit bonds.

Other newest research related to early warning system and banking crises is done by Hamdaoui (2016), Lang and Schmidt (2016), Caggiano et.al (2016), Dabrowski (2016), Guleva (2016), Stolbov (2015), and Vermeulen et.al (2015). The empirical results of Hamdaoui research (2016) show that for a set of 49 developing and developed countries, the model would have correctly predicted the vast majority of crises.

The other research done by Stolbov (2015), examines a wide range of potential predictors of 25 international banking crises that broke out in 2007-2011 on the basis of cross-sectional logit models and binary classification tree. The major determinants of the crises arise from an excessive credit depth and illiquidity of the banking sector.

From the aforementioned background, the aims of this research have been defined by the writers: 1). To know the early indicators for a financial crises to conventional banking and sharia banking, 2). To identify the longest crises period for conventional banking and sharia banking, 3). To know which banking industry has better immunity to the crises.

METHODOLOGY

The research methodology includes information on the model of econometric being studied and the steps involved with the research model. Then the model explains the types and source of data being studied, explanation about internal and external variables used and the model structure designed in the form of model equation. In addition, the methodology used in this research was the Markov Switching, which uses *latent variable* which follows the first derivative from two-stage markov, which is $\{S_t\}_{t=1}^T$. $S_t = 1$ is the crises state and $S_t = 0$ is the tranquil state.

2.1 Type and Source of Data

This research used secondary data gathered from official sources and in the forms of months from January 2004 to March 2017. The sources of the data are Indonesian Banking Statistic - Financial Service Authority, Sharia Banking Statistic - Financial Service Authority, Central Bureau Statistic, Indonesian Economy and Monetary Statistic - Bank of Indonesia, and International Financial Statistics (IFS) published by the IMF and Ministry of Trades of the Indonesian Republic.

2.2 General Equations, Variables and Operational Definitions

There are two models of general equations used in this thesis, namely the equations for conventional banking and sharia banking. The equation model is made into two because each banking has a different system and the proxy variables for crises are different between the two bankings.

Table 2.1 General Equation of Research Model

Model 1: Conventional	$Z\text{-score}K_t = A_0 + A_1 BDK_{t-i} + A_2 LDR_{t-j} + A_3 CARK_{t-k} + A_4 CRK_{t-l} + A_5 IR_{t-m} + A_6 IPI_{t-n} + A_7 INF_{t-o} + A_8 EXC_{t-p} + A_9 CREDO_{t-q} + A_{10} M2_{t-r} + A_{11} CAGDP_{t-s} + \epsilon_t$
Model 2: Sharia	$Z\text{-score}S_t = A_0 + A_1 BDS_{t-i} + A_2 FDR_{t-j} + A_3 CARS_{t-k} + A_4 CRS_{t-l} + A_5 IR_{t-m} + A_6 IPI_{t-n} + A_7 INF_{t-o} + A_8 EXC_{t-p} + A_9 CREDO_{t-q} + A_{10} M2_{t-r} + A_{11} CAGDP_{t-s} + \epsilon_t$

Source: Authors' calculation

The indicator used for the crises proxy is Z-Score. Z-Score is the indicator used to measure the banking stability by adding the ROA and EA divided by the standard deviation from the ROA (Cihak *et.al.*, 2008). In addition, the internal indicators used in this research are LDR, CRK, BDK, and CARK for conventional banking and FDR, CRS, BDS and CARS for sharia banking. Meanwhile, the external indicators used are INF, IR, IPI, EXC, M2, CREDO and

CA/GDP. The definitions of the proxy crises indicator, internal indicators and External indicators are presented in the following table:

Table 2.2 Summary of indicators used in the research

Z-Score		Banking Stability Indicator	
Z-ScoreK		Conventional Banking Stability Indicator	
Z-ScoreS		Sharia Banking Stability Indicator	
Internal Indicators		External Indicators	
LDR	Loan to deposit ratio	INF	Inflation
FDR	Financing to deposit ratio	IR	Interest rate
CRK	Cash ratio (conventional banking)	IPI	Industrial production index proxy GDP
CRS	Cash ratio (sharia banking)	EXC	Exchange rate
BDK	Bank deposit (conventional banking)	M2	Money supply
BDS	Bank deposit (sharia banking)	CREDO	Credit domestic
CARK	Capital adequacy ratio(conventional banking)	CA/GDP	Current account/GDP, 3-monthly data interpolated to be monthly
CARS	Capital adequacy ratio(sharia banking)		

Source: Authors' calculation

2.3 Research Methodology

In this research methodology, the definition of *Markov Switching* and the determination of the crises period will be explained. The elaboration is as follows:

2.3.1 Definition of *Markov Switching*

The variable used as the indicator for banking stability is the Z-Score (y_t). In this research, the Markov Switching model used is the multivariate model i.e. Model MS-VAR (Markov Switching – Vector Auto Regression) which can be used as an alternative for time series linear model with constant parameter. According to Krolzig (1997) the general idea of this regime change model is the parameter of the time series vector having dimension – K $\{y_t\}$ depends on unobserved regime variables $s_t \in \{1, \dots, m\}$, which represented in the chance of a condition in a certain regime namely:

$$p(y_t|Y_{t-1}, X_t, s_t) = \begin{cases} f(y_t|Y_{t-1}, X_t; \theta_1) & \text{if } s_t = 1 \\ \vdots & \\ f(y_t|Y_{t-1}, X_t; \theta_M) & \text{if } s_t = M \end{cases} \quad (1)$$

in which $Y_{t-1} = \{y_{t-j}\}_1^\infty$ is the historical value of y_t and X_t is the exogen variable, and θ_m is the parameter vector in the regime m .

The regression model of Markov Switching can be defined as follows:

$$y_t = \begin{cases} X_t\beta_1 + u_t, & u_t|s_t \sim N(0, \Sigma_1) & \text{if } s_t = 1 \\ \vdots & \\ X_t\beta_M + u_t, & u_t|s_t \sim N(0, \Sigma_M) & \text{if } s_t = M \end{cases} \quad (2)$$

In which X_t is the exogen regressor matrix in the amount of $(K \times R)$ and u_t is the Innovation processes. The most common form of MS-VAR process with order p and regime M is:

$$y_t = v(s_t) + A_1(s_t)y_{t-1} + \dots + A_p(s_t)y_{t-p} + u_t, \quad u_t|s_t \sim N(0, \Sigma(s_t)) \quad (3)$$

With the value of *presample* y_0, \dots, y_{1-p} stay constant.

There are some specifications for MS-VAR model which equate time series towards the regime changes. The notation commonly used for the MS-VAR model specification which shows the variable that changes towards the regime change is as follows:

- M Markov-switching *mean*,
I Markov-switching *intercept*,
A Markov-switching *autoregression parameter*,
H Markov-switching *heteroscedasticity*.

For example, VAR with the regime change on the *mean* is known as process MSM(**M**)-VAR(**p**)

$$\mathbf{y}_t - \boldsymbol{\mu}(s_t) = \sum_{k=1}^p \mathbf{A}_k (\mathbf{y}_{t-k} - \boldsymbol{\mu}(s_{t-k})) + \mathbf{u}_t \quad \mathbf{u}_t | s_t \sim N(\mathbf{0}, \boldsymbol{\Sigma}). \quad (1)$$

If the regime change happens on the *intercept* of VAR, it is called process MSI(**M**)-VAR(**p**)

$$\mathbf{y}_t = \mathbf{v}(s_t) + \sum_{k=1}^p \mathbf{A}_k \mathbf{y}_{t-k} + \mathbf{u}_t \quad \mathbf{u}_t | s_t \sim N(\mathbf{0}, \boldsymbol{\Sigma}). \quad (2)$$

Meanwhile, for VAR with all of the parameter changing towards regime change is called MSIAH(**M**)-VAR(**p**) which is shown in the model equation (3). The following table summarises the different specification types of MS-VAR models.

Table 2.3 Regime Parameter MS-VAR

Notation	$\boldsymbol{\mu}$	\mathbf{v}	$\boldsymbol{\Sigma}$	\mathbf{A}_i
MSM(M)-VAR(p)	change	-	Does not change	Does not change
MSI(M)-VAR(p)	-	Change	Does not change	Does not change
MSIH(M)-VAR(p)	-	change	change	Does not change
MSIAH(M)-VAR(p)	-	change	change	change

$\boldsymbol{\mu}$: mean, \mathbf{v} : intercept $\boldsymbol{\Sigma}$: variation \mathbf{A}_i : autoregression parameter matrix

2.3.2 Determination of Crises Period

This research uses the *latent variable* which follows the first derivation from *two-stage markov*, which is $\{S_t\}_{t=1}^T$. The $S_t = 1$ is the *crises state* and the $S_t = 0$ is the *tranquil state*. Although in this model the S_t is unobserved directly, the behavior of the *dependent variable* (Y_t) is free from the S_t , and this is formulated as follows:

$$Y_t | S_t \stackrel{iid}{\sim} N(\mu_{S_t}, \sigma_{S_t}^2)$$

The *dependent variable* (Y_t) used in this research is the Z-Score. In this MS model, the value of *mean* and the variant of Y_t can change depending on the *regime*. The *density* from S_t can be formulated as follows:

$$f(Y_t | S_t) = \frac{1}{\sqrt{2\pi\sigma_{S_t}^2}} \exp \left[-\frac{(Y_t - \mu_{S_t})^2}{2\sigma_{S_t}^2} \right]$$

for $S_t = 0, 1$

Latent variable from regime switching (S_t) is acquired from the transition matrix of probability P_t as follows:

$$(3) \quad \begin{array}{c} \text{Period } t-1 \\ \text{State 0} \\ \text{State 1} \end{array} \begin{array}{c} \text{Period } t \\ \text{State 0} \\ \text{State 1} \end{array} \left[\begin{array}{cc} P_{00}^t & P_{01}^t = (1 - P_{00}^t) \\ \Pr(s_t = 0 | s_{t-1} = 0, x_{t-1}) & \Pr(s_t = 1 | s_{t-1} = 0, x_{t-1}) \\ = F(x_{t-1}^t \beta_0) & = 1 - F(x_{t-1}^t \beta_0) \\ P_{10}^t = (1 - P_{11}^t) & P_{11}^t \\ \Pr(s_t = 1 | s_{t-1} = 1, x_{t-1}) & \Pr(s_t = 1 | s_{t-1} = 1, x_{t-1}) \\ = 1 - F(x_{t-1}^t \beta_t) & = 1 - F(x_{t-1}^t \beta_t) \end{array} \right]$$

The P_{ij}^t is the probability of movement from the state i in the period of $t-1$ to the state j in the period of t , and F is the function of cumulative nominal of cdf component from the vector $k \times 1$. While the X_{t-1} is the early warning indicator which can affect the transition chance.

To implement this model, a basic value is needed, which is $P_1^1 = \Pr(s_t = 1)$ which is also the *unconditional probability* to become state 1 in the period 1. Treatment to the values depend on whether the x_t is stationary or not. If the x_t is stationary then the *probability* for long term is $P_1^1 = s_1 = 1$ and is the function from (β_0, β_1) . Meanwhile, if the x_t is not stationary then P_1^1 is an additional parameter which needs to be estimated. In practice, if the data for time periods are long enough then the function of *likelihood* will not be affected either by counting the function from (β_0, β_1) separately or by defining fixed values. This will not make much difference.

The estimation procedure used is by maximising the function of *likelihood*. The function of *likelihood* is measured by the iteration suggested by Hamilton (1990). By using the available information until the period of t , we can create $\Pr(s_t = j | \Omega_t; \Theta)$, which is a conditional probability (*filtered*) from observation I resulted from regime j , for $j=1,2,\dots,N$. N is the number of state, which for this research is $N=2$. Next the conditional probability is combined in the vector $(N \times 1) \widehat{\xi}_{t|t}$.

The estimation can also be done by conditional probability (*forecast*) to become regime j in the period of $t+1$ with available information until the period of t , which can be formulated as $\Pr(s_t = j | \Omega_{t+1}; \Theta)$, for $j = 1,2,\dots,N$. This probability estimation is combined in the vector $(N \times 1) \widehat{\xi}_{t+1|t}$. Lastly Ω_t is noted as vector $(N \times 1)$ which has components as many as j and which is as the density function of the equation (2). The probability is filtered and measured for each period of t by doing the iteration in the following equation:

$$\widehat{\xi}_{t|t} = \frac{\widehat{\xi}_{t|t-1}^0 \Omega_t}{1' \widehat{\xi}_{t|t-1}^0 \Omega_t} \quad (4)$$

$$\widehat{\xi}_{t+1|t} = P'_{t+1} \widehat{\xi}_{t|t} \quad (5)$$

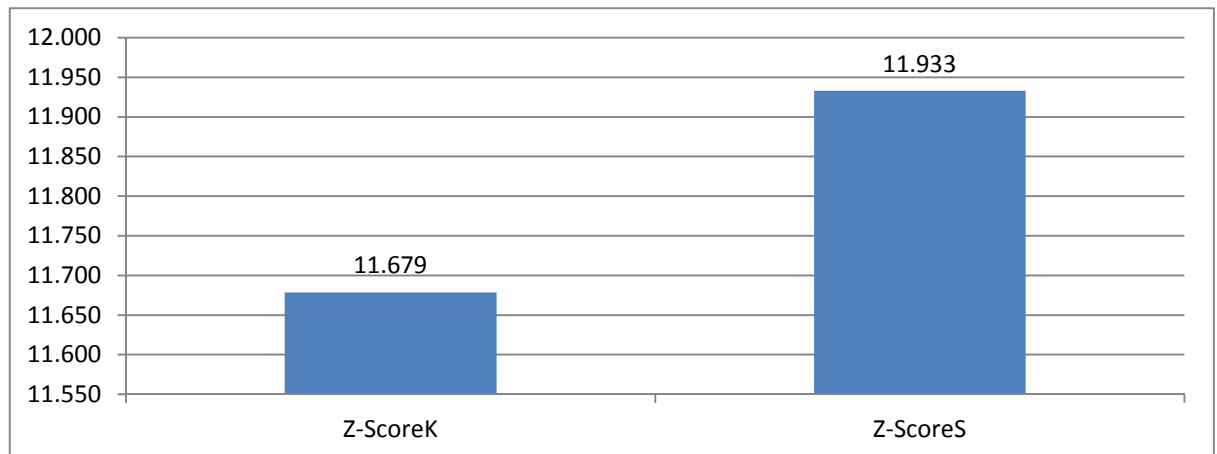
The P_t is the matrix of size $N \times N$ from the transition probability from period of $t-1$ to period of t as it is presented in the equation (4), and \mathbf{O} is the multiplication notation from each element. Equation (5) counts $\Pr(\mathbf{S}_t = j | \Omega_{t+1}; \odot)$ as the distribution ratio with $f(\mathbf{y}_t, \mathbf{S}_t = j | \Omega_{t+1}; \odot)$ towards marginal distribution $f(\mathbf{y}_t = j | \Omega_{t+1}; \odot)$. The marginal distribution is obtained by adding up the combined distribution from the 2 states. Equation (5) shows that when the best estimation for the current state position is obtained, then it is not enough just multiplying the transformation of matrix P from the transition probability to get the estimation probability from each state in the next period.

DISCUSSION

3.1 Movement of Z-Score Variable

The average movement between the Z-score of conventional banks and the Z-score of sharia banks shows that the average of Z-score of sharia banks is greater than the Z-score of conventional banks. This is caused by the increase in the bank assets, the low *assets to loans* and *cost-to-income ratio* as well as the increase in *income diversity*⁶ obtained by the sharia banks. (Cihak *et.al*, 2008). In the graph below it can be seen that the average of the Z-score of sharia banks (11.933) is greater than the average of the Z-score of conventional banks (11.679). This finding is similar to the finding from a study by Cihak *et.al* (2008). Theoretically and empirically the finding proves that sharia banks have a more stable level of stability compared to the conventional banks, and this finding can also prove that the conventional banks system which applies the *interest* concept is more susceptible compared to the sharia banks which apply the system of *profit-loss sharing/PLS*.

Figure 3.1 Graph of Average ZscoreK and ZscoreS



Source: Authors' calculation

¹⁰ income diversity = (net interest income – other operating income)/total operating income

The average figures between the Zscore K and the ZscoreS are not greatly different, which means there is a possibility that the average of both scores has no difference at all. Thus, to prove whether both scores have significant difference or not, we use the SPSS 17 to find out. And the result is as follows:

Table 3.1 Differentiation Test between ZscoreK and ZscoreS

	Test Value = 0					
					95% Confidence Interval of the Difference	
	T	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
ZscoreK	21.053	131	.000	11.70172	10.6022	12.8013
ZscoreS	9.685	131	.000	11.93312	9.4957	14.3705

Notes: the bold printed is significant at real level 5%

It can be seen from the table the significant value of ZscoreK and ZscoreS 0.000 is smaller than the real level 0.05. It means that the nil hypothesis stating that the average ZscoreK and ZscoreS is the same has been rejected, thus the one hypothesis stating that the average ZscoreK and ZscoreS is not the same has been accepted. So, the conclusion from the result of the differentiation test is that there is a difference between ZscoreK and ZscoreS; in other words, this has proved that ZscoreS which has higher average score than ZscoreK is more stable towards crises and ZscoreK is more susceptible towards crises compared to ZscoreS.

3.2 The Results of Data Testing

This research used *Markov Switching Vector Autoregression* (MS-VAR) method in which some tests were conducted. Those tests were the Stationary test, the Chow Breakpoint test, the Heteroskedastic test and the Partial Significance test. Further details about those tests are explained as follows:

3.2.1 Stationary test

Time series data usually contains fluctuating data which are difficult to estimate. (Gujarati, 2003). So that we can estimate Time Series data, Stationary Data test with Augmented Dickey Fuller (ADF) and Phillips-Perron (PP) needs to be done. The result of processing the data using Eviews 7.2 shows that variables of crises proxy of both ZscoreK and ZscoreX are stationary on the first different, Conventional micro banking variables consist of 4 variables; BDK, CARK, LDR dan CRK. BDK, LDR dan CRK are stationary on the first different and CARK is stationary at level point. And micro variables of sharia banking which are CARS, FDR and CRS are stationary at level point and another one which is BDS is stationary at *first different*. And finally, here are the macroeconomic variables. IR, INF, EXC, CREDO, M2 dan CAGDP variables are stationary on the first different and CAGDP is stationary at level point The data used in estimating this research was tested in stationary test and the result can be seen in the appendix 1,2 and 3.

3.2.2 Chow Breakpoint test

Chow Breakpoint test is used to find out if there are any economic shocks at certain periods during the study period. In this research Chow test is applied as the support of the estimation result of crises period. The result of processing the data by the author shows the result of is that Chow Break model of conventional bank is F – statistic 2,137928 which is stationary at a real level of 5% indicating that the null hypothesis claiming that there are not any structural shifts is rejected. It means that conventional model indicates structural shifts in the period of October 2016. For sharia model with F-statistic 1,984528 which is significant at the real level of 5% It shows that the null hypothesis is rejected, meaning that there is a structural shift in the model and in the sharia bank model the shift happened in the period of August 2005. Appendix 4 and 5 provide detail information for this.

3.2.3 Heteroskedastic test

Heteroskedastic test is undertaken to see if there is any inconstant variant. Applying this test gives result which is consistent, efficient and not biased that is why we apply this test to MS-VAR. The result of heteroskedastic test with Breusch-Pagan-Godfrey test for conventional bank model shows probability F of 0.00001 which is smaller than the real level of 5%. It means that there is heteroskedastic in the conventional bank model so the MS-VAR model used must pay attention to the result of this test. The result of the heteroskedastic test for sharia bank model displays probability F of 0.0477 which is smaller than the real level of 5%. It means that even in the sharia bank model there is heteroskedastic so MS-VAR model used must pay attention to the result of this test. The results of heteroskedastic test are displayed on appendix 6 and 7.

3.2.4 Partial Significance test

Partial Significance test is conducted to see the significance of each variable, significant indicators on a real level of 5% for conventional bank model on regime 1 namely CREDO with t-value of -1.3813, on regime 2 namely IR with t-value of -0.8011 and M2 with t-value of 0.7035. More complete results can be seen in Appendix 8.

Furthermore, significant indicators at the real level of 5% in the sharia bank model are on regime 1 namely BDS with t-value of -0.3103, on regime 2 namely BDS and CAGDP with t-value of 1.5843 and 1.3554 accordingly. The t-values of each regime in sharia bank model can be seen in appendix 9.

3.3 Interpretation of Estimated Results

From the data done by the author, we get different results from conventional bank model and sharia bank model. And as previously discussed about partial significance of the variable, there 3 significant indicators for conventional model, they are CREDO in regime 1, IR and M2 in regime 2 and there are 2 significant indicators for sharia model. They are BSD in regime 1 and BDS and CAGDP in regime 2.

Table 3.2 Coefficient Variable of Conventional Bank Model

Variable	Coefficient	
	Regime 1	Regime 2
BKD	-12	-77.05
CARK	-23.32	-23.62
LDR	-11.57	50.20
CRK	-0.19	0.52
IR	0.23	-0.02
IPI	4.23	2.33
INF	1.01	0.76
EXC	3.44	3.87
CREDO	-0.72	6.40
M2	1.45	0.23
CAGDP	-0.08	1.95

Note: Ones in bold are significant to the real level of 5% in accordance with Partial Significance test.

From table 3.2 we can see that CREDO is the indicator of conventional bank model that has significant effect on the crises. It means that domestic credit increase of 1% will lower the ZscoreK value, In other words a 1% increase in domestic credit will lower the stability of conventional banks by 0.72%. This result is in accordance with research Vargas (2009) mentioning that one of the leading crises indicators is domestic credit. In the regime 2 indicators that have a significant effect on the crises is IR with negative coefficient and M2 with positive coefficient. This indicates that a 1% increase in IR will decrease the value of ZscoreK indicating a decrease in conventional banking stability by 0.02% otherwise M2 increase by 1% will increase ZscoreK value or increase conventional banking stability by 0.23%.

For the second model, which is the sharia bank model, the coefficient of each variable can be seen in the following table:

Table 3.3 Coefficient of sharia bank model

Variable	Coefficient	
	Regime 1	Regime 2
BDS	0.05	0.21
CARS	12.40	12.24
FDR	41.13	40.44
CRS	0.68	0.69
IR	0.028	0.03
IPI	0.78	0.79
INF	0.11	0.12
EXC	0.82	0.84
CREDO	0.75	0.72
M2	0.17	0.16
CAGDP	0.04	0.02

Note: Ones in bold are significant to the real level of 5% in accordance with Partial Significance test.

From table 3.3 coefficient of variable of sharia bank model, on regime 1 indicator that is significant at the real level of 5% is BDS with positive coefficient value. It means that an increase in sharia banking deposit of 1% will increase the ZscoreS value by 0.05%. In other words, the stability of sharia banking will also increase by 0.05%. On regime 2 indicators that are significant at the real level of 5% are BDS and CAGDP With positive coefficient values respectively. This means that the increase in sharia banking deposits in regime 2 by 1% will increase the stability of sharia banking by 0.21% and a 1% increase in CAGDP will increase the stability of sharia banking by 0.02%.

3.4 Regime Transfer and Transition

One of the advantages of the MS-VAR method is that the threshold index value is an endogenous variable meaning that the crises period and the length of the crises are part of the estimation. The results of the data using OxMetrics 5.1 show that there was a shift from regime 1 (quiet period) to regime 2 (crises period). It can be seen from the transition table matrix of conventional banking model where it is clear that probability of transition of conventional banking matrix from regime 1 to regime 2 is 5.16% and the probability of transition matrix from regime 2 to regime 1 is 6.66%. The probability of matrix in regime 1 is 94.84% and the probability of matrix in regime 2 is 93.34%. It explains that conventional banking has an uncertain cycle between regimes in which regime 1 (quiet period) and regime 2 (crises period) have the same probability. Therefore, the policy makers have to investigate the indicators that trigger a conventional banking crises accurately. Here is the table of probabilities of transition matrix;

Table 3.4 Matrix Transition Probability Regime of Conventional Bank Model

	Regime 1	Regime 2
Regime 1	0.9484	0.0516
Regime 2	0.0666	0.9334

Source: Authors' calculation

Transitional shift of matrix regime 1 and regime 2 of conventional banking and sharia banking have the same cycle where the economic cycle will continue to move at a stable level and there will be time where it will move at an unstable level. It can be seen from the table of transition probability in sharia banking model from quiet period to crises period, the probability matrix from regime 1 to regime 2 is 12.63% and the probability matrix from regime 2 to regime 1 is 74.08%. Whereas when it is in regime 1 the probability matrix is 87.37% and when it is in regime 2 the probability matrix is 25.92%. This means that the tendency probability of sharia banking is in regime 1 (quiet period), this can be proven from the result of probability transition regime of sharia banking matrix, where the probability of transition matrix in regime 1 is greater than the probability of transition matrix in regime 2 that is between 87.37% and 25.92 %.

Table 3.5 Matrix Transition Probability Regime of Sharia Bank Model

	Regime 1	Regime 2
Regime 1	0.8737	0.1263
Regime 2	0.7408	0.2592

Source: Authors' calculation

3.5 Duration and Probability of the regime

One of the advantages of using the Markov Switching method is to be able to know the possibility of changes in economic cycle either recession, boom or crises. In addition, this method can also estimate the duration of the period of calm described by regime 1 and the period of crises described by regime 2. There are 2 models in the research; they are conventional bank model and sharia bank model, where each model has a different result. The difference of this result can be used as a comparison of which bank models have high duration and probability at the time of crises and which bank model has high duration and probability during quiet period.

Table 3.6 Regime Duration of Conventional Bank Model

	nObs	Prob	Durasi
Regime 1	96.0	0.5636	19.38
Regime 2	62.0	0.4364	15.01

Source: Authors' calculation

From the table it can be noted that the number of observations of conventional banks in regime 1 is 96 and in regime 2 the number is 62. Regime 1 is the calm period in this conventional bank model and its probability value is 0.5636. Regime 2 is the crises period and its probability value is 0.4364. Then the duration of regime 1 for this conventional bank model is 19.38 months and the duration of regime 2 is 15.01 month. This result indicates that the quiet period of conventional banking is longer compared to its crises period; 19.38 months versus 15.01 months, The probability values of the quiet period and the crises period of conventional banking are not very much

different. It also can be said that the cycle of quiet period and crises period of conventional banking will continue to happen.

The second model is sharia banking. Probability in regime 1 and duration in regime 1 are bigger than the ones of regime 2. The probability in regime 1 is 0.8543 and one in regime 2 is 0.1457. Duration in regime 1 is 7.91 months and one in regime 2 is 1.35 months. This result proves that sharia banking is more stable against banking crises shocks. The likelihood of crises in sharia banking is only 14.57% with a short duration of only about 1.35 months and after that it will return to sharia banking stability.

Table 3.7 Regime Duration of Sharia Bank Model.

	nObs	Prob	Durasi
Regime 1	134.8	0.8543	7.91
Regime 2	23.2	0.1457	1.35

Source: Authors' calculation

3.6 Crises Periods in Indonesia

In Markov switching research, the period of crises decision is part of the estimation result. And this reaseach uses two equations of models so there is a crises period of conventional banking model and a crises period of sharia banking model

3.6.1 Crises Periods of Conventional Banking Model.

The estimation of the crises period of conventional bank model was done based on the movement of the variables in the research. Here is the graph of crises period of conventional bank model by looking at the results of the classification probability regime of the crises period.

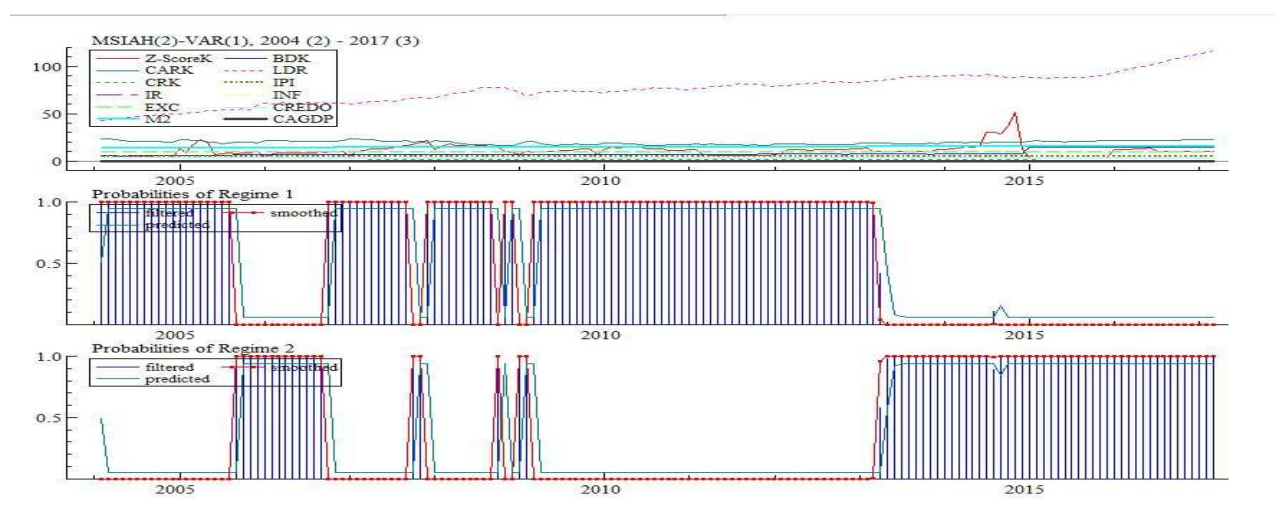


Figure 3.2 The Graph of Classification Probability Regime of the Conventional Banking Model.

Source: Authors' calculation

There are 2 regimes in the graph; regime 1 and regime 2. Regime 1 is a quiet period while regime 2 is a crises period. The quiet period of conventional banking is in accordance with the results of the duration of the regime where the calm period of sharia banking has a longer duration compared with the crises period although not much different. The period of the sharia banking crises occurred in the period of September 2005 - September 2006, October 2007 - November 2007, October 2008, January 2009 - February 2009 and April 2013 - March 2017. The longest crises period is the last period where conventional banking experienced a crises for about 4 years. This was due to the policy of Quantitative Easing conducted by the United States to strengthen its economy after the 2008 crises. However, it had implications for developing countries such as Indonesia. In addition, global economic growth during this period was still slow and not stable after the crises in 2008. The result of chow breakpoint test shows that the crises period of conventional banking started in the period of October 2016. Here is the detail;

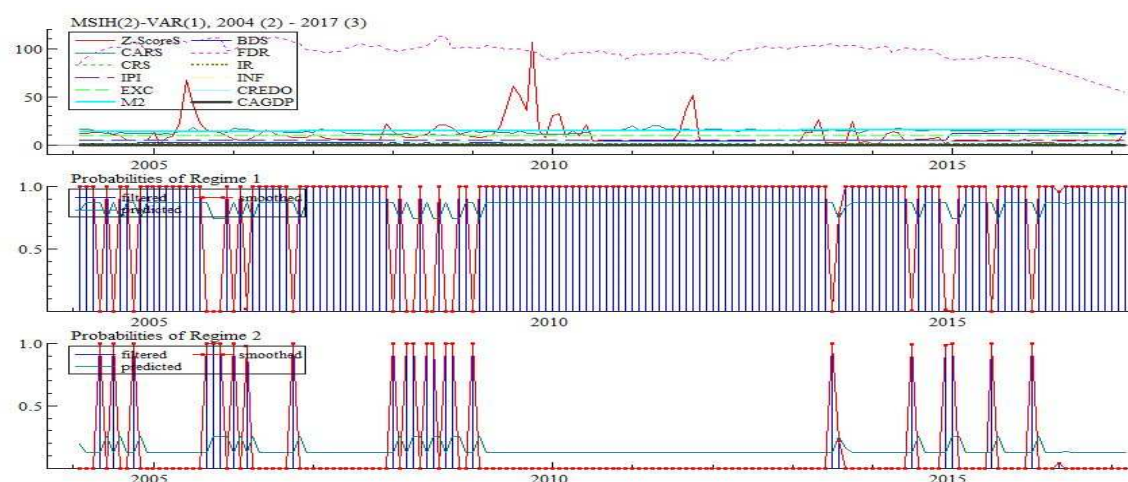
Table 3.8 Regime Classification of the Conventional Banking Model

Regime 1	2004:2 - 2005:8
	2006:10 - 2007:9
	2007:12 - 2008:9
	2008:11 - 2008:12
	2009:3 - 2013:3
Regime 2	2005:9 - 2006:9
	2007:10 - 2007:11
	2008:10 - 2008:10
	2009:1 - 2009:2
	2013:4 - 2017:3

Source: Authors' calculation

Crises Periods of Shariah Banking Model

The second model is the sharia bank model, the variables used are the micro variable which by definition is the same as one of conventional bank model and macroeconomic variable which is the same with one of conventional bank models but has a different result. Here is the estimation of Classification Probability Regime of the crises period:



Gambar 3.3 The Graph of Classification Probability Regime of Sharia Banking Model.

Source: Authors' calculation

From the graph of the probability of classification of sharia banking regime we can see that there are several quiet periods and crises periods in sharia banking model and the graph also shows that there are more quiet periods (regime 1) than crises periods (regime 2) in sharia banking. It proves that the resilience and stability of sharia banking to the banking crises and global economic uncertainty is quite good. We also can see that there is continuity of sharia banking crises which is shown by regime 2 that occurred in August 2008 – October 2008. This result is in accordance with the results of chow breakpoint test which illustrates that there is a structural shift in the sharia banking model that is in the period of August 2008. In summary, the estimation result of Classification Probability Regime of Sharia Banking Model is presented in the following table:

Table 3.9 Regime Clasification of Sharia Banking Model

Regime 1	2004:2 – 2004:4
	2004:6 – 2004:6
	2004:8 – 2004:9
	2004:11 – 2005:8
	2005:12 – 2005:12
	2006:2 – 2006:2
	2006:4 – 2006:9
	2006:11 – 2007:12
	2008:2 – 2008:2
	2008:5 – 2008:5
	2008:8 – 2008:8
	2008:11 – 2008:12
	2009:2 – 2013:6
	2013:8 – 2014:6
	2014:8 – 2014:11
	2015:2 – 2015:6
	2015:8 – 2015:12
	2016:2 – 2017:3

Regime 2	2004:5 - 2004:5
	2004:7 - 2004:7
	2004:10 - 2004:10
	2005:9 - 2005:11
	2006:1 - 2006:1
	2006:3 - 2006:3
	2006:10 - 2006:10
	2008:1 - 2008:1
	2008:3 - 2008:4
	2008:6 - 2008:7
	2008:9 - 2008:10
	2009:1 - 2009:1
	2013:7 - 2013:7
	2014:7 - 2014:7
	2014:12 - 2015:1
	2015:7 - 2015:7
	2016:1 - 2016:1

Source: Authors' calculation

CONCLUSION

From the previous discussions, some conclusions can be drawn as follows:

1. Leading indicator for conventional banking in regime 1 is Credit Domestic (CREDO). The significant CREDO t-value (-1.3813) and negative CREDO coefficients (0.722) indicates that the higher the value of CREDO, the stability of conventional banking will decrease further. And then significant indicators on regime 2 for conventional banking are Interest Rate (IR) and Money Supply (M2), T-value for IR which is -0.8011 with negative coefficient (0.02) Suggests that the rise in IR will lower the stability of conventional banking. And the T-value of M2 which is 0.70 with positive coefficient (0.23) indicates that the increase of M2 will increase the stability of conventional banking.
2. The leading indicator for sharia banking indicator in regime 1 is Bank Sharia Deposit (BDS) with positive coefficient (0.05) which shows that an increase of 1% BDS will increase the stability of sharia banking 0.05%. In the regime 2 significant indicators are BDS and Current Account / GDP (CAGDP) and both of them have a positive coefficient which means that every increase of BDS and CA / GDP during a crises period of 1% will increase the stability of sharia banking by 0.21% and 0.02%.
3. The longest crises period of conventional banking was in April 2013 - March 2017. The longest crises period of sharia banking was in January - October 2008.
4. In general, sharia banking is more stable against shock than conventional banking. This can be seen from the average value of Z-score of sharia banking (11,933) which is greater than the average value of Z-score of conventional banking (11679).

Recommendations

From the results of the previous discussion and analysis, there are several recommendations that the authors propose

1. The research result indicates that there are some leading indicators that can serve as an early warning indicator of a banking crises. In addition, this study can also detect the transition from quiet period to crises period, duration of crises and probability of shocks of banking crises. So, this should be the attention of the banking and monetary authorities in this case OJK and BI to make policy in anticipating the crises. In addition, other stakeholders are expected to be un-individualistic and to aggravate the economic situation with speculations that only benefit certain groups.
2. The economic cycle will continue to revolve in the cycle of calm and crises; this can be seen from periods of calm and crises. Thus, all parties, especially the microprudential authority (OJK) and macroprudential and monetary authorities (BI) should be more aware and act faster in anticipating the crises. However, it is equally important for other stakeholders not to act individually by simply wanting personal gains but also to be aware of the economic condition and to help improve economic stability
3. The study results prove that sharia banking is more stable against internal and external shocks than conventional banking. So to improve the stability of the financial system, Sharia banking share must be increased both organically and unorganically. Here are things that we can do organically; 1) Expansion of sharia banking office network so that it can be accessed easily by the community; 2) Promoting awareness and education programs massively; 3) Make innovation of competitive products, the need for codification and regulatory standards nationally and globally and 4) It is necessary to have a reference of yield value for sharia finance. And unorganically what we can do is as follows; 1) Converting conventional banks of State-Owned Enterprises (SOEs) into sharia banks. One of the conventional banks that have a wide network is Bank Rakyat Indonesia (BRI); 2) Requires state-owned enterprises(SOEs) to keep some of their funds in sharia banks; 3)All funds related to Islamic religious activities such as hajj, zakat, waqf, infaq, alms and other must be kept in sharia banks; and 4) Funds of the State Expenditure Budget (APBN) and Regional Expenditure Budget (APBD) in implementation must be through sharia financial institutions at least 10% of the APBN and APBD.

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APPENDIX

Appendix 1 Chow Breakpoint Test Result of Conventional Bank.

Chow Breakpoint Test: 2006M10

Null Hypothesis: No breaks at specified breakpoints

Varying regressors: All equation variables

F-statistic	2.137928	Prob. F(12,108)	0.0200
Log likelihood ratio	28.13338	Prob. Chi-Square(12)	0.0053
Wald Statistic	25.65513	Prob. Chi-Square(12)	0.0120

Appendix 2 Chow Breakpoint Test Result of Sharia Bank.

Chow Breakpoint Test: 2005M08

Null Hypothesis: No breaks at specified breakpoints

Varying regressors: All equation variables

F-statistic	1.984528	Prob. F(12,108)	0.0324
Log likelihood ratio	26.30274	Prob. Chi-Square(12)	0.0097
Wald Statistic	23.81434	Prob. Chi-Square(12)	0.0216

Appendix 3 Heteroskedastisity Test of Conventional Bank Model.

Heteroskedastisity Test of Conventional Bank Model.

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	3.709031	Prob. F(11,120)	0.0001
Obs*R-squared	33.49213	Prob. Chi-Square(11)	0.0004
Scaled explained SS	200.8152	Prob. Chi-Square(11)	0.0000

Note: The ones printed in bold are significant to the real level of 5%

Appendix 4 Heteroskedastisity Test of Sharia Bank Model.

Heteroskedastisity Test of Sharia Bank Model.

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	1.885420	Prob. F(11,120)	0.0477
Obs*R-squared	19.45173	Prob. Chi-Square(11)	0.0535
Scaled explained SS	86.64045	Prob. Chi-Square(11)	0.0000

Note: The ones printed in bold are significant to the real level of 5%

Appendix 5 Partial Significance Test of Conventional Bank Model.

Partial Significance Test of Conventional Bank Model.

Indicator	T-Value	
	Regime 1	Regime 2
BDK	-164.4160	-1307.6288
CARK	-1307.5616	-498.9905
LDR	-843.3401	4541.8006
CRK	-568.9021	1746.0729
IR	14.1730	-0.8011
IPI	68.5322	31.0381
INF	4.1477	2.4186
EXC	8.9453	7.3939
CREDO	-1.3813	16.8523
M2	3.3259	0.7035
CAGDP	-4.9888	3.1810

Appendix 6 Partial Significance Test of Sharia Bank Model.

Partial Significance Test of Sharia Bank Model.

Indicator	T-Value	
	Regime 1	Regime 2
BDS	-0.3103	1.5843
CARS	105.9203	106.0090
FDR	133.6744	131.2782
CRS	6.2878	6.3288
IR	1.9758	2.0529
IPI	9.1677	9.1323
INF	2.1830	2.2349
EXC	6.1961	6.3273
CREDO	5.4398	5.2121
M2	4.1772	4.0700
CAGDP	2.9988	1.3554

EFFICIENT PORTFOLIO COMPOSITION OF ISLAMIC BANK FINANCING A CASE STUDY: ISLAMIC BANKS

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ABSTRACT

The purpose of this research is to find out and determine the composition of efficient portfolio in financing of ten Islamic banks. The theory of efficient portfolio by Markowitz is a modern portfolio theory used for analyzing the construction of composition combination from some investment instruments to form efficient portfolio points at efficient frontier lines. The efficient composition portfolio measurement of Islamic bank in this study uses return, standard deviation, variance-covariance, correlation coefficient, and variation coefficient from some investment instruments in 2011-2015 period. Thus, this study uses quantitative research with the help of Microsoft Excel application.

The result of this research shows that the average composition of efficient portfolio on each financing Islamic banks amount to 48.62% for mudharabah-musyarakah, 41.63% for murabahah, 8.03% for ijarah, while 8.31% for istishna. It can be seen that mudharabah-musyarakah and murabahah financing based are more dominant than the other financing types.

Keywords: Return, Standard Deviation, Efficient Portfolio, Efficient Frontier

INTRODUCTION

Financing is one of the important functions for financial institutions that can be used as a source of income for islamic banks. In performing its financing functions, islamic banks should pay attention to the ratios that affect the quality of financing. Quoted from the Islamic Finance Outlook year 2015, Financing to Deposit Ratio (FDR) islamic banking was always above 96%, compared to conventional banks that were only about 60-90%. It shows that from 100% third party funds which were received by islamic bank, 96% of them were channeled for financing, and for problematic financing reflected from Non Performing Financing (NPF) of islamic banks that took place between 2% -4%.

In terms of islamic financing, there are three types of financing: equity based financing, debt-based financing and service-based financing (Obaidullah, 2005: 17). From Table 1 it is seen that *Murabahah* is the most preferred and easy to use financing in financing instruments.

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Table 1 Islamic Financing Instrument Portion in Islamic Banking Industry (in percentage)

Year	Mudharabah	Musyarakah	Murabahah	Ijarah	Istishna
2011	18,46	9,96	54,90	0,31	3,73
2012	18,75	8,15	59,66	0,25	4,97
2013	21,65	7,39	60	0,31	5,69
2014	24,74	7,42	59,23	0,33	4,94
2015	27,74	7,23	57,96	0,38	4,49

Source: Statistics of the Financial Services Authority In December 2015, taken from www.ojk.go.id, reprocessed

The provision of financing is the bank's most important activity in earning profits, but along with the profits, it also poses a risk for the bank. In order to reduce the financing risk, islamic banks as the investors need to perform a meaningful diversification that the investors need to establish a portfolio through the selection of a combination of assets in such a way that the risk can be minimized without reducing the return or the rate of return received by islamic banks.

As a financial institution, islamic banks can determine the provision of financing which will be given to certain contracts in accordance to the risks that have been considered by each of the banking managements itself, surely by still complying with the rules set by the Financial Services Authority. It is important for islamic banks in Indonesia to have their respective policies in determining the composition of the financing portfolio that offers high returns with certain risks or low returns with low risks. This is called an efficient portfolio.

Thus, in order to obtain an efficient financing portfolio composition, islamic banks must collect important information about the characteristics of assets which will be included in the portfolio such as the expected returns and its risks to provide benefits for islamic banks.

The formulation of the problem in this research is how the portfolio composition is efficient in islamic banks financing. As for the purpose of this study is to determine the value of efficient portfolio composition in islamic banks financing.

THEORETICAL FRAMEWORK

1. Islamic Financing Instrument

There are five types of financing used in this research, namely *mudharabah* financing, *musyarakah* financing, *murabahah* financing, *ijara* financing and *istishna* financing.

Mudharabah financing is a fund investment transaction from the *shahibul maal* (owner of the fund) to the *mudharib* (fund manager) to conduct a certain islamic-compliant business activities, with sharing holder between the two parties based on the *nisbah* (ratio) agreed beforehand (Muhammad, 2015: 41).

On the other hand, *musyarakah* financing is a form of business which involves two or more parties in which they combine all forms of tangible and intangible resources together. The forms of contribution from cooperating parties can be funds, trade goods, entrepreneurship, intelligence, ownership, equipment and other goods that can be valued with money (Karim, 2004: 102).

Murabahah financing is an *akad* (contract) of goods sale and purchase by stating the price of acquisition and profit (margin) agreed by the seller and buyer (Karim, 2007: 113).

Istishna financing is an *akad* of sale and purchase in the form of ordering certain goods with certain criteria and requirements agreed between the one who ordered (buyer, *mustashni'*) and the seller (maker, *shani'*) (DSN-MUI Fatwa).

And the last is *ijarah* financing, that is an *akad* for transferring the use rights of goods or services within a certain time through the payment of rent /wages, without being followed by the ownership transfer of the goods themselves.

2. Efficient Portfolio Theory and Optimum Portfolio

Yuliati (1996: 37) states that an efficient portfolio is a portfolio with the same level of profit, has a lower risk, or with the same risk that provides a higher rate of return.

Unlike the optimum portfolio, the optimum portfolio is the portfolio that an investor chooses from many options that exist in an efficient portfolio set. Surely the portfolio selected by investors in this case is a portfolio of islamic banks in accordance with the preferences of investors concerning the return or against the risks that they are willing to bear (Tandelilin, 200: 157).

3. Relation Between Risk and Return

When doing investment, an investor will not be separated from the combination of return and risk. Returns and risks are like two sides of the coin that are always side by side. It means, in an investment, aside from calculating the expected return, an investor must pay attention to the risk that has to be taken. This is explained in the commandment of Allah SWT in Al-Hasyr verse 18:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ
Yā Ayyuha ‘l-Laẓīna Āmanū Ittaqū ‘l-Lāha waltanẓur Nafsun mā Qaddamat li Gadin. Wa Ittaqū Allāha.
Inna ‘l-Lāha Khabīrun bi mā Ta’malūn.

Meaning: “O you who have believed, fear Allah. And let every soul look to what it has put forth for tomorrow – and fear Allah. Indeed, Allah is Acquainted with what you do.” (QS. 59:18, Department of Religion of the Republic of Indonesia, 2008: 909).

This verse explains the uncertainty concept that will befall humans in the future. Therefore, Allah commands all humans to obey His commands and to avoid what He prohibits to be able to give benefits in the future. (Shihab, M. Quraish, 2009: 552 -553).

METHODOLOGY

Research Approach

The approach used in this research is qualitative approach with analysis tool using Markowitz model portfolio that is processed with Microsoft Excel using Solver application.

Operational Definition of Research Variables

1. Individual Return Realization

$$\text{Actual Return} = \frac{\text{Amount of earned income}}{\text{Amount of financing issued}}$$

2. Individual Expected Return

$$E(R_j) = \frac{\sum R_j}{n}$$

Note:

$E(R_j)$ = expected rate of return from j financing

R_j = actual rate of return from j financing

n = amount of possible occurring event

3. Portfolio Expected Return

$$E(R_i) = \sum_{i=1}^n (W_i E(R_i))$$

Note:

- $E(R_i)$ = the rate of expected return of the portfolio
 W_i = the proportion from asset i towards the whole portfolio asset
 $E(R_i)$ = the rate return of each asset i
 n = number of single securities

4. Individual Standard Deviation

$$\sigma = \sqrt{\frac{\sum_{i=1}^n [R_{ij} - E(R_j)]^2}{n-1}}$$

Note:

- σ = standard deviation
 $E(R_j)$ = the rate of financing actual return
 R_{ij} = average rate of financing expected return
 n = total historical data observation for large sample with n (at least 30 observations) and for small sample ($n-1$)

5. Portfolio Standard Deviation

$$\sigma_{(p)}^2 = \sqrt{\sum_{i=1}^n W_i^2 \sigma_i^2 + \sum_{i=1}^n \sum_{j=1}^n W_i W_j Cov(R_i, R_j)}$$

Note:

- $\sigma_{(p)}^2$ = the variance of portfolio profit
 W_i = invested fund proportion to asset i
 W_j = invested fund proportion to asset j
 σ_i^2 = the variance of profit asset i
 $Cov(R_i, R_j)$ = covariance of asset i and asset j

6. Covariance

$$Cov(R_A, R_B) = \sigma_{AB} = \frac{\sum_{i=1}^n [R_{A,i} - E(R_A)][R_{B,j} - E(R_B)]}{n}$$

Note:

- σ_{AB} = covariance between security A and B
 $R_{A,i}$ = A return securities of i
 $R_{B,j}$ = B return securities of j
 $E(R_A)$ = expected return of security A
 $E(R_B)$ = expected return of security B
 n = total historical data observation for large sample (at least 30 observations) and for small sample ($n-1$)

7. Correlation Coefficient

$$\rho_{i,j} = \frac{Cov(\eta_i, \eta_j)}{\sigma_i \sigma_j}$$

Note:

- $\rho_{i,j}$ = correlation coefficient between security i and j
 $Cov(\eta_i, \eta_j)$ = covariance between security i and j
 σ_i = standard deviation security i

8. Variation Coefficient

$$CV = \frac{\sigma}{E(R)}$$

Note:

- CV = variation coefficient
 σ = standard deviation
 $E(R)$ = average expected return

9. Efficient Portfolio

To establish an efficient portfolio the researcher used Microsoft Excel spreadsheet application. The researcher used a feature in Microsoft Excel named Solver, that could be used to search the most efficient combination for variables which size is unknown by determining limitation or certain constrain first. The limitation or constrain conducted in establishing an efficient portfolio are as follows:

- Minimize portfolio risk
- Proportion size for each investment is more than or equal to zero
- The total from weighted average for each type of financing is 100%
- Size of certain return, starting from the type of investment that results in the smallest to largest return.

Population and Sample

The population is the whole subject of the research (Arikunto, 1992: 102). The population in this research is islamic banks in Indonesia. According to the data collected by Bank of Indonesia in 2015, there are 12 islamic banks.

In this research, the researcher uses purposive sampling as the sampling technique. This purposive sampling is the type of sampling which samples information are easy to obtain and are suitable with the aim of research (Tarigan and Suparmoko, 2000: 91).

The criteria of this research selection samples are as follows:

- Islamic banks which operated in Indonesia during 2011-2015 observation period
- Has a financial published report between 2011-2015
- Islamic banks which had completed data based on examined variables

Table 2 Research Sample

Names of Islamic Banks	
Bank BNI Syariah	Bank Muamalat Indonesia
Bank Bukopin Syariah	Bank Jabar Syariah
Bank Panin Syariah	Bank Syariah Mandiri
Bank BCA Syariah	Bank Victoria Syariah
Bank BRI Syariah	Bank Mega Syariah

Source: Processed by Researcher

RESULT AND DISCUSSION**Description of Research Result****1. Calculation of Average Return and Standard Deviation**

The calculation of average return and standard deviation on financing of *mudharabah musyarakah*, *murabahah*, *ijarah*, and *istishna* of Bank Muamalat Indonesia is considered by quarterly financial statement for the period of 2011-2015. The data that has been used are financing data and financing income. According to the formulation of calculation of return actual, expected return, and standard deviation, the result of the calculation is shown in Table 3.

Table 3 Average Return and Standard Deviation

Bank	MEAN				St.Dev			
	Mudharabah-Musyarakah	Murabahah	Ijarah	Istishna	Mudharabah-Musyarakah	Murabahah	Ijarah	Istishna
BMI	0.09	0.99	0.12	0.11	0.18	0.02	0.16	0.06
BRIS	0.09	0.12	0.50	0.14	0.02	0.02	1.44	0.08
BSM	0.11	0.10	0.76	0.09	0.01	0.02	0.84	0.05
BJBS	0.11	0.11	0.29	0.13	0.02	0.03	0.28	0.39
BCAS	0.08	0.08	0.38	-	0.03	0.03	0.24	-
BNIS	0.09	0.11	0.15	-	0.01	0.02	0.14	-
BVS	0.07	0.10	0.67	-	0.07	0.05	0.82	-
BSB	0.10	0.10	0.09	-	0.04	0.01	0.05	-
BPS	0.09	0.10	-	-	0.02	0.05	-	-
BMS	0.12	0.18	-	-	0.10	0.04	-	-

Source: Processed Data

Table 3 shows that the average return of financing at Islamic bank has various values. It also shows that *ijarah* financing has the highest return compared to the other financing types. High or low return is inseparable from the contained risk rate. It is shown that *ijarah* financing is the highest return producer, and also has the highest risk. It proves the concept of high risk high return.

2. Establishment of Efficient Portfolio Composition

After obtaining average return value, standard deviation, and correlation value, and covariant value from all kinds of financing investment, then efficient portfolio combination could be established by using Solver with some constraints mentioned before, so the result of the calculation can be shown in Table 4. It shows that most of *ijarah* financing has the smallest proportion compared to the other financing, although the return of *ijarah* financing in Islamic bank gives the greatest contribution. It happened like that because in this research, the researcher used Markowitz theory of efficient portfolio which is the factor that becomes an object of observation that only focuses on risk and return, while the other factors are ignored.

Since the average return of *ijarah* financing has quite extreme return fluctuation—which range between the highest level and lowest level is so far, then with such a range the result of calculation using Markowitz's portfolio theory the researcher discovered the highest risk followed by the highest average return compared to the other financings. In establishing efficient portfolio, *ijarah* financing must be lowered into the lowest proportion compared to the other financings. It is in accordance with the previous study by Nazwar U (2006).

However, the highest proportion is in murabahah financing compared to the other financings. *Murabahah* financing conceptually can minimize the risks because the characteristics of the product in determining the margin has been determined in the beginning of the contract by islamic bank. So, the islamic bank has income which is definite. Besides that, *murabahah* financing does not need much effort and coordination to monitor venture if it is compared to *mudharabah-musyarakah* financing. So, it is reasonable that the calculation result of Markowitz's portfolio theory is assumed that its risk is still low. It is also emphasized by average return of *murabahah* financing which is relatively stable and not really fluctuative, so it is assumed that the deviation of reaching the expected return is small as mentioned in previous research that has been done by Nazwar U (2006).

Table 4 Efficient Portfolio Composition of Each Islamic Bank

Bank	Std.Dev	E[r]	Mudharabah-Musyarakah	Murabahah	Ijarah	Istishna
BMI	1.48%	10.24%	34.41%	39.85%	6.85%	18.89%
BRIS	2.88%	12.32%	9.61%	83.57%	1.00%	5.83%
BSM	1.71%	11.72%	92.05%	1.00%	1.19%	5.76%
BJBS	2.14%	12.55%	67.83%	21.86%	7.54%	2.77%
BCAS	2.73%	10.27%	45.48%	48.95%	5.57%	-
BNIS	1.29%	10%	83.45%	11.08%	5.47%	-
BVS	4.27%	12.2%	14.08%	82.34%	3.58%	-
BSB	1.45%	10%	28.28%	38.69%	-	33.03%
BPS	2.47%	9.30%	98.88%	1.12%	-	-
BMS	4.43%	18.08%	12.16%	87.84%	-	-

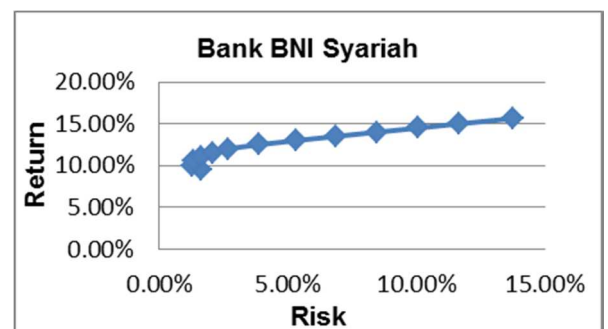
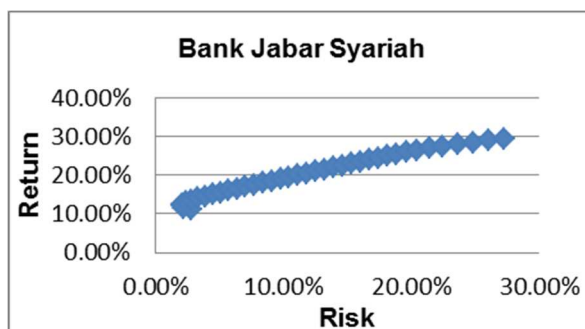
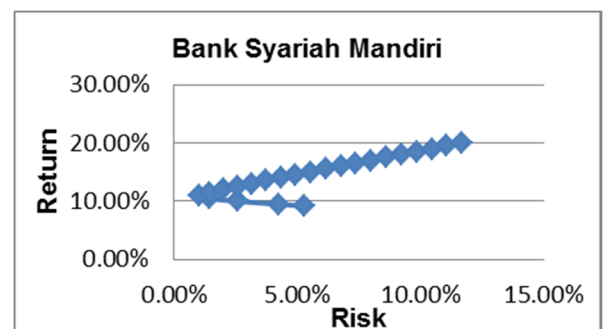
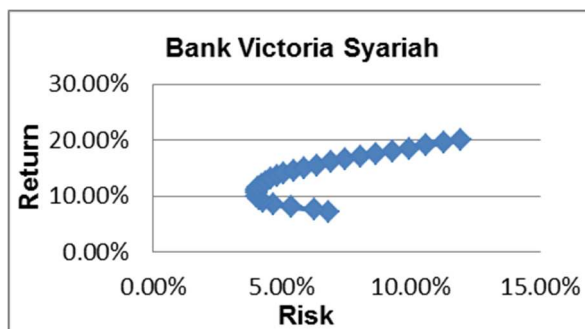
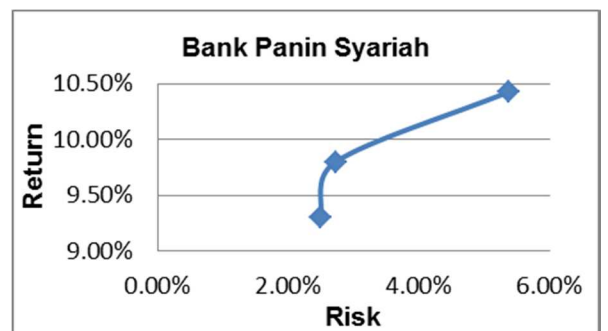
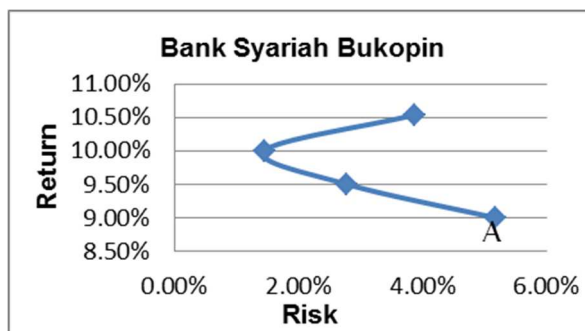
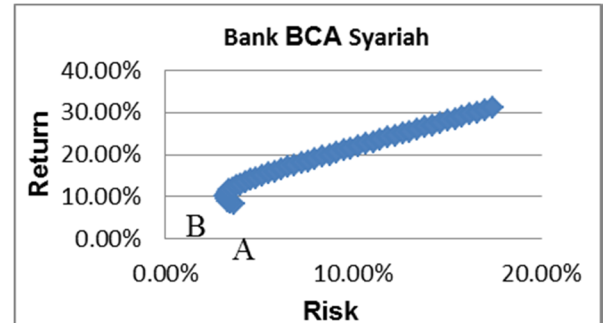
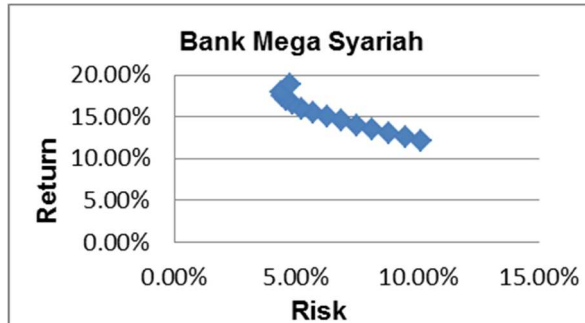
Source: Data processed

3. Efficient Frontier Curve

After obtaining the combination of portfolio proportion, next the combination is plotted into the graph which the X axis (horizontal) is the standard deviation and the Y axis (vertical) is the expected return portfolio. If the points which are the combination of investment portfolio are linked, they will form a curve called efficient frontier curve shown in Figure 1.

By assuming that the investors are rational and risk aversion, so they will choose portfolio with the higher return if they are offered with some portfolios which have the same risk rate. Therefore, a portfolio which is laid under efficient portfolio point in efficient frontier curve of each bank is a non-efficient curve. Whilst, a portfolio which is laid above efficient portfolio point in efficient frontier curve of each bank is an efficient frontier.

As shown in efficient frontier curve of the 10 islamic banks excluding Bank Mega Syariah, they have the same characteristic which is having convex upward curve. It is suitable to Markowitz's theory that he said that the higher the rate of return we expect to increase, then the higher the risk that investors will take, high risk high return. Comparing with the other banks, the curve shape of Bank BRI Syariah is more linear, while the curve shape of Bank Syariah Bukopin is more convex because the correlation of financing return on Bank BRI Syariah has a positive correlation, and the correlation of financing return on Bank Syariah Bukopin has a negative correlation. It is different from Bank Mega Syariah which has convex-to-the-bottom-right efficient frontier curve as shown in Figure 1. It shows that financing portfolio status is not more efficient because its shape is getting down. It is possible because of the number of bad debts reflected in NPF ratio on Bank Mega Syariah. Therefore, it causes efficient frontier curve of Bank Mega Syariah which is different from the other islamic banks.



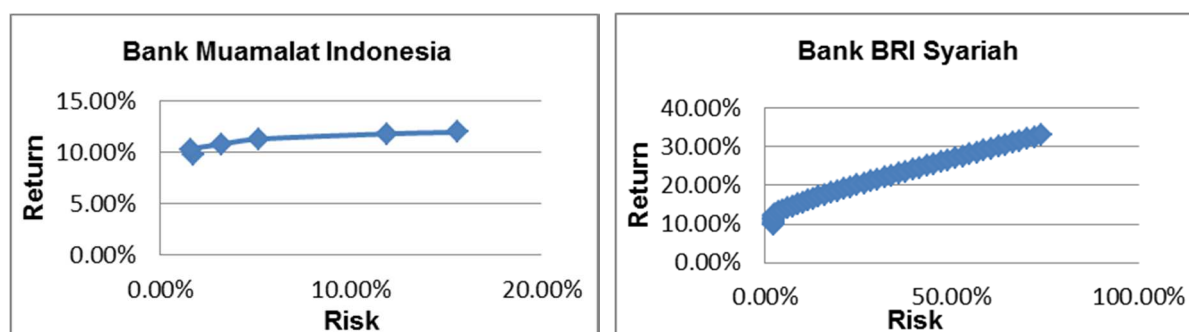


Figure 1 Frontier Efficient Curve of Islamic Banks

4. Efficient Portfolio Target

Basically, portfolio management consists of three main activities, which are: (1) making a decision of asset allocation, (2) determining portion of funds which will be invested in each asset class, and (3) choosing assets from each chosen asset class. In Markowitz's portfolio model, portfolio selection which consists of individual assets is used. Individual assets in this research consist of *mudharabah-musyarakah*, *murabahah*, *ijarah*, and *istishna* financing which exist in each Islamic bank.

The aim of making portfolio is to diversify the risk to obtain portfolio with the lowest risk, or to obtain the combination of highest return with lowest risk. Making portfolio in this research aims to take lowest risk which is chosen by standard deviation or lowest variance. Portfolio with this lowest risk is called minimum variance portfolio (MVP).

This sub-chapter will describe the target of efficient portfolio from efficient set establishment on ten Islamic banks as shown in Table 4. It shows that Bank Muamalat Indonesia will reach a point of its efficient portfolio if it is on risk rate of 1.48% and return rate of 10.24% which consist of proportion of 34.41% of *mudharabah-musyarakah* financing, 39.85% of *murabahah* financing, 6.85% of *ijarah* financing, and 18.89% of *istishna* financing. The same thing also happens in Bank Jabar Syariah which will reach a point of its efficient portfolio if it is on the point which is with the proportion of *mudharabah-musyarakah* financing of 67.83%, *murabahah* financing of 21.86%, *ijarah* financing of 7.54%, and *istishna* financing of 2.77% with portfolio return of 12.55% and portfolio risk of 2.14%.

From the result of calculation as shown in Table 4, it is known that the average financing of *mudharabah-musyarakah* from each Islamic bank is 48.62%, *murabahah* financing is 41.63%, *ijarah* financing is 8.03%, and *istishna* financing is 8.31%. It shows that *mudharabah-musyarakah* financing and *murabahah* financing are more dominating than *ijarah* financing and *istishna* financing.

CONCLUSION

Based on the result of the analysis and discussion, it can be concluded that every kind of Islamic bank financing in Indonesia has different financing compositions in giving finance with minimum risk, but the average financing of *mudharabah-musyarakah* as shown before is higher than the other financings. Therefore, it is important for bank management that it should pay more attention about its expansion of investment and considering it in *mudharabah-musyarakah* financing because based on the characteristics, this financing reflects more on Islamic principles. Besides that, risk mitigation is needed in the way of financing which has the highest risk and that is the activity of *ijarah* financing by monitoring the concentration of financing portfolio for the most interesting and developing industrial sectors in Indonesia; and developing the organizational structure of work unit that handles the problematic financing for each segment.

The efficient portfolio composition of each islamic bank during the period of 2011-2015 was calculated and the result is that the average of *mudharabah-musyarakah* from each islamic bank is 48,62%, *murabahah* financing is 41,63%, *ijarah* financing is 8,03 %, while *istisna* financing is 8,31%.

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MEASURING THE EFFICIENCY OF ISLAMIC RURAL BANK IN JAVA ISLAND BASED ON STOCHASTIC FRONTIER ANALYSIS (SFA) METHOD

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ABSTRACT

The aim of this research is to measure the efficiency of Islamic Rural Bank in Java from 2011- 2015. The method applied is Stochastic Frontier Analysis (SFA) to know the level of cost efficiency and alternative profit efficiency of Islamic Rural Bank. There are 12 Islamic rural banks as sample, with 7 variables: total cost, total profit, cost of labor, cost of fund, cost of capital, total financing, total of productive assets. The result shows efficiency of Islamic rural bank indicated that there is no Islamic rural bank with perfect value (value of efficiency =1) in cost efficiency and alternative profit efficiency. The average of cost efficiency for 5 years is 0.9449, the highest 0.9705 is by the Islamic rural Bank Amanah Ummah. And the lowest value 0.8918 is by the Islamic Rural Bank Situbondo. The average of profit efficiency is 0.7536, with the highest value 0.8775 is by the Islamic rural Bank Sukowati Sragen and the lowest is 0.5413 is owned by the Islamic Rural Bank Bina Amanah Satria

Keywords: Cost Efficiency, Profit Efficiency, Islamic Rural Bank, Stochastic Frontier Analysis

INTRODUCTION

The objective of BPRS is to serve people who are unable to access modern banking services. The more demand of commercial banks to small and rural towns. So the BPRS competition with commercial banks will increase. The role of BPRS is important for the development of real sector business units in various regions and the function of BPRS as one of the financial intermediation institutions. BPRS must be well maintained so as not to lose competition with commercial banks, especially in the microfinance segment.

There are several reasons why researchers use BPRS in Java as a research object. Firstly, in Sharia Financial Development Report 2015 regionally, sharia banking is still concentrated in 4 provinces in Java: Special Capital District of Jakarta, West Java, East Java and Central Java both from fund raising and financing distribution. The contribution of the 4 provinces reached 75.94% for fund raising and 71.82% for financing distribution. Secondly, according to the Head of BPS, Java is still the center of national economic growth. Compared to other regions, Java contributes 58.29 percent of the national gross domestic product (GDP), the high role of Java to the national economic growth sustained by three regions. Provinces of Special Capital District of Jakarta, East Java, and West Java account for the largest share of GDP. Therefore, BPRS is considered as one of the right financial institutions to facilitate it. Based on the background and reasons written by the researcher, the selection of the background will answer whether the BPRS in Java has operated efficiently. How much cost efficiency and profit efficiency BPRS in

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Java. The method used by researchers is Stochastic Frontier Analysis (SFA) which is based on the consideration that these methods are still rarely used in the efficiency research of Sharia Society Financing Bank.

The formulation of the problem in this research is How is the level of cost efficiency and profit efficiency in BPRS in Java in 2011-2015 by using SFA method and what input and output components affecting cost efficiency and profit efficiency of BPRS. The purpose of this research is to figure out, measure and analyze cost efficiency and profit efficiency of BPRS in Java and to know what input and output component affecting efficiency cost and efficiency of profit at BPRS.

THEORETICAL BASIS

Efficiency Concept in Islamic Economic Perspective

Efficiency is defined as the ratio between output and input, or the amount generated from one input that is used (Iswardono; 2000). Efficiency according to Hansen and Mowen (2003: 536) can be achieved in three ways: (1) with smaller inputs producing the same output, (2) with the same input producing larger outputs, or (3) The smaller ones produce larger outputs.

Stochastic Frontier Approach (SFA)

Measuring the efficiency value of financial institutions will use a frontier in the SFA approach. The explanation of this frontier can be in the form of cost function, profit or production relation of a number of input, output and environmental factors and take into account the existence of random error. A bank is said to be inefficient if the cost of a bank is higher than the cost of the frontier bank operating at its best performance level (best practice). Aigner, Lovell, and Schmidt (1977) suggested the stochastic frontier function which is an extension of the deterministic original model to measure unexpected effects (stochastic frontier) within the production limits. The analysis of SFA technique usually has two stages: *first*; it estimates the model parameter. It is mostly done by maximum likelihood technique. *Second*; it estimates inefficiency of efficiency based on the model instructions. The results of efficiency estimation for each unit could be employed to evaluate performance by comparing the efficiency of one unit to another. This study employs the stochastic cost frontier and profit frontier for obtaining the efficiency scores for individual banks.

The Comparison of SFA and Other Efficiency Approach

The efficiency measurement method can be classified into two, they are parametric and non-parametric approach. The parametric approach is a statistical approach that takes into consideration the type of distribution or distribution of data by viewing the data whether it spreads normally or not. Generally if the data is not normally spreads, the data must be done by non-parametric statistics method, or conducted a transformation in advance so that the data follow the normal distribution. SFA is one of the parametric methods that can be used.

Specification of Input and Output

To measure the efficiency with the SFA approach, it can be done through an output-oriented approach for technical efficiency measurement, and an input-oriented approach for cost efficiency measurement. In this research is the price of labor (personal expense/ total asset), the price of funds (share of profit/ total third party funds, and capital price (administration and general costs and other costs/ fixed assets). While the output in this research is total financing and other earning assets. The total financing consists of Debts (Murabahah, Salam, Istishna, Ijarah and Multijasa), and Shared Financing (Musyarakah and Mudharabah). The other earning assets consist of Bank Indonesia Wadiah Certificates, Placements with Other Banks, and Owned Securities.

METHODOLOGY

Research Approach

This approach uses quantitative approach, this efficiency calculation method requires estimation of cost function and profit function econometrically, then residual value from estimation of cost function and profit function is used to calculate efficiency value by using method of Stochastic Frontier Analysis (SFA). Variable in this research are: Total Cost, Total Profit, Price of Labor, Fund Price, Capital Price, Total Financing, Other Earning Assets. In this research, the used data is secondary data. The used data is in the form of quarterly financial statements that have been published from the official website of Bank Indonesia that is www.bi.go.id, the website of the Financial Services Authority is www.ojk.go.id. The data processing is done by using Eviews 6 software.

Population and Sample

In this research, the used sampling collection is purposive sampling. Population in this research is BPRS in Java registered in Bank Indonesia in the period of 2011-2015 all BPRS Jawa Island amounted to 103 BPRS.. The used sample is collected based on the provisions that have been determined by the researcher. Below is the list of the qualified BPRS :

Table 1 List of Islamic Rural Bank of Java Island Complying with Sample Criteria for 2011-2015

No	Kab/Kota/Wil	Name of BPRS
1	Kab. Bogor	PT BPRS Amanah Ummah
2	Kab. Bekasi	PT BPRS Artha Madani
3	Kota Depok	PT BPRS Al Salaam Amal Salman
4	Kab. Sragen	PT BPRS Sukowati Sragen
5	Kab. Cilacap	PT BPRS Suriyah
6	Kab. Banyumas	PT BPRS Bina Amanah Satria
7	Kota Tangerang	PT BPRS Harta Insan Karimah
8	Wil. Jaksel	PT BPRS Cempaka Al Amin
9	Kab. Sleman	PT BPRS Mitra Amal Mulia
10	Kab. Sumenep	PT BPRS Bhakti Sumekar
11	Kab. Malang	PT BPRS Bumi Rinjani Kepanjen
12	Kab. Situbondo	PT BPRS Situbondo

Source : Otoritas Jasa Keuangan (2016)

RESULT AND DISCUSSION

Description of Research Result

The calculation of profit efficiency and cost efficiency of sharia financing bank of Java use intermediation approach. The objects in this research were 12 BPRS of Java registered in the Financial Services Authority within the 2011-2015 timeframe, so that the descriptive statistics BPRS of the sample are presented in table 2 below:

Table 2 Descriptive Statistic of Cost Function and BPRS Profit Variables

Variabel	Mean	Std. Dev	Maximum	Minimum
TC	8815363.967	11189951.66	60307133	229389
Π	980319495.8	1204383528	5756385000	11824000
Y1	0.033335478	0.020769327	0.10699502	0.005428859
Y2	0.067233579	0.058839467	0.602588765	0.00836036
Y3	0.672810944	0.462732018	2.397661013	0.047829489
P1	84943033.05	97013178.35	412456182	4700186.00
P2	13891464692	16276018738	1.03297	498455000

Ket :

TC : Total Cost

 Π : Total Profit

Y1 : Price of Labor

Y2 : Fund Price

Y3 : Capital Price

P1 : Total Financing

P2 : Other Earning Assets

Cost Efficiency Level of Stochastic Frontier Approach (SFA) Method**Table 3** Formation Result in Translog Cost Function

Variabel	Coefficient	Std. Error	t-Statistic	Prob./Sig
C	6.210932	0.440270	14.10710	0.0000
Y1?	0.599935	0.025649	23.39040	0.0000
Y2?	0.290242	0.019371	14.98322	0.0000
Y3?	0.078727	0.021147	3.722942	0.0002
P1?	0.821483	0.021885	37.53694	0.0000
P2?	0.197383	0.014748	13.38355	0.0000

$$\ln TC = 6.210932 + 0.599935 \ln Y1 + 0.290242 \ln Y2 + 0.672810944 \ln Y3 + 0.821483 \ln P1 + 0.197383 \ln P2$$

The constant of TC is 6.210932. This means that if the input and output variables are considered constant. For input and output variables in the cost function are as follows:

1. Price of Labor (Y1)

Based on the table above, it is known that input of price of labor shows positive value of regression coefficient 0.599935 shows that if exponent of price of labor have increase equal to unit, hence total cost will increase by 0.599935.

2. Fund Price (Y2)

Shows positive value of regression coefficient 0.290242 it means that if the exponent of fund price have increase equal to unit, hence total fund will increase by 0.290242.

3. Capital Price (Y3)

The last input in the form of capital price also shows the positive value of regression coefficient 0.672810944 indicate that if exponent of capital price have increase equal to unit, hence total cost will have increase by 0,672810944.

4. Total Financing (P1)

Based on the table above, it is known that the total financing variable has a regression coefficient of 0.821483 indicating that if total exponent of total financing have increase equal to unit, hence total cost will increase by 0.821483.

5. Other Earning Assets (P2)

Another earning asset value is a positive regression coefficient of 0.197383 indicating that if the exponents of other earning assets have increase equal to unit, hence total cost will increase by 0.197.

Analysis of Stochastic Frontier Analysis

The model of analysis used in this research is panel data model, it is intended to consider the observation period of a bank and will result in the value of efficiency level both Cost Efficiency and Alternative Profit Efficiency based on the research in the period for 5 years. The panel data model used to estimate the efficiency function uses the fixed effect model. The following is cost efficiency results with SFA method on 12 BPRS:

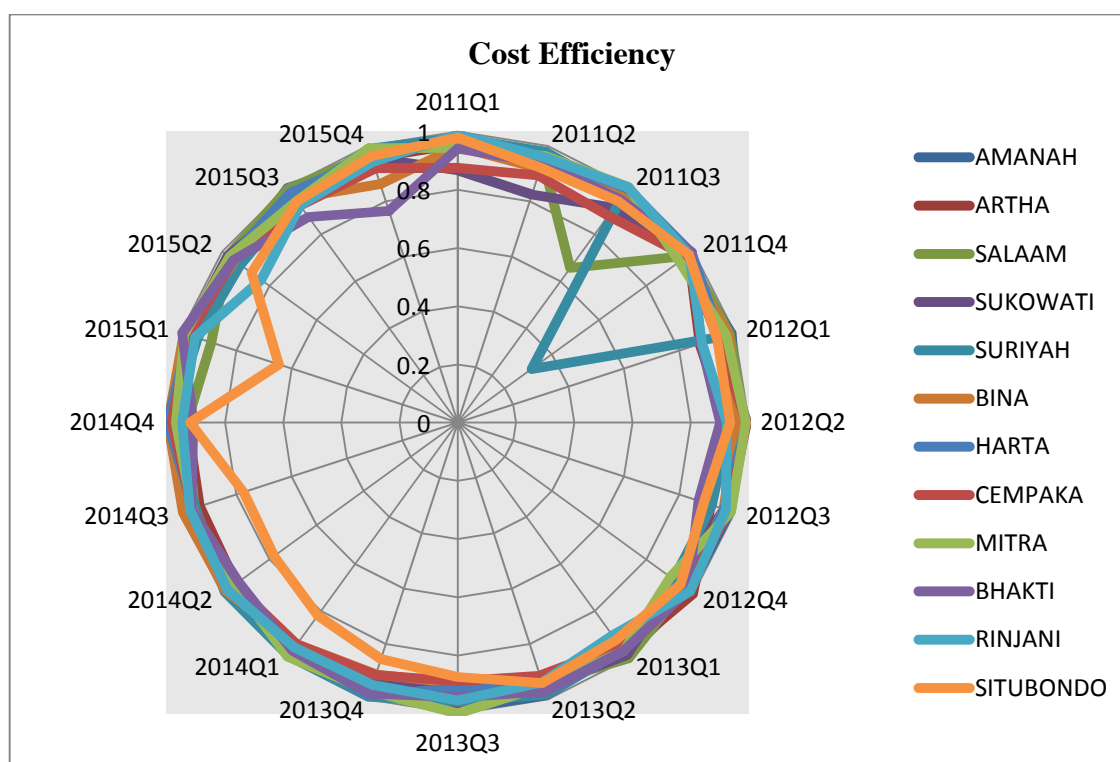


Figure 1 Cost Efficiency

The picture above shows BPRS Suriyah is the most inefficient bank in cost, although the value of its Cost Efficiency tends to be stable it can be seen from the movement of BPRS Suriyah chart above. BPRS Sukowati Sragen is one of the banks that has a positive Cost Efficiency trend, which initially has a Cost Efficiency of 0.8665 in the first quarter of 2011, in the fourth quarter of 2015 to 0.9573. Overall almost all BPRS have a positive trend that has an increase in the value of Cost Efficiency. Unlike the BPRS Suriyah although it experienced a decline in the value

of efficiency, BPRS Suriyah actually increased in the fourth quarter of 2015 with a score of 0.9891 or greater than the value in the first quarter of 2011 which amounted to 0.9790.

Profit Alternative Efficiency Level of Stochastic Frontier Approach (SFA) Method

Table 4 Results Formation in Translog Functions profit

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.988475	1.696603	4.119098	0.0001
Y1?	-0.317617	0.098839	-3.213478	0.0015
Y2?	0.200792	0.074648	2.689853	0.0077
Y3?	0.180391	0.081489	2.213679	0.0279
P1?	0.753170	0.084334	8.930832	0.0000
P2?	0.036729	0.056833	0.646257	0.5188

$$\ln TC = 6.988475 + -0.317617 \ln Y1 + 0.200792 \ln Y2 + 0.180391 \ln Y3 + 0.753170 \ln P1 + 0.036729 \ln P2$$

In the regression equation above, the TP constant is 6.988475. This means that if the input and output variables are considered constant. In the frontier function as described in the table above, the estimation results for the input and output variables in the profit function are as follows:

1. Price of labor (Y1)

Based on the above table on labor price input has a regression coefficient of -0.317617 and shows a negative value, this means that if the price of labor exponents increased by units, then the total profit will decrease by 0.317617.

2. The price of funds (Y2)

The price of funds shows a positive value, and has a regression coefficient of 0.200792 indicates that if the exponent price of funds increased by units, then the total profit will increase by 0.200792.

3. Capital Price (Y3)

The last input in the form of capital price shows a positive value, regression coefficient of 0.180391 indicates that if exponent price of capital increased by unit, then the total cost will increase by 0.180391.

4. Total financing (P1)

The total financing variable has a regression coefficient of 0.753170, indicating that if total exponent of financing has increased unit, then total profit will increase by 0.180391.

5. Other earning assets (P2)

Another earning asset value is positive, has a regression coefficient of 0.036729 indicates that if the exponent of other productive assets increased by unit, then the total profit will increase by 0.036729.

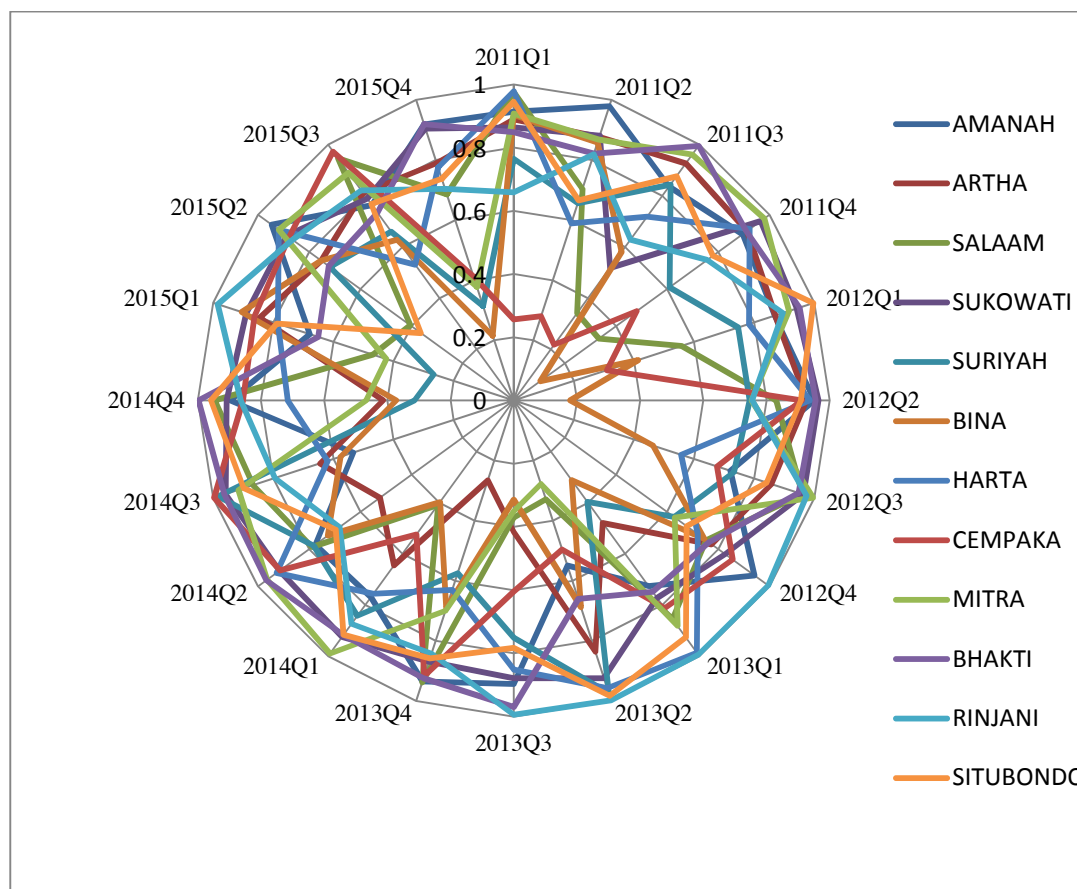


Figure 2 The results of the Profit Efficiency score of each BPRS

The results of the Profit Efficiency score of each BPRS at any time during the period 2011-2015 by using the stochastic frontier approach are presented above. From the table and the picture above can be seen that almost all BPRS in Java no one has a stable performance, it can be seen from the fluctuated Profit Efficiency score movement. The trend occurring after the end of 2011 is a downward trend, and it is almost experienced by all banks. Banks that experience a significant decline are BPRS Bina Amanah Satria. From the summary results in Table 6 if seen from the Cost Efficiency, the lowest value is in BPRS Situbondo, and the highest value is in BPRS Amanah Ummah, whereas if viewed from Profit Efficiency, the lowest value is in BPRS Bina Amanah Satria, and the highest value is in BPRS Sukowati Sragen.

CONCLUSION

It can be concluded that the average cost efficiency of BPRS in Java in the period of 2011-2015 is equal to 0.9449 or 94.49% and experiencing cost inefficiency as 5.51%. BPRS Situbondo is the most inefficient bank in cost that is with average cost efficiency score of 0.8918 or 89.18% and experienced cost inefficiency of 10.82%. While BPRS Amanah Ummah became the most efficient bank during the research period, which is getting the average cost efficiency score of 0.9705 or 97.05% and cost inefficiency of 2.95%. The efficiency cost in BPRS in Java has a downward or fluctuating trend value.

Table 5 Summary of Estimation Results of Cost and Profit Efficiency

	Nilai Rata-rata	Terbaik	Nilai	Terendah	Nilai
Cost efficiency	0.9449	BPRS Amanah Ummah	0.9705	BPRS Situbondo	0.8918
Alternative profit efficiency	0.7536	BPRS Sukowati Sragen	0.8775	BPRS Bina Amanah Satria	0.5413

The average of profit efficiency score of BPRS in Java during the research period in 2011-2015 is 0.7536 or 75.36%. BPRS Sukowati Sragen become the most efficient bank in generating profit that is with profit efficiency score equal to 0.8775 or 87.75%, after that followed in second and third position by BPRS Bhakti Sumekar, BPRS Bumi Rinjani Kepanjen, that is with efficiency score equal to 0.8686 or 86.86 %, and 0.8449 or 84.49%. BPRS Bina Amanah satria became the most inefficient bank in generating profit, that is with a score of 0.5413 or 54.13% .. The profit efficiency of BPRS in Java has a downward trend. Based on the research period of 2011-2015, the average value of profit efficiency tends to decrease and the peak occurs in 2011 first quarter with an average efficiency score of 0.8225 or 82.25%. During the research period the average profit efficiency has decreased by 0.6460 or 64.60%. The regression result shows that the Total Financing variable has the largest regression coefficient value and has significant effect on the translog cost function and the translog profit function. This indicates that the amount of financing distributed by the BPRS in the research sample.

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ORGANIZATIONAL COMMITMENT OF WORKERS AT ISUZU-TANGPAK, UBON RATCHATHANI PROVINCE

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ABSTRACT

This research aims to study the level of organizational commitment and to compare the level of organizational commitment considering by sample demographic at ISUZU-Tangpak, Ubon Ratchathani Province. The sample group consisted of 200 workers in ISUZU-Tangpak, Ubon Ratchathani Province. The data were collected by using a questionnaire. The descriptive statistics for describing the data were frequency, percentage, mean and standard deviation. The hypotheses were tested using t-test and F-test as appropriate.

The results show that

1. The level of organizational commitment of workers at ISUZU-Tangpak, Ubon Ratchathani Province was overall high in each aspect, including the aspect of confidence and acceptance in organizational values, the aspect of willing to work for organizational, and the aspect of need to maintain organizational membership.

2. Workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in age, position, salary and work experience have the difference organizational commitment in the aspect of confidence and acceptance in organizational values at statistically significant levels of .05

3. Workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in position and salary have the difference organizational commitment in the aspect of willing to work for organizational at statistically significant levels of .05

4. Workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in salary and work experience have the difference organizational commitment in the aspect of need to maintain organizational membership at statistically significant levels of .05

Keywords: Organizational Commitment

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INTRODUCTION

Every organization relies on business environments, both internal factors (i.e. organizational culture, employees, values, organizational structure and so on) and external factors (i.e. laws and regulation, social values, economic, technology and so on). Organization must concern and adapt themselves to those environments, in order to complete their goals and objective (Robbins, 2005). In business world today, there were a lot of competitions among organization. Environment of organization both internal and external have significant influence on organization growth and survival. Moreover, organizations have a little chance to control those environment, they have only chance to constantly monitor and adapt themselves to those changes. Focusing on organization resource is one of the ways to handles environment changes.

Organizations have to consider 4 Ms of management in order to build value of their business. According to Daft (2001), 4 Ms of management including manpower, method, machine and materials. We cannot say which “M” from 4 Ms of management is more important than other, however, without manpower organization are unable to get the job done. On the other hand, un-skill/unwilling to work/unhappy workers can cause damage to organization in overall (Hameed and Waheed, 2011).

As a high competition in business world today, organization must focus on their employee because high quality of employees will lead to a high quality of product and service (Goetsch and Davis, 2014; Kompas and Sridevi, 2010). Therefore, organizations have to find the way to maintain their talent workers by creating commitment to occur among them. With organizational commitment, organization will gain more advantage, such as increasing of productivity, workers can perform a job better, happy workers, decrease of staff turnover rate, and so on (Aydogdu and Asikgil, 2011; Yin-Fah, Foon, Chee-Leong and Osman, 2010).

Automotive industry is one of industries which have influence by environment changes. There is a high completion between international and domestic car manufacturers. As long as there is competition among automotive industry, every automotive distributor needs to remain a sales professional, operational staffs and other staffs as well, in other word remain a high quality of staffs, in order to gain customer royalty (MacDuffie, 1995). Today, it seems price of the product may no longer be a point of buying decision. The buyers seem to buy a product from someone they like and trust. According to the research of Ahire and O’shaughnessy (1998), they reported that organization with high management commitment will lead to high quality of service. On the other hand, organization with low management commitment will lead to low customer focus, supplier quality management, empowerment and internal quality information usage. ISUZU, is one of automotive industry. They known as trucks of all sizes and they focus on the diesel-engine niche.

The purpose of this research is to study the level of organizational commitment and to compare the level of organizational commitment considering by sample demographic. This paper is divided into five parts. The first part provides an aim of this research. Then, research methods including samples size, data collection and measure are described. The next part summarizes the research finding, based on descriptive statistic is provided. Finally, the implications, limitations and suggestion areas will be discussed.

RESEARCH OBJECTIVES

1. Study the level of organizational commitment at ISUZU-Tangpak, Ubon Ratchathani Province
2. Compare the level of organizational commitment at ISUZU-Tangpak, Ubon Ratchathani Province

METHODOLOGY

This research has a research methodology as follow;

Sample and Data collection

The 200 workers ISUZU-Tangpak, Ubon Ratchathani Province participated in this study, researchers provide a letter of recommendation from university in order to gain cooperation from the organization. Questionnaire was used to obtain individual perceptions. Of the approximately 200 workers, responses were received from 200 workers (response rate: 100 percent). The demographic variables included, gender, age, qualification, position, salary and experiences.

Tools

All constructs used multi-item scales that have been developed and used only in this research. The instruments were prepared for use in Ubon Ratchathani, researchers used the survey questionnaire with a five-point Likert-type scale ranging from 1 (strongly un-satisfaction) to 5 (Strongly satisfaction) (Vagias, 2006). Survey questionnaire consists of 2 sections, first section is about samples demographic and second section is study of 3 variables including the aspect of confidence and acceptance in organizational values, the aspect of willing to work for organizational, and aspect of need to maintain organizational membership (Kompaso and Sridevi, 2010; Meyer, Stanley and Parfyonova, 2012). Moreover, in order to achieve content validity of questionnaire, identifying the conceptual domain, the role of literature reviews and key experts, were used to confirm content validity. Furthermore, Cronbach alpha will used as an estimate of the reliability, which is 0.91

Data analyse

Descriptive statistic such as percentage, mean and standard deviation were used to explain the degree of commitment. Moreover, T-test and ANOVA were used to testing the mean differentiation of a population.

RESULTS

The results of the study are reported in three parts as follow;

1. Most respondents were female (53 percent) in their 20 – 30 years old (47 percent) in staff position (48 percent) with a salary of 10,001 – 20,000 bath (67 percent). In term of educational level, 68 percent of the respondents graduated from bachelor degree. In addition, most of respondent were had an experience between 1 – 5 years (62 percent).
2. In this part, the results will present in Table 1 which used the descriptive statistic as statistical analysis, see Table 1 below;

Table 1 The levels of organizational commitment

Commitment aspect	Mean	SD
The aspect of confidence and acceptance in organizational values	4.34	.416
The aspect of willing to work for organizational	4.45	.471
The aspect of need to maintain organizational membership	4.34	.546
overall	4.38	.489

From table 1 above, it shows the level of organizational commitment of workers at ISUZU-Tangpak, Ubon Ratchathani Province. As a whole, the level of organizational commitment has a high level, with mean score of 4.38. When considering by item, the result show that the aspect of willing to work for organizational, the aspect of confidence and acceptance in organizational values, and the aspect of need to maintain organizational membership were had a high level of organizational commitment with mean score of 4.45, 4.34 (SD: .416) and 4.34 (SD: .546) respectively.

3. In this part, the result will present in Table 2 which used

Table 2 Mean difference

Commitment aspect	Gender	Age	Education	Position	Salary	Experience
The aspect of confidence and acceptance in organizational values	.046*	.816	.094	.018*	.005*	.000*
The aspect of willing to work for organizational	.164	.261	.127	.049*	.049*	.101
The aspect of need to maintain organizational membership	.707	.225	.066	.174	.015*	.000*

*Differece is statistically significant at $p < .05$

From table 3 above, it is show that workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in gender, age, position, salary and work experience have the difference organizational commitment in the aspect of confidence and acceptance in organizational values at statistically significant levels of .05. Moreover, workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in position and salary have the difference organizational commitment in the aspect of willing to work for organizational at statistically significant levels of .05. Furthermore, workers at ISUZU-Tangpak, Ubon Ratchathani Province with the difference in salary and work experience have the difference organizational commitment in the aspect of need to maintain organizational membership at statistically significant levels of .05.

DISCUSSION

The research study the level of organizational commitment and the difference of organizational comment considering by samples demographic such as gender, age, education, position, salary and experience. The finding revealed that there was a high level of organizational commitment in all aspects including the aspect of confidence and acceptance in organizational values, the aspect of willing to work for organizational, and aspect of the need to maintain organizational membership. The finding on this result was very basically because in term of economic growth, most of organizations in Ubon Ratchathani have a high level of revenue return or have more profit grain especially ISUZU. This implies by the data from Thairath online (2016), it shows that there is a high growth of the product from ISUZU, for example ISUZU D-MAX (pickup truck) is a number one sale compare to the other band. Related to this result, workers of ISUZU-Tangpak, Ubon Ratchathani Province will be happy because they will get more commission or yearend bonus, and this will make workers have a commitment to organization.

Moreover, the finding revealed that there was significant of salary with the organizational commitment. The finding implies that a significant difference of salary will lead to a difference of commitment in all aspect, including the aspect of confidence and acceptance in organizational values, the aspect of willing to work for organizational, and aspect of need to maintain organizational membership. It seems money is a key factor for build employee commitment. This finding agreed with the paper of Parvin and Kabir (2011) which conclude that the nature of business operation with a huge investment it will lead to a high level of job satisfaction and also commitment because employees in organization will have a high job secure, at least they feel that.

CONCLUSION

The purpose of this research was to provide organization to what has to be done in order to maintain employee commitment. Based on a research result and discussion, organization (ISUZU-Tangpak, Ubon Ratchathani Province) must concern and aware of employee commitment by meeting their need and want. First, which we labeled the aspect of confidence and acceptance in organizational values, the aspect of willing to work for organizational, and aspect of need to maintain organizational membership. Second, to maintain a continuance commitment, organization should considering the factor which related to money (i.e. salary, commission, bonus and so on). In summary, this study should serve as an encouraging sign for organization to continue their efforts for promoting organizational commitment. Finally, future research should attempt to add more variables to the explanatory for organizational commitment.

ACKNOWLEDGEMENTS

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THE CHANGES IN CAREER SELECTIONS OF ACCOUNTING GRADUATES IN THAILAND

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ABSTRACT

Despite the time, money, and effort have been spent on earning a bachelor degree in accountancy, a large percentage of accounting graduates in Thailand pursues different career path from their own background. This study aims to investigate the causes on why students chose to work in a field that is different from their studies. Using the theory of planned behavior, the study surveyed the career choices of accounting students following graduation and investigated whether those who took accounting positions plan to continue in the profession or change careers. Our samples of 1,235 accounting graduates were collected manually and online. The results indicate that while most graduates choose careers consistent with their studies, 28 per cent have not worked in the professions nor have no intention to pursue it as a career. The profession's high career changes should spur all educational institutions, accounting firms and professional bodies in Thailand to draw up plans to stem the brain drain as accounting graduates flock to other careers, leading to lost educational investments, difficulties in recruiting and retaining accounting staff, and rising numbers of vacant accounting positions as more countries develop and expand their economies in the 21st century and need professionals to help guide and safeguard the financial integrity of their institutions.

Keywords: accounting graduates, accounting career, strategic plans, education, accounting professional body

INTRODUCTION

For some students, they consider the accounting field as their dream career due to the promising career path and high salary they potential can earn. As the Thai economy and the world economy continues to grow, the job market also has a tendency to increase across every industry including the need for more accountants. In 2016, Thailand GDP was \$406.8 billion USD, which is higher than some South East Asian countries, such as the Philippines and Malaysia (see Figure 1). Furthermore, in 2015 there were roughly 15,000 graduates with an accounting major (Office of the Higher Education Commission, 2015), and the number if graduating students in accounting is expected to increase.

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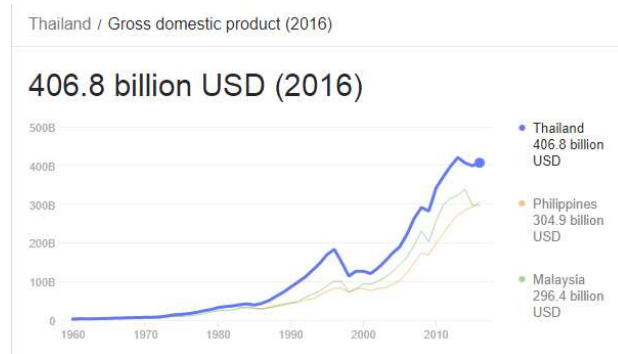


Figure 1 Thailand GDP in Comparison

The number of accounting graduates has been increasing dramatically worldwide (see Figure 2).

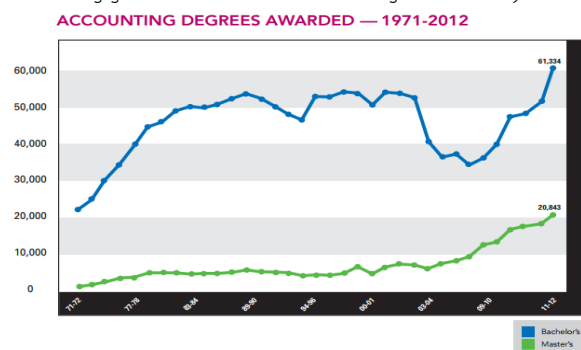


Figure 2 Accounting Degrees Awarded during 1971 – 2012

Source: AICPA

<http://www.aicpa.org/InterestAreas/AccountingEducation/NewsAndPublications/DownloadableDocuments/2013-TrendsReport.PDF>

The majority of the companies that took part in the study indicates that they could not fill or took a longer time to fill the vacant position in their company. “

LITERATURE REVIEW

Over the past 20 years, significant research in accounting education has been devoted to understanding how and why students choose to major in accounting.. The literature indicates that there are many factors that influences a student decision on their academic major and career path. At some institutions, students may choose their majors prior to commencing their studies (Karnes et al., 1997; Jackman & Hollingworth, 2005), while others make such decisions during or at the completion of their first or second year of matriculation (Hermanson & Hermanson, 1995; Mauldin et al., 2000). Some students change majors at a later stage in their studies after realizing that their previous choice did not fit their expectations.

Prior research on chosen majors, such as that by Paolillo and Estes (1982), Gul et al. (1989) and Geiger and Ogilby (2000), examined the influence of teachers and parents on student choices. Other studies by Paolillo and Estes (1982), Gul et al. (1989) and Auyeung and Sands (1997) measured job satisfaction, aptitude and interest in chosen subject areas. A study by Ahmed et al. (1997) found that students in New Zealand intent on pursuing a career in international accounting/auditing firms place significant importance on financial factors. Similarly, research by Lowe and Simons (1997) indicates that US-based students pay significant attention to future earnings when choosing majors. Uyar amd Kuzey (2011), Ahinful, Paintsil, and Danquah (2012) and Britt (2012) state that a person

will feel comfortable with his or her career choice if the choice meets what he or she wants and fits his or her interests and abilities. In addition, according to the U.S. Bureau of Labor Statistics, the U.S. economy supported 1.2 million accountants in 2010, and that's no surprise: accountants can be found across industries, helping everyone from individuals and small business owners to the federal government balance the books (Hook, 2013) .

Prior research suggests that students choose majors compatible with their personal styles and preferences (Gul, 1986; Walk & Cates, 1994), while Adams et al. (1994) and Mauldin et al. (2000) conclude that genuine interest in a subject weigh heavily in deciding a course of study. The extent of possessing skills and background in mathematics also exerts great influence in choosing to pursue or avoid an accounting major (Cohen and Hanno, 1993). Among all these factors, the weight of each one on the decision-making process varies across cultures (Auyeung & Sands, 1997), and also depends on gender and/or educational levels (Saito & McLeod, 2015).

Despite the complex web of issues to consider, accounting remains a highly sought-after major among students. Upon graduation, however, an increasing number of these graduates reject all work in the field, or take positions only to lose interest in pursuing a long-term accounting career. One of the main deterrents may be the poor public perception of accountants as dreary, cautious and boring number-crunchers (Luscombe, 1988; Horowitz & Riley (1990); Fisher & Murphy (1995); Hermanson & Hermanson (1995); Cohen & Hanno (1993). Students and graduates also perceive accounting work as excessively time-consuming and undesirable (Mauldin et al., 2000), while others see it as being narrow, audit-focused and restricted to international reporting standards that undergo continuous changes (Marshall, 2003). This problem with a career change presents an existential challenge that accounting professional bodies, educational institutions and companies must face and resolve for the good of the profession.

RESEARCH OBJECTIVES

The objective of this paper are as follows:

1. To investigate the career path of accounting graduates in Thailand to determine whether they have the intention to change careers.
2. To explore factors in choosing or rejecting a particular career path after graduation
3. . To provide suggestions in order to retain accounting students in the accounting profession.

METHODOLOGY

Theory adopted for this study

This study applies the theory of planned behavior developed by Ajzen (1988), which considers attitudes, subjective norms, intentions, target behavior to explain a person's behavior, and to comprehend the career choices of accounting students. According to the theory, people will generally act in accordance with their intentions and perceptions, while intentions in turn are influenced by attitudes, subjective norms and perceptions of behavioral control (Ajzen, 2001, p. 43). The theory of planned behavior is suitable for explaining the research framework used to examine the factors that influence student career choices. It has been used by many researchers, such as Tan and Laswad (2009), Allen (2004) and Cohen and Hanno (1993). Figure 3 illustrates the theory of planned behavior in choosing a career after graduation.

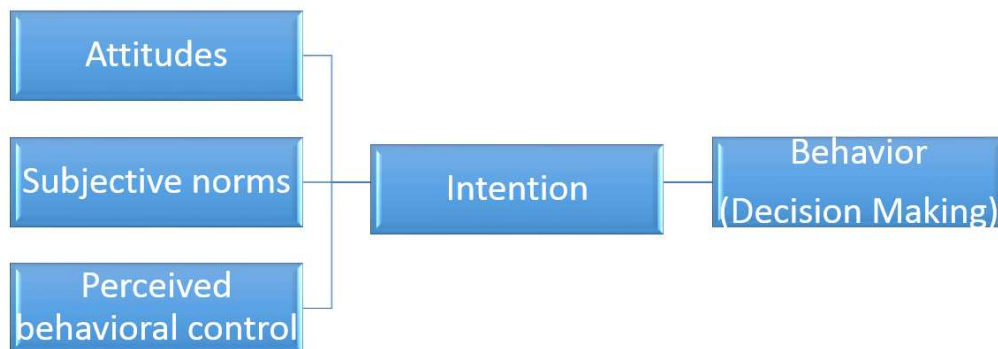


Figure 3: Ajzen's (1988) theory of planned behavior

The attitudes of a person reflect the degree to which one will hold a positive or negative perception of a behavior. The perception is determined by a person's beliefs about the consequences of an action, as Ajzen (2001) and Tan & Laswad (2009) concluded in their studies that each belief is evaluated according to the subjective value of the outcome.

Subjective norms are connected to a person's perception of social pressure to perform or refrain from certain behavior. The perception reflects a person's beliefs of what other individuals or groups of their concern will think of the behavior. With one's beliefs and referents, such as parents, relatives, and friends, this perception can determine the prevailing subjective norm of a person (Ajzen, 2001; Tan & Laswad, 2009).

Perceived behavioral control is a non-motivational factor and represents the degree of control one has over one's performance of a behavior. People are generally realistic in their judgments of their difficulties in performing a behavior. Perceived behavioral control has motivational implications for intentions. Even as one holds a positive attitude toward a behavior, if one perceives a lack of means or opportunity to perform that behavior, strong behavioral intentions to engage in it will not form.

Such aforementioned factors influence one's intention to perform behavior in such a way that reflects the person's beliefs and attitudes, and those of one's referents and peers. The level of perceived behavioral control will then ultimately influence the decision to choose or avoid a behavior. Simply put, first one determines if a considered behavior would be perceived as desirable, and then weighs the possibility of performing it: he or she asks, "Is it good, and if so, can I do it?" This study examines how accounting graduates asked and answered those questions about a career in the profession.

Methods

This study uses both quantitative and qualitative research approaches. A questionnaire was designed with items to survey the sample graduates' career status, and to find the factors influencing their choice to pursue or avoid an accounting career as well as reasons behind the tendency to change career paths in the future. The questionnaire was published online and on paper for maximum breadth and depth of reach to graduates. The questionnaire was tested on 50 fourth-year students for errors and lack of clarity in the questions, and later was modified to contain clear and simple questionnaire.

For the qualitative research, semi-structured interviews were conducted to gather data for analysis. The questions were developed to gather information from accounting firms, CEOs of private accounting firms, and accounting lecturers from universities in Thailand. Descriptive statistics and chi-square testing were used to analyze the data collection.

Samples

As the study was designed with both a quantitative approach by means of questionnaires and a qualitative approach by means of interviews, the samples vary. The researchers approached Thai universities to obtain access

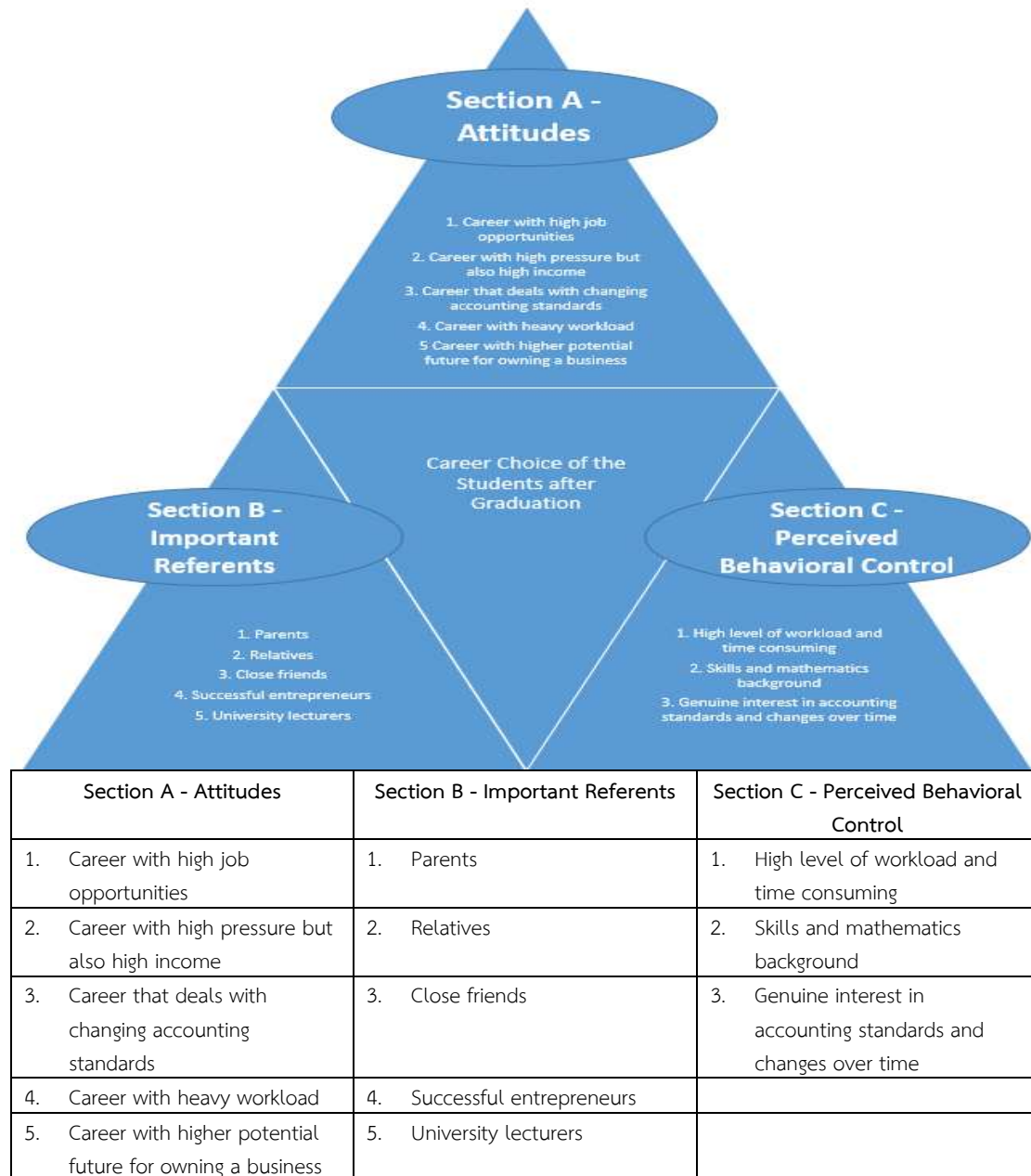
to their accounting graduates and questionnaires were distributed on site at graduation ceremonies in 2015. Data collection lasted six months, resulting in responses from 1,235 accounting graduates.

A combination of questionnaires and interviews were conducted with 27 accounting lecturers to explore their concerns regarding the declining number of graduates taking up careers in the profession. A group interview was held with the Thai Accounting Firms Association Executive committee, which took questionnaires as part of its agenda at a meeting on 15 February 2015 in Chachengsao province. Twenty executives were surveyed, including CEOs, accounting managers, and accounting firm owners, of which the majority has worked in the profession for more than two decades. Another 81 respondents are entrepreneurs in Bangkok and Chiang Mai.

Designed Questionnaire

The questionnaire's design draws on the theory of planned behavior whereby factors that influence graduates in choosing careers are personal perception (section A), important referents (section B) and perceived behavioral control (section C).

Table 1 Factors used to examine accounting graduates' career choice



The questions to university lecturers also focused on their experience with the lack of staff for accounting positions, factors influencing students in choosing or rejecting accounting as a career after graduation, and how programs can be better presented and improved to motivate or facilitate students to embark on an accounting career following graduation. Twenty-seven respondents from 27 universities participated in this survey. The questions for business entrepreneurs are similar to the lecturers as the entrepreneurs employ accounting staff are also experiencing difficulties in finding appropriate candidates to fill positions and staff retention. Twenty interviews were conducted verbally, while 81 were written interviews with open-ended questions. However, a few points differ from the survey of lecturers. For the entrepreneurs, additional focus was directed on the need for soft

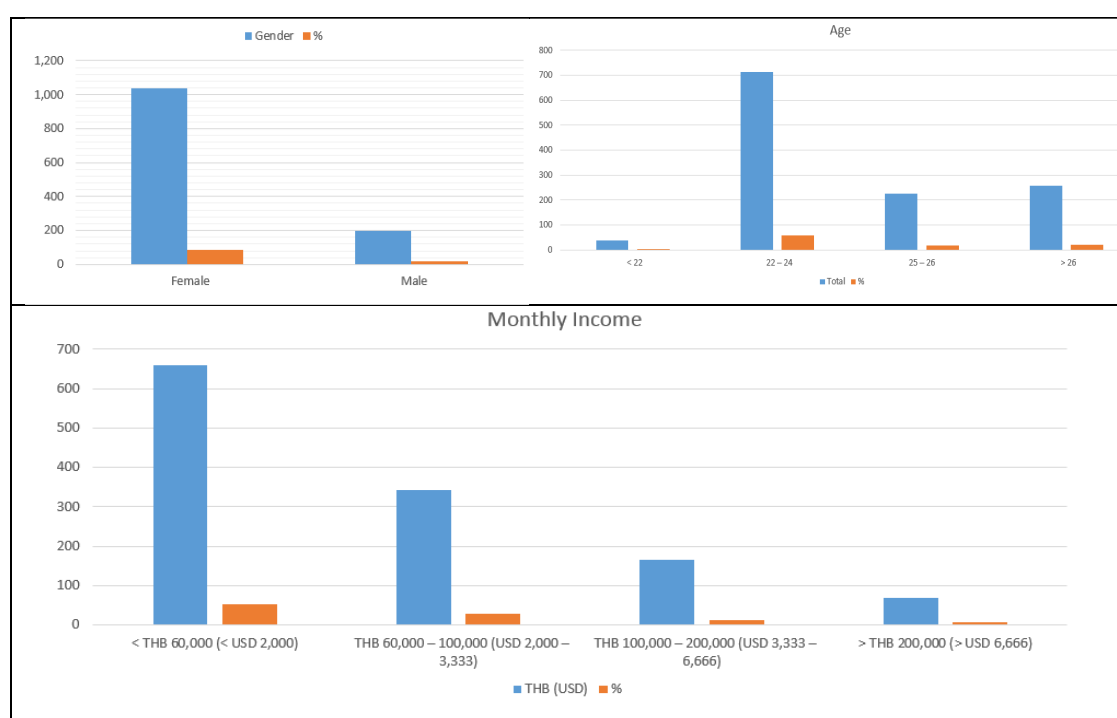
skills that accounting positions require and suggestions for how accounting programs should produce practical, professional and ethical graduates. Furthermore, the questions ask about the perceived long-term effects from a paucity of skilled accounting staff and whether the current labor shortage will improve or worsen over the next 5-10 years.

An interpretive approach was employed to analyze the data. In assessing the employment status of graduates, i.e., whether they are pursuing an accounting career, the survey highlights the reasons behind choosing or rejecting such a career as well as the tendency to eventually change careers. From all the survey results, suggestions are offered as to what universities could do to improve their programs to serve the sustainability of the accounting profession in the 21st century.

Data Collection

The study was conducted among a wide range of universities in Thailand, with 1,465 responses received from graduates, 27 from university lecturers, and 101 entrepreneurs. The survey was conducted between November 2014 and April 2015. Only 1,235 questionnaires from graduates were used for analysis, in addition, data was also collected from the 27 lecturers and 101 entrepreneurs.

Table 2 Demographic characteristics of respondents



Most respondents were female (83.8%) between ages 22 and 24. The families of respondents earn an average of THB 60,000 per annum or USD 2,000.

Details	Amount	Percent
Gender: n = 1,235		
Female	1,035	83.8
Male	200	16.2
Age groupings: n = 1,235		
< 22	39	3.2
22 – 24	713	57.7
25 – 26	226	18.3
> 26	257	20.8
Monthly income on average of the respondents' families: n = 1,235		
< THB 60,000 (< USD 2,000)	659	53.4
THB 60,000 – 100,000 (USD 2,000 – 3,333)	343	27.8
THB 100,000 – 200,000 (USD 3,333 – 6,666)	164	13.3
> THB 200,000 (> USD 6,666)	69	5.6

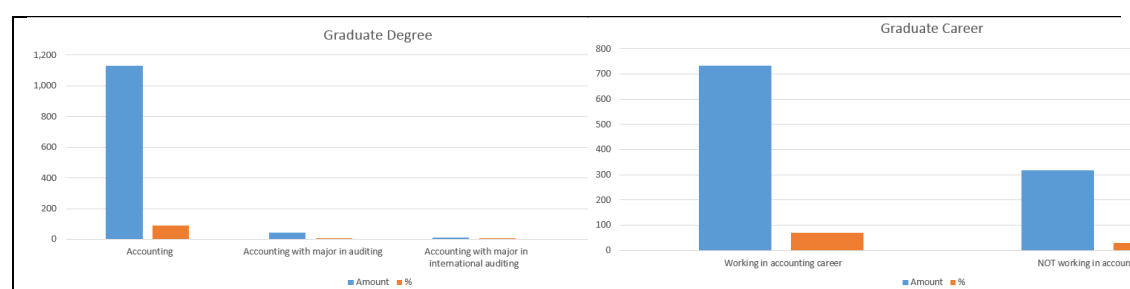
About 90 percent of respondents (91.4%) graduated with accounting degrees with no minors. . Sixty-three percent graduated in 2013, 15 percent in 2012 and about 10 percent in 2011. Eighty-five percent are on a career path, while the others are pursuing studies or are between jobs.

Table 2 also presents our findings of 1,050 respondents, or 85 percent of all respondents, who have worked in an accounting position, the majority have been employed by accounting firms, finance industry, manufacturing industry, consumer sector, auditing firms, and others.

Details	Amount	Percent
Graduate degrees: n = 1,235		
Accounting	1,129	91.4
Accounting with major in auditing	44	3.6
Accounting with major in international auditing	11	0.9
Others	51	4.1
Years of graduation: n = 1,235		
2011	119	9.6
2012	187	15.1
2013	778	63.0
Others	151	12.2
Working status : n = 1,235		
Working	969	78.6
Working and studying	81	6.6
Studying	94	7.5

Details	Amount	Percent
Unemployment	91	7.4
Accounting career: n: 1,050		
Working in accounting career	732	69.7
NOT working in accounting career	318	30.3

Interestingly, 30 percent of these 1,050 respondents no longer work in the accounting field but have gone on to pursue another career path outside their accounting studies and degree.



RESULTS

Results drawn from graduates

This study focus was on accounting graduates who are employed but are not in the accounting industry. Out of 1,235 respondents, 1,050 were employed, but only 732 of these respondents were working in the accounting field. The other 318 were not pursuing an accounting career, but rather worked in professions unrelated to accounting.

Table 3 Accounting careers of graduates

Questions	Amount	Percent
1. Current career		
❖ Accounting	732	69.7
❖ Not in accounting	318	30.3
Total	1,050	100.00
2. For accounting career, which sub-field are you in?		
❖ Accountant	369	50.4
❖ Auditing	103	14.1
❖ Cost accountant	63	8.6
❖ Internal auditing	32	4.4
❖ Tax accountant	30	4.1
❖ Others	135	18.4
Total	732	100.00

Questions	Amount	Percent
3. Are you in private sector or public sector?		
❖ Private	633	86.5
❖ Public	99	13.5
Total	732	100.0
4. Do you plan to change your career to work in another career?		
❖ Change to work in another career outside accounting	220	30.0
❖ Tendency to change careers	168	23.0
❖ Won't change, still want to pursue an accounting career	344	47.0
Total	732	100.0

Table 3 illustrates the career choices and intentions of accounting graduates. About 50 percent of 732 respondents are working as accountants; 103 respondents, or 14.1 percent, in auditing; and 63 respondents, or 8.6 percent, in cost accounting. Eighty-seven percent are working in the private sector. The survey on changing or intending to change to a career outside accounting was high, at 53 per cent.

Another focus of this study is to uncover the influencing factors behind choosing or rejecting an accounting career, as shown in tables 4 and 5 below. The survey contains questions using a five-point Likert-scale whereby 5 indicates strong agreement; 4, agreement; 3, moderate agreement; 2, disagreement; and 1, strong disagreement. The results do not illustrate obvious factors or reasons behind these decisions; rather, they illustrate each factor as equally important, as the mean for each factor was between 3.60 and 4.00. They cannot be sequenced on the level of importance. Instead, the results draw the conclusion that combinations of factors influence graduates on their career decisions.

The questionnaire was designed to understand how these career choices were made. Questions examine personal attitudes and justifications, personal and social factors influencing the choices, and factors related to an accounting career that weighed on decision-making. The 732 respondents out of the 1,050 who were employed in the accounting field when they responded to the questionnaire provided reasons for choosing to remain in their profession over working in another field. The key determinant is the level of salary earned as a practicing accountant. The job also serves their self-esteem in putting their studied knowledge into practice as well as holding a position that they see as a good fit with their personality. Any factors that might deter them from their career path may be overcome by the support of peers, parents, relatives, friends and lecturers. In other words, these graduates do not make decisions or work in a vacuum; they have outside motivations to draw on that help them to decide to pursue an accounting career and continue on that path. Their perceptions of the career, such as the challenges of the tasks and changing accounting standards, are common in accounting and are seen as offering an opportunity to gain expertise from facing and overcoming such challenges (see Table 4).

Table 4 Influencing Factors for Graduates in Choosing an Accounting Career

Personal attitudes/justifications towards oneself	Personal and social factors influencing the decision	Career factors influencing the decision
<ul style="list-style-type: none"> • Appreciate the earnings from an accounting career 	<ul style="list-style-type: none"> • Self-motivation to become an auditor 	<ul style="list-style-type: none"> • The career is interesting, challenging and profound
<ul style="list-style-type: none"> • Desire to apply the learned knowledge to an accounting career 	<ul style="list-style-type: none"> • Social motivation from other successful auditors 	<ul style="list-style-type: none"> • The career encourages specific skills
<ul style="list-style-type: none"> • Desire to learn new accounting standards 	<ul style="list-style-type: none"> • Well accepted by peers 	<ul style="list-style-type: none"> • The career encourages life-long learning as accounting standards and taxation rules seem to be revised regularly
<ul style="list-style-type: none"> • Personal characteristics fit well with an accounting career 	<ul style="list-style-type: none"> • Higher income 	
<ul style="list-style-type: none"> • Competence in an accounting career 	<ul style="list-style-type: none"> • Support from parents, relatives, friends and lecturers 	
<ul style="list-style-type: none"> • Gain experience in accounting practices 	<ul style="list-style-type: none"> • To run their family business 	

Graduates who choose not to work in accounting justify that decision as well. Table 5 below illustrates the factors influencing graduates to reject working in their studied field. The 318 respondents out of 1,050 who shunned the profession despite having earned an accounting degree acknowledged the higher income that such a career could offer, but saw the money as inadequate compensation for the great amount of time, effort and responsibility that the work requires. Further, they see accounting merely as a series of repetitive, monotonous tasks. Interestingly, many graduates chose the accounting major only out of respect for their parents' wishes, not from their own desire (see Table 5).

Table 5 Influencing factors for Graduates Rejecting an Accounting Career

Personal attitudes/justifications towards oneself	Personal and social factors influencing the decision	Career factors influencing the decision
<ul style="list-style-type: none"> • Personal characteristics do not match career 	<ul style="list-style-type: none"> • Income is not commensurate with required effort and responsibilities 	<ul style="list-style-type: none"> • Accounting requires compliance with rules, and standards must be met while under pressure
<ul style="list-style-type: none"> • Do not like repetitive work 	<ul style="list-style-type: none"> • Other jobs offer higher income 	<ul style="list-style-type: none"> • High risk of failing to comply with standards and rules
<ul style="list-style-type: none"> • Accounting degree was never desired 	<ul style="list-style-type: none"> • Other careers offer greater prestige 	<ul style="list-style-type: none"> • Standards and rules change too often to stay current with
<ul style="list-style-type: none"> • Accounting jobs require time and multiple competences 	<ul style="list-style-type: none"> • Other career paths offer better opportunities for growth 	<ul style="list-style-type: none"> • Time-consuming

Personal attitudes/justifications towards oneself	Personal and social factors influencing the decision	Career factors influencing the decision
<ul style="list-style-type: none"> Do not like calculations but studied accounting to gain favor from parents 	<ul style="list-style-type: none"> Other jobs are interesting and more challenging 	<ul style="list-style-type: none"> Take time for a future career

Results drawn from university lecturers

The focus of the interviews with university lecturers was assessing their awareness of a labor shortage in the accounting profession. All 27 respondents, who represent public and private universities in accounting programs, acknowledge the problem and rate its level from fairly moderate to high (mean = 3.37 on a five-point Likert scale). They saw several factors influencing their students' choice to study accounting: gaining favor from parents, a promising job market (accounting graduates are in high demand), high salary, and perceived opportunities to establish one's own accounting firms after gaining experience. Even so, all these factors do not guarantee that these students will pursue an accounting career upon graduation. The lecturers have seen graduates reject the profession, either by taking positions requiring no accounting degree or starting their employment history in accounting but later changing to other lines of work. The respondents opine that when graduates realize the high degree of responsibility demanded of accounting professionals, the salaries that they first saw as high no longer seem commensurate with the profession's demands on one's time and effort. In other words, to many graduates, accounting involves a career of ill-paid sacrifice. Other graduates find that after graduation, they do not have in personal resources to succeed as an accountant or auditor. Many lack patience to work diligently as normally required and lose interest in pursuing a career in the field. Still other graduates find alternative career paths that offer more challenging and interesting work.

Results drawn from entrepreneurs

The questions posed to entrepreneurs are similar to those asked of lecturers, with additional questions about the skills required for accounting positions and suggestions for improving degree programs to produce graduates more suited to the needs of employers. Furthermore, the entrepreneurs were asked whether the current labor shortage would improve or worsen over the next 5-10 years. Data were collected from 101 respondents: 81 entrepreneurs and 20 owners of accounting firms from the Thai Accounting Firms Association who participated in face-to-face interviews. The survey shows that entrepreneurs have first-hand experience with the problem of insufficient accounting staff. They rate the seriousness of the problem from moderate to high (mean = 3.5 on a five-point Likert scale). Opinions of these respondents are similar to those of lecturers. Given that they toil daily in the accounting field, however, they placed greater emphasis on the pressures of accounting work, with its high level of responsibility, inadequate salaries related to required duties, and its time-consuming nature as key reasons for graduates eventually changing careers or avoiding the profession altogether. The characteristic mostly required by entrepreneurs for accounting is passion, without which graduates do not work diligently, lose patience when faced with hard tasks, and have no desire to stay current with changing accounting standards. After passion, entrepreneurs rank honesty, discipline, responsibility and punctuality as required characteristics for accounting professionals. They suggest that accounting programs can be improved by i) offering students more practical experience while studying, ii) emphasizing professional ethics or a professional code of conduct, and iii) analyzing and practicing critical thinking skills, as opposed to reciting classroom dogma. The final question of whether the labor shortage will improve or worsen over the next 5-10 years solicits scores of 1, not sure; 2, improving; 3, the shortage persisting largely as it exists now; and 4, worsening. The answers were not promising to the profession: 19 percent are unsure what would happen, 23 percent see the situation improving, 18 percent see the problem remaining stable, and 41 percent see it worsening over the next 5-10 years.

CONCLUSIONS

Given the shortage of accountants in the job market, many companies as well as national and international auditing firms experience difficulties in hiring and retaining staff. The Federal Accounting Professions (FAP) of Thailand's acknowledgement of this problem stimulated the origin of this research to explore the employment status of accounting graduates and to examine the factors influencing student career choices upon graduation: pursuing an accounting career, eventually leaving the career for another, or avoiding the field altogether. Questionnaire results from 1,235 graduates, 27 university lecturers and 101 entrepreneurs found that not all graduates were employed when queried; only 85 percent were working while 15 percent were studying or were unemployed. From that 85 percent, or 1,050 respondents, only 70 percent (732 respondents) held jobs in accounting, while the rest worked in other fields that require no accounting degree. It appears that nowadays many more job opportunities are available to new graduates than in the past, and those positions may accept a wide range of educational qualifications. Students who graduate with accounting degrees have many options to work in careers beyond accounting. As our world changes rapidly, graduates in their 20s seem less patient than those from a few decades ago. Changing careers seems more acceptable and happens more often. Fifty percent of these respondent's report thinking about or planning a career change.

Factors influencing the initial choice of an accounting career are attractive salary levels as well as positive attitudes that come from parents, relatives and others who have had direct experience with successful accounting professionals. In contrast, graduates who reject an accounting career perceive the salaries as incommensurate with the hard work, great responsibility and heavy time demands of the profession. They cannot adjust their personalities and attitudes to fit the career and instead avoid it altogether or take their first jobs in accounting but later switch professions despite the number of prestigious accounting and auditing firms offering various opportunities to progress in the field.

University lecturers and entrepreneurs have seen and experienced the ongoing labor shortage in accounting, and they wonder what to do while offering suggestions. The 101 entrepreneurs posit that degree programs offer graduates insufficient practical experience, resulting in graduates with a weak foundation and understanding of the profession. Unprepared and ignorant of accounting's demands in the work world, many graduates lose interest in the field after taking a position and learning what an accounting job entails. The entrepreneurs see the labor shortage worsening over the next 5-10 years.

One way to improve the supply of accountants would be to plant passion for the career in students as they pursue their degrees. A four-year program provides adequate time to impart many things, such as discipline, honesty, punctuality and ethics. Practical experience should take a larger role in accounting programs. In the later stages of their studies, students could gain professional, practical experience through workplace internships and cooperative programs at accounting and auditing firms. Educational institutions should take this suggestion seriously. The Federation of Accounting Professions of Thailand could promote the profession by emphasizing to educational institutions the procedures to offer accredited practical experience that would qualify toward the 3,000 hours required of CPA candidates, thus giving an accounting degree greater value beyond the diploma.

It seems ironic that accountants, whose role focuses on preserving and enhancing the assets of an entity, have failed to care for the assets of their own profession: the people in it. In a service institution such as those in education and accounting, "The assets walk out the door every night," as the old saying goes, meaning its people. A failure to effectively recruit and retain new and current accounting staff poses an existential threat not only to the profession itself, but to the smallest entities as well as the increasingly complex and global institutions throughout the world. Poor accounting practices can be found at the base of many financial scandals and failures that have wreaked havoc on numerous economies and societies. As more countries climb the economic ladder, the need for qualified and experienced accountants only grows.

While words like “passion” and “branding” may seem odd in a discussion about accounting, the changing world imposes new demands on many professions, and accounting enjoys no exception. As the world of high unemployment and few job opportunities reverses to one of many choices offered to fewer workers, accounting must learn to compete for human resources. Universities must weigh how to add value to their programs and provide the training that employers require in a globalized economy; professional associations must market its practitioners, not as glorified bookkeepers, but as key contributors to a country’s economic and social development; and employers must adjust salaries and working conditions to demonstrate their appreciation of the profession and its attractiveness as a career.

Blaming accounting graduates for their disaffection with the profession would be like a company blaming consumers for not buying its product or service. As Shakespeare wrote in his play *Julius Caesar*, “The fault, dear Brutus, is not in our stars, but in ourselves.” The accounting profession must look to itself to reform itself and thrive in the 21st century.

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THE INTELLECTUAL CAPITAL PERCEPTION ADAPTATION CASE STUDY : THE MEDICAL SUPPLIES INDUSTRIES

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ABSTRACT

Knowledge is considered as an essential resource for the organization. It is an important strategy that affects the organization achievement. This mentioned knowledge is called the Intellectual Capital. The Intellectual Capital has been disseminated throughout the European and among developed countries, as shown from the reports of the Intellectual Capital development and data disclosures. While many countries have put more interest in the Intellectual Capital. It can be viewed in term of Knowledge and Financial perspectives. The main 3 components of the Intellectual Capital are Customer Capital, Human Capital, and the Organizational Capital. The Intellectual Capital Management had been begun in many industries, especially those requiring specific technical knowledge and expertise, such as Medical Supplies Industries, Technologies Industries. The Medical Supplies Industries is the Industries that depending on the knowledge and expertise of the personnel in the organization, the knowledge of the personnel for product's research and development. The growth of the Medical Supplies Industries in many countries has a great leap character, especially those developing countries. Most of the Medical Supplies Industries has divided the Intellectual Capital to 1. Customer Capital, 2. Organizational Capital 3. Human Capital, and 4. Intangible Assets. The Medical Supplies Industries in the Asian Region has begun to emphasize more on the Intellectual Capital Management and Reporting.

Keywords: Intellectual Capital, Medical Supplies Industries

INTRODUCTION

Knowledge is the creation and interpretation of the information. However, Knowledge is the information more than data processing. Polanyi (1958) had clearly stated on the differences that, "we are able to learn more than how much we can tell". Knowledge is created from the experiences and the interpretation. The distinguish

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knowledge will not adhere to the person, and can be found in the written form, presentation and other media forms. Lehner (2000), has mentioned that the intensive processing of the Business Knowledge can be described the character by the high amount of money. Remus (2002) had mentioned that the binding knowledge to these processing is the fundamental of the value accumulation. And there are efforts for assessing the purchasing knowledge value to get the exact value of the companies (Bontis,2001). Generally, they would assume that the increasing of knowledge upon the organizations using the knowledge will be influenced and benefits for the organization's operation (Roos and Roos 1997).

Information and knowledge, which are the significant origin resources are called 'Knowledge-Based Economy'. There will be more knowledge-based and drive-technology-based entrepreneurs (Davenport and Prusak, 1998). Drucker(2000) had indicated that the Knowledge is the meaningful resources, such as Knowledge, Information, Experiences, etc. All of these is called the Intellectual Capital. It is the root of the accomplishment in the twenty-first century. These intangible assets are the keys for the sustainable creation and competition. Wiig (1997) had mentioned that Knowledge and the Intellectual Capital have the fundamental roles in the modern organizations. The Intellectual Capital could be both the beginning point and the final solution of the processing to change the Knowledge to the Intellectual Property.

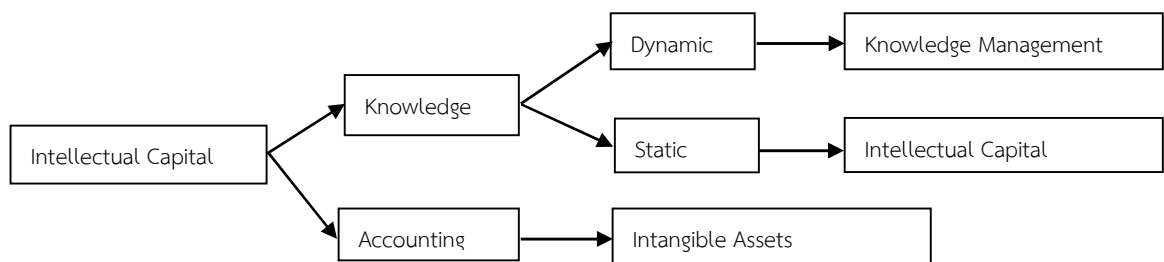
The current economy and the industrial development form have become the innovation and the knowledge-based intensity (Selim et al.,2007). The Company's value evaluation is beyond the capability of the general financial record method. Due to the increasing of the intangible assets, whereas the evaluation tools are still traditional. Drucker (1993) has said that the property and the asset capital have become the most essential variable and resource for the company's' achievements. The Human Capital is the significant competitive resource-based for the company. After searching thru many thesis, there are various researches relating to the Human Capital, which point out that the company needs to emphasize more on the employment application, training, staff wealthfare, maintaining their competencies for increasing the knowledge foundation and expanding the overall production productivity of the organization (Boxall 2003; Lin and Wang,2005; Lim et al.,2010). The perception and value of the Knowledge Measurement of the individual's skills and expertise to apply the knowledge for learning and improving themselves(Lewis et al, 2004). The efficient Human Capital Management is the key for the Intangible Assets to create and enhance the wealth and competitiveness of the organization(Lim et al.,2010). The Human Capital is composed of the Staff's occupation, or general knowledge, the leadership potential that capable of reducing or managing the risks, and the problem solving competencies. This is why it is hard or impossible to specific the Human Capital explicitly. Once, including the value of Human Capital Measurement, the Human Capital will enhance the tangible assets processing (tools and equipments), and combining with the intangible assets(Fitz-enz,2001). It is true that a company success is required the investment for increasing the staffs' visions, competencies, experiences, including the working surroundings, and especially the compulsory for the efficiencies enhancement for those direct-related to the organization's profits(Ulrich, 1997).

Therefore, we would see that Human Capital is direct-related to the company's operation, especially knowledge-based environment(Bozburun,2004). Once comes to consider which company should have the knowledge foundation for processing, the Medical Supplies-related Company is the one that should have the knowledge foundation and human assets to make the company's success(Huang et al.,2005). Most of the Medical Supplies Company has developed the knowledge in the company's research and development departments, or they might purchase the knowledge from other company. This knowledge has also been protected by the registered Intellectual Property Right (IPR). And then they will be able to sell this created knowledge to other company. Most importantly, the consecutive urge to develop the new knowledge, in order to have the su products when the market demands (Alpkan et al.,2010; Bohestein,2006). Once the Medical Supplies Companies have developed and adapted the knowledge, it will effect to the economic success of the Medical Supplies Industries, which can be derived from the staff's knowledge that given the companies' improved images, and then become the valuable and inimitable assets(Ashton,2005). The knowledge-based economy is essential and effecting to the overall knowledge

of the organization. The Pharmaceutical Industries have the character of knowledge-based organization and much more capital-intensive, due to the huge amount of money in the investment. However, the profits will be rewarded after the years of research and development. Because of this reason, many investors have sought for the indicators with 'better knowledge management' to decide whether it is worth to invest or not.

The Intellectual Capital

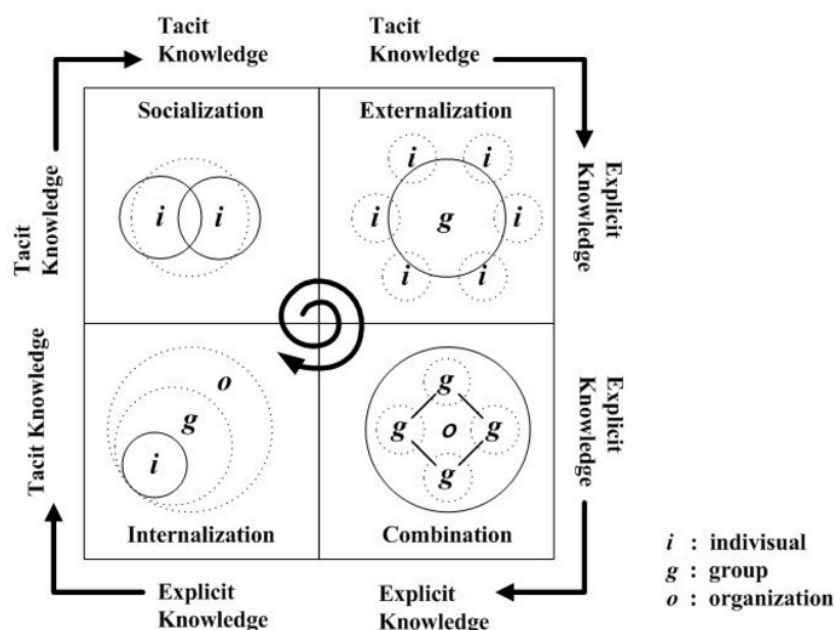
The current world has many specialists who have given the definition of the Intellectual Capital (IC). It means the intellectual subjects such as knowledge, data, Intellectual Property, and experiences, that able to build the wealth. The Intellectual Capital can be the definition of being the owner of the knowledge and use the experiences, customer relation, organizational technologies, and the occupational skills for making the company potential and competitive in the market (Prusak, 1998; Edvinsson and Malone, 1997). The Intellectual Capital can also composed of knowledge-based resources that enhancing the company's competitiveness. Or we could conclude it simply as, the knowledge that able to adapt and become the profits (Sullivan, 1998). Using the Intellectual Capital, to build the understanding of the value creation, and the development linkage for the sustainability in the long-run within the qualified organization, and also to create the knowledge intensive-based organization.



Picture 1: Intellectual Capital (IC) in the Knowledge and Accounting Perspectives

Source: Pattanant Petcherdchu, 2016

The Intellectual Capital can be viewed in the Knowledge and the Accounting perspectives. As the Knowledge can be used for the organization's strategic resources, and the organization can create and use this knowledge to achieve their expected goals. Knowledge is the most important thing in the competition. And it can be divided into 2 points of view, which are Static and Dynamic. In the Static perspective, Knowledge is called the Intellectual Capital. Whereas, in the Dynamic perspective, Knowledge is able to call 'Knowledge Management Processing', which Nonaka (1994) had called "Knowledge Based Management", and then dividing it to 2 categories, which are 1. Tacit Knowledge, which is indefinite in word knowledge. Tacit Knowledge is based on the action, experiences becoming the legend and skills and Subjective Specific. That is why it is hard to extract or encode it perfectly as the Explicit Knowledge. Therefore, this knowledge is needed the interpersonal relationship, training and practices, in order to adapt and exchange the Knowledge in order to become professional. However, it comes with the high cost to transfer the Knowledge. The 2nd categories is the Explicit Knowledge, as it is the Objective Knowledge, the transformation is encode-able, such as alphabets, numbers, or formulars, with no need for interpersonal relationship or related to a group of people. Nonaka and Takeuchi had proposed SECI Model to explain the transformation of both knowledge and it has become a new knowledge.



Source: Nonaka, I. and N. Konno (1998). "The Concept of ba: "Building a Foundation for Knowledge Creation". California Management Review, 40-3, pp.40-54.

SECI Model is composed of

1. **Socialization** means sharing and creating the Tacit Knowledge via direct experiences from working with others, observation, imitation and then action.

2. **Externalization** is to extract the Tacit Knowledge to become the Explicit Knowledge via chatting, storytelling, the reflection from all of the medias, such as Books, Textbooks, Manual Books, database or video.

3. **Combination** means to exchange the Explicit to Explicit Knowledge. This process is how to make the knowledge tangible, materialized and able to use it widely by distinguishing analyzing, categorizing, and systemizing the knowledge.

4. **Internalization** means to exchange the Explicit Knowledge to become the Tacit Knowledge by being understanding the knowledge thoroughly, along with practicing and adapting the knowledge until it becomes that individual's own knowledge.

Knowledge Management (KM) has mentioned about the perspective that organization is controllable and manageable by activities management intentionally (Foss and Michailova, 2009; Andreeva and Kianto, 2012). and Schumpeter (1934) had mentioned that the entrepreneurs are the ones who move the economy. The fixed assets management and regulations that move and change are the key roles of the specific management, while there are no Knowledge Management Categorizing. In the research, they have indicated that there are significant Knowledge Managements that many organizations have used the benefits of the Intellectual Property, such as Knowledge Management Strategies (Zack, 1999), Organization Structure Preparation (Hedlund, 1994), the Knowledge Sharing and Familiarization Culture Creation (De Long and Fahey, 2000), how to use ICT : Information and Communication Technology (Alavi and Leidner, 2001), Knowledge Mechanism (Crossan et al., 1999) HRM : Human Resources Management, emphasizing on the Knowledge Management (Scarbrough, 2008) and Knowledge Management for protection and driving mechanism for anything that happens in the organization (e.g. Hurmelinna-Laukkanen, 2009).

The Intellectual Capital in the Accounting's point of view, can be called as 'the Intangible Asset', which are the Patents, Trends, Software, and Trademarks, or can be categorized as R&D (Research and Development)

Software and organization's competencies. The Intellectual Capital is the non-financial data, which hidden inside the organization, and the organization will need to manage strategically to achieve the organization's targets (Roberts, 2003; Bhimani and Roberts 2004; Chang & Birkett, 2004; Hulten and Sichel, 2005, 2006) had explained the important role of the Intellectual Capital as the Firm Foundation of the organization. If we compare the organization as a tree, if the tree is looking healthy, we will look from the branches, leaves and fruits. But all of these are derived from the unseen roots that make the tree grows healthily. The investor will look at the overall picture of the tree, and measure it by the taste of its fruits and look at how strength the tree is. This concept is applied as well to the organization, which they have made the annual report for their assets and other documents like the tree's branches, leaves and fruits. All of these have been created from the Intellectual Capital and when they are able to use the Intellectual Capital to measure the organization's value. (Petcherdchu, 2016).

Daum (2003), had mentioned that the Intangible Asset is the significant resource to make the organization valuable in the future. The amount of money that the companies in the United States of America have invested in the Intangible Assets has been increasing tremendously around USD 1 Trillion in each year, as mentioned by Nakamura, 2001. Knott et al., (2003) had mentioned that the essential reasons for accumulating investments in the Intangible Assets maybe because they want to protect the companies from the competition. Or as Mard et al. (2003) had mentioned that, the Intangible Assets have non-physical form and non-financial assets, such as thoughts, researches, new methods of thinking, and the organization's perspectives, etc. Seetharaman et al., (2004) had mentioned that many companies has mentioned about the Patents, and many forms of Knowledge, including all advance expenditures, pension debts, Trademarks, and trends, including fame and other intangible expenses. As Edvinsson (1997) had mentioned that the Intangible Assets are parts of the Intellectual Capital, which the explicit relationship between the Intangible Assets and the Intellectual Capital (Zambon, 2003) and Brynjolfsson et al. (2002) had mentioned that their interests might be overlapped.

Due to the Intellectual Capital (IC) is unseen and keep changing naturally. And the Intellectual Capital (IC) has the same meaning as the Intellectual Assets, Intangible Assets, or Knowledge Assets (Guthrie. J., 2001). Therefore, it is hard to give the definition for the Intellectual Capital (IC). From the studies, we have learned that there are many people have divided the definition of the Intellectual Capital, but it is not finalized or explicit for what it is. However, the widest scope is the differences between the Market Value and the Accounting Value (James D., 1997). And for the narrow scope, it would mean the combination of the member's knowledge and how they action to interpret the knowledge into the forms of Brands, Trademarks, and processing (Roos, Roos G., Dragonetti N.C., and Edvinsson L., 1997). Edvinsson L. and Malone M.S. (1997), They had studied the Intellectual Capital and had provided the definition that, the Intellectual Capital is "the Knowledge Owner, who has adapted the experiences, organization technologies, customer relationship, and the expertise of the potential and specialists to make the companies competitive in the Market".

Roos J., Roos G., Edvinsson L. and Dragonetti N.C. (1998), had indicated that increasings of the Intellectual Capital, such as the Knowledge, the customer relationship, and the expertise, have become the essential resources for the business's strength and achievement. Because the Intellectual Capital (IC) has an affect to the Business, and at the same time, in these Modern Business World, Business has to choose between the Intellectual Capital Management or Firm's Termination. From the above mentioned case study of the Intellectual Capital Specialists, we can divide the components of the Intellectual Capital as per below table

Table 1 This table is showing the relationship of the Intellectual Capital Components Perceptions

Specialists	Case Studies	IC Components
Dr. K-E Sveiby (1998;1997)	The Intangible Assets monitor	- External Structure - Internal Structure - Individual Competence
Kaplan & Norton (1996)	The Balanced Scorecard	- Customer Perspective - Internal Perspective - Learning & Growth Perspective
Edvinsson& Malone (1997)	Skandia value scheme	- Customer Capital - Organization Capital - Human Capital
Bontis et al. (1999)	The knowledge toolbox: a review of the tools available to measure and to manage intangible resources	- Human Capital - Structural Capital
Stewart (1998)	The New Wealth of Organizations	-Human Capital -Structural Capital -Customer Capital

From the above table, we can see the comparison of the Intellectual Capital Grouping Perception, which interrelated to 3 categories below. Therefore, the Intellectual Capital would interpret as the combination of knowledge and the competencies of the personnel and then the organization can develop, build, or create the worth and value added more by these main components, which are;

1. The Customer Capital which means the worth and the value that come from what the organization has built and maintained the good relationship with the customers, or we could call it, "Relationship Capital". This means the relationship of the organization with the Manufacturers, Distributors, Customers, including the Interest Persons. And we can measure the Relationship Capital by the level of customers' satisfaction. The impression, and loyalty tracking are composed of the Brands, the customers, the Firm's fame, No. of goods' purchasing amount, channels of distribution, the Business Cooperation, Agreements, Licensing, and proper Contracts, or Agreements for the Franchise (SMAC, 1998).

2. The Human Capital means the accumulative value of the investment budget for training the staff's competencies and their future. This case would emphasize on the valuable of individual in the Economy, as mentioned by Becker,1992. The Human Capital is composed of the Competencies, Skills, and each individual's flexibility. Or we could say that this capital is the worth and the value that are built and accumulated for the staffs and organization's knowledge and competencies, which is also inclusive of the Staffs' Motivation and Loyalty.

3. The Organizational Capital means the processing, structure, Framework, Brands, and the Intellectual Assets that are belonged to the organization, and do not disclose in the organization's asset account, which are valued and worth from the organization's products and good service, and including the internal processing that enhance the cooperation between the personnel, technologies and system efficiently and productively. These internal processing are the Intellectual Property which is composed of Patents, Copyrights, Design Rights, Trademarks and service signs. And Infrastructure Assets are Management Philosophy, Organizational Culture, Management Processing, Information System, Network System, and Financial Relationship (SMAC, 1998).

The Intellectual Capital Management and the Knowledge Organization Management have been found to be the tools to explain the organization's strategies and use as an organization's term to communicate and lead to the operation, that emphasize on the Intangible Assets Capital Adaptation to become the Tangible Assets, and at last to profit financially. After we have studied the research of Brooking (1997) he had categorized the Intellectual Capital to 4 categories, which are Infrastructure Assets, Market Assets, Personnel Assets, and the Intellectual Assets. And the valuable of the Intellectual Capital will be differentiated as per the type of business as well.



Picture 2 The Illustration of the relationship of Intellectual Capital and the worth of the organization as per the perception of Brooking

The Intellectual Capital in the Medical Supplies Industries

The medical supplies industries is a high demanding on the huge investments industries, due to the budget requirement for the research and development on the raw materials productions and new product launched answering to the market demand. The industries structures can be divided the production methods to 3 steps. First step is researching and developing the new product. Second step is the raw material production such as the Active ingredients and the inert substances from the discovered medicine and then research and develop with specific production technique or modify the original molecule to discover a new medicine. This raw material drug production is required high technologies and a lot of investment. And then the last step is to produce the instant product. The essential step for the Medical Supplies Industries is the first step which are research and developments that required knowledge of the personnel within the organization that given to the organization and the knowledge that the organization has initiated will be protected in the form of inimitable Intellectual Assets, and it has created the sustainability and wealth to the organization structure. The Medical Supplies Industries are one of the industries that the Intellectual Capital is the asset that helps the organization to achieve its goals during this last 10-15 years(Jones,1996). Besides, there are more to emphasize on the relationship between the business within the Medical Supplies Industries, for more cooperation on the research and development, including the agreements to buy and sell the Intellectual Assets, the relationship between business's partners, raw material distributions and customers also are in need for the strategic Decision Making. Hence we will see what is important for the medical Supplies Industries, such as knowledge that comes with the organization's personnel, Sustainability and wealth building for the organization's structure, the good relationships between organization with its alliances trading partners, and customers. These are called the Intellectual Capital. In the groups of developed countries, there are 3 production steps in their industries' structures, and they also emphasize on displaying the Intellectual Capital in their financial reports. However, in those developing countries, the Medical Supplies Industries has grown tremendously, from only being the countries whose production structures are in last step, which is producing the

instant product or, just only producing the raw materials, now they have begun to improve to the first step of the production structure which are research and development. This has built the Intellectual Capital more in the Medical Supplies organizations of the developing countries. Although, they have not interested much in disclosing the Intellectual Capital in their Financial Reports. They have displayed only the list of their Intellectual Assets in the forms of Patents, Copyrights, Trademarks, of trends which are on the financial list of intangible Assets, and they are merely parts of the intellectual Capital. Nowadays, there are many researches that put effect on indicating the significant of the Intellectual Capital that effected the Medical Supplies Industries Processing, as shown in the Table 2.

Table 2 This table is showing the researches of the Intellectual Capital in the Medical Supplies Industries

Researchers	Case studies	IC Classification	Studies' Findings
Santanuva Ghosh and Amitava Mondal, (2009)	Indian Software and pharmaceutical sector IC and financial performance	-Human Capital -Structure Capital -Customer Capital	-IC is the positive variable for making profits -IC has no direct relationship with the production
Maria Grazia Pirozzi Gluseppe Paolo Ferulano, (2016)	Intellectual Capital and performance measurement in healthcare organizations An integrated new model	-Human Capital -Structure Capital -Customer Capital	-The processing and IC have shown the fixed expenditure reduction of the origin Investment budget and the new factors that are created during the processing
Gholamhossein Mehralian Ali Rajabzadeh Mohammad Reza Sadeh Hamid Reza Rasekh, (2012)	Intellectual Capital and Corporate Performance in Iranian Pharmaceutical Industry	-Intangible Assets -Employment Assets -Human Capital -Structure Capital	-The physical assets have affected the firm -IC has no positive relationship with firm's market value, due to the investors have no interest in the structure capital
P.N. Subba Narasimh A Sohel Ahmad Sudhirkumar N. Mallya, (2003)	Technological Knowledge and Firm Performance of Pharmaceutical Firms	-Human Capital -Knowledge	-variety knowledge in each profession has effected to the research achievement -In order to be successful in Production Development, the technology knowledge is a requirement

Researchers	Case studies	IC Classification	Studies' Findings
Bram Boekestein, (2009)	Acquisitions reveal the Hidden Intellectual Capital of Pharmaceutical Companies	-Intangible Assets -Employment Capital -Human Capital -Structure Capital	-Corporate acquisition or companies merging, we can estimate the value added of the business from the Intangible Assets that including the Intellectual Assets and Trends that composing of the Intellectual Capital, Structural Capital, and Customers Capital -The Disclosure of the Intellectual Capital separated from the Intangible Assets will effect to the differences between the Market Price and the Accounting Price and also will increase the firm's Assessment rate
Gregory White Alina Lee Yuni Yuningsih Christian Nielsen Per NikolajBukh, (2010)	The Nature and Extent of Voluntary Intellectual Capital Disclosures by Australian and UK Biotechnology Companies	-Customer Capital -Organizational Capital -Human Capital	-Bigger firms can pull out more potential from their personnel than smaller firms, the intellectual capital is the important key to drive the business internally and reflect the firm's image externally -rarely information disclosure of the firm's strategies and researches in the reports
Daniel Palacios-Marques Fernando Jose Garrigos-Simon, (2003)	Validating and measuring IC in the Biotechnology and Telecommunication Industries	-Customer Capital -Organizational Capital -Human Capital	-Building good relationship for the organization is essential -Making the personnel's goal, the team, and the organization's goals the same one via the relationship of employment, the combination of knowledge, experience, Attitudes Adjustment are the significant variables that drive the organization in the same direction and achieve the goals successfully

Researchers	Case studies	IC Classification	Studies' Findings
Karam Pal and SushilaSoriya, 2012	IC Performance of Indian Pharmaceutical and Textile Industry	-Customer Capital -Organizational Capital -Human Capital	-The Intellectual Capital has acted as the median and an indirect influence to the result of the processing. The management will definite on how to use the Intellectual Capital by displaying the increasing profits and returns to the stockholders -In the opposite, the interest persons have not used the Intellectual Capital for determining the Market Value, but they will use other factors more, such as the Market Feeling and the price expectation of the interest persons themselves

From the Table 2, it has shown that the Intellectual Capital in the Medical Supplies Industries can be divided to Human Capital, The Structure or Organizational Capital, Relation or Customer Capital and the Intangible assets. Kamath (2008) has mentioned that the medical Supplies Industries have used the Intellectual Capital in 3 important perspectives as followings.

1. The Human Resources Specialists have participated in the Firm's research and development activities by taking the firm's resources thru the Human Capital-related resources training and development plans.

2. The firms mostly invest in the research and development activities that has related with the investment structure budget widely.

3. The firm's effort to create new molecules has effected to the patent ownership as a foundation of the mentioned companies, and this Intellectual Assets are important parts of the organization.

From this research, it has found that the Intellectual Capital is significant to the Medical Supplies Industries processing both directly and indirectly. And it is the part to make the organization sustainable. However, there are less significant on the Intellectual Capital's management, displaying, perception, and valuable measure or almost not important at all in some departments, especially in the groups of developing countries.

CONCLUSION AND DISCUSSION

This article is studied on how to adapt the Intellectual Capital concept the case study of the Medical Supplies Industries have emphasized on the Intellectual Capital (IC), by getting the definition from various specialist, we can conclude that the Intellectual Capital can be in knowledge and Accounting perspectives. The knowledge has been divided to 2 points of view, which are Static and Dynamic. The knowledge that could call 'the Knowledge Management' in the Accounting Perspective, it is called the Intangible Assets, which are Patents, trends, software and trademarks, The Intellectual Capital are composing of a main components, which are Customers Capital, Human Capital, and organizational Capital. The Medical Supplies Industries are one of the industries that the personnel inside the organization are the assets that could drive the organization to the achievement in the range of the last 10-15 years, as mentioned by Jones, (1996). Most of the knowledge comes from the research and development sectors, and these knowledge can be used within the organization or sold to other organizations. Most of the

Medical Supplies Industries have divided the Intellectual Capital by the Customer Capital, the Organizational Capital, the Human Capital and the Intangible Assets.

The Medical Supplies Industries in the regions of Asian Countries have emphasized more on the Intellectual Capital Management and Reporting. Therefore the Medical Supplies Industries should support the Intellectual Capital management by develop the proper training for the human capital, and develop the staff's occupational skills. For the structure capital, they should research and develop the Intellectual Capital, in order to make the wealth to the organization. For the Relation Capital, they should put more interest to the strategic decision making such as coalition, the Agreements, Licensing, including good relationship with trading partners, raw materials distributions, and customers. in addition, the Intellectual Capital's valuable measurement and the accurate reporting will be considered significantly as these will present Financial status and the capability of the organization's profit making's processing. Besides the Medical Supplies Industries, there are various other industries that required the knowledge as the main pillar for organization's processing, for instance, the technologies Industries. Therefore, for the next research, we should study the Intellectual Capital management and Reporting in other industries.

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THE CONCEPT OF MEASUREMENT AND REPORTING INTELLECTUAL CAPITAL

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ABSTRACT

Knowledge and Intellectual capital in many studies in those European countries have been indicated that they are the strategic resources which are essential to the organization achievement. There is physical form or the arise Knowledge-based resource in the organization and the effect to the competitiveness over the competitors. The intellectual capital is divided into 2 categories which are Framework Capital and Human Capital. The intellectual capital measurement can be categorized into 4 types, which are 1. The market value measurement, 2. The rewards of the asset 3. Direct Intellectual Capital Measurement or Indicator measurement. This article has its objectives to propose the concept that everyone has admitted to, by indicating the definition of the intellectual capital, the intellectual capital categorizing, the intellectual capital value measurement, how to value the intellectual capital as a mean to arrange the integrate report, and ways to develop and value added to the intellectual capital in each organization, along with enhancing the organization's competitiveness.

Keywords: Measurement, Intellectual Capital.

INTRODUCTION

The goal of enterprising business is not to maximize the profit but it is in the opposite way, to thrive for maximizing the value of the firm. In order to create the maximized wealth and to drive the business towards the stability, wealth and sustainability, as per the quote, valued-based Economy of the model "Thailand 4.0" that change the economy system framework by emphasizing on the knowledge, initiative, innovation, science, research and development. Intellectual creation of various industries is based on the intangible assets. And the asset is called 'Intellectual Capital'. There are many researchers who have explained that the intellect capital is the hidden assets. You will see comparison values in each organization between the market value and the Book Value is based on the value of the intellectual capital.

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The Definition of Intellectual Capital

There are various components of intellectual capital, though its terms and interpretations are quite complicated. Many academics have frequently termed it closely to the Intellectual Property, intellectual assets, and Knowledge Assets (International Federation of Accountants: IFAS 1998) Intellectual Capital : IC had made the definition for the first time in 1969 by John Kenneth Galbraith by using the word the intellectual capital as a message in a letter to Michael Kalecki Borths in 1991 Tom Stewart's publication about the intellectual capital in "Fortune" Magazine, which had made the Intellectual Capital well known, and it had been used in the research vividly. Besides, in between 1999 and 1980, there were studies about intellectual capital in knowledge-based resources perspective. And per this perspective, it could be derived that one organization could be competitive from the resources that hard to copy and it was intangible asset within the organization (Wernerfelt 1984; Runelt, 1984; Burney; 1991). In 1959, Penrose had initiated a well known organization growth theory which influenced to the accumulative resources organization framework, which contained Physical asset and intellectual capital respectively. And these skills and knowledge would be linked to the organization management structure. In 1999, Margaret Blair, the Economist of Brookings Institution of USA had studied on the changes of increasing assets, by sampling groups of the companies, with the 20 years time of data researching, since 1978-1998, she had found the significant change between the tangible and intangible assets. As in 1978 the organization value tangible assets were 80 percentage, while only 20 percentage was the intangible assets. However, in 1998 the results had reversed. The organization value as intangible assets were 80 percentage whereas 20 percentage was the organization value as the tangible assets. This result has indicated that the values of the intellectual capital and all others intangible assets have been developed significantly. The intellectual capital is the value that the organization able to create, which is not from the tangible assets they originally have, but comes from the proper Intellectual capital management (Hope and Hope, 1998) The relation of the Intellectual Capital, in order to achieve the objectives and organization's strategic targets (Stewart 1997; Edvinsson and Malove, 1997; Broching 1996; Sveiby 1997) The more ability for the organization to operate is likely related to the knowledge, that in term of academic, they have mentioned the intellectual capital in 2 points of opinion, (Intellectual Capital: IC, and Knowledge Management; KM)(Kianto, 2014) The Knowledge processing is the extraordinary knowledge that combining many types of organization (Aino Kianto:2014). The intellectual capital is artwork deriving from the creative ideas, and skills of theory that people inside the organization have pointed out. If there is a proper management, the intellectual capital could be very useful to the future of the organization, as per the conditions of assets list acknowledgement and parts of the financial reports for those interested persons (Tollington, 1957)

The Intellectual Capital has the same form as the Intellectual Property, which are bounding, terming, and protected by Law legally, like the Patent, Trademarks, Copyrights. All these assets have been accepted thoroughly as a financial Objective. As per the Financial foundation, we would use the original capital price to specify the value of these assets)(IFAC, 1998, paragraph 10), such as a patent that has been capital registered and the benefits from using the trademarks, copyrights and intellectual asset would be recorded with a much more valueable capital registered than its benefits. Like the concession from the private sectors would be recorded with the contract capital more than the market price. The trend value would be recorded once the purchase is processed. The trend would be specified by the market price of those businesses whose lower than the market value of their assets. There are people mentioning about the indicator of the comparison between the intellectual asset and intangible asset (Reilly and Dandelcus, 1997). The related human capitals are trainings, organizations, earning wages, those products come from the employees creativity and skills that will be beneficial to the future of the organization. If they are well and proper managed. The intellectual capitals are the intangible resources of the organization that based on the proficiency, the intellectual perception. And the organizations who own all of these for establishing their wealth in the future, have put in effort in various ways to manage ways to measure the intellectual capital values and intellectual capital reports (Tollington, 1997). These conclusions can be searched from the index that categorized by the Education Institutions who develop the intellectual capital. The ways to manage and categorize

the measurement are another forms of Intellectual Capital, with a mutual development by Leif Edvinsson of Skandia AFS, Hubert St. Onge of CIBC, Charles Armstrong, CEO of Armstrong World Industries, and Gordon Petrash of the Dow Chemical Company.

The Intellectual Capitals are composed of 3 main components, which are all mutual interrelated, they are Human Capital, the correlation capital, and the organizational capital (IFAC, 1998, Penrose, 1959). The most recognized piece of work is the organization Growth Theory, that emphasize on the organizational framework, whether they have accumulated the resources containing the physical asset and the intellectual capital respectively. And these skills and all of the knowledge will be linked to the management's pattern (Bontis; 1999). The academics who have termed are Bontis, (1998); Roos et al., (1998); Sveiby, (1997); Edvinsson and Malove, (1997); Sullivan and Edvinsson, (1996). They have mentioned the points of view to those close to what is buried deep within the concepts and mind of the people who are working in the organization. The Framework capital is assembled of what the organizations have frequently been doing (Nelson and Winter, 1982; Grant 1991) in their business. And lastly the correlation capital is the form of knowledge buried deep within the relationship with the external surroundings.

From the aforementioned data, we have found that the concept framework of an Intellectual Capital term is the resources produced within the organization without any physical form but valuable and able to create the competitiveness for the organization in the future (The Thai Royal Institute, 2000) has provided the definition that the capital is noun, and its meaning is origin or original money that we have before, have deposited, have specified and have established. For the purpose to be a growth abundantly, for instance, we have knowledge as a capital, we have money as a capital, or money, or any other assets that we have, help it to manage for profit. Intellectual means the wisdom, the general knowledge, the shrewd and sharpness are derived from learning and thinking, therefore, the intellectual capital is interpreted as the resources within the organization, arose from the wisdom, the intellectual perception which is intangible, and the organization itself has used them to build its wealth in the future.

The Components of Intellectual Capital

From the definitions of various perspectives, have made the compilation team developed the components of the capital, as a measurement framework and integrated report of the organization, which are shown in table 1

Table 1 The Intellectual Capital Components from various experts

Academics	Intellectual Capital Classification				
	(External Structure)	(Internal Structure)	(Human Capital)	(Customer Perspective)	(Growth Perspective)
Sveiby (1994)	√	√	√		
Kaplan and Norton (1996)			√	√	√
Edvinsson(1997)		√	√		√
Abhayawansa (2011)	√	√	√		
Guthrie (2012)			√		√
Brunold and Durst (2012)	√	√	√	√	
Grimaldi, Cricelli and Rogo (2013)	√	√	√	√	
Dumay and LinlinCai (2014)	√	√	√		
Inkinen (2015)	√	√	√	√	

From the Table 1, shown many categories of capitals from many Academics, the Author, therefore, have re-arranged and grouped them as followings

1. Structure Capital is divided into 2 types which are internal structure and external structure.

1.1 The Internal structure means the forms of knowledge within the organization, that can be self-managed within the organization such as the Patent, the technologies within the organization, the internal organization system, an employee of the organization, The culture or spirits of the organization, which all of the mentioned have deliberated what we called the Knowledge within the organization as well as (Sveiby 2011)

1.2 The External Structure means the form of the existing knowledge outside the organization that is unable to manage or control in any circumstances, for example the relationship with the customers, raw material suppliers, the trademarks, the organization's future. In which the intellectual Capital for the external structure are the qualification that unable to control efficiency in any certain situation (Rdvi 2011)

1.2.1 Customer capital is about the customer management, which are the customer database, including the good relationship between the customers and the organization (In 1996)

2. Human Capital means knowledge, Acknowledgement and Capability and all of the proficient skills and the self accumulated experience of each person, combining them together enough for developing the potential in the organization work, and also become the essential and valuable resources that enable the organization to be competitive towards the competitors. The qualifications are knowledge, skills, capability, understanding and perception, Education, working experiences, migration, life experiences, health care, and all of the data researching (Gu 1990)

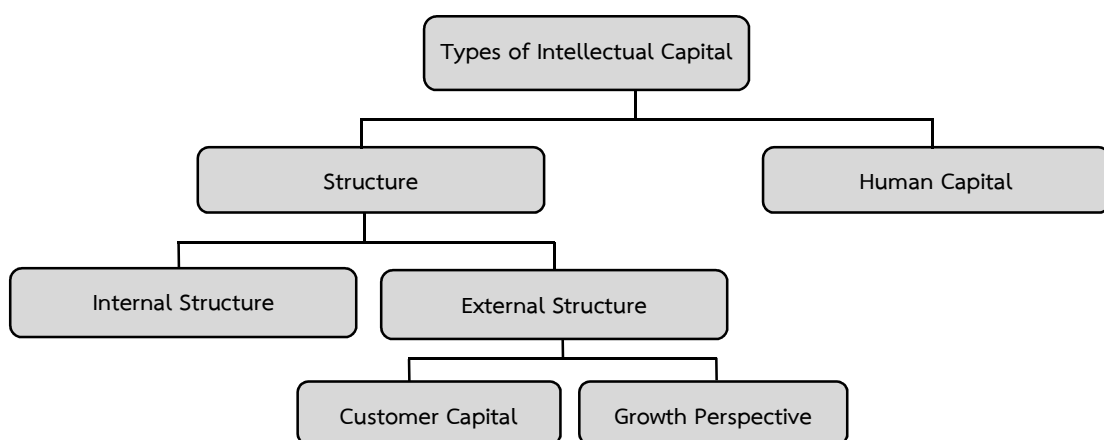


Figure 1 Intellectual Capital Classification

The Measurement of Intellectual Capital

The Intellectual Capital is derived from the relationship that has been developed within the organization from the unique organization culture and from the continue developed process of that internal structure (IFAC, 1998) The Intellectual Capital is complicated and hard to measure and report in the Current Financial Budget. Therefore, there are rules and regulation for processing the measurement management and reporting the Intellectual Capital in term of organization's financial budget. These measurement are assessment which can be done financially and non-financially. Please see the structure of collecting intellectual capital measurement as shown in the Table 2-3

Table 2 Framework for measuring the Intellectual Capital (IC)

Type of IC	Indicators
Human Capital	<ul style="list-style-type: none"> ● The Fame of the Employees derived from the Famous Management's searching ● Length of experiences in the work/field/business ● The ratio of the new employees (percentage of employees who have experiences less than 2 years) ● The satisfaction of the employees towards their benefits ● The ratio of employees who have given the opinions or new recommendations ● The value added ratio per employee ● The value added ratio per salary (USD)
Internal Structure	<ul style="list-style-type: none"> ● No. of Patents ● The revenue ratio versus the Research Expenditure ● The cost of Patent Care ● The cost of whole sale promotion project system (USD) ● No. of personal computers linking to the database ● Length of time for consultation ● The database development ● The Quantities of using the researches and their linkage ● The research cost ratio versus No. of Sales (USD) ● The revenue ratio versus the research cost (USD) ● The ratio of new creativities that have been used beneficially ● No. of new products launched to the Market ● No. of various teamwork structures ● The Ratio of Revenue and the new launched products ● The Product Circuit in the range of 5 years ● The average time for new product design and development ● The value of new creativity (amount of saving money, income revenue)
External Structure	<ul style="list-style-type: none"> ● Levels of Business Growth Amount ● The ratios of No. of Sales and the Former Customers ● The Product Loyalty ● The Satisfaction of the Customers ● The Complaints from the Customers

Table 3 Benchmarking Indicators for the Intellectual Capital (IC)

The Academics	Concepts	3 Main Intellectual Capital (IC)		
		IS	ES	HC
Kaplan and Norton, 1996	Balance Scorecard	-The internal process perspective within the organization -The organization's financial perspective	The customer relation perspective	Personal Learning and Knowledge Development
Edvinsson, 1997	Intellectual Capital	The Organization Structure	The Business Growth and the Customer Relation	Human Capital and personal Knowledge
Sveiby, 1997	Intangible Assets	Internal Structure	External Structure	Knowledge and each individual performance
Guthrie, 2012	Intellectual Capital	The organization Structure	The organization Growth	Human Capital and personal knowledge

A Valuation of the Intellectual Capital

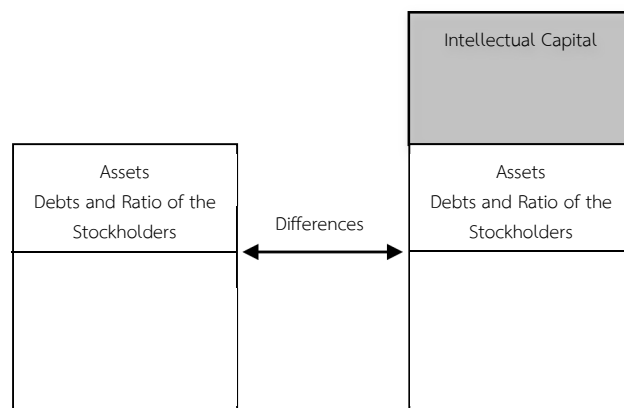
The intellectual Capital management audit of each organization or business can be evaluated in various cases and categories, such as the Human Intellectual Capital. For the organization structure, Intellectual capital is the organization assets capital and the significant value financial capital.

For the intellectual capital investment and valuation can be indicated into 2 methods, 1) Market Capitalization method (MCM), and 2) Return on assets (ROA). For (Sveiby, 2004), has divided 4 indicators, which are 1) MCM, 2) ROA, 3) Direct Intellectual Capital (DIC), and 4) Scorecard (SC), as shown in table 4

Table 4 The Intellectual Capital Evaluation

Academics	The Intellectual Capital Evaluation			
	Market Value	Return on Assets	Direct Intellectual Capital	Indicator
Luthy, 1998	✓	✓		
Williams, 2000	✓	✓		
Malhotra, 2003	✓	✓		
Sveiby, 2004	✓	✓	✓	✓

1. Market Capitalization Method is the calculation of the comparison between the organization assets and market capitalisation from the investors. The value of differences values means the Intellectual Capital or the Intangible Assets



The Organization Value v. The Market Value

2. Return on Assets Method (ROA) is the calculation of the profits of working before tax, divided by average tangible assets. The outcome from ROA calculation is the Financial calculation that enables us to analyze for the Intellectual Capital.

$$\boxed{\text{Profits of work before tax / overall average assets}} \div \boxed{\text{overall average assets}} = \boxed{\text{Become the Intellectual Capital}}$$

3. Direct Intellectual Capital method (DIC)

The intangible assets declaration as per the 38 Financial Standard (Edited 2015) has defined that the intangible assets mean the assets that non-financial and non-physically. This Financial Standard has extended the clarification of the intangible assets that the list of the intangible assets is required to declare under the control of the enterprise and they are beneficial in the future economically.

Those assets that can be indicated as per the definition of the intangible assets once;

3.1 they can be individualized, which means they are the business that able to divide or separate and transferable for the right, for rent, or exchange individually, or combining with the related assets or debts agreement, or

3.2 they are from the contract or any legal rights. The intangible assets that can be indicated are as examples below;

- Patent or the significant letter issued by the state, issued for protecting the Product innovation or design
- Copyrights means the sole right that the law has authorized the creator to do certain things with their creative work
- Leasehold means the right over the rental Real Estate directly with the asset owner as per the time length indicated in the contract. Normally, the length of time is long, and the renter will get the payment in exchange
- Franchises and Licensing means the right that state or individual has given a natural person or juristic person to deal with any specific business or appointed them to be the product salesperson in any location

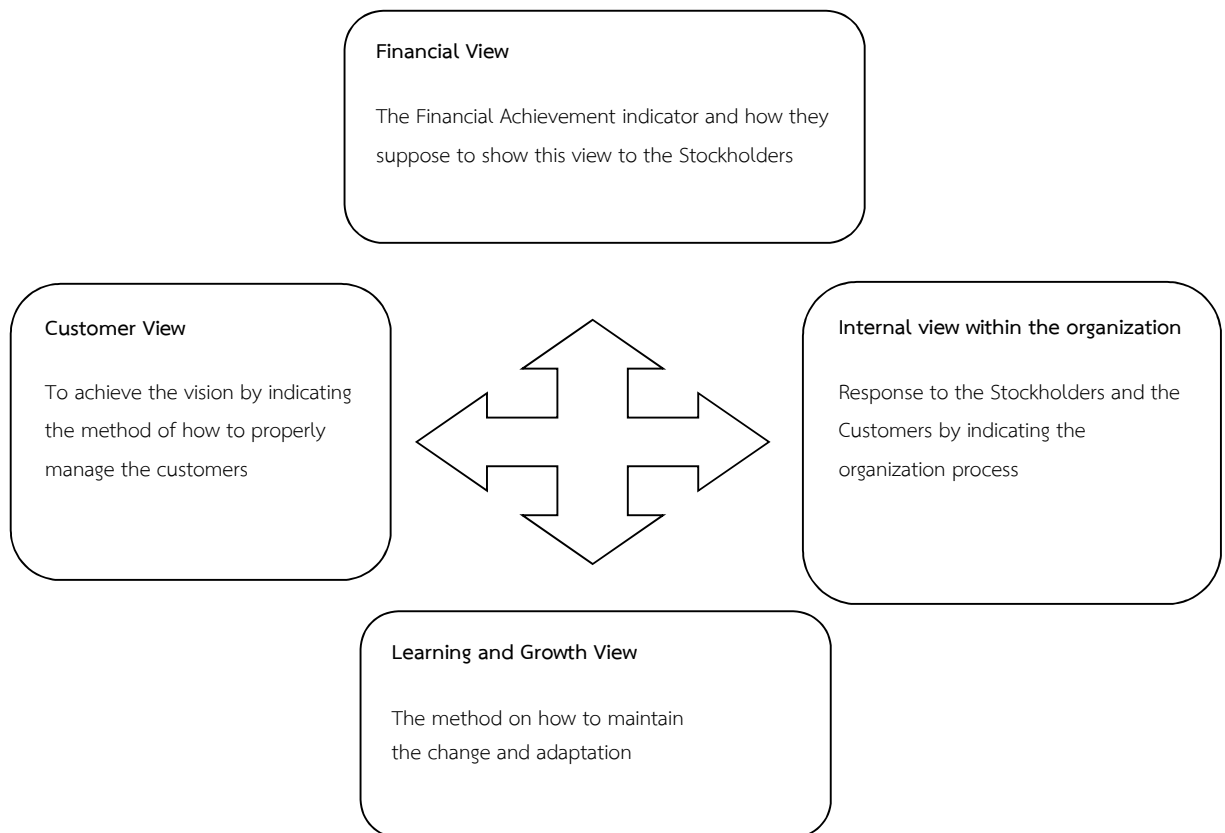
- Trademarks and Trade's name mean symbol or signature or seal to use for the goods and services

- Goodwill means the value erupted within the business. Those values that become goodwill are the capability to earn the revenue more than the same type of industries, which arise from the best customer relation, the business is located in a good location, a well reliable management, and an efficient and good production

The Intangible assets valuation can be calculated as a ratio to the Aggregated Coefficient. And that enables us to analyze the Intellectual Capital.

4. Scorecard Method (SC)

The Scorecard or so called, 'Balance Scorecard' is a mean that management in the era uses to manage the operation within the organization, by controlling and evaluating the processing, in order to achieve the organization goals (Robert S. Kaplan & David P.Norton, 1996). There are 4 types of scorecards, which are 1.Finance, 2.Customers, 3.The Internal Processing, and 4.Learning and Development. All of these 4 elements have to be interrelated. Because any certain individual in the organization is creative, expertise, has learnt and improved him/herself, doing the research, and being creative, all of these elements will drive towards the operational development, creating the extraordinary piece of work, and increasing the customer satisfaction. We can indicate each individual's parts of the intangible assets or organization intellectual capital, then create the scorecard, and summarize to 4 components as shown in the Picture 2.



Picture 2

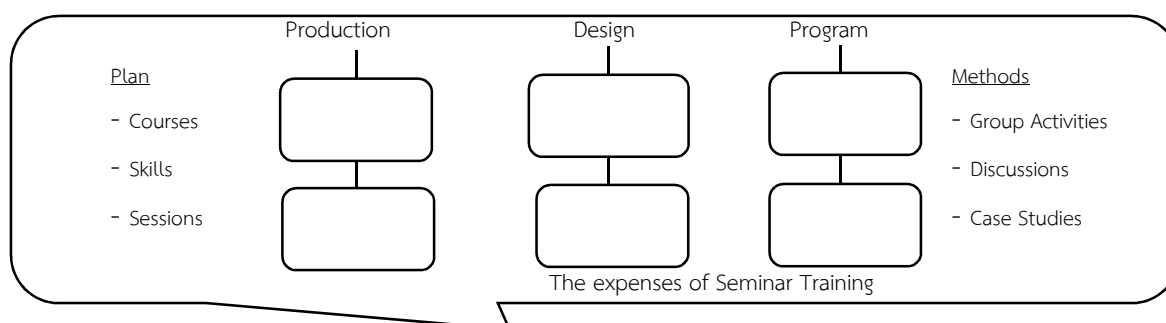
Example

Intellectual Capital Valuation in Human Capital is one of the significant tools to manage the knowledge and expenses by enhancing the organization's staffs' knowledge and performances, and it is considered as the increasing intellectual capital. The Samples of training expenses are;

1. Infrastructure Modification for the organization both fundamental and higher level, such as, computerize and information system for managing the organization

2. KM Operation Cost is how to build the Intellectual Capital in Human Capital

Once there is an investment in Human Capital, after completing the knowledge management, will indeed be able to add the value to the organization. For instances, the training, seminars, the education level of the organization officers. Below is shown how to evaluate the intellectual Capital



Picture 3 the Design Processing

1st Process : By indicating the organization's directions or the process that related to the seminar training, for instances, the Production Skill Training, the System Design Skill Training, and the instant decision making program skill training.

Derived from designing the seminar training, to use the kept knowledge and past experience to improve the employees usefully, by passing through the knowledge and experiences accumulating tools. For examples, knowledge course, skill for operation, length of time of seminar training. These components have not added the intellectual capital to the organization. However, they will be increased once the employees have adapted the knowledge and experiences they have received from the seminar training in their real life operation.

2nd Process : The evaluation for selecting t speakers and courses to increase the intellectual capital

Speakers+Courses	Knowledge and Skills (%)	Increasing Knowledge and Skills (%)
1	20	60
2	30	50
3	50	30

3rd Process : Processing on the Seminar Training

Evaluation Items	Good	Quite Good	Require Improvement	What to evaluate further
- actual adaptability				
- The Satisfaction of the Superiors				

Generally, once the Seminar Training is over, there will be an evaluation, to test whether the knowledge and skills have been accumulated or not, via the Pre-Test, and Post-Test or survey, along with observing the trainees' satisfaction towards the Seminar Training's management. By all means, these tests have not added the intellectual Capital, indeed, it has added Intellectual Capital Indicator, which is "The Behaviors". This means the employees are able to adapt the gain knowledge and skills from the seminar training by practicing in their real life work, and being evaluated from their superiors and colleagues. This process is called 360 Degrees Evaluation.

Therefore, this mentioned process is how to evaluate the Intellectual Capital in Human Capital, for showing the evaluation in term of decision making in the future. Most of the Organization has the budget for the Seminar training, however, it has not disclosed in the open yet, for how to measure the Market Value. What is disclosed solely is the Book Value only. These outcomes of disclosure have affected to how the Book Value and expected price the investors looking for are different.

The Reporting of Intellectual Capital

The Reporting of Intellectual Capital is the integration reports of various experts, in order to add the value and increase the competitiveness to the organization, who has included the Intellectual Capital Report in their annual report, not only having in the Finance Report.

(Ludo Pyis, 2009) has shown the ratio of Intellectual Capital (IC) Balance sheet Budget which can be divided into 2 sides as following

- Left side is the ID Asset, comprising of Internal IC Asset which are the structure capital (Technologies Investment and organization structure capital) and External IC Assets or any other related investment such as Business Investment, Social and Cultural capital.
- Right side are IC Liability and Equity, which containing IC Liability. This is Internal IC Assets categorized as the implied knowledge while IC Equity are the internal IC Assets categorized as the obvious knowledge and external IC Asset categorized as the obvious knowledge.

For the consolidated balance sheet, this document is showing the mutual values of the organization, including the financial value and Intellectual Capital value of those assets relating with all of the assets, we can report them in 2 cases, one is the financial report and the other is the non-financial report, or sometimes they report them both mixed. We can conclude forms of reports as shown in tables.

From the table 5, there are 3 categories of reports which are,

1. Human Capital Reporting or Individual competence, they are as followings; the leadership index, the employees motivation and satisfaction index, including the welfare that the organization has provided, no. of permanent and temporary staffs, no. of management in various levels, the education level of the management, average age of the management, sessions of seminar training and employees' knowledge and competencies.

2. Internal Structure are derived from the facilities to enhancing and easing the management working, the financial infrastructure or the ratios in the investment, the management structure, the Technologies and Information System, and the system improvement, the expenses for develop and research, are some examples of the Internal Structure.

3. External Structure are, for instances, the market share, and ratios of the customer to the organization, customers' loyalty and complaints, the ratios of the returning customers and the Organization Growth Index.

Hence, the Consolidated Balance Sheet is how the organization expressing the overall exact assets to the Stockholders. Sometimes it would increase the stock value 5 times because of the ability to change the knowledge from the individual's learning into the knowledge for real practices.

Table 5 Intellectual capital codification and measurement

Intellectual Capital Classification	Sveiby (1997)	Edvinsson(1997)	Guthrie (2015)	Kaplan and Norton (1996)	The Groups of Organizers
Human Capital Individual Competence	<ul style="list-style-type: none"> ■ Leadership Index ■ Motivation Index ■ The Employees' satisfaction toward the welfare ■ No. of Employees ■ No. of Management ■ Average age of the management ■ Length of time in the seminar training ■ the employees' competencies 	<ul style="list-style-type: none"> ■ Length of time of Specialists' experiences ■ The company's fame ■ The value added per employees ■ The value added per US Dollars Value ■ The ratio of the new employees (percentage of the new employees with less than 2 years of experiences) ■ The ratio of the new employees versus new ideas 	<ul style="list-style-type: none"> ■ The management's fame ■ The Employees' Professional ■ The Employees' satisfaction and complaint indicator ■ The ratio of the new employees 	<ul style="list-style-type: none"> ■ The employees' new entries and termination rate ■ The Employees' knowledge growth indicator ■ No. of employees' suggestions and complaints 	<ul style="list-style-type: none"> ■ No. of management in each level, i.e., the high and middle level management and the operation level ■ No. of employees in each level, such as officers and workers ■ The Training and Knowledge Development of the Management and the employees
Internal Structure	<ul style="list-style-type: none"> ■ The Management expenses versus overall revenue ■ The Information System Improvement expenses ■ The regulations in term of quality and quantity of the organization ■ The Financial Ratio of the Organization ■ The DatabaseDevelopment 	<ul style="list-style-type: none"> ■ No. of new Patents or innovation ■ The revenue to support the research development ■ The development of various projects ■ The Database System Development ■ No. of Database Advisers 	<ul style="list-style-type: none"> ■ Supporting the Organization's research development ■ No. of information equipments and tools ■ Database System Development 	<ul style="list-style-type: none"> ■ The Organization's quality indicator in term of time ■ The Organization's Financial Indicator ■ The ratio of return benefits towards the Stockholders ■ The ratio of measurement benefits toward the profits 	<ul style="list-style-type: none"> ■ The management of working's facilities ■ The Financial Structure ■ The Information Technology System and their development system
External Structure	<ul style="list-style-type: none"> ■ The Market Share ■ The ratio of Customers ■ The ratio of the lost customers 	<ul style="list-style-type: none"> ■ The ratio of the business within the market ■ The ratio of the customers who use the products repeatedly ■ No. of raw materials suppliers 	<ul style="list-style-type: none"> ■ The market share ■ The ratio of the customers and the products consumers ■ The Goods and Services Loyalty 	<ul style="list-style-type: none"> ■ The Customers Indicator ■ The Customers' Satisfaction and Complaints ■ The Distributors' satisfaction survey 	<ul style="list-style-type: none"> ■ The Market Share and the Customers of the Organization ■ The Customers Loyalty ■ The Customers Complaints

Intellectual Capital Classification	Sveiby (1997)	Edvinsson(1997)	Guthrie (2015)	Kaplan and Norton (1996)	The Groups of Organizers
	<ul style="list-style-type: none"> ■ The average time to service the customers ■ The participation in the investment with the customers ■ The Customers' Loyalty Indicator 	<ul style="list-style-type: none"> ■ The Loyalty towards the organization or the products ■ No. of the Customers' Complaints 	<ul style="list-style-type: none"> ■ No. of the Customers' Complaints 	<ul style="list-style-type: none"> ■ The Customers' Loyalty towards the Goods and Services 	<ul style="list-style-type: none"> ■ The ratio of the customers' repeated purchasing ■ The Organization's Growth Index

The Development of Intellectual Capital

The Intellectual Capital begins from the general ideas to manage the intangible assets of invisible assets, and increase the organization's competitiveness (Stewart, 1991), by managing the intellectual capital via the knowledge management processing, and lead to increase the organization's competitive competency. Due to the Intellectual Capital Management is related to the knowledge Management (Seleim and Khalil, 2011) and they can be value-added or effected to the organizations competitive potential, (Pattamawan Singhsorn, 2015). The Intellectual Capital has been the points of interest in most of European Countries in the last decade. There were so many companies disclosing their data reports relating to the intellectual Capital development and management in the organization annual report. In the integration report Framework (IRC,2013).The Intellectual Capital is quite a brand new series and complicated concept. Due to it is an intangible asset and its high uncertainty state, therefore arising the concept for the Intellectual Capital Accounting (IFAC, 1998). There were talking about the limitation of the organization Financial Report version. Therefore, people have begun making the Financial Report Structure by separating the Intellectual Capital related to the disclosed data (Bernard Marr, 2008). In this report, its main objective is to combine the organization's significant data from various dimensions and record them in this report, for the benefit of the Organization's Communication efficiently.

The 12th national Economic and Social Development Plan (2017-2021) is hold to the concept and perception in planning. The people center-based development, by participating more in the production structure transaction adjustment from the Agriculture-based to the industrial and services-based. And the Industrial Sector has accumulated the knowledge and technologies continuously(The 12th national Economic and Social Development Plan (2017-2021) or so-called Thailand 4.0. The stock Exchange of Thailand has promoted the registered companies to disclose their overall outcome and achievement's sustainability report for their interested person's acknowledgement via the business's Social Responsibilities Report or the Sustainability Report, which are under the control globally, by making the sustainability report under the control of Global Reporting Initiative (GRI), version G4 (SET, 2016). The example is Baanpu Company Limited in 2014 , who had been aware on Down Jones Sustainability Indices (DJSI). This is a global acceptance sustainability Measurement Indicator. Moreover, this company also been ranked in a very good CG scoring from Stock Exchange of Thailand (Baanpu Company Limited's 2014 Annual Data Report. In this mentioned annual report. And in this mentioned annual report had included the report related to the organization's way to develop the Human Capital

CONCLUSION

The Intellectual Capital is the knowledge-based resources that arising within the organization non-physically, but its value had effected to the organization's competency, if the Intellectual Capital had been managed and developed properly continuously since 1990. The recent decade, the Intellectual Capital has been much interested in many European countries. Due to the findings of the relationship between the intellectual Capital, the organization's objectives and strategic goals achievement, many firms have reported the data related to the development and the intellectual capital management and also disclose it in the organization's annual report. The Intellectual Capital components are divided into 2 categories. First, the Internal Structure, which is the form of knowledge within the organization that can be self-managed within the organization. Second, the External Structure, which is the form of knowledge outside the organization, that is unable to manage or control in some certain situation. The Human Capital means the knowledge, the understanding, the competency, including the specializing of each individual's experience that had been accumulated by themselves, combining them together enough to develop the potential in the operation of the organization. Not only that, but also being the essential and valuable resources, which is enable the firm to be a competitive competitors and valued reliable measurement. The Intellectual Capital Investment and valuation can be divided the indicators to be 2 methods (RUS) or dividing the indicator into 4 types, which are 1) Market Capitalization Method (MCM), 2) Return on assets method (ROA), 3) Direct Intellectual Method (DIC), 4) Scorecards Method (SC). These types of indicator will help

measure the Intellectual Capital value in term of Finance, and show the Intellectual Capital. Report in the integrated report within the organization's annual report, as an additional parts from the Financial Budget, by showing in the Balance Sheet sector, as well as in the usual Financial Budget part. .These reports can be divided into two sides. One is the left side, which is the IC Assets. Another is the Right side, which are IC Liability and Equity. Lastly for the Consolidated Balance Sheet, which is the overall value of the organization, including the Financial value and Intellectual Capital value of the assets that related with all of the assets, which can be reporting into 2 cases. They are non-Financial report or sometime can be reporting both of them mixing together.

The suggestions for further researching is, we should study the model to be used for adding the value of the organization in term of organization's strategic management, by using the integrated report with the composition of the Intellectual Capital, separated from the Financial report, and how it has affected to the organization's wealth.

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THE PEOPLE'S SATISFACTION WITH THE SERVICE SYSTEM OF KRASOP SUBDISTRICT ADMINISTRATIVE ORGANIZATION, MUEANG UBON RATCHATHANI DISTRICT, UBON RATCHATHANI PROVINCE

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ABSTRACT

This research aimed to determine people's level of satisfaction with the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province for year 2017 in 5 service aspects of service including 1) law and regulation's service, 2) education's service, 3) municipal and mitigation's service, 4) tax and income's service and 5) community development and social welfare's service. The tool for data collection was a questionnaire given to 400 people who used the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province, and chosen by random sampling technique. A response was received from 350 local people (response rate: 87.5 percent). Statistical tools used in the data analysis were percentage, mean and standard deviation.

The results show that in general, most people in this study were satisfied with the service system at the high satisfaction level. When focusing on each particular aspect of service, most people in this study were satisfied at the high level as follow; community development and social welfare's service, tax and income's service, law and regulation's service, municipal and mitigation's service, and education's service respectively.

Keywords: People's Satisfaction

INTRODUCTION

Thailand is a unitary state in Southeast Asia and Thailand have changed from an absolute monarchy to a democratic government in 1932 as the revolutionists believed that with a new system it will help the Thailand to be modernized and also governed by the people's representatives. According to Office of the Council of State (2008), referring to National Government Organization Act, BE 2534 (1991) it shows that government service was divided into three main level including central, provincial and local. In this research, researchers will focus on the third government service which is local government. It consist of two types, ordinary and special.

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Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province is an ordinary types of local government but has a new form. According to the Subdistrict Councils and Subdistrict Administrative Organisations Act, BE 2537 (1995), the local government under this form is adopted in every province and consists of 2,440 municipalities and 5,335 subdistrict administrative organization (Office of the Council of State, 2008) and Krasop Subdistrict Administrative Organization is one of subdistrict administrative organization in Ubon Ratchathani Province.

In fact, Thailand government try to promote Subdistrict administrative organization because the trend of decentralization. It is one of the solution from Thai government in the past, to improve community development programs in rural areas to better serve the needs and concerns of the local people. By doing this, Thailand government believes that the decision making powers will pass to the local level and local people will participation more in community and it will lead to a community development. However, it seems that Thailand government has never fully transferred power from the central to the local administration, even though many efforts have been made to establish real local government in Thailand.

Therefore, a number of studies and pilot test have been conducted every years because Subdistrict administrative organization have to ensure that their services are meet the local people needs and wants. With a high satisfy from local people, it will ensure a fixed budget. Thus, one of the studies that Subdistrict administrative organization must do is how people satisfy with their service system. This research was financially supported by Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province, for fiscal year 2016 to study satisfaction level of local people toward the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province for year 2016 in 5 categories including 1) law and regulation's service, 2) education's service, 3) municipal and mitigation's service, 4) tax and income's service and 5) community development and social welfare's service.

RESEARCH OBJECTIVES

Determining people's level of satisfaction with the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province for year 2017

METHODOLOGY

This research has a research methodology as follows;

Sample and Data collection

The 400 local peoples who used the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province participated in this study, researchers provide a letter of recommendation from Faculty of Business Administration and Management in order to gain a cooperation from all the local peoples. Questionnaires were used to obtain individual perceptions. Of the approximately 400 local peoples, a response was received from 350 local people (response rate: 87.5 percent). The demographic variables included, gender, status, age, educational level, career, salary.

Tools

All constructs used multi-item scales that have been developed and used only in this research. The instruments were prepared for use in Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province, researchers used the survey questionnaire with a five-point Likert-type scale ranging from 1 (strongly un-satisfaction) to 5 (Strongly satisfaction) (Vagias, 2006). Survey questionnaire consists of 3 sections, the first section is about samples, demographic, the second section is the study of the satisfaction level in in 5 service aspects including 1) law and regulation's service, 2) education's service, 3) municipal and mitigation's service, 4) tax and income's service and 5) community development and social welfare's service, and the third part is an open question to gain more opinions and suggestions from local people. Moreover, in order to achieve content

validity of the questionnaire, identifying the conceptual domain, the role of literature reviews and key experts, were used to confirm content validity. Furthermore, Cronbach alpha will used as an estimate of the reliability, which is 0.95

Data analysis

Descriptive statistic such as percentage, mean and standard deviation were used to explain the level of satisfaction.

RESULTS

The result of this research will presented into 3 points as follow;

1. The majority of 350 local peoples who used the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province were female (57.7 percent), aged between 31 – 40 years old, were married (48.9 percent), studies at less in primary school or not entry to study (48.3 percent), worked as a farmer and fishing (30.3 percent). Most of local people receive income below 5,000 Thai Bath.
2. In overall, the people's satisfaction of the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province is considerably high as ranking from high to low in community development and social welfare's service (mean = 4.37, SD = 0.47), tax and income's service (mean = 4.36, SD = 0.46), law and regulation's service (mean = 4.32, SD = 0.39), municipal and mitigation's service (mean = 4.31, SD = 0.47), and education's service (mean = 4.23, SD = 0.39) respectively. See table 1 below;

Table 1 People's satisfaction of the service system

Service's aspect	Mean	SD	Satisfaction's Level
Law and regulation's service	4.32	0.39	High
Education's service	4.23	0.39	High
Municipal and mitigation's service	4.31	0.47	High
Tax and income's service	4.36	0.46	High
Community development and social welfare's service	4.37	0.47	High
Overall	4.32	0.34	High

3. When focusing on each process of every service aspect, it was found that

3.1 The highest mean score of process in aspect of law and regulation's service were facilities (mean = 4.48, SD = 0.69), service's staffs (mean = 4.40, SD = 0.68), service channel (mean = 4.23, SD = 0.53), and service process (mean = 4.16, SD = 0.44) respectively.

3.2 The highest mean score of process in aspect of education's service were service process (mean = 4.35, SD = 0.35), facilities (mean = 4.33, SD = 0.54), service's staffs (mean = 4.22, SD = 0.59), and service channel (mean = 4.01, SD = 0.56) respectively.

3.3 The highest mean score of process in aspect of municipal and mitigation's service were service process (mean = 4.45, SD = 0.56), service's staffs (mean = 4.34, SD = 0.58), facilities (mean = 4.24, SD = 0.61), and service channel (mean = 4.21, SD = 0.52) respectively.

3.4 The highest mean score of process in aspect of tax and income's service were facilities (mean = 4.43, SD = 0.52), service's staffs (mean = 4.42, SD = 0.55), service channel (mean = 4.36, SD = 0.56), and service process (mean = 4.22, SD = 0.76) respectively.

3.5 The highest mean score of process in aspect of community development and social welfare's service were service process (mean = 4.42, SD = 0.57), service channel (mean = 4.40, SD = 0.53), service's staffs (mean = 4.32, SD = 0.55), and facilities (mean = 4.32, SD = 0.60) respectively.

DISCUSSION

1. Key finding in this section focuses on the score of service's quality of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province. There is a rules to consider the quality of service. With a Mean score, researchers have to convert values to Percentage score. Then, with percentage score researchers have to convert values again to a score of service's quality (Saenchai, 2015) as follow in table 2;

Table 2 Rules to consider service's quality

Level of satisfaction	Service's quality
above 95	10 point
not more than 95	9 point
not more than 90	8 point
not more than 85	7 point
not more than 80	6 point
not more than 75	5 point
not more than 70	4 point
not more than 65	3 point
not more than 60	2 point
not more than 55	1 point
not more than 50	0 point

Therefore, the people's satisfaction of the service system of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province as a whole was rated at a high 86.4 percentage. When considering by aspect, each aspect have rated at a high level as follow community development and social welfare's service (87.4 percentage), tax and income's service (87.2 percentage), law and regulation's service (86.4 percentage), municipal and mitigation's service (86.2 percentage), and education's service (84.6 percentage) respectively. See table 3 below;

Table 3 Service's quality score

Service's aspect	Mean	Service's quality	Score
Law and regulation's service	4.32	86.4	8
Education's service	4.23	84.6	7
Municipal and mitigation's service	4.31	86.2	8
Tax and income's service	4.36	87.2	8
Community development and social welfare's service	4.37	87.4	8
Overall	4.32	86.4	8

The point is how education's service which provide by Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province get a low score when compare to other service. This result can support by the demographic of local people, most of the local people studies at less in primary school or not entry to study and they worked as a farmer and fishing. Therefore, there is no point for a local people to get a service related to education. It is similarly to a report on people's level of satisfaction with the service system of Saimun Subdistrict Administration organization, Saimun District, Yasothron Province for year 2016 (2016), a report

on people's level of satisfaction with the service system of Nong Takai Subdistrict Administration organization, Nong Bunnak District, Nakhon Ratchasima Province for year 2011 (2011), and A report on people's level of satisfaction with the service system of Ban Phue Subdistrict Administration organization, Phon Phisai District, Nong Khai Province for year 2016 (2016) which report that there is a low level of people's satisfaction on education service.

2. When focusing on the process of each service as table 4 below. From the table 4, service process is the most satisfy by local people. On the other hand, service channel is rated less satisfy by local people. This result is normally when talking about the outcome of service provider both private sector and government sector. An organization who can create a faster of service will gain a high satisfaction from their customer or users. This is support by Zhao, Lu, Zhang and Chau (2012), Chang, Chen and Lan (2013) which concluded that with high quality service process organization will gain a customer royalty. In addition, Ma (2012) and Lin (2012) suggested that with a multi-channel service and its quality, it will increase a customer loyalty.

Table 4 Rating of people's satisfaction in process of service

Service/Process	service process	service channel	service's staffs	facilities
Law and regulation's service	4	3	2	1
Education's service	1	4	3	2
Municipal and mitigation's service	1	4	2	3
Tax and income's service	4	3	2	1
Community development and social welfare's service	1	2	3	4

(note: 1 : first in rank, 2: second in rank, 3: third in rank, 4: fourth in rank)

CONCLUSION

The Subdistrict Administrative Organization is a key factor in encouraging the development of the local area. Local administrative have to collaborate with other functions, such as local people and local institute in order to work through integrated coordination, then they will work and exchange information together. Furthermore, the Subdistrict Administrative Organization has to develop themselves by learning, knowledge management and concern on local people's satisfaction. This is the way to help Subdistrict Administrative Organization achieve sustainability.

Based on a research result and discussion, Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province must concern on the service channel. With a variety of channel, local people will have more channel to connect to the service of Krasop Subdistrict Administrative Organization, Mueang Ubon Ratchathani District, Ubon Ratchathani Province, then the local's people will happy and Krasop Subdistrict Administrative Organization can gain a high satisfaction from them because they can finish their request as fast as their expectation. Moreover, Krasop Subdistrict Administrative Organization must reduce unnecessary process in order to create a faster service for the users.

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FINANCE'S ROLE FOR DECISION MAKING IN STRATEGIC MANAGEMENT

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ABSTRACT

The paper is formed as takes after: the writing audit comprises of strategic management, basic leadership process and the part of finance in organization. Strategic management is an integrative management field that consolidates investigation, definition, and execution in the journey for upper hand. The decision-making process incorporates three stages: distinguishing proof, building choice segments and usage. The financial management has encountered different enhancements since the begin of this century, where it was moved from unmistakable examinations to logical investigations that are subject to the standard correct process. It moves from field that was enthused about search for wellsprings of sponsoring to a field enlivened by resource management and occupying financial resources to the zones of better use, furthermore from external analysis of the foundation to focus on the decision-making process inside the organization. Over the latest ten years, the adjusted balanced scorecard (BSC) has ended up being a champion among the best management instruments for realizing and watching system execution as it modifies approach to adjust procedure and it concentrates on the hugeness of defining up financial goals for laborers, functional areas and business units. The financial measurements empower firms to complete and screen their methodology with specific, industry-related, and quantifiable financial targets, strengthening the organization's abilities with hard to-imitate and non-substitutable capacities. They support feasible upper hands that boost sustainable competitive advantages that, the key objective of all partners. The part of the finance function and its ability to add to authoritative execution will depend upon the particular states of an association. Decision makers must ensure that fund is appropriately arranged inside the general structure.

Keywords: Finance's Role, Decision Making, Strategic Management

INTRODUCTION

The organization can be viewed as composed of the following interrelated elements: people, architecture, routines and culture. People consist of employees, contractors and owners – always bearing in mind that as supply chains grow more complex it is not always clear who is and isn't part of the organization. Architecture had reporting lines, responsibilities, governance structures and informal relationships. Routines indicate processes, policies, reward structures and approaches to decision making. Finally, culture is relating to values, beliefs and norms of behavior (Roberts, 2007). There is dependably an enthusiasm to enhance key basic le strategic decision making leadership among both managers and researchers. Enthusiasm for enhancing the strategic decision making is identified with

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changes in current condition and to the trouble that directors need to confront in strategic decision making these days (Eugenia¹ & Tiberiu, 2013). The environment is always showing signs of change and is considerably more powerful and less unsurprising than before. Changes in the environment have an exponential pattern. Previously, changes were slower and considerably less set apart by the dynamics (Mussoa & Francioni, 2012). Today, changes are significantly speedier and bring patterns, which past eras of business people and supervisors did not think about. We can take a gander at the beat of development, rhythm of globalization, continuous changes in enactment, in culture and in different parts of environment (Balta, Woods, & Dickson, 2009). These progressions can bring new open doors for organizations' advancement, yet additionally in the meantime, they mean dangers. Observing, looking into and anticipating the advancement of condition has turned out to be progressively troublesome, and these challenges influence also decision-making of managers (Robbins & Coulter, 2013). Particularly decision making at vital level is to a great degree troublesome and requests new arrangement of abilities and methodologies. We consider key examination as significant in key decision making process (Volna & Papula, 2013). Strategic analysis brings the imperative data about assessment and improvement of condition and furthermore uncovers conceivable open doors and dangers that should be consider in decision making (Royae, Salehi, & Aseman, 2012).

Strategic decision-making belongs a place with the standout among the most imperative ranges of current administration and assumes a significant part in making progress and survival of the organization. The crucial role in strategic decision-making process has strategic analysis. It frequently brings the imperative data about assessment and improvement of condition inside and outside the organization and uncovers conceivable open doors and dangers that should be consider in strategic decision-making (Papulova & Gazova, 2016). Strategic decision making is a noteworthy selection of activities concerning distribution of asset and commitment to the accomplishment of authoritative targets (Raju and Parthasarathy, 2009). One of the basic parts of making and maintaining a business is making a mission or vision for the business and an arrangement of objectives the organization intends to accomplish. Key basic leadership, or vital arranging, depicts the way toward making an organization's central goal and destinations and settling on the game-plans an organization should seek after to accomplish those objectives (Hamel and Media, 2014). Strategic Management Accounting (SMA) has a set of techniques that provide accurate information for various aspects in the organization including strategic costing, competitors accounting, consumer accounting, strategic decision, and planning, control and performance management (Alsoboa et. al, 2015).

The paper is organized as follows. After introduction, in the literature review we discuss the approach to strategic decision-making, brief development of various approaches and way of thinking used in strategic analysis. Last section summaries and concludes our main propositions.

LITERATURE REVIEW

The content of the literature review consists of strategic management, decision making process and the role of finance in organization.

Strategic Management

Strategy is a long-term direction of an organization. Defining strategy as a long term direction of an organization implies a more comprehensive feel than some influential definition (Johnson et al, 2015). Definitions of Strategy are the determination of the long-run goals and objectives of an enterprise and the adoption of course of action and the allocation of resource necessary for carrying out these goals (Chandler, 1963). Competitive strategy is about being difference. It means deliberately choosing a different set of activities to deliver a unique mix of value (Porter, 1996). Strategy is the theory of the most proficient method to contend effectively. It likewise considers execution as a factor affected by procedure, as it can be viewed as that to contend effectively implies having a satisfactory performance (Barney, 2001).

Strategic Management was born as a hybrid discipline, influenced by both sociology and economics (Bhalla et al., 2009). It just started getting more consideration, from both the scholastic and the business area, in the 1950s, with its improvement completely in progress in the 1970s. According to Porth (2002), strategic management developed as a feature of strategic planning, which is presently viewed as one of its main instruments. It was fused into strategic management, which joined planning and management in a similar process. More generally, strategic management is an expansive term that incorporates deciding the mission and target of the association with regards to its external and internal environments (Mainardes, Ferreira, & Raposo, 2014). Strategic Management is Strategic management is an integrative management field that combines analysis, formulation, and implementation in the quest for competitive advantage (Rothaermel, 2017).

Decision Making Process

The significance of decision making and the requirement for a different examination and change has started to attract consideration the sixties of the twentieth century by H. Simon (1960), who indicated out the need comprehend the decision making as a procedure.

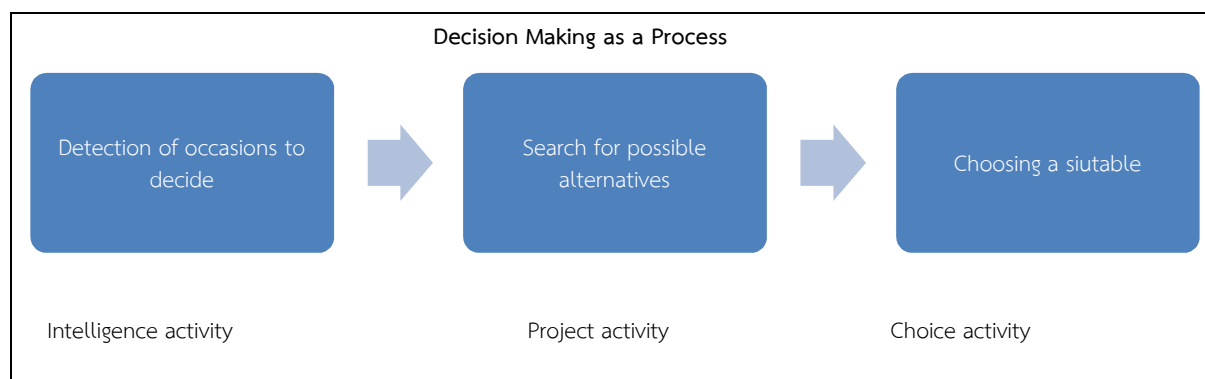


Figure 1 Decision Making process (Simon, 1960)

The decision-making process speaks to a progressing movement of managers. As opposed to the regular one, the strategic choice is being made in a longer time and on a point by point premise (Negulescu, 2014). Another author considers that the decision-making process includes three phases: identification, building decision components and implementation (Chestnut, 2013).

Identification: managers assemble information within the organization; they apply mathematical and statistical methods on data accumulated and utilize the results to support the choice decision.

Building components: while displaying an option, the decisionmaker assesses an outcome for every conceivable choice until the point when he or she takes into thought every single conceivable mix, requirements and impediments. At that point factual and numerical conditions are connected to the issue. The outcome is to be a rundown of choosing choices to which fruitful probabilities are related.

Implementation: with a specific end goal to implement decision, a support system may be used for gathering and investigating information inside the organization and offering valuable data to supervisors.

According to Barney & Hesterly (2015), the strategic management process. Although it is usually difficult to know for sure that a firm is pursuing the best strategy, it is possible to reduce the likelihood that mistakes are being made. The best way to do this is for a firm to choose its strategy carefully and systematically and to follow the strategic management process. The strategic management process is the sequential set of analyses and choices that can increase the likelihood that a firm will choose a good strategy; that is, A strategy that generates competitive advantages. And example of this strategy management process is presented in figure 2.

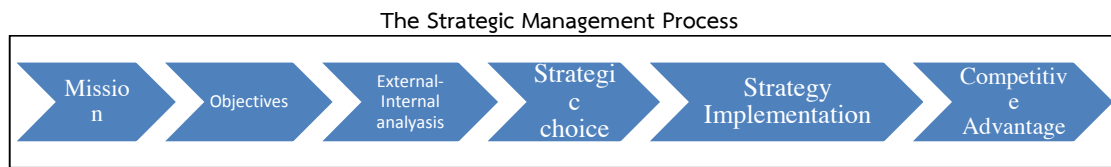


Figure 2 Decision Making process (Barney & Hesterly, 2015)

The Role of Finance in Organization

The financial management considers as a capacity which is undertaking in contributed capital management to accomplish conceivable productivity and additionally the ideal utilization of money related assets and management to accomplish the targets of the task. The finance component is spoken to by the organization's responsibility regarding survival, development and productivity (Pearce & David, 1987). The achievement of monetary tasks relies upon the accompanying of logical strategies in management. Likewise, the major achievement of a strategy relies upon three basic factors: a company's arrangement with the external environment, a realistic internal view of its core competencies and sustainable competitive advantages and cautious implementation and monitoring (Porter, 1996).

Finance no uncertainty is the life wire of all business organizations which should be adequately made accessible towards meeting the general business objective. The achievement or generally of any business organization relies upon financial management sharpness of business managers. Numerous co-agent social orders come up short since larger part the operators know little or nothing about financial management (Olaoye & Saheed, 2016).

El-Dalabeeh (2013) aimed to identify the role of the management accountant in evaluating the companies' performance through using the financial analysis methods in evaluating the performance. The analyst prescribed building up an autonomous division for the management bookkeeping in the organization to assess its execution through breaking down the deviations and treat them and to give qualified representatives; experimentally and basically to take the necessary steps of the organization.

Pandey (2004) opines that for the powerful execution of the finance functions, certain different capacities must be routinely performed. The worry methodology and frameworks, and include a considerable measure of printed material and time. They don't require specific aptitudes of finance. A portion of the important routine finance functions are: a. Supervision of cash receipts and payments and safeguarding cash balances, authority and defending of securities, insurance policy documents and other profitable papers, Dealing with the mechanical points of interest of new outside financing, record keeping and announcing. The finance manager in the modern enterprises is principally associated with the managerial finance functions, the normal finance functions are completed by officials at bring down levels.

As indicated by Okurebai & Offiong (2015), a financial manager is a man who is dependable fundamentally to do the finance functions. Financial manager possesses a key position in any business organization. He is one of the individuals from the top management group. The financial manager is in charge of forming the undertaking, and is engaged with the assurance of most key choices of the allotment and management of funds In the release of his obligations, the financial manger needs a more extensive and for-located viewpoint, and must understand that his activities or in-activities have extensive results on the firm since, they impact the size, benefit, development, hazard and survival of the firm financial manager should in this manner have a reasonable comprehension and a solid handle of the nature and extent of the finance functions. The primary elements of the financial manager can in this way be compressed as takes after: raising of funds, allocation of funds, management of funds, profit planning, and Knowledge of capital market.

The financial management has experienced various improvements since the start of this century, where it was moved from unmistakable examinations to scientific studies that are liable to the standard exact process. It moves from field that was keen on look for wellsprings of subsidizing to a field inspired by asset management and diverting financial resources to the zones of better utilize, additionally from external analysis of the establishment to concentrate on the decision-making process inside the organization. Over the most recent ten years, the balanced scorecard (BSC) has turned out to be a standout amongst the best management instruments for actualizing and observing procedure execution as it adjusts methodology to align strategy and it focuses on the significance of setting up financial goals for workers, functional areas and business units. (Bakhit & Alamin, 2016).

Financial metrics have for some time been the standard for evaluating a company's execution. The BSC underpins the part of finance in setting up and observing particular and measurable financial strategic goals on an organized, incorporated premise, along these lines empowering the firm to work proficiently and viably. Financial goals and metrics are set up in view of benchmarking the "best-in-industry" and include: free cash flow, economic value-added, asset management, financing decisions and capital structure, profitability ratios, growth indices, risk assessment and management, and tax optimization.

CONCLUSION

The presentation of the balanced scorecard stressed financial performance as one of the key markers of an association's prosperity and connected strategic goals to execution and give auspicious, valuable data to encourage strategic and operational control decisions. This has prompted the part of finance in the strategic planning process ending up more important than any other time in recent memory.

The significance of financial managers can't be over-accentuated in the example of overcoming adversity of helpful social orders. Financial managers have essential parts to play in the sourcing for the correct capital, proficient distribution of such capital and compelling management of funds is unavoidable to the survival of cooperative societies Obviously financial management can't single dealt with satisfy the want of expanding profitability and accomplishing the corporate target of the agreeable society by the part of financial managers are unavoidable to the survival of the social orders.

The financial measurements enable firms to actualize and screen their procedures with particular, industry-related, and quantifiable monetary objectives, reinforcing the organization's capabilities with difficult-to-impersonate and non-substitutable capabilities. They boost sustainable competitive advantages that maximize a firm's value, the fundamental goal of all stakeholders. The part of the finance function and its capability to add to organizational performance will rely upon the specific conditions of an organization. Decision makers must guarantee that fund is properly situated inside the general structure.

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GUIDELINES FOR DEVELOPING FLEXIBLE BENEFIT PROGRAM FOR FACULTY STAFF IN FACULTY OF SOCIAL SCIENCES AND HUMANITIES MAHIDOL UNIVERSITY

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ABSTRACT

The purposes of this research were to study the current benefits of faculty staff in faculty of Social Sciences and Humanities Mahidol university, and to explore the possibilities and limitations of providing a flexible benefit program in the faculty of Social Sciences and Humanities Mahidol university as well as to develop the guidelines for providing a flexible benefit program for faculty members in the faculty of Social Sciences and Humanities Mahidol university. The present research was conducted by using both quantitative and qualitative methods. The population was 158 staff in the faculty of Social Sciences and Humanities Mahidol university. A descriptive survey was carried out with 95 faculty staff who accounted for 60.1 percent of the population, and interview was conducted with 2 faculty's administrations and 6 selected faculty staff. The research instruments were benefit preference questionnaire and interview guideline. The qualitative data were analyzed through content analysis, and quantitative data were analyzed through descriptive statistics. The research findings indicated that the three generation staff shared some common preferred benefits, like they all chose Retirement benefits as their most preferred benefit items; also, all of them preferred Health and safety benefits and Performance appraisal bonuses. While each generation staff also had their individual benefits needs, baby boomer staff preferred Family orientated benefits; generation X staff liked Time-off and Transportation benefits, and generation Y staff was the prone Personal development and training benefits. The findings of this research provided information for the dean or benefit committees of the faculty of Social Sciences and Humanities Mahidol university for designing the flexible benefit program. The research also attempted to improve faculty staff's benefit satisfaction which in turn will contribute to improving performance, and enhancing commitment to the faculty and retention.

Keywords: Flexible benefit, Generation, Mahidol university, Employee benefits

INTRODUCTION

Background of this study

With an event of globalization, plenty of companies across the world have used a multinational strategy to enter new geographies and succeed in business. This has translated into a diverse workforce (Vijaya & Pant, 2015). Nowadays we can see Baby Boomers, Generation X and Generation Y these three different generations working together in the same workplace. With the currently multigenerational working environment and different needs of each generation, in order to maintain competitive as well as accomplish organizational goals, employers must adjust

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their traditional employee benefits design methods to maximize employees benefit satisfactions and ensure all employees are able to achieve their full potential. Because employee benefits link to the effectiveness of performance and employee well-being, in addition, from a psychological standpoint, employee benefit can influence employee's attitudes and perceptions. Once employees fulfilled their satisfaction of benefits, they are committed to the company and remain with it, as well doing better jobs, which in turn inspire strong organizational achievement (Yousef, 2007). Moreover, companies offering attractive benefit packages tend to retain talented employees and reduce employee turnover.

Owing to the evolution of the social and economic environment, as well as demographic diversity of current workplace, traditional "one size fits all" approach to design benefit plans has become an anachronism. A tailored menu of flexible benefits becoming an increasingly attractive way to meet particular financial goals and concerns of each group. Hutchinson (2004) defined flexible benefit plan (FBP) as any benefit plan that grants employees a choice from the mix of monetary and non-monetary benefits they obtain. FBP attracting more attention with the expanding diversity in the cultural composition, gender and age of the organizations. Such changes could imply the need for flexible benefit options to fit diverse personal needs of staff from different generation (Smith, 2000; Marg, 2008; Hillebrink, Schippers, Doorne-Huiskes & Petters, 2008).

Though flexible benefit program first implemented in the early 1970s, academic research on such benefit program is uncommon (Robin 1994; Barringer & Milkovich, 1998). Besides, the few previous academic researches about flexible benefits were conducted mostly concentrated in business organizations of western developed countries, related studies were rarely carried out in public organization, especially in higher educational institutions, and research in Asian countries such as Thailand appears to be non-existent. In addition, previous researches mainly focused on the effect of FBP on employee's psychological perceptions and behavior, such as flexible benefit affect employee benefit satisfaction, help employer attract and retain the talent (Cable & Judge, 1994; Brashear, Manolis & Brooks, 2005; Cole & Flint, 2004; Bentein, Vandenberghe, Vandenberg & Stinglhamber, 2005; Firth, Mellor, Moore & Loquet, 2004), studies of how to develop appropriate flexible benefit programs to meet the diverse needs of each of the four generation workers are even rare. To fill this research gap and to contribute some practical ideas to public organizations especially higher educational institutions, this study aim to explore the different benefit needs of faculty staff from faculty of Social Sciences and Humanities Mahidol university, and the benefit preferences of each generation employee.

Benefits of faculty members in faculty of Social Sciences and Humanities are from three sources, the first one is government-provided benefits, for instance social security, healthcare, provident fund, and retirement benefits, these are essential benefits under the employment law of Thailand; the second source of benefits are provided by Mahidol university, like medical allowance ;and the last source of benefits are provided by faculty such as a lunch per month, t-shirt, learning opportunities to have technical field trip aboard. These benefits are extra benefits provided by the faculty of Social Sciences and Humanities and Mahidol university; but they didn't fit with employee's need. Therefore, this article aimed to suggest the guidelines for developing a flexible benefit program for faculty staff of each generation, which on the basis of studied the current and preferred benefits of faculty staff, as well explored the limitation and possibilities of providing flexible benefit program in faculty staff in faculty of Social Sciences and Humanities Mahidol university.

Conceptual framework

In this study the guidelines for developing a flexible benefit program for faculty staff in faculty of Social Sciences and Humanities Mahidol university was developed on the basis of the current benefits and preferred benefits of faculty staff in faculty of Social Sciences and Humanities Mahidol university, as well the possibility and limitation of providing a flexible benefit program for faculty staff in faculty of Social Sciences and Humanities Mahidol university. See figure 1.1.

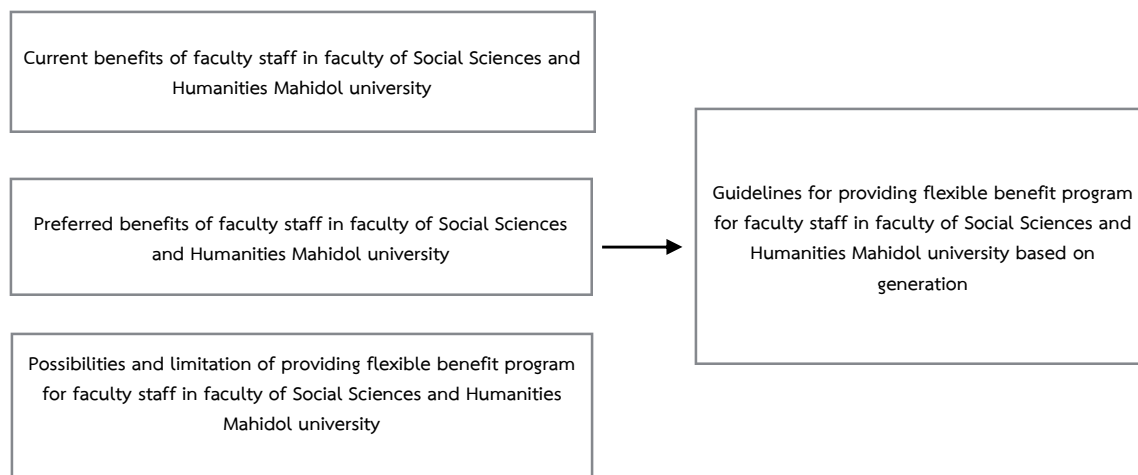


Figure 1 Conceptual framework

LITERATURE REVIEW

Definition and concept of Human resource management (HRM)

Human resource management (HRM) concerns all aspects of how to manage people in the organization, from recruit new employee to employee well-being and how they perform on their position. Mathis & Jackson (2007) defined HRM as the process of integrate management approaches to make sure that human talent to be used efficiently and effectively to achieve organizational objectives. It includes the practices of job analysis, recruitment and selection, performance management, compensation and benefit, training and development and employee relations. However, HRM works as a system rather than independent HRM approaches work alone, Kepes & Delery (2007) stated that consistent and internally coordinated human resource management systems form compelling connections that generate positive synergistic effects on organizational objectives. As a system, all HRM processes are intrinsic to the survival and boom of HR strategies and no single approach can work alone. Job analysis is the foundation for all recruit assessments and selection decisions. To identify the best person for the position, it is crucial to fully understand that job's nature. After filling the firm's human resource gap, the next step is performance management, which ensure employees perform well on their position. However, compensation and benefits planning relies heavily on employee's performance, in turn, compensation and benefit planning incentive and disincentive employee. Training and development helps employee learning newest knowledge and skills which play an crucial role of organizational performance, meanwhile training and development opportunity exists as part of the total reward. Employee relations also influence employee's performance, good relationship can creates harmony working environment, which benefit employee engagement and decrease employee turnover rate.

HRM views people as internal customers and organizational assets, it functions to create job satisfaction and employee efficiency and effectiveness. The overall purpose of HRM is to ensure organization achieve its success though managing people. As Guest (1997) argues, the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization.

The function of employee benefits in HRM

Among all the HRM processes, compensation and benefits are one of the most demanding effect on the quality and efficiency of performance. Compensation and benefits decide the quality of applicants, the possibility of the job acceptance, the level of employees' behavior and performance on their present positions (Saks, Wiesner & Summers, 1996; Dineen & Williamson, 2012; Shaw & Gupta, 2007). In light of a report from the U.S. national income and product accounts (2012), compensation measures the total amount of the monetary and non-monetary

pay employees gained by contributing to production during an accounting period, which contains both salaries and wages, and supplements to salaries and wages. Benefits are provided by an employer to employees for being part of the organization. Mathis & Jackson (2007) described a benefit is a form of indirect reward that is given to an individual or a group of employees for being the member of that organization. Benefit generally contains retirement programs, paid leave, life and health insurance, assistance of education, family oriented benefits etc..

There is numerous evidence about incentives has a positive relationship with an employee performance and the effect is significant (Jenkins, Mitra, Gupta & Shaw, 1998; Gerhart & Rynes, 2003). Gerhart and Fang(2013) conducted one research about effect of pay for individual performance, and their study showed that there is the positive incentive effect on employee performance. Future more, Lee, Hsu and Lien (2006) tested the relationship between the retirement fund and pension of company and employee turnover rates, they found that both the incidence of retirement fund and pension, and the average amount money employer contribute to those two accounts negatively affect employee turnover rate. Obviously, implementation and design of compensation systems not only link to employee motivation, but also can be utilized to increase quality, safety, innovation, creativity and a number of other outcomes essential in a successful workplace (Gupta & Shaw; 2013). Besides, there is story from educational institutions evidence that compensation and benefits matters to people. One report indicated that teachers given incentives at the beginning of a school year, but had to return the incentive money if they did not meet performance aim throughout the year, outperformed teachers were promised an incentive at the year's end if performance goals were satisfied (Fryer, Levitt, List, & Sadoff, 2012). These reports reveal that financial incentive systems are effective; they sometimes are too effective.

Diverse benefit needs in the current workplace

Nowadays there are three generations can be found working together in the workplace, they are Baby Boomers, Generation X and Generation Y. Different generations working together constitute the fundamental of workplace diversity, meanwhile this diversity derived out one problem employers facing—the different benefit needs of each generation. The Baby Boomer generation, born between the years of 1946 and 1964, was grown up in a strong economy where the opportunity for education and jobs were favorable (Karp et al., 2002). A study of America Association of Retired Persons (AARP) in 2010, Leading a Multigenerational Workforce, suggested that, Baby Boomers values and expects good benefits, and for the reason that they are advancing in years, they are anxious about having the suitable health insurance. Many are also taking care of aging parents. The Generation X, born between 1965 and 1980. Members of Generation X are, as a rule, more interested with salary than benefits. As AARP suggests (2010), Generation X-ers are more self-reliant and more concerned with getting outcomes fast through making process easier. They helped to revolutionize the technology's use, and were in turn changed by it. Generation Y, a generation born between 1981 and 1994. As a group, they seem to view benefits as less valuable and less connected to their overall career goals. Generation-Y members tend to frequently change jobs, and as AARP writes (2010), "they can notify thousands of their cohorts about which companies match or fall that be short of their ideals" with a mouse's click.

Understanding the effect of generational diversity is crucial not only to developing a strategy appealing to employees but also provides an edge to employers in the competition for high quality employees. With the traits of the four generations, their needs and expectations, employers can use flexible benefits packages which contain several of options to meet the various expectations.

Flexible benefit program meet particular financial goals of each generation

Given those multigenerational factors, a traditional "one size fits all" approach to benefits no longer registers in the workplace. Companies are turning to flexible benefit plans because the diverse workforce's benefits needs to increasing. Flexible benefit programs are defined as any arrangement giving a choice to employees over the mix of cash and benefits they are given (Hutchinson 2004). Cole and Flint (2004) indicated that satisfaction may be enhanced by FBP though making employees more conscious of the value and essence of their benefits. FBP encourages an ethical organizational environment as the traditional benefit plan guarantees fairness by offering the

same benefits to all the employees while the FBP ensures quality of life though providing employees with choices (Zhaohonga, Kellyb & Trenberth, 2011). Ugh provide employees with choices (Zhaohonga, Kellyb & Trenberth, 2011). One of few researches which directly involved flexible benefits studied the effect of adopting a FBP on benefit satisfaction (Gyu-Chang, Waldeck & Rowlwy, 2008), the result showed that benefit satisfaction and understanding of benefits rose after implemented FBP. As Gyu-Chang, Waldeck and Rowlwy (2008) found that employee's feelings of commitment can be enhanced by flexible benefits, and Brashear, Manolis, and Brooks (2005) suggested that benefit satisfaction was negatively related to turnover intentions. Because such FBPs allow current employees to select their benefit packages and may, consequently, enhances their perceptions of fairness in benefit distribution (Barber et al., 1992; Cole & Flint, 2004). Those perceptions and choices may raise the possibility of employees stay with their existing employer. Moreover, FBPs may send a positive signal to job seekers that working in a company with such plans mean they will be treated well by management, which in turn can help that company attract more talents, Cable and Judge (1994) studied the job search decisions and pay preferences of 171 college students and they found that those companies which had installed a FBP have greater attractiveness. Meanwhile, drawing on expectancy theory, it can be proposed that flexible benefit plans would lower labor turnover and increase the capability to attract high-quality candidates, because they raise the perceived value to people who working for companies providing such plans (Barringer & Milkovich, 1998; Hillebrink et al., 2008; Wright, 2009). An effective employee benefits program is key in hiring and retaining top talent and in helping employees with life needs.

Methodology

Research and population

This research was carried out by using both quantitative and qualitative approaches, and the research instruments in this study were questionnaire which studied and interview.

For the quantitative part, the population of this study is 158 faculty staff in faculty of Social Sciences and Humanities Mahidol university, 95 faculty staff which account for 60.1 percent of the population, completed and return the questionnaires.

In the qualitative part, two faculty's administration, such as Deputy Dean for administration and Assistant Dean for system development and corporate image, as well 3 academic staff and 3 supporting staff from each generation who working there above 1 year were interviewed. The two faculty's administrations were selected because they have the directly responsibility to faculty staff benefits and welfare program developing and implementing, along with new faculty staff recruitment and current staff performance management.

Measurements

In the quantitative part a five Likert close-end questionnaire, which consisted 10 major employee benefit items and its attached 33 benefit sub-items was used to study the preferred benefits of three generation staff in faculty of Social Sciences and Humanities Mahidol university. In this questionnaire, each of the 33 benefit sub-items used a 5-point Likert scale ranging from 'Not important' (1) to 'Very important'(5). The level of benefit preference was considered from the score of the answers and was classified into 5 levels according to the Best's criteria (1977) as follows: 1.0-1.8=Lowest, 1.81-2.60=Low, 2.61-3.40=Moderate, 3.41-4.20=High, 4.21-5.00=Highest. The questionnaire used in this study was developed by the researcher. Content validity of the questionnaire was calculated using Rovinelli & Hambleton's (1977) Index of Item-Objective Congruence (IOC), the questionnaire was sent to three experts to check the degree that individual items covered the objectives of the study, after consideration, experts gave an IOC value of 1 (IOC = 1) for 32 of the 33 benefit sub-items with only one benefit sub-item got an IOC value of 0.67 (IOC=0.67). Before the actual data was collected, the questionnaire was pretested with 30 faculty staffs to ensure the instrument's reliability. The reliability of the instrument was computed using

statistical analysis software. The result of the reliability test was 0.95. After the pilot testing the questionnaire, revisions and improvements were made to the questionnaire before it was used for data collection.

In addition, in-depth interview was conducted to explore the current benefits of faculty staff as well as the possibilities and limitations of providing a flexible benefit program in faculty of Social Sciences and Humanities Mahidol university.

After the data were collected, descriptive statistics was utilized to show the demographic factors of the participants (frequency and percentage), benefit preference level of the faculty staff of the 10 major benefit items (μ , σ and rank) and faculty staff preferred benefits from the 33 benefit sub-items (μ , σ and rank). The record of interviews were transcribed into text, and content analysis was utilized for analysis the information of the current benefit program in faculty of Social Sciences and Humanities Mahidol university, and the opinions of Deputy Dean for administration and Assistant Dean for system development and corporate image about the possibilities and limitation of providing a flexible benefit program for faculty staff in Faculty of Social Sciences and Humanities Mahidol university.

RESULTS

Demographic factors of research participant

Table 1 Frequency and percentage of research participants' demographic factor

(n=95)

Demographic factors of research participants	Frequency (n)	Percentage (%)
Age		
22-36 years (Generation Y)	30	31.60
37-52 years (Generation X)	44	46.30
More than 52 years (Baby Boomer)	21	22.10
Education level		
Bachelor's degree	15	15.80
Master's degree	18	18.90
Doctor's degree	62	65.30
Marital status		
Single	52	54.70
Married	43	45.30
Gender		
Male	32	33.70
Female	63	66.30
Total	95	100.00

Among the 95 participants, 33.70% were male, while the other 66.30% were female. The majority of the participants (46.30%) fell in the range of 37-52 years old who are Generation X staff, 31.60% participants are Generation Y staff and 22.10% participants are Baby Boomers staff. Most participants (65.30%) held a doctoral degree, the others who held bachelor's and master's degree are 15.80% and 18.90%. About the marital status of participants, 54.70% are single, while 45.30% are married.

Overall benefit preference level of three generation staff in faculty of Social Sciences and Humanities Mahidol university

Table 2 Overall benefit preference level of three generation staff

Benefit items	(n=95)								
	Baby Boomer (n=21)			Gen x (n=44)			GenY (n=30)		
	μ	σ	Rank	μ	σ	Rank	μ	σ	Rank
1.Health and safety benefits	4.29	0.51	5	4.38	0.32	3	4.27	0.50	4
2.Retirement benefit	4.76	0.10	1	4.58	0.02	1	4.79	0.04	1
3.Family oriented benefits	4.30	0.57	4	4.05	0.35	7	4.15	0.40	5
4.Transportation benefits	4.05	0.47	7	3.86	0.79	8	3.92	0.10	9
5.Recreation	3.71	0.23	9	3.66	0.28	9	3.82	0.24	10
6.Financial	3.54	0.03	10	3.45	0.17	10	3.93	0.24	8
7.Personal development and Education	4.38	0.47	3	4.23	0.290	4	4.38	0.07	3
8.Maternity benefits	4.11	0.10	6	4.08	0.14	6	3.94	0.05	7
9.Time-off	3.92	0.16	8	4.11	0.13	5	4.00	0.03	6
10.Performance appraisal bonuses	4.62	0.67	2	4.52	0.93	2	4.40	1.19	2

Note: 1.00-1.80=lowest 1.81-2.60=low 2.61-3.40=Moderate 3.41-4.20=High 4.21-5.00=Highest

Gen X=Generation X Gen Y=Generation Y level=Benefit preference level

The overall benefit preference level of the above 10 benefit items of the three generation staff in faculty of social sciences and humanities is high.

The five highest preferred benefit items of Baby Boomer staff are Retirement benefits ($\mu=4.76$), Performance appraisal bonuses ($\mu=4.62$), Personal development and Education ($\mu=4.38$), Family oriented benefits ($\mu=4.30$) and Health and safety benefits ($\mu=4.29$), while the lowest preferred benefit of Baby Boomer staff is Financial ($\mu=3.54$). However, the top five preferred benefit items of Generation X staff are Retirement benefits ($\mu=4.58$), Performance appraisal bonuses ($\mu=4.52$), Health and safety benefits ($\mu=4.38$), Personal development and Education ($\mu=4.23$) and Time-off ($\mu=4.11$), while the lowest preferred benefit items of Generation X staff is Financial ($\mu=3.45$). The last, the most preferred five benefit items of Generation Y staff are Retirement benefits ($\mu=4.79$), Performance appraisal bonuses ($\mu=4.40$), Personal development and Education ($\mu=4.38$), Health and safety benefits ($\mu=4.27$) and Family oriented benefits ($\mu=4.15$), and lowest preferred benefit items of Generation Y staff is Recreation ($\mu=3.82$).

Interview with faculty staff and faculty administration

The current benefit program of faculty of Social Sciences and Humanities follow the policy and rule of both Mahidol university and Thailand government, but the faculty also providing some extra benefits like loan without interest 10,000 Baht, funeral support for staff, parents, kids and spouse, parturition support, one free lunch per month, disaster/ accidental support and Thai Massage. But most of the 6 interviewed staff knows some or little about their benefits.

All interviewed faculty except one generation X staff had no aware of what is flexible benefit program, after explain to them, both generation X and generation Y staff embraced flexible benefit program, because the two baby boomer staff already have the benefit they need, so they did not expect the change. While, both two faculty administration agreed it is possible to design and implement flexible benefit for faculty staff in faculty of Social Sciences and Humanities Mahidol university, and the two faculty administration also agreed that flexible benefit program will better fulfill employee benefit satisfaction for all generation.

Guidelines for providing flexible benefit program for three generation staff

Firstly, nowadays is the aging society, life security and health are two main factors considered by the people who already retired or the ones in the late stage of their career, also the baby boomer staff have elderly parent, and the baby boomer staff expect good family orientated benefits to take care of their elderly parents. Therefore, the suggest benefit program for baby boomer staff should covers 1.Retirement benefits, including Post-employment life insurance and Pension funds; 2.Performance appraisal bonuses; 3.Personal development and Education, which including Training and Professional development program, language courses and etc.; 4. Family oriented benefits, including Dependent-care assistance; 5.Health and safety benefits, including Annual health check and Accident insurance.

Furthermore, generation X staffs are a group people who are in their middle-late period of their career, and some of them have family with young or juvenile children. The generation X staff starts thinking about the life security of retirement and start caring more about the health, however, they hope they can have more time off benefits to take care of their family and their young children. Hence the suggest benefit program for Generation X staff should contain 1. Retirement benefits including Post-employment health insurance and Pension funds; 2. Performance appraisal bonuses; 3. Health and safety benefits, including Life insurance and Annual health check; 4. Personal development and Education, which including Training and Professional development program, language courses and etc.; 5. Time-off, including Paid leave after business and Family and medical leave.

In the last, as the youngest generation of the three, generation Y staffs are in their early-middle stage of career, though they care about the future life and they like good health related benefits, they also embrace personal development and training opportunities to make more success in their further career. So the suggest benefit program for Generation Y staff should involve 1. Retirement benefits, including Post-employment life insurance, Pension funds and Post-employment life insurance; 2. Performance appraisal bonuses; 3. Personal development and Education, which including Training and Professional development program, language courses and etc.; 4. Health and safety benefits, including Annual health check, Life insurance and Dental insurance; 5. Family oriented benefits, including Dependent-care assistance.

Benefit is an efficient HRM approach to manage people, fulfilled benefit satisfaction will improve employees' performance, enhance their commitment to the organization, as well attract highly qualified candidates. Nowadays, there are three different generations working together in the faculty of Social Sciences and Humanities Mahidol university, they are baby boomers, generation X and generation Y, each have their individual benefit needs. Therefore, flexible benefit program will better meet the various benefit needs of each generation. This study suggested flexible benefit programs for each of the three generations. See figure 4.1.

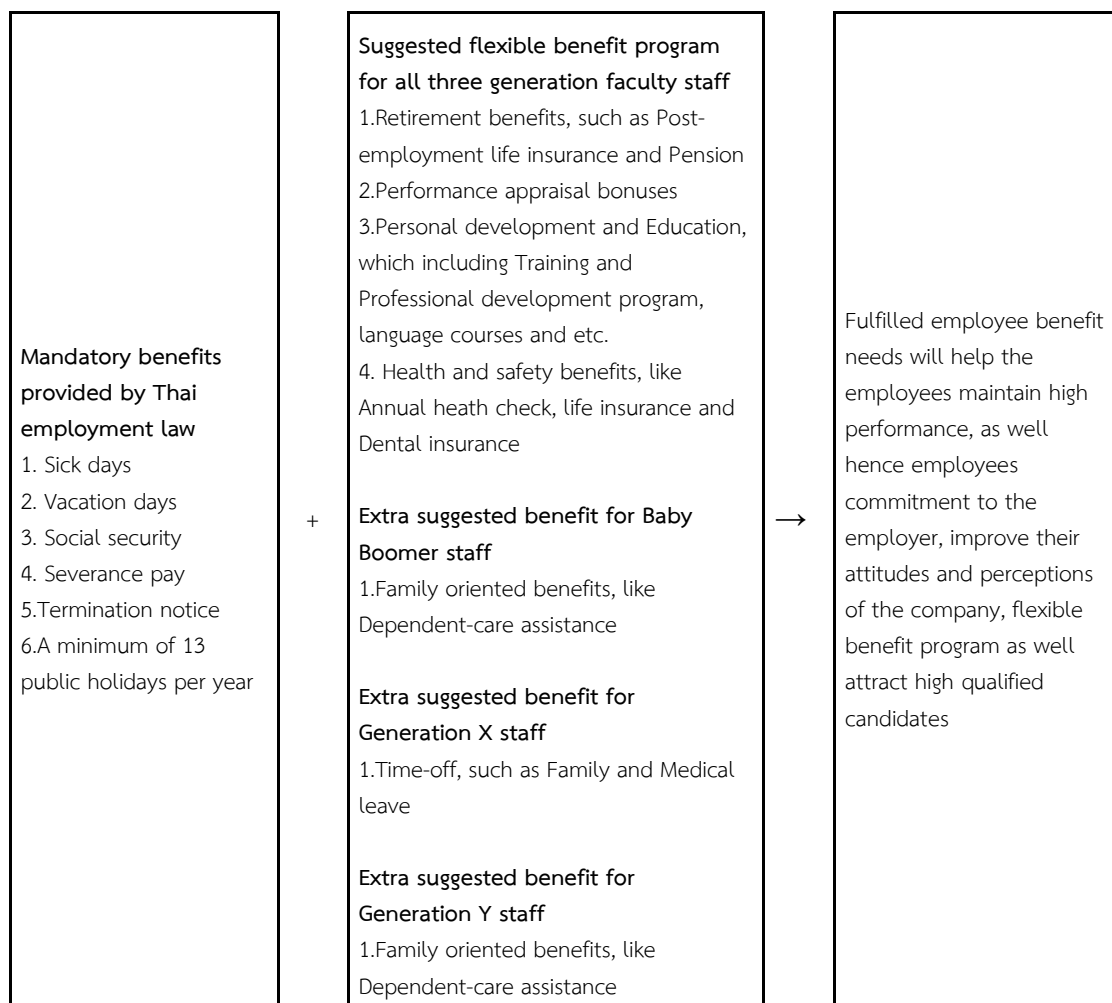


Figure 2 Flexible benefit program for faculty staff in faculty of Social Sciences and Humanities Mahidol university

CONCLUSION

The purposes of this study were to study the current benefit and preferred benefits of faculty staff in faculty of Social Sciences and Humanities Mahidol university; to study the possibilities and limitation of providing a flexible benefit program for faculty staff in faculty of Social Sciences and Humanities Mahidol university and to develop guidelines for providing a flexible benefit program for faculty staff in faculty of Social Sciences and Humanities Mahidol university based on generation.

The finding of this research indicated that the three generation staffs share a same most preferred benefit item— Retirement benefits, meanwhile most of the faculty staff think Health and safety benefits are very important for them. However, as people of different age groups, except the similarity of benefit preference, the three generation staff also have their individual benefit needs, baby boomer staff concern about better health related benefits and family oriented benefits, and generation X staff prefer transportation and time off benefits, while generation Y staff decline to have personal development and training opportunities.

Benefit is an efficient HRM approach to manage people, fulfilled benefit satisfaction will improve employees' performance, enhance their commitment to the organization, as well attract highly qualified candidates. Nowadays, there are three different generations working together in the faculty of Social Sciences and Humanities Mahidol university, they are baby boomers, generation X and generation Y, each have their individual benefit needs. Therefore, flexible benefit program will better meet the various benefit needs of each generation.

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THE FACTORS RELATED TO THE SUCCESS OF BUSINESS ENTREPRENEUR SMALL AND MEDIUM ENTERPRISES (SMEs) IN TRAD PROVINCE

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ABSTRACT

The purpose of this research was to study the relationship between the success factors of medium and small entrepreneur in Trat province. The sample in this study were 133 medium and small entrepreneur in Trat province. The data were statistically analyzed by frequency, percentage, mean, standard deviation, t-test, F-test, Pearson correlation coefficient and multiple linear regression analysis and the test of level of significance at 0.05.

There were three parts of the results. The first result revealed that the overall of opinions in success factors of medium and small entrepreneurs was in high level. It consisted of marketing, entrepreneur management, finance and accounting, human resources management and production, and technology. The next result exposed that the overall of opinions in success in medium and small entrepreneur was in high level. The opinion in success was that entrepreneur' product and service and market share were accepted in the general market, entrepreneur could fulfill customer satisfaction better than their opponents, and entrepreneur' return were higher than their investment. Finally, the success factors and success in medium and small entrepreneur had the positive correlation in high level. Therefore, the executives should focus on the success factors of medium and small entrepreneur. Because of the positive correlation and affect in medium and small entrepreneur, there should be the realization and the promotion to improve their knowledge, skill and proficiency in operations for customer's reliability and acceptance. Moreover, it could be the promotion and opportunity in source of investment funds such as financial market, capital market and budget. These are for developing in business operation, modern information management, and increasing management efficiency.

Keywords: success factors, success, medium and small entrepreneur

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INTRODUCTION

Small and Medium Sized-Enterprise (SME) is a business that has a role and is important to the economy and economic development of the country. It's the primary mechanism for strengthening the economic progress of Thailand by generating income and employment. It's also a tool to alleviate poverty. In 2010, the number of enterprises totaled 2,924,912 persons, 99.60 percent is small and medium-sized enterprises. The employment of small and medium-sized enterprises accounted for 77.86 percent of the country's total employment. Value of the gross domestic product (GDP) of small and medium-sized enterprises accounted for 42.35 percent of GDP of the country, and the value of exports of small and medium-sized enterprises representing 28.40 percent of its total exports of the country (Office of SMEs Promotion of Small and Medium Enterprises April 2011). Economic and political environment in the world nowadays and in the future prospects are important factors affecting the business of small and medium-sized enterprises of Thailand. As a result, the enterprise of Thailand is experiencing rapid change, so small and medium-sized enterprises need to increase competitiveness, and create a competitive advantage in the future. For example, it's to optimizing the operator, technology development, increasing efficiency in the production, marketing and financial management.

The current medium-sized enterprises have a high competition in order to survive. Businesses need to improve their production efficiency over the competition by trying to find out the customer's needs. To develop employee's efficacy in accounting has become an important tool to help management to make informed financial position, and the results of operations are associated with several departments in the organization related to the numbers and the quantity of documents. This requires a serious carefulness to work out for the quality. Moreover, the successful small and medium enterprises often have unique characteristics and factors of success. The Federation of Thai Industries aims to promote entrepreneurship, small and medium size enterprises, in all industry sectors at all levels and in all areas across the country have been skill enhancing and competitiveness improvement. The powered industrial planning comprehensive from the beginning to end, create groupings of enterprises, and create an example or Role Model of success, as a good model for small and medium enterprises by focusing on the private sector to participate in determining the needs of target groups. They maintain developing models in order to develop the competitiveness for Thai small and medium enterprises for a strong and stable as the cornerstone of the economy of the country and the economy of communities. These can enhance the capabilities and qualities to grow continuously and sustainably. (Office of Small and Medium Enterprises).

Trat province closes to the border areas there is a lot of trade; although, the province is small, it has more potential than any province in the border zone. The value of trade is over 3 billion per year and has a wide variety of goods shipped to Cambodia and Vietnam. Trends border in 2014 increased at a higher rate by several positive factors such as: the opening of Immigration Check-point. When ASEAN economies become the borderless world, the trade in the gate border will be an opportunity for business. (Chamber of Commerce Annual General Meeting for the year 2013) According to the history and importance of the issue, the researchers studied factors related to the success of entrepreneurs, small and medium-sized enterprises (SMEs) and studied the model success of entrepreneurs, small and medium enterprises (SMEs) in Trat province to get the knowledge to develop existing operators and guide those who are interested in small and medium-sized businesses (SMEs) to be the new owner.

RESEARCH OBJECTIVE

To investigate the relationship of the success factors of small and medium-sized enterprises (SMEs) in Trat province.

METHODOLOGY

1. Data collection

This research studies the relationship of the success factors of entrepreneurs, small and medium-sized enterprises (SMEs) in Trat province. The samples were 133 small and medium-sized enterprises in Trat province.

1.1 Create the questionnaire by divided into three parts and considerate in accordance with research framework, purpose and hypotheses.

1.2 Assessment of research tools

1.2.1 Try out the questionnaire with 30 enterprises which are not the samples of this study

1.2.2 Reliability tests by using alpha coefficient basing on Cronbach and the reliability coefficient alpha equal to 0.845

1.2.3 Collecting the data from pilot study and analyzed the discrimination in each item by using Item-total Correlation

2. Questionnaire construction

The instrument used in the questionnaire is divided into 3 sections:

The first section is a check-list. It's about general characteristics of the organization included corporate operations, the number of employed workers and the value of fixed assets.

The second section is the factors to the success of small and medium-sized enterprises 5 Aspects of enterprise management, Human Resources Management, Finance and Accounting, Production and Technology and marketing. The questionnaire was a rating scale with 5 level.

The third is the four aspects of the success of small and medium-sized enterprises, including profit, return, share market and quality of products and services. A rating scale was applied as a questionnaire.

3. Data analysis

The statistics used for data analysis were frequency, percentage, mean, standard deviation, and rating scale. A scale evaluation (Rating Scale) 5 level by way of Likert (Likert Scale) were the average between 1.00-1.50 refers to a minimal level. Average between 1.51-2.50 level means less. The average of between 2.51-3.50 refers to moderate. Average between 3.51-4.50 meant large extent and average between 4.51-5.00 level means the highest and one-way analysis of variance analysis and Pearson correlation coefficient model.

RESULTS

1. Research Overview of the business SMEs account in Chanthaburi, as Table 1.

Table 1 The general information of small and medium-sized enterprises in Trat province.

Information	Number	Percent
1. Type of Organization		
individual	48	36.09
Committee	20	15.04
General partner non-entity	20	15.04
limited partnership	20	15.04
Company	11	8.27
Joint Venture	14	10.52
Total	133	100.00

Information	Number	Percent
2. Operations		
Business services	66	49.62
Wholesale business	47	35.34
Retail	20	15.04
Total	133	100.00
3. Hiring		
1-15 people	76	57.14
16-25 people	30	22.56
26-50 people	18	13.53
51-100 people	8	6.02
More than 101 people	1	0.75
Total	133	100.00
4. The value of fixed assets		
1-30 million baht	85	63.91
31-50 million baht	30	22.56
51-80 million baht	13	9.77
81-100 million baht	5	3.76
Total	133	100.00

Table 1 shows that the general information of small and medium-sized enterprises, mainly individual operation type of service businesses and employment 1-15 people. And the value of fixed assets 1-30 million.

2. The findings of the objectives of the research, as table 2

table 2 The relationship between the success factors for the success of small and medium-sized enterprises.

Factors of business success Small and medium-sized enterprises	Business Success Small and medium-sized enterprises
1. Management Organization	0.51 **
2. Human Resource Management	0.64 **
3. Finance and Accounting	0.55 **
4. Manufacturing and Technology	0.61 **
5. Marketing	0.64 **
Overview	0.74 **

** There is a statistically significant level.01

Table 2 shows the critical success factors in the success of small and medium-sized enterprises have a strong affinity with statistical significance at the 0.01 level correlated positively at a high level means that managers who focus on the factors. the success of small and medium high. The success of small and medium-sized enterprises will be high as well. Considering the above factors, the success of small and medium-sized enterprises found that the management organization. Human Resources Management Finance and Accounting Manufacturing and marketing technology and the success of small and medium-sized enterprises have a strong affinity with statistical significance at the 0.01 level correlated positively moderate means administrators to focus on the success of small and medium-sized enterprises are highly successful small and medium-sized enterprises as well.

DISCUSSION

1. The executives comments on the factors to the success of small and medium business management, organization management, human resources, financial and accounting aspects of production and technology, and marketing according to WarapornSriboon and Surachet Chiramanee (2008). They have studied the factors that affect the successful operation of enterprises, communities and local products (OTOP) in Songkhla. Factors that influence on the success factors are the group leader of the study, sponsored by the state government which the nature of the factors that affect success: 1) Social groups: the turnover of the group and has a good relationship within the group. 2) Administrative factors (1) The production of raw material, there are enough continuous production, skilled workers and have a sufficient number. (2) Marketing, including marketing support has to be exact, the distribution continuous and product quality (3) Finance, including capital adequacy and the preparation of accounts and storage of accounting documents. (4) The person, including a performance and responsible. 3) Factors of leaders included leaders with knowledge in business administration specializing in business, have the ability to solve the problem. 4) Factors include members to cooperate and have confidence in the leader. 5) Learning factors including can adjust according to market orientation can apply their knowledge in the knowledge transfer within the community. 6) Supporting from government agencies, the government provide continuous support.

2. The executive's opinions about the success of small and medium-sized businesses are in high level corresponds to Penchan Tantivimonkajon (2009) who study of success factors of small and medium-sized enterprises: a case study in Phasi Charoen, Bangkok. The results showed that: 1. Success factors in the management of small and medium enterprises are a success on many levels. 2. Success in the organization image that appears to the customer and society a positive image of the small and medium enterprises has had success in high level. 3. A comparison of the general organization of the type of the organization of the operation, the number of employment, value of fixed assets, and its distribution. The success factors of small and medium enterprises were not different. 4. A comparison of the general information of the organization in terms of type organization type operation, the employment value of fixed assets, and its distribution which influent on success factors of small and medium enterprises were not different.

3. The relationship between the success factors for the success of small and medium-sized enterprises that is related to the high positive means If the administration emphasize on the success of small and medium enterprises, the success of small and medium-sized enterprises will be high as well. Consequently, there should be the development knowledge continuously and steadily to achieve understanding skills and expertise in the operation, which will greatly enhance the success of the work and to build trust and acceptance for consumers as well as to support and to improve the channels or opportunities for access to capital both the finance and capital market development funds to operate its business and to manage the modern information system to strengthen small and medium-sized enterprises. Moreover, they optimized management enables organizations to achieve the following in accordance with Suthida Nuritmon (2007) conducted a study of internal factors - external impact to the success of entrepreneurs small and medium-sized enterprises (SMEs) in Suphanburi. She divided the various factors that influence the success of business enterprises, small and medium enterprises (SMEs) into 6 aspects: Factors executive features, factors of strategic management, technological factors, Market factors, human factors, and financial management and accounting. The results found that most of the small and medium business (SMEs) established business in the form of a limited liability company and business owner alone. The financial management and accounting is associated with the most. The SMEs focus on the modernization of technology to be the last. The analysis of the influence and positive impact on the success of small and medium-sized enterprises (SMEs) in Suphanburi province found that both 6 factors mentioned above is influencing the success of business small and medium. The appropriate approach to the development of the success of the small and medium enterprises (SMEs) in Suphanburi province should pay attention to the first factor which is financial management and accounting and strategic management, and the last factor is technology.

CONCLUSION

Recommendations for Research

To recognizes and encourages entrepreneurs to small and medium-sized enterprises develop their knowledge continuously and steadily to achieve understanding skills and expertise in the operation, which will greatly enhance the success of the work and to build trust and acceptance for consumers as well as to support and to improve the channels or opportunities for access to capital both the Finance and Capital Market development funds to operate its business ,advanced information management system strengthen small and medium-sized enterprises to optimize the management of the organization to be successful.

Suggestions for further research

The study analyzed the various policies of the government that it will contribute to the success, classify the specific business groups to provide more in-depth research and apply to improve the small and medium business effectively.

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MANAGERIAL DEVELOPMENT GUIDELINES FOR “TUP-LAO SPRING ARBORETUM” AS A SUSTAINABLE TOURIST DESTINATION

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ABSTRACT

The purpose of this study is to study the potential of the tourist destination at Tup-Lao Spring Arboretum and to give an advice of Managerial Development Guidelines for “Tup-Lao Arboretum” as a sustainable tourist destination. This study is a qualitative research conducted by in-depth interviews of three sample groups of local people, tourist and officers at Tup-Lao Spring Arboretum. Data is collected from documents, research reports, theses, and etc. General data survey by quality standard assessment form for natural attraction, developed by Environmental Research Institute, Chulalongkorn University in 2006, for field surveying. By considering three main components, i.e. the value of natural resources and risk of damage, management system and potential on tourism development, it was found that the Tup-Lao Spring Arboretum has its quality standard in the way of natural attraction in GOOD level. By considering in each aspect, it is found that in aspect of management system has got lower score than other aspects at 14.25. Hence, managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination are the development of personnel management, tourist destination and marketing management. And for next research should be conducted on the satisfaction of tourists which also be the way to explore the success of previous research at the same time.

Keywords: Management, Arboretum, Sustainable Tourism.

INTRODUCTION

Thailand is a country with many kinds of tourism resources. World Tourism Organization (cited in Warach Madhyamapurush, n.d.) has divided tourism into three main forms as; natural based tourism, cultural based tourism and special interest tourism. This makes Thailand has a potential in aspect of tourism with continuous growth rate of tourism industry. For natural based tourism, it is undoubtedly said that ecotourism is a kind of tourism that various nations place their importance on it towards sustainable development of their countries. According to the Universal Declaration on Environmentally Sustainable Development, ecotourism must be the tourism that has its responsibility on natural tourist attraction, environmental management and education for tourists. Nevertheless, it cannot refuse that even we

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RESEARCH OBJECTIVES

1. To analyze the potential of Tup-Lao Spring Arboretum in the way of natural attraction.
2. To suggest the managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination.

CONCEPTUAL FRAMEWORK

This study is about the managerial development guidelines for Tup - Lao Spring Arboretum as a sustainable tourist destination. The conceptual frameworks were determined by the researcher as follows:

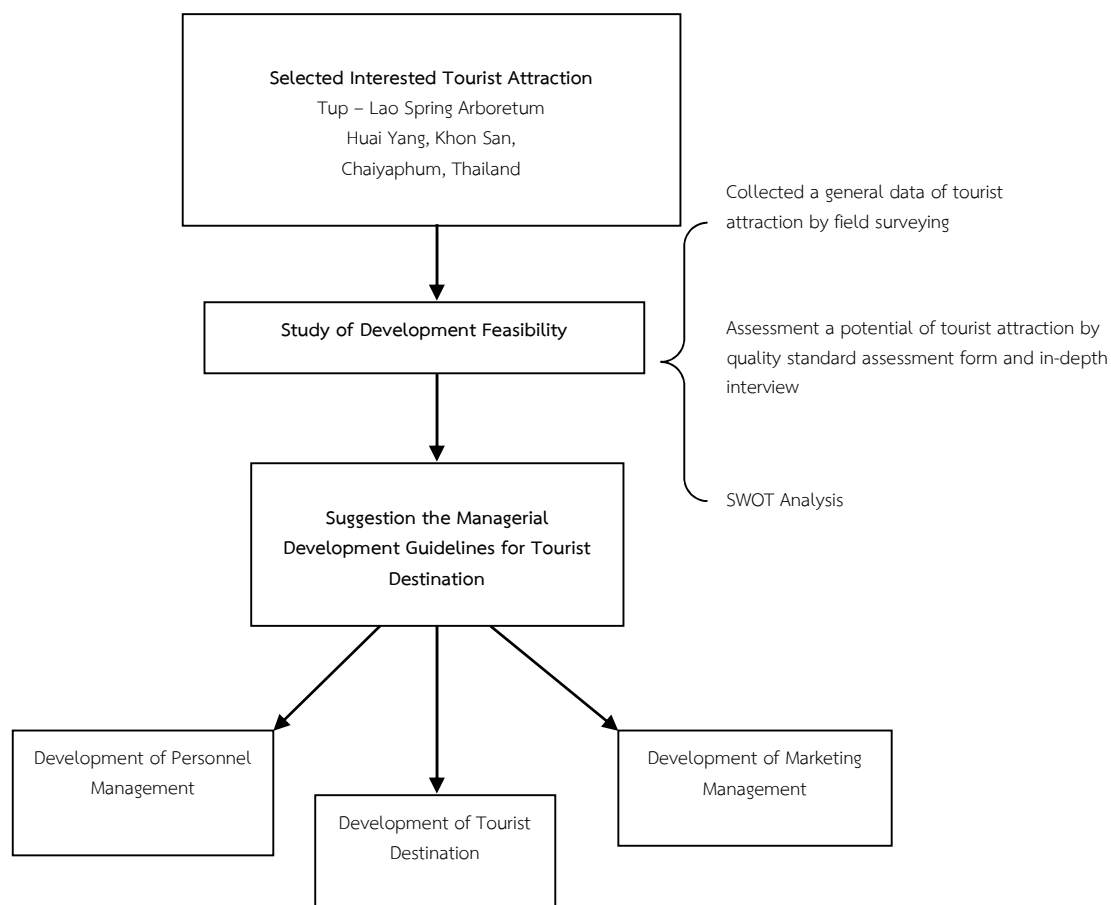


Figure 1 Conceptual Framework

Source: Thanid Nudas (2017)

METHODOLOGY

Data Collection

Secondary data compilation used in this study was conducted by collecting data from documents, journal articles, research reports, theses and knowledgeable people inquiry and primary data compilation from field surveying.

Research Instrument

1) In-depth interview form which separate into two main issues (potential of tourist attraction and management system) for interviewing 3 sample groups which are as follows;

- Officers who works at Tup-Lao Spring Arboretum (1 person in Executive level and 2 persons in Professional Level)

- Local people (Community Leader level)

- Tourist

2) Quality standard assessment form for natural attraction developed by Environmental Research Institute, Chulalongkorn University and Ministry of Tourism and Sports (2006) which use to find out the potential of Tup-Lao Spring Arboretum

3) SWOT Analysis.

Study procedures were conducted as follows:

1) Surveying the area of tourist destination by field surveying and in-depth interviewing of 3 sample groups: officers who works at Tup-Lao Spring Arboretum, community leader and tourists to find out the potential level of tourist attraction and management system in the area.

2) Assessing the potential of natural tourist attraction by using the quality standard assessment form for natural tourist attraction developed by Environmental Research Institute, Chulalongkorn University and Ministry of Tourism and Sports (2006) with officers, local people and tourist.

3) Conducting SWOT analysis to utilize data for suggesting the managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination.

LITERATURE REVIEW

In this study, excerpts from journal articles, research reports and theses, researcher used two main theories to study the topic of Managerial Development Guidelines for “Tup-Lao Arboretum” as a Sustainable Tourist Destination as follow details:

Sustainability Theory

Sustainability has been commonly defined as “*Economic and social development that meets the needs of the current generation without undermining the ability of future generations to meet their own needs*” (WCED, 1987). This definition brought together what is now known as **the three pillars of sustainability** which consist of *Social, Environment and Economic*.

These pillars of sustainability are a powerful tool for defining the complete sustainability, if one any pillar is weak then the system as a whole is unsustainable. In fact, we can use this model with every system which needs to achieve a sustainable goal also in tourism way.

Sustainable Tourism Concept

Sustainable tourism can be defined as “*Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities*” (UNEP and UNWTO, 2005). And must be balance in three dimensions to guarantee its long-term sustainability;

1) Make optimal use of environmental *resources* that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

2) Respect the socio-cultural authenticity of host *communities*, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3) Ensure viable, long-term *economic* operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

As you will see the link between Sustainability Theory and Sustainable Tourism Concept in Figure 2;

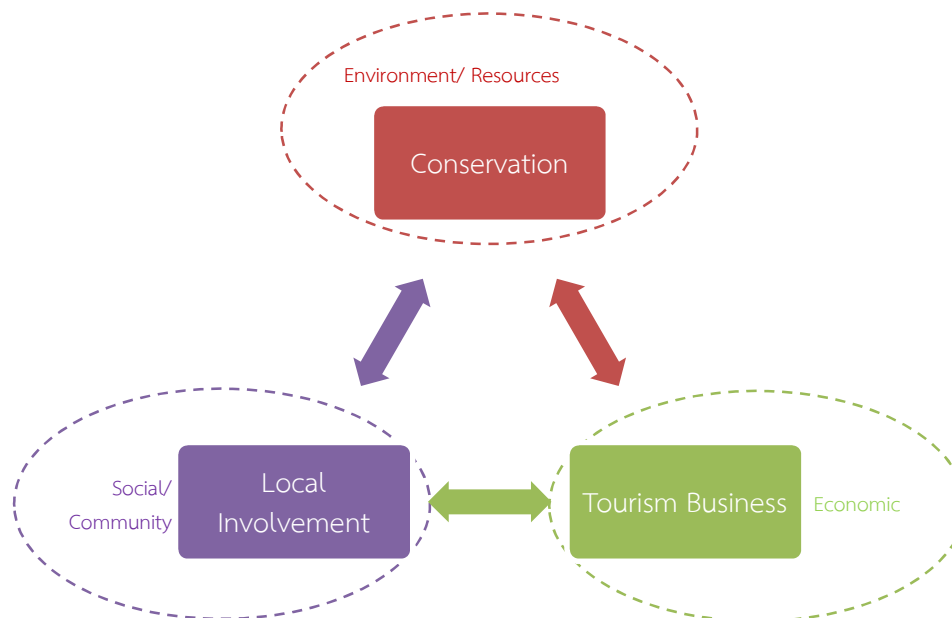


Figure 2 The link between Sustainability Theory and Sustainable Tourism Concept
Source: Thanid Nudas (2017)

Management Theory

After a study of various management theories, it can be concluded that the theory which is the most agreeable with this study is the *scientific management theory of Frederick W. Taylor* that can be used for improving the efficiency of the work process. This theory consist of four points to determine the most efficient way of work process: put the right person to the right job, coaching workers better personnel practices also improvements in quality control and, finally, greater cooperation between management and workers. We can therefore create managerial development guidelines for “Tup-Lao Arboretum” as a Sustainable Tourist Destination by using this theory as a model.

Tourist Attraction Information Survey

General Information

Tup-Lao Spring Arboretum has been an arboretum created from hollow rocks under the mountain that corroded from rain and humid for more than a million years then became a springs at the foot of the mountain. The arboretum has been covered with a shady wild plant with crystal clear streams flowing the whole year. Each year there are visitors more than 100,000 people per year, especially during Songkran Festival, there are 6,000 – 10,000 tourist per day. (Thanapol Chantaramini, 2016)

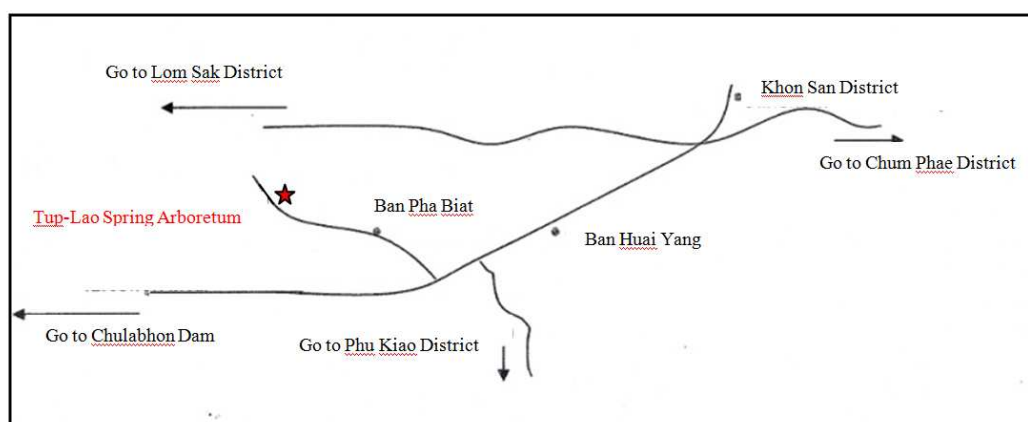


Figure 3 Route Map to Tup-Lao Spring Arboretum

Source: Forest and Plant Conservation Research Office (2017)

Quality Standard Assessment for Natural Attraction

The quality standard assessment form for natural attraction can be divided into 2 cases according to the management of natural base tourism site as:

Case 1 – The assessment of natural base tourism site that has not any tourism management.

Case 2 – The assessment of natural base tourism site that has tourism management.

In case of Tup-Lao Spring Arboretum at Ban Pha Biat, Huai Yang Sub-district, Khon San District, Chaiyaphum Province, Thailand. It is a natural base tourism site that already has tourism management which are located in case 2. Therefore, in this study, the researcher used the Case 2 of quality standard assessment form for natural attraction. Details are as follows:

Case 2 The assessment of natural base tourism site that has tourism management

The natural base tourism site that already has tourism management or activities must conduct the quality standard assessment form for natural attraction with all three components. Scores were mostly gained on the component of value of natural resources and risk of damage because it was an important attraction for tourists to visit. The component of management system gained the next score and the least score was the component of potential on tourism development compared to full score of each component.

Table 1 – Table of quality standard assessment for natural attractions

Case 2 - The assessment of natural base tourism site that has tourism management

Components of Quality Standard Assessment for Natural Attractions	Score
1. Value of natural resources and risk of damage	40
2. Management System	35
3. Potential on tourism development	25
Total	100

Source: Environmental Research Institute, Chulalongkorn University, 2006

Determination of Quality Standard for Natural Attractions

For the determination of quality standard for natural attractions, gained shall be compared to stipulated standard levels. The standard levels for natural attractions are as shown below.

Table 2 – Table of quality standard for natural attractions

Score	Quality Level
81 Up	Excellent
71 – 80	Very Good
61 – 70	Good
51 – 60	Fair
50 or lower	Low

Source: Environmental Research Institute, Chulalongkorn University, 2006

CONCLUSION OF POTENTIAL ASSESSMENT FOR NATURAL ATTRACTIONS

Table 3 – Conclusion table of potential assessment for natural attractions of Tup-Lao Spring Arboretum

Components	Full Score	Gained Score
1. Value of natural resources and risk of damage	40	28
2. Management System	35	14.25
3. Potential on tourism development	25	20
Total	100	62.25

Source: The researcher

From Table 3 it was found that the highest score of potential assessment for natural attractions of Tup-Lao Spring Arboretum was in aspect of potential on tourism development at 20 from 25 of full score, while the next was in aspect of value of natural resources and risk of damage at 28 from 40 of full score and the least score is in aspect of management system at 14.25 from 35 of full score, respectively. It could be concluded that Tup-Lao Spring Arboretum gained its overall score at 62.25 that meant it had quality standard for natural attractions in GOOD level.

SWOT ANALYSIS OF COMMUNITY AND TOURIST ATTRACTION

After gathering all data by participant observation, in depth interviews with three groups which are officers in executive and professional level, community leader, local people and tourist, also give them a quality standard assessment form to estimation the potential of Tup-Lao Spring Arboretum as a natural tourist attraction. Then we can summarized all data in table 4 as follows;

Table 4 – Results of SWOT analysis

Strength	Weakness
<ul style="list-style-type: none"> ● Tup–Lao Spring Arboretum is a natural tourist attraction which have natural springs is a distinct identity, it is an abundant and scarcely found in Thailand because there are a rare plants that tourists can learning about ecosystem. ● There are convenient accessibility and have no fee entrance, its provided fully facilities such as; accommodation, small restaurant, parking lot and staff who stand by all the time. Also have various activities; camping, swimming. 	<ul style="list-style-type: none"> ● Parking lot are not enough during festival season. ● There have no good management plan in terms of cleanliness, distribution zoning, swimming area and carrying capacity which sometime effect to the environment. ● Officers are lack in English communication knowledge. ● Have no campaign and knowledge a tourist to be aware about how important and conservation of the tourist attraction.
Strength	Weakness
<ul style="list-style-type: none"> ● Local people use the concept of sufficient economy as their guideline for living which is not easy to find any villages with a primitive way of life and this is a point that touching a tourist. ● People in community get better quantity of life cause they have more income by selling their farm products as a souvenirs, more over its created a job for someone by tourism such as; local guide, open small restaurant in tourist destination. ● It's located nearby other tourist attraction which a benefit for tourist who want to visit in many places in one day. 	
Threat	Opportunity
<ul style="list-style-type: none"> ● Some tourists don't know this place because there is not enough public relation from government. ● Signpost on highway are incomplete condition, there are covered by trees, cannot be seen from long distance. ● Tourists are lack of cleanliness awareness and knowledge of how important of natural springs then make place unclean also destroy ecosystem in the same time. ● Number of tourist in festival period which is more than carrying capacity affecting to environment in long term. 	<ul style="list-style-type: none"> ● Get more public relation from government that can make Tup–Lao Spring Arboretum as a highlight of tourist destination in Province. ● Improvement of signpost on highway which can facilitate a tourist who want to visit. ● Campaign and knowledge a tourist to be aware about how important and conservation of tourist attraction. ● Have an action plan that estimate number of tourist which can carrying in each period and might be schedule a period of time to close for recover ecosystem for sustainability.

Source: Thanid Nudas, 2017

From table 4 it is shown that Tup-Lao Spring Arboretum have a problems with 3 parts of management which are; Personnel management, Tourist destination management and Marketing management. The *Scientific Management Theory of Frederick W. Taylor* will be a model to improving the efficiency of the tourist destination management and use The *Sustainable Tourism Concept* to make guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination.

DISCUSSION

This study of the managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination could be discussed by research objectives as follows:

1. To analyze the potential of Tup-Lao Spring Arboretum in the way of natural attraction. In this objective we use the Quality standard assessment form for natural attraction developed by Environmental Research Institute, Chulalongkorn University and Ministry of Tourism and Sports (2006) to be an instrument. The results of a study found that from assessment of all 3 components with 100 full scores, Tup-Lao Spring Arboretum gains its potential assessment for natural attraction at 62.25 scores, it is indicated that its potential is in **GOOD** level. For consideration in each aspect, it is found that in aspect of management gains 14.25 from full score of 35 that is far lower score than others that means less than a half of full score, which meant Tup-Lao Spring Arboretum are in the standard of an abundant natural resources.

2. To suggest the managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination. We use The *Scientific Management Theory of Frederick W. Taylor* as a model to improving the efficiency of the tourist destination management and use The *Sustainable Tourism Concept* to make guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination. The development has been divided into 3 groups as: development of personnel management, development of tourist destination and development of marketing management.

Moreover, researcher also studies other research and other concepts which agreeable with this study, details as follows;

Tup-Lao Spring Arboretum is an important natural water source of Khon San District. People in this community use this stream for consumption and agriculture, so this natural attraction has its distinct characteristic that is scarcely found in Thailand. This natural spring can attract tourists to visit the arboretum for studying rare plants and surveying ecosystem of its area. The tourists will gain knowledge about ecosystem of the nature in conform to the concept of Community Based Tourism Institute (2005); Ecotourism site is a tourism attraction that has its unique of local characteristic and may have some stories related to ecosystem. Tourism management in this site should have learning processes together with related persons, activities for promotion of ecosystem learning, participative management of local environment and tourism. This is focused on creating of awareness on maintaining of sustainable ecosystem.

Tourism in the area of Tup-Lao Spring Arboretum is focused on providing tourists with chances of relaxation or studying of rare plants that is scarcely found in Thailand such as a kind of plant named “Phra Chao Ha Pra Ong” (*Dracontomelon dao* (Blanco) Merr. et Rolfe). Visitors can swim and study the rare plants grown around the area. This is in conform to an article in OK Nation Blog (2010) stated that conservation tourism is emphasized on letting tourists have direct touch or experience with environment and giving them with chances on learning of natural environment. Visitors are not only having their satisfactions, but also create positive morals on environment.

Government agency such as Chaiyaphum Province Administrative Organization supports the development of Tup-Lao Spring Arboretum as a tourism destination for studying of rare plants. In addition, trainings are provided for people in the community to have knowledge for being local guides. Local farmers can bring their products to sell visitors in order to increase income and better living. This conforms to the concept of Tourism Authority of Thailand (2002) stated that component of ecotourism in aspect of participation is a tourism that thinks over participation of local people or community (Involvement of Local Community or People Participation). People or

communities play their roles to participate in expressing opinions, planning, operating, earning benefits equally, monitoring and take caring of tourism resources. This will benefit for local in aspect of income distribution, quality of life enhancement and earnings to maintain and managing of tourism destination. Eventually, local will take part in controlling of quality tourism development.

We will see that local people have a level of tourism management already, but have not any action plans clearly. Efficient tourism management is needed to have systematic management, planning and evaluation according to the concept of Boonlert Jittungwattana (2005). He said that tourism management is a plan for traveling and follows the plan by setting an organization for personnel and operational management, proper controlling to implement stipulated plan as well as evaluation of such tourism plan. This conforms to the concept of Wanna Silpa-archa (2003) stated that tourism management is a guideline and method to protect tourism resources from destroying by tourists.

Therefore, Tup-Lao Spring Arboretum is an interesting place that can be developed as a tourism destination and can be accepted by people in the area and foreigners. For the development this site as a sustainable tourism destination, interviews of people of Ban Tao to ask their opinions on knowledge about ecotourism found that some people in the community know about sustainable tourism. They said that sustainable tourism is a way to prolong tourism until next generations. Having this spring makes all members of the community love and maintains the spring as a sustainable tourist destination that will bring visitors back again. This concept of local people is in conform to the concept of Niran Jongwutiwes (2006), he defines the meaning of sustainable development as development that responds to the basic needs of humanity, both of present and next generations and to create balance between human's economic development and environment. It is found that Tup - Lao Spring Arboretum causes a management to meet tourists' requirement by allowing community to participate in tourism management and creating activities for having income from tourism e.g. grouping local people in the area of tourist destination for selling local products, creating of home stay, selling foods, souvenirs and etc. These are regarded as a part towards sustainable tourism.

Prior the development of the tourism attraction, it is firstly needed to survey the site and to assess its potential for feasibility study. Tup-Lao Spring Arboretum has been surveyed and chosen by the researcher because of its distinct characteristic that is scarcely found in Thailand and also has related issue of community culture. After the area is chosen, the researcher plans the tourism development by setting three steps of studying as: 1) Surveying on general data of tourist attraction, analyzing and determination of problems, 2) Assessing the potential of tourist attraction to find its developmental feasibility and 3) SWOT analysis. Later, a managerial development is planned in conform to the concept of Tourism Authority of Thailand (2002) stated that most of processes on tourism development planning are not different from general planning theory. Here the processes on tourism development planning are divided into 5 main steps as; 1) Collecting related data and field surveying, 2) Data studying and analysis, 3) Determination of problems, advantage and disadvantage of the area, 4) Stipulation of policy, purpose, goal and tourism development method and 5) Determination of plan and project.

CONCLUSION

From assessment of all 3 components with 100 full scores, Tup-Lao Spring Arboretum gains its potential assessment for natural attraction at 62.25 scores, it is indicated that its potential is in **GOOD** level. For consideration in each aspect, it is found that in aspect of management gains 14.25 from full score of 35 that is far lower score than others that means less than a half of full score, which meant Tup-Lao Spring Arboretum are in the standard of an abundant natural resources. Therefore, SWOT Analysis is conducted to assess its potential and then suggests the managerial development guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination. We use *The Scientific Management Theory of Frederick W. Taylor* as a model to improving the efficiency of the tourist destination management and use *The Sustainable Tourism Concept* to make guidelines for Tup-Lao Spring Arboretum as a sustainable tourist destination. The development has been divided into 3 groups as: development

of personnel management, development of tourist destination and development of marketing management. Details of the tourist attraction development plan are as follows:

1. Development of Personnel Management. Service providers in the area - a collective agreement should have been done among the arboretum and restaurant owners about food cleanliness, quality and price as well as cleanliness, location and exact area of each shop. Tourist - the value and importance of tourist attraction should be campaign for keeping the area clean and putting garbage in trash cans. Officer - related agencies should provide the arboretum's officers regularly with training about regulations and general information to enable them for answering tourists with various important languages. Moreover, enough officers should be provided for all operations.

2. Development of Tourist Destination. Sign board - the arboretum should provide more sign boards than existing ones and should be regularly maintained. Parking lot - the arboretum should provide more parking lots and reorganize them. Toilets - quantity and cleanliness should be provided to meet requirements of tourists. Restaurant - it should have exact reallocation. Tourist attraction - the arboretum and related agencies should have an action plan to estimate number of tourist which can carrying in each period and might be schedule a period of time to close for recover ecosystem for sustainability. Warning boards should be installed for creating awareness of tourists.

3. Development of Marketing Management. Advertisement and public relation should be conducted in various way e.g. website, online media, travel magazine, exhibition booth, leaflet, poster, local newspaper, community radio or inviting mass media to visit the site and so on.

SUGGESTIONS

1. Related agencies should educate people in that community, service provider as shops and resorts to know about the background and importance of Tup-Lao Spring Arboretum for making them have cherishes to protect and conserve nature that owned by everyone.

2. Meetings should be taken place for planning of a long-term tourism development with collaborative participation of local people. These will support an establishment of community-based tourism committee for coordinating with service providers and related government agencies.

3. Public relation and advertising about this tourist attraction shall be conducted for more well-known and attractive to tourists. The arboretum should give local people with chances for selling foods and souvenirs in the arboretum area or selling their community products along roadside to resorts. These will make more incomes for local people.

4. Campaigns shall be collaborate conducted to avoid all damages of this tourist attraction by keeping cleanliness and maintaining beautiful and abundant nature, to exchange information, to provide all conveniences for visitors and to monitor all abnormal things together.

5. The arboretum should allocate its area as stipulated in regulations by specifying areas for selling foods or souvenirs, swimming area and eating area to disturb the nature at the least level.

SUGGESTIONS FOR NEXT RESEARCH

After we do a development of tourist destination. Next research should be conducted on the satisfaction of tourists. Also to explore the success of previous research at the same time.

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TRAINING EFFECTIVENESS: YOUR KEY TO EMPLOYEE ENGAGEMENT

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ABSTRACT

Employee engagement has been on top of the Human Resources agenda. This study aims to enhance employee engagement from the training perspective. Training fundamental was the focus in this research, i.e. training effectiveness. Kirkpatrick's (1967) hierarchical model of training outcomes was used. It has four stages of training effects: trainee's response to the content and process (reaction), knowledge and skills gained (learning), behavioral changes (behavior), and improvement/outcome (result). Statistical Package for the Social Sciences (SPSS) version 20 was used. Training effectiveness (reaction, learning, behavior and result) is found to be positively correlated to employee engagement. Regression analysis indicated that result has the highest impact towards employee engagement compared to other training effectiveness dimensions. Findings revealed that employees who performed better, received more training that contributes to greater employee engagement.

Keywords: Behavior, Employee Engagement, Learning, Reaction, Result, Training Effectiveness

INTRODUCTION

Employee engagement has been a top concern for Human Resources in recent years. Many claim that engagement predicts employee and business outcomes (Ho, Sze-Sze, & Chay Hoon, 2011; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Unfortunately, the level of employee engagement is generally low and at a declining rate worldwide. Global Employee Engagement Report 2017 reviewed that less than a quarter of employees is highly engaged and only 39% of employees are moderately engaged where some areas of the world have lower engagement level. Employee engagement cannot be overstated. It reduces employee turnover, improves productivity, increases customer satisfaction, and the list goes on. (Huang, Y.H., Lee J, McFadden, A.C., Murphy, L.A., Robertson, M.M., Cheung, J.H., Zohar, D., 2016). There is a plethora of factors that play a vital role to keep employees engaged at work (Jehanzeb and Bashir, 2013). For this, the organization and Human Resource need to take adequate measures to keep employees engaged to maximize their potential. Most of the employee engagement studies relate to the core functions of Human Resources, but rarely from the training perspective. This research looks into how training can assist in enhancing employee engagement.

Most organizations, if not all send employees for training. Whether it is on a large or small scale, employers spend time, effort and money to get employees trained as they view employee training is important for organizational success. In this aspect, organizations are committed and take on the responsibility to organize training or development programs for the benefit of its employees (Nikitha and Madhusudana, 2015). Since there are costs incurred, can these trainings really improve employee engagement? If it does, how much impact does it have on employee engagement? Hence, in this research, the training effectiveness fundamentals are looked at. Training effectiveness is a systematic way that can provide necessary information for continuous improvement and growth for the employees (Borate et al., 2014).

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In a study conducted by Jehanzeb and Bashir (2013), many employees seek assistance from their employers to develop their careers. Hence, providing training and development programs becomes an important strategy to retain employees and keep them engaged at work (Jehanzeb and Bashir, 2013). Training has a diverse role in accomplishing organizational goal. Today, training is the most imperative aspect in the business world as it improves the efficiency as well as effectiveness of both the employees and the organization. It also gives recognition, enhances responsibility, possibility of increment and career advancement. Hence, training programs are developed to nurture the workers. This psychological contract indirectly guarantees employee loyalty (Jehanzeb and Bashir, 2013).

Many organizations turn to training to solve prevailing issues. As per Falola et al. (2014), having adequate training is one of the ways to achieve this as it increases employee's competencies, engagement, skills and knowledge. Both the employer and employee believe that training programs can solve all types of problems, and hence, thousands, if not millions are spent on training, and yet, not all trainings are successful. Employee engagement is still the top agenda for today's Human Resource Managers. This paper looks into the specific training effectiveness that employers should focus on in order to engage the employees. It seeks to critically evaluate the training effectiveness and importance based on Kirkpatrick's model, whether the training received by employees contributes to employee engagement. This study is necessary as many organizations are determined to strive through the competitive edge. The training evaluation model, particularly inspects the responses of the employees to the training programs. Employers should provide the right type of training programs for better engagement (Azeem et al., 2013).

RESEARCH OBJECTIVES

The research objective of this study is to investigate Kirkpatrick's four-level hierarchy of training effectiveness in predicting employee engagement.

LITERATURE REVIEW

Employee Engagement

Many empirical studies have written about employee engagement (Ahmed et al., 2016). Kahn (1990) was the first to coin the term engagement and defined how employees can "use varying degrees of their selves such as physically, cognitively and emotionally in work role performance". Employee engagement is the contribution to and enthusiasm for work. The employee engagement construct builds on the earlier concepts such as job satisfaction, employee commitment and employee behavior. Engaged employees are emotionally attached to their companies and highly motivated in their job involvement with great enthusiasm for the success of their employers (Markos and Sridevi, 2010). According to Schaufeli and Bakker (2004), engagement is defined as positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption. Vigor is regarded as a physical component, which entails high levels of energy and mental resilience while working. It is also the willingness to invest effort in one's work and persistence in the face of difficulties. Dedication is an emotional feeling characterized by significance, enthusiasm and inspiration, pride and challenge. Absorption is considered to a cognitive component, which consists of being fully concentrated and happy in one's work and has difficulties of detaching oneself from work over the time.

Training

Training has a distinctive role. It increases an individual's skills and capabilities as well as improving a person's attitude. As per Nikitha and Madhusudana (2015), training is essential in enhancing the capabilities of employees. According to Asfaw et al. (2015), the main purpose of training and development is to improve the competencies of the employees to maximize organization's efficiency and effectiveness.

Training Effectiveness

Training effectiveness is determined by measuring some combinations of the criteria presented in Kirkpatrick (1967) hierarchical model of training outcomes. A well-established four levels of training evaluation model by Donald Kirkpatrick has assisted Human Resources Development Professional worldwide in solving myths and mysteries of training outcomes. The model outcomes can be explained as follows: reaction is the evaluation level, which mainly focuses on how the trainees feel, their thoughts and views about the training experience. Positive reaction to the training programs may encourage an employee to attend more programs. Learning is another evaluation level, which focuses on the trainee's results from learning and knowledge gained from the training experience. The learning criteria are designed to assess participant's knowledge as the key behaviors corresponding to each dimension emphasized in the training programs. Behavior refers to the employee behavioral change and enhancement upon using the new skills learnt on the job. Results, evaluation at this level aims to determine the training improvements of the employee performance and effectiveness (Noe and Schmitt, 1986). Though there are criticisms of the Kirkpatrick model, it still serves as a guideline in training. This model is commonly used to evaluate training. For level 1, critics mentioned that reactions are often quick or sudden. Nevertheless, if a participant is not comfortable or happy with the training, the participant may learn little or nothing at all. As for level 2, it is always good to measure pre and post tests, though it may be time consuming as this is how you can measure the true learning from a training. For behavior, this is visible to others and the managers should take the lead in this evaluation when participants return to their workplace. The last aspect, results, some measurement should be carried out here to access the effectiveness of the training as a whole.

The relationship between training effectiveness and employee engagement

Elnaga and Imran (2013) defined training as one of the most powerful tools of employee engagement within an organization. The effectiveness of training is dependent on two basic issues. One is the skills of the employees and other is the techniques and strategies used to train the employees. The management of any organization should distinguish between the types of skills an employee possesses. There are two types of skills – general skills and specific skills (Polachek and Tatsiramos, 2010). The employees who are categorized as general skills are very much flexible and mobile. They can be moved around by the organization to fit into the job requirement.

In general, employee engagement is directly related to job satisfaction (Polachek and Tatsiramos, 2010). According to Nawaz et al. (2014), training is essential when employee engagement is absent as job satisfaction can be enhanced through training.

There are a few studies that focus on specific skills development. Employees with specific skills have a relatively weak relationship with the other jobs. Hence, the employee has to depend on others for that particular job. In this situation, according to Selvarasu and Sastry (2014), any job misfit reduces work productivity. Therefore, in the Elnaga and Imran (2013) case study, it is recommended that an employee should be provided with all related technical and theoretical know-how to perform a job. This can enhance the employee engagement.

The relationship between (a) training reactions, (b) learning, (c) behavior and (d) training result, and employee engagement

The right training and development programs can greatly enhance employee engagement (Kirke, 2012). Empirical study stated that training and development will positively relate to employee engagement. The effectiveness of training programs is another significant predecessor of employee engagement (Dajani, 2015). This research aims to identify the degree of training effectiveness levels on employee engagement. Reaction level measures the learner's perception of a training program. Learners are aware of what they are supposed to do in order to accomplish their tasks. Kirkpatrick stated that the reaction may be best considered as how well the trainees liked a particular training program (Kunche et al., 2011). According to Kahn (1990), job training, training design, and delivery style have a great impact on the training and development effectiveness. He also stated that employees are able to improve their skills and also enhanced the engagement when more training is provided.

The relationship between learning and employee engagement

Learning is getting more significant in today's workplace to keep employees engaged. Employee engagement relates to training that focuses on teaching skills which are required for the job (Kirke, 2012). According to Siddhanta and Ghosh (2010), there are three factors which positively influence employee engagement. They are qualities of training programs, learning through stretch assignments and learning opportunities that encourage employees to share their ideas and opinions.

The relationship between behavior and employee engagement

The effectiveness of training and learning depends on the pattern of the job knowledge, skills, competencies and behavior that are important for greater performance (Falola et al., 2014). Better training enhances employee engagement. Communication has to be clear and consistent to pave for an engaging workforce (Markos and Sridevi, 2010). Involving employees in decision making create a sense of belongingness, thereby increases their engagement (Markos and Sridevi, 2010). Employee engagement is a positive and proactive behavior (Onday, 2016).

The relationship between training results and employee engagement

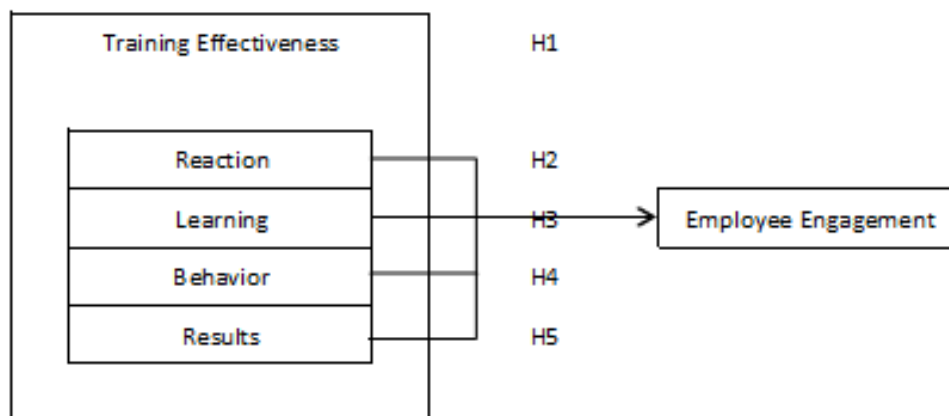
The final level of measurement is result. It is significant to determine which outcomes are directly linked to the training programs. Studies have proven that there is a positive relationship and employee engagement. Training helps to keep employees abreast with the knowledge and upgrading of skills. Generally, it is understood that when employees get to know more about their job, their confidence level increases, requires lesser supervision and builds up their self-efficacy and commitment (Markos and Sridevi, 2010).

Training effectiveness enhances employee engagement by nurturing talent and helping people to learn new things and improve their performance (Kirke, 2012). A positive employee engagement leads to employee satisfaction, loyalty, and higher productivity and eventually increase the company's profitability (Markos and Sridevi, 2010). Engaged workforce plays a vital part in the achievement organizational objectives. For that, employee engagement is a significant factor in measuring and evaluating employee performance in organizations (Ahmed et al., 2016).

Nawaz et al. (2014) have stated that the key element of any organization is the employees. The reason is, if the employees work hard and perform well, the organization achieves success, and vice versa. Therefore, the organization has to invest time and money in employee training.

Sharmila (2013) has explained that there are few factors which can be emphasized in developing an effective training in an organization. These are skill development, learning processes, self-direction capability of the employees, employee attitudes towards the organization, etc. This implies that a proper training can indirectly change the intensity of the effectiveness of an organization. It is very important to develop a proper employee training program and the rationality behind this is a psychological aspect that works in the minds of the employees. According to Elnaga and Imran (2013), the psychological factor is that the employees often expect a good working atmosphere and growth opportunity and having proper training can meet this expectation of the employees. Markos and Sridevi (2010) further explained that a training program is to develop a good employee base for the organization. A positive and well organized working culture always motivates the employees to work in full force (Kamo, 2014).

Conceptual Framework



Development of Hypotheses

Based on the literature, the hypotheses for the study are as follows:

- H1: There is a positive relationship between training effectiveness to employee engagement.
- H2: There is a positive relationship between training reactions and employee engagement.
- H3: There is a positive relationship between learning and employee engagement.
- H4: There is a positive relationship between behavior and employee engagement.
- H5: There is a positive relationship between training result and employee engagement.

As per the conceptual framework, the training effectiveness includes different components such as reaction, learning, behavior and results. The reaction of the participants is to understand the effectiveness of the training. The reaction is then followed by the learning, behavior and training results.

It is as often difficult to find and keep qualified people and managing HR effectively are the hardest challenges for any organization. It is likewise essential for the employers to ensure that the employees have the required aptitudes, and materials, to complete the job (Siddhanta and Ghosh, 2010).

METHODOLOGY

A descriptive research method was adopted for this study. Questionnaires were distributed to the employees to understand the effectiveness of training that links to greater employee engagement. Statistical Package for Social Sciences SPSS, IBM Version 20 was used for the analysis.

Sampling Design

The study was conducted in Klang Valley, Malaysia. The respondents were from different levels. Nearly 250 questionnaires were distributed. Out of which, 220 copies were returned with 201 valid questionnaires. Convenience sampling was adapted for this study.

Ethical Consideration

Ethical clearance was first obtained from the university and with consent from the respondents.

Measurement

There were four sections in the questionnaire. Section A was on general questions on training. Section B was about training effectiveness. It was measured using five items; training reaction was measured using three items; learning was measured using three items; the behavior was measured using three items and results were measured

using four items. The measures were adopted from Kirkpatrick (1975). Section C was on employee engagement. There were five items adopted from Harter et al. (1998). Finally, part D was on demographic profiles.

RESULTS

There were 201 usable questionnaires. The majority of the respondents, 50.2% were female and 49.8% were male. The majority of the respondents, 93.5% were employees. While the remaining 6% was self-employed. Another 5% were in another category. 79% of the respondents were middle level managers, followed by Senior Managers (49%), Executive (33%) and clerical (13%). Others constitute to 13.4%, which consists of self employed and freelancers. The following sums up the profile of respondents.

Table 1: The Profile of the Respondents

Demographics		Frequency (n)	(%)
Gender	Male	100	49.8
	Female	101	50.2
Education Level	Secondary Education	7	3.5
	Diploma	92	45.8
	Bachelor's Degree	70	34.8
	Master's Degree	28	13.9
	Ph.D.	4	2.0
Employment Type	Employed	188	93.5
	Self Employed	12	6.0
	Others	1	0.5
Level	Clerical	13	6.5
	Executive	33	16.4
	Middle Manager	79	39.3
	Senior Manager	49	24.4
	Others	27	13.4
Department	Accounting	16	8
	Customer Service	17	8.5
	Finance	19	9.5
	Human Resources	13	6.5
	IT	19	9.5
	Legal, Audit & Compliance	8	4.0
	Logistics	3	1.5
	Procurement	1	0.5
	Production & Operation	31	15.4
	Sales & Marketing	61	30.3
	Others	13	6.5
Monthly Income	Less than RM 2,000	4	2.0
	RM 2,000-RM 3,999	44	21.9
	RM 4,000-RM5,999	107	53.2
	RM 6,000-RM 7,999	27	13.4
	RM 8,000-RM 9,999	14	7.0
	RM 10,000 and above	5	2.5

Table 2 explained about total variance explained about all the factors that conducted in this study. Based on the Kaiser's criterion guideline, the values determine the total factors to extract (Pallant, 2013). Kaiser-Meyer-Olkin (KMO) value .6 and above and the Bartlett's Test value has a significant of 0.000 which is lower than .05 ($p=.000$). Therefore, factor analysis is appropriate (Pallant, 2013).

Table 2 KMO and Bartlett's Test & Total Variance Scales

No	Variable	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
1	Training Effectiveness	.896
2	Training Effectiveness – Reaction	.733
3	Training Effectiveness – Learning	.747
4	Training Effectiveness – Behavior	.612
5	Training Effectiveness – Result	.809
6	Employee Engagement	.729

Sig. .000

Reliabilities for all constructs were above the acceptable level of 0.7. For training effectiveness, the Cronbach's Alpha was 0.924. Cronbach's Alpha for Kirkpatrick's four levels were as follows: reaction 0.881, learning 0.941, behavior 0.886, and results 0.884. The highest Cronbach's Alpha 0.941 was represented by the learning variable.

Table 3 Reliability

Levels	Cronbach's Alpha	Number of Items
1. Training Effectiveness	0.924	5
2. Reaction	0.881	3
3. Learning	0.941	3
4. Behavior	0.886	3
5. Results	0.884	4
6. Employee Engagement	0.908	5
	Total	32

The purpose of this study is to find the relationship between training effectiveness with four levels of measurement reaction, learning, behavior and result to employee engagement. Regression analysis is a statistical procedure used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (Pallant, 2013). The test carried out to investigate the impact of training effectiveness, reaction, learning, behavior, and result measures as key dimensions to employee engagement.

Regression model in table 4 explained about the training effectiveness with four levels of measurement stimulates employee engagement. According to result training effectiveness (R Square 0.691; $F=221.126$; $P<0.01$), Reaction (R Square 0.679; $F=209.853$; $P<0.01$), Learning (R Square 0.686 -68.6%; $F=216.187$; $P<0.01$) Behavior (R Square 0.666 -66.6%; $F=197.657$; $P<0.01$), Result (R Square 0.694 -69.4%; $F=224.772$; $P<0.01$) and employee engagement (R Square 0.648; $F=365.542$; $P<0.01$). Furthermore, standardized coefficient β and T values also depict positive results of training effectiveness of employee engagement ($\beta=0.27$, $t=5.262$), reaction ($\beta=0.23$, $t=4.443$),

learning ($\beta=0.263$, $t=4.92$), behavior ($\beta=0.219$, $t=3.338$), result ($\beta=0.344$, $t=5.501$). The variance in employee engagement was strongly supported by the training effectiveness variables. The training effectiveness – result was highest 69.4% impact towards employee engagement compared to other factor. The beta value represents the unique contribution of each variable (Pallant, 2013). Hence all hypothesis were supported. All the factors have strong relationships with employee engagement.

Table 4 Regression

H	Predictor	Outcome Variable	R Square	Adjusted R Square	F	Standardized Coefficient (Beta)	t	Sig
H1	Training Effectiveness	Employee Engagement	0.691	0.688	221.126	0.27	5.262	0.000
						0.633	12.329	0.000
H2	Reaction	Employee Engagement	0.679	0.676	209.853	0.231	4.443	0.000
						0.659	12.68	0.000
H3	Learning	Employee Engagement	0.686	0.683	216.187	0.263	4.92	0.000
						0.63	11.785	0.000
H4	Behavior	Employee Engagement	0.666	0.663	197.657	0.219	3.338	0.000
						0.633	9.636	0.000
H5	Result	Employee Engagement	0.694	0.691	224.772	0.344	5.501	0.000
						0.537	8.584	0.000
a. Predictors: Training Effectiveness, Reactions, Learning, Behavior & Results								
b. Dependent Variable: Employee Engagement								

These findings prove that employee training leads to employee engagement. According to Nawaz et al. (2014) employee's role is important in the growth and success of an organization. In order to remain competitive, employees must engage with each other. Human Resources practices have a great impact on the training and development effectiveness.

CONCLUSION

The primary objective of every training program is to improve effectiveness and add value to the employee. Training programs must have clear goals and keep in mind the particular needs of both individual and the firm. The effectiveness of training improves the productivity and profitability. As per the study, it is clear that employee training is one of the fundamental factors to increase employee engagement. With this, the employee remains engaged at work and perform better to achieve company's strategic objectives. Although the training programs release them from work, it is a worthwhile investment for the organization as well as the individual. There are plenty of benefits of developing employee training programs besides increasing employee engagement. It enables employees to assess their weaknesses at work and reinforce their strength for them to grow professionally. With training programs, an organization enables all employees to acquire the skills needed for a dynamic workforce.

Based on the results, the training effectiveness dimensions have a significant relationship with employee engagement. In reaction, if the employee finds that the training is good, it leads to employee engagement. Based on this aspect, having a feedback form is essential to the training department. From the feedback form, the training department can look out for the effectiveness of the trainer, the relevance of the topic, its content and also identify the areas that should be included in future training. Having said that, the trainer should also use his/her judgement in this aspect as reaction is often made on the spur of that moment. When it comes to learning, it is advisable to

ask the trainees to recap what they have learnt and enjoyed most. If they could not recap, the trainer would need to reiterate and relook into the course design. As far as behavior is concerned, supervisors should also play an active role. They should be brief on the course content, observe and encourage trainees to apply the new knowledge learnt. Lastly, monitor the outcome of the training – did the organization achieve its objectives, etc.? Organizations need to be practical as monitoring requires time, money and effort. Although time, money and effort are the main limitation in this model, Kirkpatrick model is still one of the most powerful tools and used extensively. Employee showed engaged behaviors when there are given effective training and empowerment. Ahmed et al. (2016) stated that employee training has also been empirically tested with employee engagement. According to Azeem et al. (2013), all kinds of training development programs do have a positive impact on employee engagement. Training development effectiveness observed at as an intrinsic motivator that supports employees' growth. All these help in employee engagement.

As discussed, the effectiveness of training development programs do help in enhancing the employee engagement and acquaint them with the best possible skills. Besides, the employees are more confident in performing better and more innovative at work. As discovered, organizations are encouraged to carry out frequent employee training programs. Another benefit that employees get through training programs is the consistency at work. Training helps companies to make employees aware about the strategic objectives and expectations. Above all, it keeps employees satisfied and make them feel valued. Overall, it develops a supportive workplace which is a key requirement for a successful organization.

In order to reap the benefits of the employee training, there are plenty of ways through which managers can do. The first type of training is on the job training where employees are trained to fit into their job role. The second type of training is off the job training in which training is not provided at the workplace rather it is given away from the office. This includes workshops, seminars and conferences. This can be costly as compared to on the job training. This form of training can also be undertaken by the employees in a form of short courses.

It is clear that about 85.6% of the employees who attended training recently felt satisfied with their jobs and look forward to work with the organization. Based on the research, employers do take the initiatives for its employees and help them grow professionally. An organization should also allow employees in the decision making process. The effectiveness of training programs has helped the employees to stay motivated and satisfied. The findings of this study also proved that training effectiveness has an impact on the relationship between employee engagement.

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STUDY ON THE DEMANDS OF TRAVELERS AND THE FACTORS INFLUENCING THE CHOOSING SERVICES AT DON MUEANG AIRPORT, BANGKOK METROPOLIS

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ABSTRACT

The objectives of this research are: (1) to study the types of services demanded by the travelers at Don Mueang Airport; (2) to study the activities while waiting in Don Mueang Airport Terminal; (3) to examine the relationships between monthly incomes and services demanded and (4) to study the factors influencing the choice of services at Don Mueang Airport. Determining the sample size for Don Mueang Airport passenger terminal users, Yamane's Table (1993) was used at 95% reliability level, resulting in a sample size of 400 people. Statistics used in the research are Frequency, Percentage and Chi-square. The research findings are as follows; (1) The top three services demanded by the travelers in Don Mueang Airport were convenience store, private room and à la carte restaurant at the rates of 21.0 percent, 20.8 percent and 18.8 percent, respectively. (2) The top three activities while waiting in the passenger terminal included relaxing in public area, eating food and drinking beverages. (3) Monthly incomes were associated with services demanded. (4) The top three factors influencing to services at Don Mueang Airport were the convenience place, representing 40.2 percent, the availability of low cost airlines, accounting for 23.6 percent and domestic travel, equaling 21.8 percent.

Keywords: Don Mueang Airport, Demands of Travelers , Airport Service Factors

INTRODUCTION

Don Mueang Airport, formerly known as Bangkok International Airport built in 1914, is the first airport in Thailand. Don Mueang Airport operated continuously until 2006 then was changed to only serve domestic flights. Later in 2012 onwards, Don Mueang Airport was reopen for international flights of low -cost airlines. The Don Mueang Airport' s annual report 2016 reveals that the total flights was up to 240,601 flights, an increase of 12.01 percent from the year 2015. Besides, the statistical number of passengers at Don Mueang Airport greatly rose by 21.34 percent from 2015, which was the highest increase compared to the six airports in Thailand. This is in line with the strategic location of Airports of Thailand Public Company Limited (AOT) that has designated Don Mueang Airport as the point for serving low -cost airlines with fast service and no hassles.

The policy on developing service area is a long-term working plan to which Don Mueang Airport attaches great importance, especially commercial space. The objectives are to meet the demand, accommodate the upcoming growth and satisfy the consumers. In 2016, Don Mueang Airport reached 35.2 million passengers, against the capable of handling 30 million passengers annually, thus causing the problem of consumer density exceeding

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the size of service area. As a result, Don Mueang Airport plans to (1) expand the airport, which is expected to be completed in 2022, is capable of handling 40 - 50 flights per hour and 40 million passengers annually. 2) Another plan includes the construction of sky train or automatic passenger transport system, free of charge linking between parking lot and the passenger terminal and various parts of the airport. Also, this will be connected to the red line suburban railway system of the State Railway of Thailand. 3) Besides, the Minister for Transport has proposed the high speed train Bangkok - Rayong project to connect to 3 airports, viz. Don Mueang Airport, Suvarnabhumi Airport and U-Tapao Airport, including connecting airport rail link. More importantly, after 2018, the Airports of Thailand Public Company Limited (AOT) has a project to develop more commercial space by opening an auction of commercial space in Don Mueang Airport.

The above mentioned future projects will increasingly facilitate the arrivals / departures of Don Mueang Airport. According to potential expansion of businesses, the various of people, not only travelers, will access to any services of Don Mueang Airport. Thus, it is interesting to study the demands of Don Mueang Airport consumers. Previous research had ever studied in similar topic at other airports. It was found that the factors affecting the demand for Chiang Rai Airport services were cleanness, parking service, staff service, terminal facilities, security and the shops in the terminal (Duangjai Jaemjaeng 2008). The moderate level of overall service satisfaction at Thai airports under the Direction of the Civil Aviation Department (28 regional airports) consisted of facilities, passenger services and entertainments (Suppakanya Chuannich et al., 2013). Based on previous researches, none studied the traveler demand of services at Don Mueang Airport, specifically in commercial area. The purposes are to maximize the investors' returns from space utilization worth the capital and be beneficial to commercial space tenants for decision making to provide services, that meet the consumer demands and satisfactions.

RESEARCH OBJECTIVES

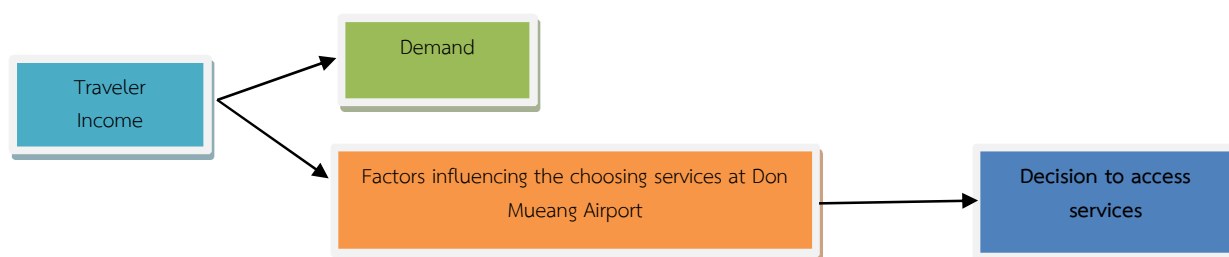
1. To study the services demanded by the travelers at Don Mueang Airport.
2. To study the traveler activities while spending time in Don Mueang Airport Terminal
3. To study the correlation between monthly incomes and the demand of services.
4. To examine the factors influencing to the choosing services at Don Mueang Airport, Bangkok

Metropolis.

Research hypotheses

Monthly incomes correlating to the demand of services

Conceptual framework



Picture 1 Conceptual framework

METHODOLOGY

This research aims to study the demands of travelers and the factors influencing the choosing services at Don Mueang Airport. The characteristic is Quantitative Research by using In-depth Interview to create the questionnaire. The questionnaire was used as a tool to collect data. The research details are as follows;

Population and samples were the travelers access Passenger Terminals at Don Mueang Airport.

The research scope was the travelers in the passenger terminals at Don Mueang Airport during 15 - 31 March 2017.

Sample size was determined by using Yamane Table (1993) at 95% reliability level, resulting in the sample size of 400 persons. Accidental Sampling was used by distributing the questionnaire in the passenger terminals.

The research process is as follows;

Step 1 In-depth Interview with a total of 20 samples as service users in the passenger terminal

Step 2 Creating the questionnaire

Step 3 Questionnaire Pre-test

Step 4 Collecting the In-depth interview and questionnaires data

Step 5 Analyzing data by Frequency, Percentage and Chi-square

RESULTS

(1) General information on the respondents: The research findings are as follows.

(1.1) The respondents were divided into 32.4 percent male and 67.6 percent female.

(1.2) Under 25 years of age, representing 39.1 percent; followed by 25-30 years old, 22.3 percent; 31-40 years of age, 15.1 percent ; 41 - 50 years of age, representing 13.6 percent; 51-60 years of age, accounting for 8.4 percent and 61 years of age or more, representing 1.5 percent.

(1.3) Educational level below Bachelor's degree, 26.3 percent; diploma, 4.7 percent; undergraduate, 58.3 percent and postgraduate, 10.7 percent.

(1.4) Occupation: Students, 29.2 percent; employee / company employee, 27.2 percent; government official / state enterprise employee, 19.8 percent; self-employed business, 12.1 percent; housewives, 3.5 percent; and others, 8.2 percent.

(1.5) Monthly incomes: Lower than 15,000 Baht, 41.4 percent; income of 15,000 - 25,000 Baht, 29.9 percent; income of 25,001-35,000 Baht, 9 percent; income of 35,001-50,000 Baht, 11.0 percent; income of 50,001 - 100,000 Baht, 6.7 percent and income of 100,000 Baht or more, 2 percent.

(2) Traveler' Demands at Don Mueang Airport: According to research findings, the travelers demanded the top three services, viz. convenience store, private room and à la carte restaurant at the rates of 21.0 percent , 20.8 percent and 18.8 percent, respectively, followed by the rest including family restaurant, 10.3 percent; Fast Food restaurant, 9.5 percent; bakery and coffee shop, 5.3 percent; ice cream shop, 5 percent; office and others, 4 percent; fitness center , 1.5 percent. This can be shown by the following table.

Table 1 shows the types of services demanded by Don Mueang Airport consumers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fast food restaurant	38	9.4	9.5	9.5
	Family restaurant	41	10.1	10.3	19.8
	Bakery and coffee shop	21	5.2	5.3	25.0
	Ice cream shop	20	5.0	5.0	30.0
	Convenience store	84	20.8	21.0	51.0
	À la carte restaurant	75	18.6	18.8	69.8
	Private room	83	20.5	20.8	90.5
	Office	16	4.0	4.0	94.5
	Fitness center	6	1.5	1.5	96.0
	Others	16	4.0	4.0	100.0
	Total	400	99.0	100.0	

(3) Activities while the travelers staying in Don Mueang Airport: The researcher asked the respondents to rank the activities in descending order of importance, frequency by arranging from 1 to 5. The research findings are as follows;

- 1 st Rank : Sitting and waiting in public area
- 2 nd Rank : Eating food
- 3 rd Rank : Sitting and drinking beverages
- 4 th Rank : Shopping
- 5 th Rank : Massage and spa, etc.

(4) Relationships between monthly incomes and services demanded by the travelers: The researcher reclassified the services and incomes for reduced distribution of the number of services and incomes. According to research findings, people with income lower than 15,000 Baht and 25,001-35,000 Baht needed private room , people with income of 15,000-25,000 Baht demanded à la carte restaurant while people earning 35,001 Baht or more wanted convenience store, which can be shown by the table as follows;

Table 2 shows the demanded services classified by income (reclassification).

Demanded services (Reclassification)		Monthly Income (Baht)				Total
		Lower than 15,000	15,000 - 25,000	25,001 - 35,000	35,001 or more	
Fast food restaurant	Count	16	16	3	3	38
	% of Total	4.0%	4.0%	0.8%	0.8%	9.6%
Family restaurant	Count	13	12	4	12	41
	% of Total	3.3%	3.0%	1.0%	3.0%	10.3%
Bakery /coffee shop/ ice cream shop	Count	21	11	4	5	41
	% of Total	5.3%	2.8%	1.0%	1.3%	10.3%
Convenience store	Count	31	25	5	22	83
	% of Total	7.8%	6.3%	1.3%	5.5%	20.9%
À la carte restaurant	Count	32	27	3	13	75
	% of Total	8.1%	6.8%	0.8%	3.3%	18.9%
Private room / fitness center	Count	43	19	11	14	87
	% of Total	10.8%	4.8%	2.8%	3.5%	21.9%
Others such as office	Count	8	8	6	10	32
	% of Total	2.0%	2.0%	1.5%	2.5%	8.1%
Total	Count	164	118	36	79	397
	% of Total	41.3%	29.7%	9.1%	19.9%	100.0%

The result of hypothesis testing, i.e. monthly incomes correlating with demanded services, it was found that monthly incomes (reclassified) were associated with demanded services (reclassified) as shown in the table below;

Table 3 Hypothesis testing, i.e. monthly incomes associated with demanded services

Chi – Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.994 ^a	18	.048
Likelihood Ratio	29.313	18	.045
Linear-by-Linear Association	.697	1	.404
N of Valid Cases	397		

a. cells (14.3%) have expected count less than 5. The minimum expected count is 2.90.

From the above table, Pearson Chi-Square was used to summarize the results. For Sig = 0.048 < α = 0.05 herein, it can be concluded that monthly incomes (reclassified) are related to the demanded services (reclassified).

(5) Concerning the factors influencing the travelers' choosing service at Don Mueang Airport, the findings indicated the reasons why the travelers chose services at Don Mueang Airport were convenience place the most, up to 40.2 percent, followed by the availability of low cost airlines, domestic travel, familiarity, fast and simple boarding procedure, the availability of full facilities, not too spacious place and others, representing of 23.6, 21.8, 6.7, 4.1, 1.8, 1.3 and 0.5 percentage respectively.

Table 4 shows the reasons why the travelers chose to use Don Mueang Airport.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Availability of low cost airlines	91	22.5	23.6	23.6
Convenience place	155	38.4	40.2	63.7
Domestic travel	84	20.8	21.8	85.5
Familiarity	26	6.4	6.7	92.2
Not too spacious place	5	1.2	1.3	93.5
Full facilities	7	1.7	1.8	95.3
Fast, simple boarding procedure	16	4.0	4.1	99.5
Others	2	.5	.5	100.0
Total	386	95.5	100.0	
Missing 0	18	4.5		
Total	404	100.0		

DISCUSSION

According to the above findings, more than 40 percent of travelers demanded convenience store and private room. This is in line with the top three activities during a stay in the passenger terminal at Don Mueang Airport, viz. sitting and waiting in public area, eating food and drinking beverages. Additionally, previous research also revealed that food and beverage factors were highly demand of consumers at Chiang Mai Airport Terminal (Duangjai Jaemjaeng, 2008). The travelers requiring private room were probably the same group as passengers waiting in public area, representing 56 percent with incomes lower than 15,000 and 25,001-35,000 Baht and being the students and employees/company employees who access services at Don Mueang Airport the most. People who demanded convenience store earned incomes of above 35,001 Baht, representing 20 percent. The finding showed that people at all levels request convenience store where they can get some goods, food and drinks, with reasonable price. The correlation test also disclosed that monthly incomes were associated with the demanded services. Satisfaction levels depend on various factors such as livelihood and personal status, resulting in differences among groups of people. Differences among young people and elderly people and factory workers and office workers are caused by age and income difference (Vandermerwe, C & Lewis, 1996, cited in Chantararat, I. 2009: 30-33). According to the findings of previous research into service provision for passengers at Thai airports under the direction of the Civil Aviation Department (28 regional airports), the passengers agreed that the overall services satisfaction scales of the airports were moderate in terms of facilities, passenger services and entertainments. (Suphakanya Chawanich, 2013) Therefore, the mentioned services at airports should be enhanced the quality to meet existing passenger demands and attract new passengers.

However, the factors influencing the choosing service at Don Mueang Airport were the convenience place, availability of low cost airlines and domestic travel. This is in line with the strategic location of the Airports of Thailand Public Company Limited (AOT), which has designated Don Mueang Airport as the point for serving low cost airlines fast with no hassle. In addition, the location of Don Mueang Airport and convenient transport to travel will be easier in the future due to the availability of electric sky trains and high-speed trains running through. When the convenience facilities completed, the tendency of number of travelers are increasing.

CONCLUSION

Research on study the demands of Thai consumers and the factors influencing the choice of services at Don Mueang International Airport, Bangkok Metropolis for information on management of Don Mueang Airport and the investors desirous to invest. The objectives of research are as follows: (1) to study the types of services demanded by the travelers to be available at Don Mueang Airport; (2) to examine the activities while waiting in the passenger terminals; (3) to study the correlation between monthly incomes and demanded services; (4) to study the factors influencing the choosing services at Don Mueang Airport.

The research methodology were in-depth interview and questionnaire distributed to travelers in the passenger terminal. Statistical methods in research were Frequency, Percentage and Chi-Square. The research findings are as follows;

(1) The travelers demanded the top three services, viz. convenience store, private room and à la carte restaurant at the rates of 21.0 percent, 20.8 percent and 18.8 percent, respectively and the rest including family restaurant, 10.3 percent; Fast Food restaurant, 9.5 percent; bakery and coffee shop, 5.3 percent; ice cream shop, 5 percent; office, 4 percent; fitness center, 1.5 percent.

(2) The activities of travelers while staying in Don Mueang Airport, ranked from the most to the least frequency, were as follows; sitting and waiting in public area, eating food, drinking beverages, shopping as well as getting massage and spa.

(3) The result of hypothesis testing showed that monthly incomes were associated with the demanded services at significant level 0.048.

(4) The factors influencing the travelers' choosing services at Don Mueang Airport

were as follows: convenience place, 40.2 percent; followed by the availability of low cost airlines, domestic travel, familiarity, fast and simple boarding procedure, full facilities, not too spacious place and others , representing the percentage of 23.6, 21.8, 6.7,4.1, 1.8, 1.3 and 0.5, respectively.

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THE CONSULTATIVE SELLING OF INNOVATIVE PRODUCT FOR THE SHRIMP'S FARMING MARKET IN REPUBLIC OF THE UNION OF MYANMAR

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ABSTRACT

Shrimp farming industry developed the innovative farming system without using chemicals and Antibiotic medicines. This innovation could not do selling process as well as marketing. The front end channel as sales force, marketer and before/after sales service are the important channel for launching plan. Researcher has designed the testing method through the individual factors as sales force, marketing activity, before/after sales service compared with combined factors as sales and before/after sales service by consultative selling, sales and marketing by value cocreation and marketing and before/after sales service by brand reputation. The methodology by in-depth interview to confirm aspects that farmers decide to buy innovative product of the Union of Myanmar. Researcher finds that major issues are the cause of diseases during shrimp farming crop and customer satisfaction on activity that organization provide for farmer. Researcher has tested 40 farmers by confirmative questionnaire. The results show that farmers worry about diseases and need to find the method to treat the farming system when the farming has infected result. Half of questionnaire answer shows that they have experience in buying innovative products from Thailand. Farmer satisfies individual activity as marketing campaign as promotion for new product launching and satisfied the combined activities as consultative selling and value co - creation. Farmers are not perceive any Thais brand compared with Taiwanese. Then consultative selling, value co – creation and Sales Promotion are the right combination strategy to sell this innovative products.

Keywords: Selling innovative product, Consultative selling, Value Co creation, Shrimp farming without Antibiotic medicine

INTRODUCTION

Innovative product and new product development (NPD) are key success for business sustainability. The organization needs to put these in the company policy as the product strategy to increase the competitiveness among the competition in complex environment (Urbancová, 2013 Zhang and Doll, 2001). The implication would be success when organization can manage supply chain as well. The key channel has to comply as sales process, marketing channel, delivery, financial management and service. The most important area is the front – end channel that combines with sales, marketing and customer service.

The competition in between the complex business environment, organization are required to find the right position. To find the strategic point and contribute your competitiveness (Martín- de Castro et al., 2013). Strategic area is the issue that many studies try to get in the value- added chain with strategic move. Many literatures

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show about the way to get information, find the right influencer, way to get the perceiving value from the key influencer. All of the studies are trying to get the demand and learn about the behavior of the all party in this value added chain. This right and important information are provided for the planning and strategic management for front end channel. Then the right front end strategy is the way to build up the organization's competitiveness. New product development, common issue is how to manage front end channel. The way to verify people in this value chain is the way to justify the right influencer. Yang and Huang (2012) study about the method to handle the business to Business especially the small and medium enterprise (SMEs, they study about 'Start Up business'. They study about job description of Front end channel. Once critical job of sales, marketer, customer service need to understand, find the aspect and adapts the certain activity to be positive reaction for short term strategy such as product launching plan (Chui, 2006). The most important thing is to understand customer and market need. Knowledge sharing is also important, need to keep this in database (OUK, 2013). Before / After sales service is an important activity. This become key decision issue for some business, manufacturing and industry. Technical service seems to be the common requirement when organization sell functional products. Customer and technical services are the key value for customer satisfaction (Turban et al. 2002). The strategic management for front end channel is the key study for this research, practically study the right business model that comply with marketing model. This is also the one of strategic issue to build up the organization's competitiveness. Zhang and Doll has studied in 2001 about the customer experience in innovative product. The different selling process create the different behavior of customer experience (Schmitt, 2003). The most important to understand the customer experience, is to pointing out the important step of decision. This needs to identify and put in the customer experience road map (Shaw and Ivens, 2002). The most important process is how can we management process to grab up and launching innovative product. This is the key issue to build up the organization's competitiveness. (Urbancová, 2013; Zhang and Doll, 2001).

Product and service innovation are the solution for sustainable development policy. Both product and service innovation need to meet customer demand. Unless the innovative product and service would be the inventive service and product. The method to classify the product and service can do the same way with innovation or invention. Freeman had explained in 1982 about the differentiate between innovation and invention that the way to convert product or service can convert and build those product and service to be commercialized. Freeman explained in 1982 about the invention that the sketched picture or the pattern for product improvement while innovative product have look through the economic pattern and can convert to commercial scale. This concept includes the new process or new implication in the organization too. To summarize the inventive product and service can be called as the innovation when the product can be commoditized. Another definition for innovative product and service, the innovative product and service need to be accepted by all function through the organization behavior (Bon & Mustafa, 2013). Then the organization concern to take the priority for innovation in the product strategy policy. The researched from Suroso and Azis in 2015 has clarified the innovation into 3 types. This classification has identified in different dimension, such as value proposition, concept of new technology and new concept of marketing. Product innovation can compare with process innovation, valued- added from innovative product or service and compare with value from process innovation. Innovative product and service needs to have uniqueness. This is the core value for sustainable product development concept. Customer are willing to pay for this. This is called "Real innovative product and service.

During bi-decade, researchers study about the launching method for the innovative product and service. Mainly they study about the selling technique same as Aura's presentation in 2010. This is beginning period. The researchers concerns about customer behavior. The researches focus in adoption of customer behavior for innovation. Then during the last decade, "The Customer Orientation" has been studied in different dimension. Bai and Luo (2011) and McKinney and Yoon (2002) had studied about the "Buying decision process" through the "Adoption process" for new product development. They found that key parameter to indicate buying decision through the adoption process was customer satisfaction. The level of customer satisfaction

is related to buying decision process. To summarize their studies are to link the problem statement of this research. Innovative of product and service has the same pattern. Product and service need to get through the adoption process and then buying decision process. The researcher has implement in-depth interview process and summarize for 2 critical periods that effect to customer's buying decision. Before/after sales, this study based on the customer orientation method. This method can be studied in many selling techniques. One of important technique is "Consultative Selling Process" (CSP), explained by Liu and Leach in 2001. This selling process is two-way communication. The interaction process is to be giving and receiving information for decision process through front end channel as sales person, marketer, customer service, before sales and after sales process. Buying decision will be done after getting the necessary information for their decision. The front end channel, necessary to provide the exact information and combine the solution for decision. So front end channel need to has skill of collaborative with customer to provide the "win – win benefit" for both parties instead of hard sell product (Liu & Leach, 2001; Suomala, et al., 2012). The complete CSP process need to process in front of customers, need to fix the pattern as in the meeting, field work, verify the current problem in front of customer. To set objective for meeting, direct need and indirect need is important (Latent need). This is the skill that front end channel need to practice this skill to create customer satisfaction and bring them to buying decision process (Graziano and Flanagan, 2005. Suomala, et al., 2012). This is the key methodology for consultative selling process. This is the way to find direct need and latent need. Then convert needs to be solution for customers. Innovative product and service seller needs to understand clearly of the product and service figure, strength points, competitive advantage of product and service. Opportunity is in your own hand. Business to business practice is a bit different when compare with consumer product. Customer orientation process can explain the behavior of buyer, especially the industrial product. Customer orientation process seems longer than the consuming product, while the contacting channels are complex than consuming products. The internal process of customer, influencers leads to focus on implement the consultative selling process but the complexity organization is the challenging issue to find the right key decision maker and influencer. Industrial products would be reference to the key user for reference to another user. Then the right influencer always makes differentiate from others. This has been studied by Kraiger and Aguinis in 2001, the selling strategy use influencer in business to reference the new product launching plan (Wagner, 2001). Summarize the review from the individual aspect for Sales, Marketing and Before / After sales service.

Table 1 Summarize the literature review of individual of front end channel

Topic Individual		Studied issue	Reference
Sales : Sales person	1	Positive attitude of sales person for selling NPD is the key success to launching the products and service	Fu, 2016
Ability of sales person	2	The individual ability (Sales competency) is reflected by sales performance	Fu, 2016
Sales Management	3	Sales force for new products from top management is negative effort for selling new products	Fu, 2016
Sales Strategy	4	The direct sales is not only the key method to sell NPD.	Dimitrova & Rosenbloom, 2010
Marketing	5	The success indirect sales strategy, need to be linked with the corporate strategy.	Bellin, 2006
Product and Service	6	Over estimate sales plan is related to the failure of new product selling in launching period.	Lindroos, 2006
Pricing Mechanism	7	The success launching NPD and service directly related with the customer demand (direct need and indirect need).	Gunjun et al., 2016
Sales Channel	8	Innovative product and service also NPD need to describe the way of development for buying decision period.	Schwery and Raurich, 2004
	9	The failure of launching plan is pricing method that does not reflect to perceiving value of buyer.	Dodgson ,2000
Promotion	10	The success pricing model need to have the evaluation and presenting the value of products that customer willing to buy. The right sales	Gunjun et al., 2016
	11	channel have to plan and implement by the organization policy with product strategy.	Dimitrova & Rosenbloom 2010
	12	The specific selling method (Functional method) is related to the specific sales channel.	Fu, 2016
	13	The sales promotion is necessary for every innovative products and service and NPD during launching period.	Brandweek, 1994
Before and After sales service	14	The sales promotion and pricing model for NPD are related to selling performance.	Chandon et al., 2000
(Technical service)	15	Before sales and after sales service are the method to increase the value of products and to be the way for new opportunity.	Saccani et al., 2007
	16	Direct sales strategy is the method to find the demand and technical demand from customer.	Brettel et al. 2011
	17	For new NPD and innovative product and service necessary to have the information collecting process for future development.	

Table is summarized the review from front end channel in the combined aspects of sales, marketing and before / after sales service.

Table 2 Summarize the literature review of combined activities of front end channel

Topic Combined		Studied issue	Reference
Sales - Marketing	18	The unable to reach the marketing information or selling records are the way to do failure launching NPD plan.	Tsay, A. & Agrawal, N, 2004
	19	The combination of sales and marketing activity need to concern of increasing value of product and customer relation.	Lovelock and Gummesson, 2004
	20	Value cocreation strategy need to raise up the sales strategy and marketing strategy to create business opportunities.	Vargo and Lusch, 2004
	21	The study of consultative selling, explained about the front end competency in term of finding right demands (Direct and indirect demand) for product and Service features.	Hanan, 2004
	22	The study of consultative selling, explained about the front end competency in term of finding right demands (Direct and indirect demand) for lunching and game plan.	Liu & Leach, 2001
Sales - Before and After sales service	23	The study of technical service still lack of the evaluating of service value and brand perception of organization.	Payne et al., 2008
	24	The consultative selling process mainly focus the marketing activity to build up trust of buying.	Manning and Reece, 2007
	25	Telemarketing is one of direct sales method by listening customer demand and convert to solution for customer.	Clow and Baack, 2007
Marketing - Before and After sales service	26	The study of value co creating phenomena need to focus to increase customer relation management in all dimension include marketing and after sales service.	Vargo and Lusch 2004
	27	The good experience in brand value in customer perception need to endorse to customer relation management.	Vargo and Lusch, 2004
	28	The active activity for new product development need past the customer experience and brand of product.	Prahalad, 2004

The aquatic animals are the important nutrition due to this reason the demand of aquatic animals were increased respectively with the growth of population. With specific aquatic protein nutrition, the demand of aquatic animals have trended to increase sharply and would be shortage (Mahieu et.al, 2015). Then fishery and the aquatic industry are the solution for the critical situation. The fundamental fishery process seems to be not enough for the current demand. Farmer can apply fishery process by new technology to increase productivity. Implication can conclude that since last 2 decades, the supply just balanced demand of aquatic animals. The implication of high technology for catching process has been developed to serve high demand of aquatic animals. The natural resources were destroyed by high technology such as use of fishnet with small mesh, catching the fish during spawning season. These are some reasons why aquatic animals were highly reduced compare with high demand currently. Aquatic industry would be the solution to serve the demand of aquatic food. The aquatic fishery has started in north sea country such as North American and European since 1970 (Abrahamsson & Goldman, 1970). The closed system to control the feeding environment has chosen to feed the aquaculture system. This technology has both advantage and disadvantage. The advantage of this system is closed loop system has increased the production capacity compare with the fundamental feeding process as Supesuntorn explained in 2011. For disadvantage that was found by Supesuntorn in 2011. The usage of chemicals to control the system

effected to the environment as the residual of chemicals in aquatic food. Anyway in 2015, Bloomberg showed the critical issue of United Nation about world fishery shortage in 2030. It seemed that human nature still facing the food shortage situation, even we have the technology to improve the productivity of feeding system.

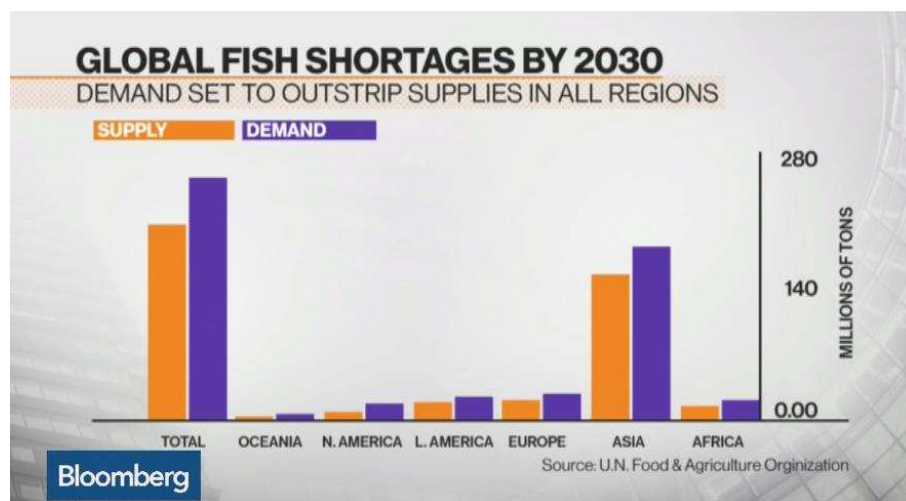


Figure 1 Global fish shortages in 2030

The demand of fish consuming is the major part of fishery. This research is summarized that the aquatic industry is significant need to develop while demand of seafood cannot. Its depends on the fundamental fishery process. The aquatic farming has been applied to another type of aquatic life of shrimp and prawn. Fresh water prawn, white leg shrimp, black tiger prawn are the economic aquatic life. These shrimp and prawn are high demand while the economic value per kilogram are higher than fish.

Table 3 Export statistic of aquatic food to European Union

Summarize aquamarine		2011 (Jan - Dec)			2012 (Jan - Dec)			2013 (Jan - Dec)			2013 (Jan - Feb)			2014 (Jan - Feb)			Growth rate (%) 2013 - 2014		
		MT	MB	MUSD	MT	MB	MUSD	MT	MB	MUSD	MT	MB	MUSD	MT	MB	MUSD	MT	MB	MUSD
Shrimp	Fresh Shrimp	32,677.51	7,801.78	258.88	23,872.54	5,847.74	189.25	9,593.40	3,124.55	103.46	2,384.71	592.19	19.75	968.65	499.91	15.40	-58.51	-15.58	-22.03
	Processed shrimp	25,395.42	7,809.10	239.19	24,092.17	7,415.15	239.96	16,600.06	5,979.13	197.14	2,907.68	937.68	31.26	821.22	403.45	12.39	-72.51	-56.97	-60.36
	Black tiger shrimp	0.00	0.00	0.00	111.13	35.90	1.16	142.72	46.60	1.53	30.69	6.29	0.22	54.35	21.44	0.65	77.09	240.36	195.45
	total	58,072.93	15,610.88	518.07	48,075.89	13,298.82	430.37	26,336.18	9,150.33	302.13	5,353.08	1,536.16	51.23	1,844.22	924.81	28.44	-65.55	-39.00	-84.49
Total sum	Shrimp, Squid, Fish	109,288.34	22,972.31	748.76	94,191.49	19,991.90	645.23	72,799.73	13,745.34	619.91	11,773.45	2,480.36	81.45	10,206.44	2,237.78	69.57	-13.31	-9.23	-15.40

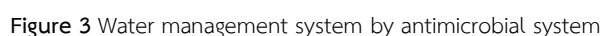
This table shown the value of shrimp and prawn that they are high value products compared with fish and squid. Then shrimp production industry has developed in many suitable areas for farming. Gulf of Thailand, India and Indo-China peninsula and south china sea region are the biggest area to make shrimp and prawn production. Total supply ability is over 50% of global supply. Problem dramatically happens from high incentive feeding system (2 million shrimp per 3.2 million liter), brings the Early Mortality Syndrome (EMS), the symptom happens with shrimp and prawn die in early morning. The disease comes from the bacteria type *Vibrio parahaemolyticus* (Eduardo et al., 2012). And second problem is White feces (Somboon et al, 2012), comes from the residuals as bacteria, feeding, feces in the system. This symptom effects directly to shrimp's intestine. The

infected intestine removes from shrimp body as the white feces. The infected shrimp or prawn would not be healthy and could not consumed feed as usual shrimp and prawn. We can check the quality of shrimp and prawn from the below picture. The color of shrimp and prawn would be blue and white meat compare with the healthy one they will be clear brawn seem as the honey appearance.



Figure 2 left side is healthy shrimp and right side is infected shrimp

The uncontrol systems are composed of unknown bacteria, residual feed and feces. Those components effect to the feeding ecology. When the diseases were happened, farmers would use the chemicals to treat the water or sometime they might use antibiotic medicine to get rid of unknown bacteria in the system. These are the clauses of the chemicals residual and Antibiotic residual in shrimp and prawn. In many countries, residual in aquatic food is prohibited. It effects to consumer through seafood. Human body will absorb chemicals and antibiotic. That effects to human being immune. Then this problem become the opportunity for innovative water system control. This closed loop system apply the water treatment process by implicate and integrate UV radiation technic and Silver particle dispersion technic to control water in closed loop system. The process starts from water, then moves to solid separation pump. Water will move to UV radiation system then water will move to silver particle dispersion media then water will circulate to the farming again. Water will be circulated 16 times per weeks by 2 periods (Chanoknan and Chiraporn, 2016). This innovative system will reduce the usage of Chemicals and Antibiotic medicines also prevent the problem of uncontrol water from EMS and White faces. This system will destroy bacteria and disease. Consumer gains confidence to have high quality shrimp with low concentration of Antibiotic medicine. While the innovative system could call as the green process for feeding shrimp and prawn. This innovative system is called competitive advantage for the organization. With this competitiveness, we need to find the right business model for the right market segmentation. The researcher choose the customer who do farming and export the shrimp and prawn to Japan and European countries. Those regions are concerned about the residual of chemicals and antibiotic in aquatic food.



The obstructive issues to selling process innovative system for the aquatic industry become the problem statement for study. The researcher interested in methodology and launching plan for this products among the experience such as farmer, seafood importer, consumer. The consultative selling method is the efficient tool that need to study through this selling method.

1. Does demography factor effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar
2. Does the individual factors as Sales, Marketing and Before / after sales service effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar
3. Does the combined factor as Sales – Marketing, Sales – Before /after sales service, Marketing – Before/After sales service effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar
4. What components of the individual factors and combined factors do relate to the adoption process in effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar? And How?
5. What problem statements do effect to the launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar?

1. To study the demography factor effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar.
2. To study the individual factors as sales, marketing and before / after sales service effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in

Republic of the Union of Myanmar.

3. To study the combined factor as sales – marketing, sales – before /after sales service, marketing – before/After sales service effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar.

4. To analyze the components of the individual factors and combined factors relate to the adoption process in effect to the customer satisfaction for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar.

5. To analyze the key problem that effect to the launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar.

6. To present the sales and marketing strategy for launching innovative system for water management system in shrimp farming industry in Republic of the Union of Myanmar.

RESEARCH HYPOTHESIS

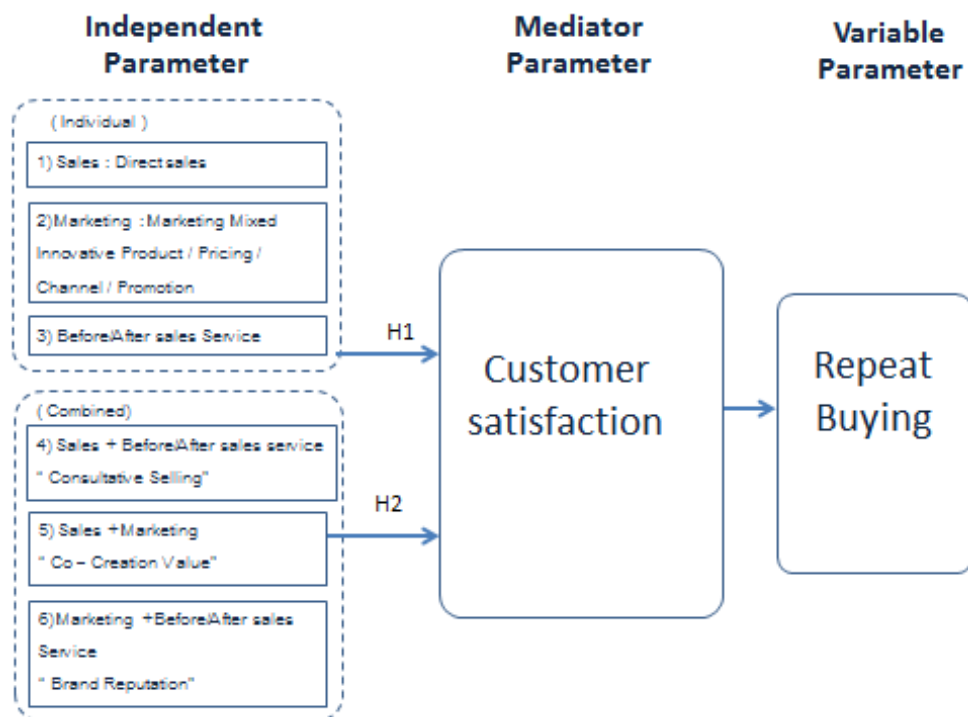


Figure 4: Hypothesis of individual aspects and combined aspects through Repeat buying

METHODOLOGY

The researcher applies both techniques with qualitative method and quantitative method to verify and confirm the information. In-depth interview is the qualitative method to find the aspect that effects to problem statement. This methodology applies with 4 key influencers in Thailand and Republic of the Union of Myanmar. To do the confirmative results for the key factors is to use the ladder method to confirm the aspects for the questionnaire. Then choose the quantitative method by testing 40 farmers in Republic of the Union of Myanmar under the confirmed questionnaire.

RESULTS

Qualitative Results

The result from in-depth interview, the lead users in Thailand Mr. Damrong Supasiriphoca and Ms. Pennapa Wongwiriyaikul who has experienced to imported the Feed and supplement products from Taiwan and use from local Thailand. The same finding aspects, quality of products from Taiwan and Japan is stable while usage after 3 months still consisted. Like to visit to Taiwan for feed and supplement exhibition, Taiwanese suppliers have the reliable technology but suitable for the long crop (over 5-6 months period). The high incentive farming is suitable for long term feeding only. Compare with Thais suppliers, they adjusted the process for short crop (not over 3 months for white leg shrimp). Feeding technology is suitable for tropical countries as in Greater Maekong Sub region countries. Thai feed suppliers always present the new feeding systems to lock in the feed demand from farmer. Problem during feeding, the EMS disease is major problem, second is the white faces. The different aspects, Mr. Damrong did not follow the method to treat the system when EMS disease occurred. He used the string chemicals such as Iodine and Choline to clean up the pond before start the next crop. While Ms. Pennapa stop using that infected pond and drained water, then wait for 3 months to use sunshine to destroyed the disease. The qualitative result from lead users in Republic of the Union of Myanmar, Mr. Moa and Mr. Aye were informed and tested products from Thailand since 2010 as it is the beginning time when they start to use the imported material by the direct sales. Recently he buy directly from Thai Manufacture and dispatch from Thailand. He attended and visited Thailand for exhibition and visited to Manufactured in Thailand. Farmer perceived the technology from Thailand and easily adjust to Republic of the Union of Myanmar. Hoping to have new technology to adopt for Republic of the Union of Myanmar farming. Problem during feeding were EMS disease during 2013. Those crop had feed with semi incentive (0.5 million shrimp per 3.2 Million liters). And used the same method with Ms. Pennapa from Thailand. Expected to have the system to protect the crop from EMS disease. The confirmative results by ladling methods. Key aspects, individual factors sales (sales representative), Marketing (4Ps), service (before/after sales service), combined factors sales and marketing (Value co-creation), sales and service (Consultative selling) and marketing and service (brand reputation).

Quantitative Results

1. Demography

There is 2 levels found as show in table 4

Table 4 Demography results of Republic of the Union of Myanmar farmers

	Number	%Education	% Know TH product
Bachelor degree Don't Know	4	10.5	
<50000 B/M	1		2.6
	1		
Know			
<50000 B/M	3		7.9
50000 -	1		
100000 B/M			
>100000 B/M	1		
	1		

	Number	%Education	% Know TH product
Secondary school			
Don't Know	34	89.5	
<50000 B/M	6		15.8
50000 -	3		
100000 B/M			
	3		
Know			
<50000 B/M	28		73.7
50000 -	12		
100000 B/M			
>100000 B/M Grand	14		
Total	2		
	38	100	100

Total questionnaires were launched 38 pieces to cover main farmers in Yangon this number cover 80% of total farmer. Male 35 people 92% and Female 3 people 8%, main population graduate from secondary school and have the experience to use Thailand products. While 19 farmers had experience with Thai products.

2. Results of customer satisfaction on individual factors and combined factors

Table 5 customer satisfaction on Thais' products and service

	Absolutely agree (5)	Agree (4)	Fair (3)	Disagree (2)	Absolutely Disagree(1)	Total
Individual						
Marketing Mixed (4Ps)	2	14	2	1	-	19
Service	3	11	3	2	-	19
Sales Representative	4	11	3	1	-	19
Combination						
Consultative Selling	4	12	3	-	-	19
Co creation value	4	11	4	-	-	19
Brand Reputation		4	12	2	1	19
Perceiving in Valued added	3	11	3	2		19

CONCLUSIONS

From the qualitative results: Both Thailand and Republic of the Union of Myanmar farmers worried the same problems. Most critical problem is the EMS or Early Mortality Syndrome cause difficulty to treat when the shrimp is infected. And lost for EMS infection is highest compare with other. Second problem is the white feces syndrome, its caused of unhealthy shrimp and prawn then shrimp and prawn easily to get sick and dead. For the innovative system, farmers are interesting and need to get the proven results.

From the quantitative results, farmer perceived the individual factors marketing mixed and combined factor of sales and service as consultative selling. Prefer to understand the process of innovative water treatment process. Need to know the method of innovation to ensure on the quality of the products and match with customer need (Gunjun et al., 2016). Thailand product have competitive advantage in technology of feeding system and quality of products compare with local feeding system. While culture and limitation of foreign currency are unstable in view of customers. Local payment behavior of local supplier is the big wall for Thais supplier. For individual issue as sales, marketing and technical service is related to customer satisfaction and value- added perceiving that's effected to the buying decision issue. For combination they have 2 options difference farmers satisfied and perceived in additional value for the Consultative selling (Sales and service). Value Co creation value (Sales and Marketing) were interested by farmers who export the shrimp to Japan and European Union cause the innovative system have claimed as farming without Antibiotic. But customer did not buy the concept of Brand reputation, product from Thailand have good quality while big brand in Thailand is not effect to the buying condition. Then consultative selling model would be the effective method to launching the innovative water management system for shrimp farming industry in Republic of the Union of Myanmar while co creation is interested by farmer who export the shrimp to Japan and European Union. While marketing activity as pricing model and promotion are necessary during launching innovative product (Brandweek, 1994).

For future research

Bias from products from Thailand from other products as medicine for other feeding was the bad reputation some customer felt uncomfortable of critical products. Vietnamese and Chinese products are available in China customer always make comparison. Then future research could try to compare imported product as from Vietnam, China and Taiwan.

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THE DEVELOPMENT OF MARKETING STRATEGIES FOR THE SUCCESS OF APARTMENT BUSINESS

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ABSTRACT

This study aims to examine the factors that affect the external and internal environment, application and develop of marketing strategies for success. Mainly using a qualitative approach, the researcher applied the in-depth interviews with the main subjects, synthesized the marketing for success and used the results from the syntheses to conduct a group discussion with twenty participants.

The research study revealed that various factors that affected the external environment were as follows. Customers had positive attitudes towards product quality. The factors, politics and laws and policies, were explicit for promotion. Relating to the factor of economics, incomes regarding the factor, technology, the access to markets was facilitated. In terms of customers, the format did not meet the customers' needs. On the subject of competition, the rivals had the more modern method of production. Concerning politics, laws and policies were considered to be ineffective. Regarding economics, costs were found to be high. As pertained to society and culture, there were no heirs of local wisdom, as related to technology, it was not used with understanding.

There were factors affecting the internal environments' strengths. In terms of raw materials, be produced. Concerning the manufacturing of ready-made products, friendliness to society was emphasized. As pertained customer service, information about the products were provided. With regard to human resource management, working together was encouraged. In relation to technology development, the production process was developed. Meanwhile, there were six factors affecting the internal environment's weaknesses. With reference to the manufacture of ready-made products, too much time was spent. On the topic of product distribution, there right location available. As referred to marketing, there was a shortage of knowledge about marketing. Concerning purchase, it was found that there were few sellers of raw materials. As regards general administration' working performance depended on leaders.

Keywords: Marketing environment, Marketing strategies, Apartment business

INTRODUCTION

Nowadays, the changing Thai society and environmental have affected people in both rural and urban lifestyles change. They have to work against time, so they always take their health and livings conditions of families for granted. In order that the health and well-being depend on the environment, both physical and social, if you do not care about the basics of daily routines such as sanitation and home environment; cleanliness, tidiness, clean

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and adequate drinking water, wastewater management, including animals or insect vectors, or neglect to create their own habits and family members may be ill with preventable diseases such as respiratory diseases, gastrointestinal disease, consisting of diseases caused by people, insects and animals carrier; dengue diarrhea, hepatitis, etc. These diseases are all preventable diseases, by managing environmental sanitation and improving proper personal hygiene practices (Pleankum, 2010).

Bangkok, the city has embarked on a campaign and has prepared the project "Livable City for Thai" For residences in Bangkok, to recognize the importance of what is around them, the environment and the residences. To help improve the environment inside the residence and a nearby sanitary. As well as create good habits of the residences. The empowerment of the people in every household, and encourage their participation in improving the environment clean. By instilling in them the houses and shelters. Whether it is a house, apartment, condominium or dormitory as well as a rental room (Asawaaeksoontorn, 2010). Nowadays, Bangkok has accommodation apartment rent monthly and daily high, because Bangkok is a province where people from the different provinces coming to work a lot. Therefore, the main factor that the residential service provider should consider the needs of the occupants is that they need something (Juntachumna, 2012).

In the past, most successful businesses focused on product, manufacturing. The development of productive efficiency has resulted in the same standard and a large number of products for economies of scale, resulting in lower unit cost per unit. According to confidence that standardized and low-priced products are easy to sell, regardless of the different needs of customers. Focusing on the result of fierce competition and price wars, resulting customers have been presented to the consumer not only the products do not requirements to the customer, but also the need of consumers and the environment are changing (Henry, 2003). As a result of the need to adjust marketing strategies accordingly. In addition to traditional marketing skills, today's marketers need to create the capacity and skills in various fields such as customer relationship management, partner relationship management, database marketing, distance Marketing, public relation marketing, event marketing, patron marketing, branding, experience marketing, integrated marketing communication, profitability analysis by customers segmentation and distribution channels (Kotler, 2001).

Therefore, the performance marketing strategy to achieve, it should consist of superior quality and service, the high market share, adapting to the needs of our customers. However, successful strategies are quickly imitated and become a common strategy. Therefore, to create a great strategy or to succeed, it must be based on a unique activity and difficult to imitate. Because imitation does not only cost money to mimic market leaders' activities, it also results in counterfeiters' products that mimic unmistakable and less rewarding products (Kotler, 2001).

As mentioned above, cause of many businesses faces the challenge of defining marketing strategies and marketing strategies: making a difference in presenting goods and services, pricing strategies, how to grow the business, strong brand building, reducing the cost of finding customers, marketing promotion strategy, strategy on distribution channels and coordination with other departments, etc. Therefore, marketing strategy is a way to operate all activities that plans to respond the satisfaction of the target market and achieve the objectives of the organization (Kotler, 2001).

According to the strategies, it is a major problem that affects the apartment business. Therefore, it is necessary to find a way to solve the problem so that the manufacturers can carry out the marketing strategy to succeed and bring the country's economic prosperity. (Institute for Small and Medium Enterprises Department, 2009) Marketing strategy implementation is successful or fails, Entrepreneurs apartment business must focus on marketing strategies. Marketing strategies are the key tools that guide the success of business through the marketing planning process. The marketing planning process must consist of Situational Analysis, Marketing objectives and targets, Marketing strategy, Market Operations and Market Control. (Kotler, 2001) Due to the marketing strategies that make a business successful, it does not mean that another business succeeds from the same strategy. Thus, the implementation of the marketing strategy are various factors to consider, that is, the buying and using behavior

of the target market, Size of competition and business location, Policies and Potential, Competitor strategies and product life cycle (Armstrong, Kotler, Harker, & Brennan, 2015).

What expected to happen in the future is. When this research has been completed, the apartment will be developed for better service, especially important issues that should be developed in the similar standard apartments. The operator renting a residence, in particular, the apartment will use this research as a tool to monitor or assess market regulation before the next. To determine the conditions that are present in both the physical condition and general health in the apartment (Kiatnakin Bank, 2015). The result of the assessment will inform you what to improve on, which is, the property is livable. Details of the assessment will be a catalyst to every apartment might see the development of a livable residence (Armstrong and Kotler, 2003). This research is the only motivates the development of the environment in the apartment and the modification of hygiene behavior. By upgrading the apartment properly and will be a good example in the community.

LITERATURE REVIEW

Marketing strategy is the methods that analysis framework to use the marketing mix, which is suitable for the environment and target markets to respond the needs of the target market. The target market may be either the final consumer, manufacturer, wholesaler, retailer, or government, and achieve corporates' objectives (Perreault & McCarthy, 2000).

Strategies are commonly used and multiple meanings. The definition of a business strategy is a goal-setting tool in terms of long-term objectives, operational plan and resource allocation. The strategy will answer what we will do to succeed and achieve the goals. To showcase the competitive edge of an organization by responding internal environment, strengths, weaknesses, external environment, the organization's opportunities, threats and limitations. To develop competitive advantage and strategy as a system that distinguishes management tasks and organizational roles (Miller & Reynolds, 2003).

Today's marketing comes from the needs and demands of the consumer. Therefore, the implementation of strategic marketing to succeed must be seen as a process consisting of a sequence of seven basic steps: (Kotler, 2001)

Today's marketing comes from the needs and demands of the consumer. Therefore, the implementation of strategic marketing to succeed must be seen as a process consisting of a sequence of seven basic steps: (Kotler, 2001) 1) Market Research = R 2) Segmentation, Targeting and Positioning = STP or Marketing Strategy (Miller & Reynolds, 2003) proposed four-step strategy which is to assign the mission, to assess the internal and external environment, organizations to define objectives and strategies: (1) Defining the mission indicates that the organization wants to do or nothing to do with the mission organization whose mission is to transform the vision into concrete action. (2) Assessing the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) will give us an idea of where the situation is, how and techniques to analyze the situation. There are several methods that are used are the analysis procession. (3) Defining objectives and goals is what an organization expects to accomplish by measuring performance progress by comparing its objectives. Therefore, the objectives must be consistent with the mission of the organization and in line with the mission of the organization and in accordance with the environment within the organization and the environment outside the organization. (4) Strategy building can be divided into three stages: (1) Input Stage consists of external and internal factors (SWOT Analysis), with questions such as what are weaknesses, strengths, opportunities, threats and restrictions. What is important is the key relationship between weaknesses, strengths, opportunities, and restrictions on the work of the organization as a whole. (2) Matching Stage is a step in the matching between weaknesses and opportunities, weakness and threats, strengths and opportunities, strengths and threats to creating a strategy using a technique called SWOT matrix (3) Decision Stage recognizes the value of the people, the growth of the organization, the processes involved, and the life cycle of the organization (the cycle of organization consists of growth, growth, fullness, and decay). (Roger, 2005)

Based on these issues, executives must evaluate SWOT to see how much impact marketing efforts have on the business. The results of the evaluation gave an idea to prepare a strategy to focus on the capabilities of existing business for the benefit or advantage. Meanwhile, to change of difficulties, weaknesses into strengths or opportunities, or to find a way to avoid the consequences or the impact is insignificant (Aaker, Brumbaugh, & Grier, 2000).

The researcher studies the factor which is impact the decision choose to buy the apartment in Bangkok area. The case study of the Watermark Chaophraya River research has purpose to study the factor decision to buy the apartment unit in Watermark Chaophraya River project. The comparison decision factor to buy the apartment unit in Watermark Chaophraya River project divided group of people up to their personal qualification. This case study found that most people who make decision to buy the condo unit is female age between 26-30 years old, married status, bachelor degree, and business office career. The most influence person who make decision is “themselves”. The mixed marketing factor has the most average influence to make decision to buy it within 4 images. After considered each image, they find that the most average important is the “price”. The second important is the marketing campaign product and the delivery product accordingly (Pleankum, 2010).

RESEARCH OBJECTIVES

1. To study factors affecting the external environment, opportunities and threats, and factors affecting the internal environment, strengths and weaknesses of the apartment business.
2. To study the implementation of marketing strategies to achieve the success of the apartment business.
3. To guide the development of marketing strategies to achieve the success of the right apartment business.

METHODOLOGY

The Development of Marketing Strategies for the Success of Apartment Business uses qualitative method, through interviews and focus group, by the synthesis of marketing strategies.

This research uses qualitative methods to examine the development of marketing strategies to achieve the success of the apartment business.

The research Management

The Development of Marketing Strategies for the Success of Apartment Business research is using the qualitative research by in-depth interview process and group conversation, then analyze the information to develop marketing strategy and inspection the result by quantity research. It is the mixed research methods by study the specific group population sample in Bangkok and perimeter.

The researcher chosen the information provider. There is general person who provide the research information about the factor impact of external environment such as chance, obstacles, the impact factor toward the internal environment, then analyze the apartment business strength and weakness. The group example population such as 5 people of The Real Estate Commission of Thailand, 5 people who are responsible for the marketing strategy, 10 people who is the apartment investor and academic group, government and private sector. The interview result indicated that 5 people of the apartment investor have problems about the location and law which is delay the business and currently unstable of Thai politics as military dictatorship is hard for any tourism to make decision to live at apartment in Bangkok area.

RESULTS AND DISCUSSION

The development of marketing strategies for the success of apartment used qualitative research with primarily through interviews and focus group by synthesis and has developed a marketing strategy.

Researchers have identified key informants who are residents and provide information on factors affecting the external environment, opportunities, threats and factors affecting the internal environment of strengths and weakness of the apartment business is composed of 5 people, The President or the Real Estate Commission of Thailand and the person responsible for implementing the marketing strategy to achieve the success of the apartment businesses composed of 5 people: Academic, governmental and private sectors, which are divided into two groups, apartment business entrepreneur 10 people, and in most of the information from the focus groups.

Factors affecting the external environment in terms of opportunities and threats, and factors affecting the internal environment the strengths and weaknesses of the apartment were found that the opportunities to influence the operation of customers who demand products that vary by what the customer is seeking a different identity which involved with the research Asawaeksoontorn (2010). Using technology to help value creation and reduce production costs, increase distribution channels by using e-commerce and suppliers' relationship management.

Implementation of the marketing strategy to achieve the success of the apartment business. Strategic marketing efforts to achieve the success of a standard 5-star apartment business must be planned and implementation as a process which involved with the concepts of Armstrong et al. (2015). There are 5 steps: (1) Planning is the understanding and analysis of factors affecting the internal and external environment, also known as SWOT analysis. (2) Defining objectives and targets. (3) Defining a marketing strategy is a specify action plan on targets. (4) The implementation of an action plan or an analysis framework to be defined. (5) Control is the inspection and evaluation of the quality management to ensure that the work can achieve the objectives set out in the plan which involved with the concepts of Berkowitz and Walton (1980), Berkowitz, Kerin, Hartley, and Rudelius (1992), Miller and Reynolds (2003) were noted that the control program to maintain control of the market to continue in that direction to be determined.

Developing marketing strategies to success of an apartment business. Proactive strategies are to develop a strategy to create a clear Distinction (D), quality development conformed to Higgins and Vincze (1993) by emphasizing style, product style, improving quality, adding some innovation. Revise strategies are developing Accounting ability (A) strategies which is an awareness of social responsibility conformed to Pitts and Lei (2006) stated that differentiation strategies provide a competitive advantage, which may be achieved by differentiating the desired image, such as social responsibility. Reactive strategies are to develop a strategy to manage Relationship (R) which means establishment of a business cooperation network to supply raw materials for production conformed to Dess and Davis (1984) seems that a mutually supportive relationship between the manufacturer and the raw material supplier creates a good relationship and, in the field of research and technology, product design and development. Defense Strategy is developing Education (E) by training, skills and knowledge transfer.

CONCLUSION

Marketing strategies for success of the apartment business for the purposes of the research are as follows,

1. There were Factors affecting the external environments' opportunities and threats and factors affecting the internal environment, strengths and weaknesses of the apartment business found that the opportunity factors include customer factors, customer needs, quality, and outstanding patterns. And threat factors are found in competition, entrepreneurs lack the ability to promote marketing or marketing communication.

2. Implementation of marketing strategies for success apartment business to achieve a standard 5-star apartment business found that there are 2 steps: (1) Planning by understanding and analysis of factors affecting the internal environment, strengths and weaknesses, or called SWOT analysis. (2) Defining objectives and target markets by determining the level of success required to achieve one or more aspects such as sales, increasing profit margins

or customers' needs changing tastes within the specified period. In the target market segment, we studied the market demand for each product.

3. Marketing strategies to create a successful apartment business. By synthesizing the development of marketing strategies which has developed a marketing strategy for success:

3.1 Proactive strategies combine strengths and opportunities (SO) find the business concept of an apartment business using the strengths of an existing one, create the advantage of opportunistic opportunities, that is to develop a strategy to create a distinctive that stands for improving the quality of an apartment in a way that stands out above the competition. To develop a model of an apartment business to be different from competitors.

3.2 Revise strategies combine weakness and opportunities (WO) effort to improve the internal weaknesses of the apartment business by taking advantage of external opportunities. They found that the proactive strategy of the apartment business is to develop a social responsibility strategy that means to create awareness of the social responsibility that can monitor manufactured policy environment. To develop and create products that maintain customer and social interests. To create an atmosphere to support, encourage, and empower personnel to carry out their work for clients and society.

3.3 Reactive strategies combine weakness and threats (WT) aim to minimize internal weaknesses and to avoid external obstacles or dangers. They found that reactive strategies of apartment business are development of relationship strategy which means to establish a business cooperation network to provide raw materials for the production of products and to research and apply technology to design and develop products, by creating and maintaining relationships between traders, customers, partners and the community. Special events are organized between employees and customers, and there is a service center that provides quick and effective advice and solutions to customers.

3.4 Defense Strategy combines strengths and threats (ST) use the strengths of the company to avoid or reduce the impact of external threats or obstacles. They found that defense strategy of apartment business is development of education by training, skills and knowledge for entrepreneurs' apartment business constantly.

4. The relationship between customer relationship management concepts and theories of marketing services. As a result of the relationship between these two theories, business practices need to consider common approaches to the success of a business. To consider that according to the theory of the marketing mix 7p's service above. To apply for an apartment business, physical evidence is a key factor in making a difference and gaining business advantage. However, due to the high cost of operation, the researcher has taken up the issue of this factor to further study on the provision of facilities in the area both rooms and central facilities area. If the operation is consistent with the needs of the consumer, it will affect the first impression and lead to the satisfaction of the consumer, which will be a competitive advantage in the relationship between the entrepreneurs and the consumers. As well as reducing the cost of operations in the other direction.

5. Concepts of living and standard utility space. In the Internal factors, which are the result of different lifestyles, will affect the choice of individual housing choices of the individual can be considered the main factor affecting the choice of living is two respects; internal and external factors that are correlated with each other and need to be considered together. The external factors are the physical appearance of the residence that influences the individual's decision. To consider four important factors (1) good environment to live, (2) convenient to travel (3) have a good infrastructure and (4) the social and cultural conditions of the area.

Internal factors, which are the result of different lifestyles will affect the choice of individual residence. There are significant components that comprise the price of a dwelling relative to the income and affordability of the dwelling. Residential patterns are related to the size of the family and the environment, good security and ease of travel between residence and workplace as well as various business areas.

6. Analysis of various factors that are important to the decision to choose an apartment. Analysis of various factors that are important to the decision to choose an apartment consist of room facilities, privacy inside

the residence, comfortable in living, safety in life and property, building shape and project's image, the environment outdoor areas, the environment in central facilities areas, respectively.

The future research

The apartment business must build the marketing strategy to urge the consumers to select to use for strategy accomplishment. There are satisfaction and royalty of the apartment business in Thailand and collect the result information for any apartment business investor. The investor has knowledge about the strategy plan or guideline to solve the problem and improve to develop job management for correlate to business qualification. The investor has capability to select the services for highest benefits. The government can use the information to guide and support the Investment to correlate appropriate with business management and dissemination the information about the apartment business.

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Service Quality Impacts on Effectiveness of Modern Management Practices

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ABSTRACT

This study aims to evaluate service quality that impacts on effectiveness of modern management practices. Sample used for this study is 384 people who purchase products and services of SMEs business in Ubon Ratchathani. Tool for collecting data is the questionnaire involved service quality that impacts on effectiveness of modern management practices of SMEs. Statistics for analyzing data are percentage, mean, standard deviation, and multiple regression analysis. Results are found that service quality that impacts on effectiveness of modern management practices of SMEs in Ubon Ratchathani takes an influence level of service quality on confidence to customers impacting on effectiveness of modern management practices equals .27, and an influence level of service quality on knowing and understanding customers impacting on effectiveness of modern management practices equals .31.

Keywords: Effectiveness, Modern Management, Service Quality

INTRODUCTION

Service quality is a concept of modern businesses that is very important and unavoidable for manufacturers. The western industrialists have realized and focused on quality since the late 1970s because quality, price, patterns, utilization, products and services of Japan seriously affected the manufacturing industry of televisions, automobiles, cameras, electrical appliances, motorcycles, and others both in Europe and USA.

In the past, definition of quality was defined specifications by only manufacturers. After that, these specifications were increasingly changed from definition of manufacturers became definition of customer's requirements. Therefore, products and services have been developed continuously with quality that concentrated on customers being as central and the most important of businesses. Not only "customer is the King", but also some people said that "customer is God" for a business.

Modern concepts of the premium business were tried to distribute scopes of service quality to internal and external customers. In Japan, surveillance cameras were used to observe the customer behavior while waiting for services. This was found that if customers at the front counter of the hotel spent more than 2 minutes waiting times without services from receptionists, they felt restless and displeased. In addition, in case of the restaurant, customers felt irritable and disapprove if they waited for more than 3 minutes without services, and after ordering menus within 6 minutes, if foods were not served yet, they felt displeased. From such data, one of hospitality and restaurant businesses in Japan also adjusted services to avoid a long waiting time for customers by defining the standard operation and training employees with the service process. It was found that customers felt impressive

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for rapid services caused more profits, a business growth, and the Deming Prize that was an excellent award of quality management and development of Japan (Thanakorn Kiatbanlue, 2013).

Management was assigned for the first time in the industrial revolution period. At that time, industrial changes caused more business coordination and continuously developed management patterns until now. Moreover, a lot of theories of modern management concepts were generated from classical concepts in the 19th century to increase currently organizational efficiency.

Nowadays, modern organization management has to still adjust concepts and operations to trend to changes and achieve to an excellent organization. Success of organizations depends on an efficient management. Management is important to all of the administrators who can directly take operations to reach organizational goals. In addition, each manager may have different and various principle knowledges in order to coordinate works for organizational goal achievement. Not only operations were for the organization, but also operations responded to requirements of administrators in all levels who might have principle knowledges of management tasks and processes for goal attainment based on resources management with efficient and effective administration (Netpanna Yawirat, 2013).

SMEs are lots of businesses in Thailand that the most of entrepreneurs make their own businesses in the pattern of the ordinary, the limited partnership, the limited company, and the alliances. For Thailand, SMEs business law has formally been announced called the “SMEs Promotion Act B.E. 2000”. This law assigns the Minister of the Ministry of Industry has absolute authority to identify SMEs business based on the following criterions: 1) this business operates about manufacturing or services with a fixed asset value no more than 200 million baht and no more than 200 employees, 2) this business is a wholesale business with a fixed asset value no more than 100 million baht and no more than 50 employees, 3) this business is a retail business with a fixed asset value no more than 60 million baht and no more than 30 employees (Office of SMEs Promotion, 2013).

After occurring the economic crisis 1997 in Thailand, trends of SMEs businesses were more popular that both government and non-government emphasized these business groups to enhance economic stability of Thailand and SMEs potential development. Thai government has supported SMEs businesses for all aspects such as training and suggestion to problem solving about SMEs establishment and management. Moreover, the government strongly defines substantive policies and fully assigns the office of SMEs promotion to desire that SMEs can directly help the economic crisis of Thailand and a long term development of fundamental stability for Thai people and society at large. Therefore, SMEs has been able to make a large amount of economic values: jobs, values added, and incomes with patterns of manufacturers, distributors, and service providers that these functions are also creators and facilitators to economic transactions of Thailand (Office of SMEs Promotion, 2010).

From above reasons, researchers are interested in studying service quality impacting on modern management practices of SMEs to aim that how service quality impacts on modern management or not. Results can strongly indicate business consistency on aspects of effectiveness emphasis, competitive potentiality, agility of management, and continuous professional development for stability of service quality.

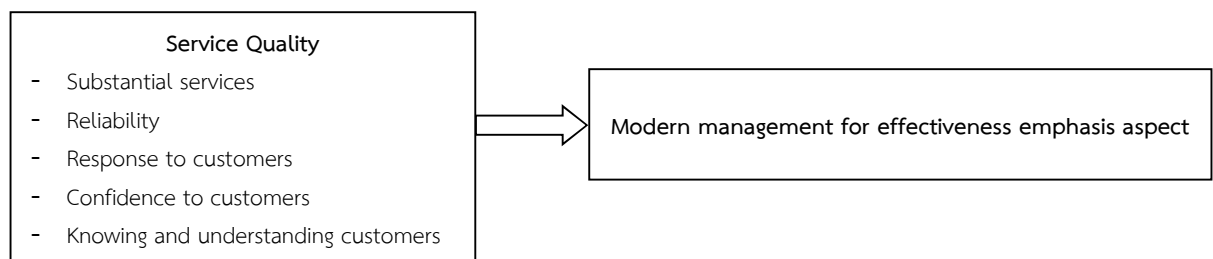


Fig. 1 Conceptual Framework

RESEARCH OBJECTIVES

The main objective of this study is to evaluate service quality that impacts on effectiveness of modern management practices.

METHODOLOGY

Population used for this study are 1,865,914 customers who purchase products and services from SMEs that record the commercial registration in Ubon Ratchathani including 3 types: the partnership, the limited partnership, and the limited company (Statistical systems of records, 2017). Sample size is defined in the table below.

Table 1 Sample size

Business types	Population	Sample size
The partnership	5	1
The limited partnership	2,372	248
The limited company	1,288	135
Total	3,665	384

From table 1, it is found that population consist of SMEs entrepreneurs listed in the commercial registration in Ubon Ratchathani including 5 partnerships randomized of 1 sample, 2372 limited partnerships randomized of 248 samples, and 1288 limited companies randomized of 135 samples. Total of samples is 384.

Tool used for collecting data is the questionnaire about service quality impacting on modern management of SMEs businesses that it is created from literature reviews, theories, and relevant researches. This questionnaire used to samples comprises 3 parts:

Part 1 Questions about general data of samples in Ubon Ratchathani

Part 2 Questions about modern management of SMEs in Ubon Ratchathani using the Likert with five rating scales: 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree

Part 3 Questions about service quality impacting on effectiveness of modern management practices of SMEs in Ubon Ratchathani using five rating scales: very poor, poor, medium, good, very good

Statistics used for analyzing data are percentage, mean, standard deviation, and multiple regression used to forecast one dependent variable that is influenced from two or more independent variables. Data analysis also uses the Enter technique and defines statistical significance level of .05.

RESULTS

According to 384 respondents, results are found that most of them are females (60.5%), the age of less than 30 years (49.2%), singles (59.2%), students (36.6%), the salary of less than 15000 baht (62.3%), the bachelor's degree graduation (52.4%).

From multiple regression analysis, it is indicated that service quality of confidence to customers, and knowing and understanding customers, impact on effectiveness of modern management practices shown this relation in the following equation.

Equation 1

Let A: Effectiveness of modern management practices

B: Service quality of confidence to customers

C: Service quality of knowing and understanding customers

So that, $A = .27B + .31C$

From this equation, it is indicated that service quality impacts on effectiveness of modern management practices of SMEs in Ubon Ratchathani that an influential level of service quality for confidence to customers equals .27, and an influential level of service quality for knowing and understanding customers equals .31 shown details of multiple regression analysis in table 2.

Table 2 Multiple regression analysis of service quality impacting on effectiveness of modern management practices of SMEs in Ubon Ratchathani

Service quality impacting on effectiveness of modern management practices	B	Beta	t	p
1. Substantial services	.042	.039	.788	.431
2. Reliability	.090	.089	1.679	.094
3. Response to customers	.089	.092	1.803	.072
4. Confidence to customers	.267	.270	4.891**	.000
5. Knowing and understanding customers	.337	.317	5.982**	.000
Constant = .620 R ² _{adj} = .445 F = 62.747 Sig F = .000				

From table 2, results of multiple regression analysis to forecast service quality impacting on modern management of SMEs in Ubon Ratchathani with 5 independent variables: substantial services, reliability, response to customers, confidence to customers, knowing and understanding customers; and a dependent variable: modern management of SMEs in Ubon Ratchathani, are found that confidence to customers and knowing and understanding customers impact on effectiveness of modern management practices shown details as following:

1. Service quality for confidence to customers, the mean value is in a good level (\bar{X} = 3.71) that comprises 8 items respectively: services with friendly smiles and good interpersonal relationships (\bar{X} = 3.79), offering the first priority for all customers with service-minded (\bar{X} = 3.78), services with politeness, gentleness, and manners (\bar{X} = 3.75), continuous development of patterns of products and services (\bar{X} = 3.74), continuous development of SMEs operation system (\bar{X} = 3.72), service agility and expertise of owners and employees (\bar{X} = 3.70), employees who have lots of knowledges and skills to answer customer's questions and can extremely understand customers (\bar{X} = 3.70), and continuous adjustment and development of businesses (\bar{X} = 3.61).

2. Service quality for knowing and understanding customers, the mean value is in a good level (\bar{X} = 3.71) that comprises 9 items respectively: equality of services (\bar{X} = 3.88), rapidity of services (\bar{X} = 3.82), SMEs that can understand and know about customer's requirements with no long waiting time (\bar{X} = 3.75), an appropriate price of products and services (\bar{X} = 3.73), keeping security while using SMEs services (\bar{X} = 3.73), a valued price for SMEs products and services (\bar{X} = 3.70), good cares and inquiries of customer's requirements (\bar{X} = 3.62), spending lots of time to help customers when they request (\bar{X} = 3.60), and perceiving occurred customer's problems solved by such SMEs owner (\bar{X} = 3.58).

3. Effectiveness of modern management practices of SMEs in Ubon Ratchathani, the mean value is in a good level (\bar{X} = 3.69) that comprises 8 items respectively: standard operations to motivate customers (\bar{X} = 3.75), SMEs owners present that customers are the first priority with qualitative services (\bar{X} = 3.75), creating mutual understanding with customers about prices and promotions to enhance effectiveness of operations (\bar{X} = 3.74), clearly operational policies (\bar{X} = 3.70), development of skills, knowledge, and expertise for employees who can efficiently work (\bar{X} = 3.70), data exchange network to access obvious purchasing and services (\bar{X} = 3.68), responsibility for services (\bar{X} = 3.64), employees who can extremely help and take good cares of customers (\bar{X} = 3.61).

DISCUSSION

Service quality for confidence to customers and knowing and understanding customers possess positive relations and effects to modern management emphasized with effectiveness agreed with Phakinee Watcharapreeeda (2012). She explains that service quality is sent to customers with the great service impression in order to get good feedbacks and relationships. In addition, customers are encouraged to purchase products and services repeatedly with creating the customer base and the brand royalty for a long term. Service quality can specify degree of excellence focused on products and services without errors and respond to requirement and satisfaction of customers. Moreover, Thongchai Kulsathirawong (2012) agreed that success of service quality in organizations depended on customer relationship management with service procedures that could process operational systems for better service quality.

This evidence was supported findings by Wood, Stride, Wall, & Clegg (2004) that planned to evaluate whether the utilization of these practices for sure expanding inside manufacturing by revisiting a sample of firms from the first examination. What's more, information were gathered from a sample of service organizations to survey the degree to which practices stretched out the past manufacturing. These discoveries demonstrated that both of utilization and achievement of modern management practices in manufacturing organizations expanded generously in the vicinity of 1996 and 2000, and the practices were not constrained to manufacturing. Service organizations also made equivalent utilization of total quality management and human resources practices. However, they made less utilization of operational practices, for example, in the nick of time. There were just minor contrasts between divisions in the announced accomplishment of the practices, with manufacturing organizations tending to report more noteworthy accomplishment with operational practices.

This result was contrary to findings by Lakhal, Pasin, & Limam, (2006). The outcomes uncovered a positive connection between quality management practices and authoritative execution. Besides. These discoveries demonstrated a critical connection amongst management and foundation practices. Also, the outcomes showed an immediate impact of framework practices on operational execution and of center practices on item quality. This paper expected to investigate the connection between quality management practices and their effect on execution. To begin with, basic quality management practices were distinguished and arranged in three principle classes: management, framework, and center practices. At that point, a model connecting these practices and execution was proposed and exactly tried. The exact information were gotten from an overview of 133 Tunisian organizations from the plastic changing area. The proposed show was the first to recognize the immediate impacts of foundation practices on execution from the aberrant impacts of these practices through the center practices. Additionally, the way examination strategy was utilized to ponder the immediate and aberrant connections between quality management practices and their impacts on execution measurements.

CONCLUSION

Aspects of service quality that impact on effectiveness of modern management practices of SMEs in Ubon Ratchathani are confidence to customers and knowing and understanding customers. These aspects are indicated about standard operation systems to motivate customers, SMEs owners present that customers are the first priority with qualitative services, creating mutual understanding with customers about prices and promotions to enhance effectiveness of operations, clearly operational policies, development of skills, knowledge, and expertise for employees who can efficiently work, data exchange network to access obvious purchasing and services, responsibility for services, employees who can extremely help and take good cares of customers. From these results, service quality enhancement of SMEs in Ubon Ratchathani should focus on confidence to customers with the following items: services with friendly smiles and good interpersonal relationships, offering the first priority for all customers with service-minded, services with politeness, gentleness, and manners; and should emphasize on knowing and understanding customers with the following items: equality of services, rapidity of services, SMEs that can understand and know about customer's requirements with no long waiting time.

This research is proposed to study customers who purchase products and services of SMEs in Ubon Ratchathani that maybe different from other provinces. The next study will also classify product types for: manufacturing section, service section, and commercial section. Because different products cause service quality impacting on effectiveness of modern management practices for different business groups.

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EFFECTS OF SERVICE QUALITY ON MODERN BUSINESS STRATEGY MANAGEMENT OF SMES IN UBON RATCHATHANI

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ABSTRACT

The objective of this study is to assess effects of service quality on modern business strategy management of SMEs in Ubon Ratchathani. Population used for this study is people who buy products and services from SMEs in Ubon Ratchathani that record the commercial registration in Ubon Ratchathani that separated as 3 types: the ordinary partnership, the limited partnership, and the limited company. Sample used for this study is 384 persons who use SMEs business services in Ubon Ratchathani. Tool used for gathering data is the questionnaire about service quality affecting modern business strategy management of SMEs. Statistics used for analyzing data are percentage, mean, standard deviation, and multiple regression. Results are found that service quality in reliability facet, response facet to customers, confidence facet to customers, and well-known and understood facet to customers, affect modern business strategy management.

Keywords: Service quality, Modern management, Business strategy

INTRODUCTION

Service quality was a rising competitive measurement in the present business world and distinguished as one of the strategies of achievement (Abdulla, 2006). By giving quality service, organizations were endeavoring to confront the test of increasing competitive advantage (Warraich et.al, 2014). The idea of quality increases has been critical just if products or services address issues and desires of the visitor. This was a reason that all strategies depended on quality models originating from extraordinary knowledge about the visitor. Service quality could be characterized as “the customer’s evaluation of the general perfection or the predominance of the service” (Zeithaml et.al, 1988). In addition, service quality was translated as seen quality which implied a customer’s level of judgment about services (Barbara, 2010). According to Parasuraman et al. (1991), quality comprised five measurements: (i) assurance, (ii) empathy, (iii) responsiveness, (iv) reliability, and (v) tangible.

An introduction of the key administration in the 1960s could be followed to three accompanying works: Alfred Chandler’s strategy and structure (1962), Igor Ansoff’s corporate strategy (1965), and the Harvard textbook business policy: text and cases (Learned et al. 1965), the content of which was ascribed to Kenneth Andrews and was later modified in a different book, The concept of corporate strategy (1971) (Rumelt et al. 1994). Nowadays,

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administration advances to tackle different issues of logical administration and tended to methodical usage of HR as mechanical articles. Therefore, the issue enhancement is forced by logical administration and standouts amongst other contextual analysis, and research had been led named as Hawthorne Studies (1923- 1933), which demonstrated that laborers' productivity was probably going to rather rise when they were watched, their commitment was considered and mental help given by guaranteeing professional stability than giving them set of standards, controls and directions (Pfeffer & Veiga 1999). As indicated by the investigation, straightforward sharing of data among representatives of various positions, rewards, and consolation by senior administration were more imperative to laborers instead of established approaches of Scientific Management presented by Taylor (Ratnayake & Ima 2009).

From a conventional way to deal with logical approach and afterward Scientific Management to Modern stage, technique, standards and methodologies have achieved its present stage. Scientific management emphasizes on benefit boost by using the specialists through controlled component, preparation, financial motivators under chiefs. In any case, it had been examined and reprimanded profoundly for its transient concentration on benefit, regarding laborers as a machine like structures which was in the long run contended about negative execution over the long haul (Uddina & Hossainb, 2015). In this way with productive exercises and consummation of characterized errands, and a fruitful cutting edge venture administration shows exceptionally value worker commitments and criticisms at all levels.

Small and medium enterprises (SMEs) are independent businesses that belong to non-government, operated by themselves, spend with a low cost, and a lot of employees. In recent, SMEs is extremely important and influential for the economy. Especially in 2015, Thailand participated in ASEAN that could not avoid preparation for international business competition. SMEs is very important for economy of Thailand that is a large workplace and cooperation to large businesses such as logistics, warehouse, or suppliers. One of business problems is a human resources management that qualitative services, both product sale service and service business, are taken to customers (Lertchai Suthamnon, 2017). SMEs in Australia, Canada, Indonesia, China, Korea, Mexico, Peru, Philippines, Singapore, USA, and Thailand is proportional to 99 percentages of all enterprises. SMEs value creation and SMEs growth affect economic growth directly and indirectly. In China, Indonesia, Japan, Korea, and USA, SMEs could take an economic value to 50 percentages of GDP. In Singapore and Vietnam, SMEs could take an economic value of 40-45 percentages of GDP. In Australia, Canada, Malaysia, Mexico, New Zealand, Philippines, Chinese-Taipei, and Thailand, SMEs could take an economic value of 30-39 percentages of GDP. (Office of SMEs Promotion, 2014). Service quality is viewed as a critical instrument for a company's battle to separate itself from its rivals. The importance of service quality to organizations was particularly underlined the way that offered competitive advantages to organizations that an endeavor to enhance these henceforth brought to customer fulfillment. (Ladhari, 2009). In the past, lot of considerable specialists were found that service quality had been demonstrated noteworthy association with organizational performance (Maryam et.al 2014).

The exploration question about this investigation means to evaluate service quality affecting modern business strategy management of SMEs and find out what services affecting modern business strategy management of SMEs in Ubon Ratchathani.

RESEARCH OBJECTIVES

The main objective of this study is to assess the effects of service quality on modern business strategy management of SMEs in Ubon Ratchathani.

METHODOLOGY

This sampling to get actual customers of SMEs is used from various methods. The business type is separated with the commercial registration by stratified random sampling. After that, SMEs business is selected by convenience sampling. In addition, questionnaires are surveyed from customers who buy products and services for

that business in the real situation. Probability is used to help getting the better sample from 1 customer in each 2 customers. Reliability of 384 data sets is 0.964 that means a qualitative instrument and can apply to research based on Nunnally that proposes with 0.7 (Thongbai Sudchali, 2006). Statistics used for analyzing data are percentage, mean, standard deviation, and multiple regression.

RESULTS

The results are found that 384 respondents consist of 233 females (60.5%) and 151 males (39.5%). 190 persons (49.2%) age less than 30 years old, 112 persons (29.3%) age between 30-35 years old, 47 persons (12.3%) age between 36-40 years old, and 35 persons (9.2%) age more than 40 years old. For marriage status, 228 persons (59.2%) are single, 146 persons (38.2%) are married, and 10 persons (2.6%) are widowed/divorced. For occupation, 142 persons (36.6%) are students, 86 persons (22.5%) make their own businesses, 81 persons (21.2%) are employees, 36 persons (9.4%) are government officials, 34 persons (8.9%) are state enterprise employees, and 5 persons (1.3%) do other occupations. For salary, 240 persons (62.3%) get less than 15,000 baht, and 144 persons (37.7%) get more than 15,000-20,000 baht. For education, 202 persons (52.4%) graduate the bachelor's degree, 161 persons (42.1%) graduate lower than the bachelor's degree, and 21 persons (5.5%) graduate higher than the bachelor's degree.

Modern business strategy management of SMEs in Ubon Ratchathani, the mean value of consistency with business strategy is in a good level ($\bar{X} = 3.72$) that comprises 7 items respectively: SMEs business defines obvious strategies to achieve good management administration ($\bar{X} = 3.86$), products and services of SMEs business create the difference of products and services from other SMEs businesses ($\bar{X} = 3.78$), SMEs business plans management emphasized customers' satisfaction and the future business ($\bar{X} = 3.73$), SMEs operational system executes accuracy, preciseness, and reliability ($\bar{X} = 3.69$), SMEs business promotes campaigns including discount, giveaway, and product exchange ($\bar{X} = 3.68$), the business focuses on making good customer relationship to enhance business strategy effectiveness ($\bar{X} = 3.67$), and the business offers good services on sale and after sale to customers ($\bar{X} = 3.66$).

Multiple regression analysis, where independent variables are substantial services, reliability, response to customers, confidence to customers, and knowing and understanding customers that are forecasters for effects of modern business strategy management of SMEs in Ubon Ratchathani that are dependent variables. Analysis results are shown in table 1.

Table 1 Multiple regression analysis of five facets of service quality for modern business strategy management of SMEs in Ubon Ratchathani

Modern Business Strategy Management	B	Beta	t	p
1. Substantial services	.099	.090	1.817	.070
2. Reliability	.143	.138	2.570*	.011
3. Response to customers	.189	.190	3.702**	.000
4. Confidence to customers	.156	.153	2.762**	.006
5. Knowing and understanding customers	.287	.261	4.907**	.000
Constant = .452 R ² adj = .449 F = 61.390 Sig F = .000				

From table 1, multiple regression analysis is to forecast service quality affecting modern business strategy management of SMEs in Ubon Ratchathani with five independent variables: substantial services, reliability, response to customers, confidence to customers, and knowing and understanding customers; a dependent variable is modern business strategy management of SMEs in Ubon Ratchathani. These is found that reliability, response to customers, confidence to customers, and knowing and understanding customers absolutely affect modern business strategy management shown in figure 1.

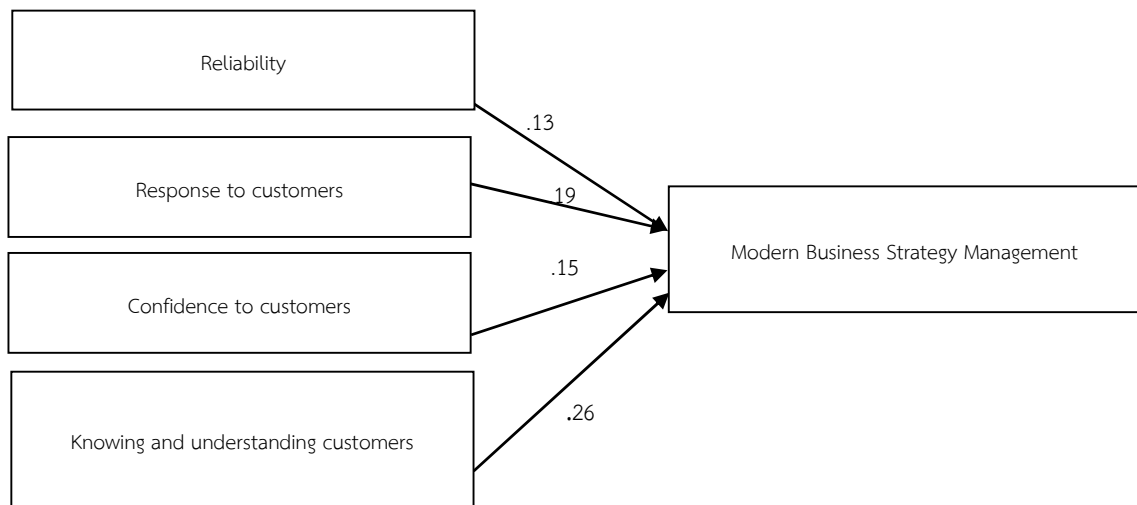


Figure 1 Service quality affecting modern business strategy management of SMEs in Ubon Ratchathani

From figure 1, it is shown that an influential level of service quality on knowing and understanding customers affecting modern business strategy management equals .26, an influential level of service quality on response to customers affecting modern business strategy management equals .19, an influential level of service quality on confidence to customers affecting modern business strategy management equals .15, and an influential level of service quality on reliability affecting modern business strategy management equals .13, respectively.

DISCUSSION

Service quality on response to customers, and knowing and understanding to customers, impact on positive relationship and effect to modern business strategy management.

This finding agreed with that of Wijetunge (2016) which expected to survey the current writing about service quality, competitive advantage, and business execution. Further, it concentrates on how businesses are putting forth service quality to increase competitive advantage and to guarantee business execution. In order to address above relationship and speculations are inferred from view of experimental confirmations of the service quality writing. The investigation has chosen services giving SMEs in Colombo area so as to test these above theories. Consequences of the information investigation demonstrated that every one of speculations is upheld at .01 level of significance. Moreover, outcomes give significant knowledge to proprietors/supervisors of services giving SMEs in Colombo area, Sri Lanka featuring the significance of holding fast to service quality. For whatever length of time that they enhance the level of service quality can accomplish more noteworthy competitive advantage and higher business execution over the long haul, which is in terms to guarantee the SMEs survival as well.

This result was in line with the findings of Marinkovic & Senic (2012) which uncovered the significance of three components of bank's service offerings. These are regard for customers and the polished methodology of a bank's staff and its picture. Two initial components reflect elusive impacts of bank's service offers and stress the essentialness of enhancing associations with customers, including regard, understanding customers' issues, sympathy, and in addition the provoked and exact consummation of money related exchanges. As the third recognized factor additionally incorporates unmistakable components of quality, for example, the current gear and presence of inside bank's offices. Consequences of the led ponder are likewise implication of the way that the bank whose corporate customers were reviewed to build up comparative levels of the relationship quality with various

customers, paying little respect to the esteem and recurrence of exchanges that they finish with the bank. In particular, measurably critical contrasts in customers' reactions just seem to account of two watched properties.

The findings of Obioma (2016) concurred with this result and were indicated that the SERVQUAL model could fill-in as an instrument for measuring execution of small and medium scale undertakings in Nigeria. The investigation received the Kano model as the theoretical framework. Empirical works with service quality and customer fulfillment were checked on. Reviews that investigate configuration were embraced and directed with the utilization of organized survey composed in a 5-point Likert scale format ranging from strongly agree, agree, strongly disagree, disagree, and undecided. Twelve small and medium scale undertakings working in six geo-political zones of Nigeria were judgmentally chosen, from where a specimen of 60 was drawn utilizing Taro Yamane equation. The survey was approved, and its reliability was set up. Data presentation also, analysis was completed utilizing tables and basic rates. Chi-square measurement; a nonparametric method was utilized in the trial of three hypotheses figured to direct the examination. This prompted dismissal of three invalid theories is shown that; service quality measurement has been related to execution of small and medium scale undertakings; tangibility, reliability, responsiveness, assurance and empathy services can be used to measure performance of small and medium scale enterprises. This legitimizes that SERVQUAL dimensions; tangibility, reliability, responsiveness, assurance and empathy are indicators of customer satisfaction, implying that they can be employed as performance evaluation tools for small and medium scale enterprises. It is suggested that small and medium scale enterprises should direct their operations in line with SERVQUAL dimensions, in the event that they need to accomplish customer fulfillment and business execution.

CONCLUSION

Service quality on reliability, response to customer, confidence of customers, and knowing and understanding customers, affects modern business strategy management. Therefore, these results applied to develop service quality on reliability of SMEs in Ubon Ratchathani should regularly serve business fairness, SMEs rapid services that can understand and know about customer requirements with no long waiting time, an appropriate price of products and services, keeping security while using SMEs services, a valued price for SMEs products and services, good cares and inquiries of customer's requirements, spending lots of time to help customers when they request, and perceiving occurred customer's problems solved by such SMEs owner.

SMEs in Ubon Ratchathani should apply results to develop service quality on response to customers with rapid services, attention to customer's comments, improvement of better services based on these comments, officers who are ready to service rapidly, no interruption, no errors to response customer's requirements rapidly and suddenly.

SMEs in Ubon Ratchathani should apply results to develop service quality on confidence to customers with friendly smiles, good interpersonal relationships, offering the first priority for all customers, service-minded with politeness, gentleness, and manners, continuous development of patterns of products and services, continuous development of operation system, and employees who have lots of knowledges and skills to answer customer's questions.

SMEs in Ubon Ratchathani should apply results to develop service quality on knowing and understanding customers with continuous development of knowing and understanding customers, services with business fairness, rapid services, attention to customer's requirements, employees who spend a lot of time to help customers when they request, and perceiving occurred customer's problems solved by such SMEs owner.

Population for this study are customers who purchase products and services from SMEs in Ubon Ratchathani shown that service quality affects modern business strategy management of SMEs in the limited area. For the next research, we will study comparison to other areas or the specific geography area of products and services.

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THE SERVICE QUALITY OF THE FACULTY'S LIBRARY

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ABSTRACT

The objective of this research was to study service quality of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University. The samples were 330 the students who use the service of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University. Questionnaires were a research tool for data collection. The statistics analysis were frequency, percentage, mean, standard deviation. The research showed that the respondents were mostly female, age 21-30 years old, 3rd university year, earns no more than 10,000 baht per month. Overall quality of services was high, when considering each side, it was found from high to low that were tangibles, responsiveness, reliability, empathy, and assurance, respectively.

Keywords: Service quality, Tangibles, Responsiveness, Reliability, Assurance, Empathy

INTRODUCTION

Parasuraman et al. (1988) have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Zeithaml et al., 1990). Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by the suppliers (Zeithaml et al., 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985; Lewis and Mitchell, 1990).

The five elements that made up what the authors called SERVQUAL or service quality were the following five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. Tangibles would include those attributes pertaining to physical items such as equipment, buildings, and the appearance of both personnel and the devices utilized to communicate to the consumer. Bitner, Booms, & Mohr (1994) presented their conceptual framework for examining the impact of physical surroundings as it related to both customers and employees. It was noted that physical appearance might influence the consumer's level of satisfaction. Tangible was one of the original dimensions that were not modified by Zeithaml, et al (1988). Parasuraman, et al (1991) include such elements in responsiveness as telling the customer the exact time frame within which services will be performed, promptness of service, willingness to be of assistance, and never too busy to respond to customer requests. Reliability relates to the personnel's ability to deliver the service in a dependable and accurate manner. Parasuraman, et al (1988) indicated that reliability normally is the most important attribute consumers seek in the area of quality service. Parasuraman, et al (1991) included actions by employees such as always courteous behavior instills confidence and knowledge as prime elements of assurance. Assurance replaces competence, courtesy, credibility, and security in the original ten dimensions for evaluating service quality (Zeithaml, et al, 1988). Empathy

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is the caring and personalized attention the organization provides its customers. Individual attention and convenient operating hours were the two primary elements included by Parasuraman, et al (1991) in their evaluation of empathy.

Asogwa et al (2014) studied the use of ServQUAL in the evaluation of service quality of academic libraries in developing countries. The research uncovered that in developing countries: all the administration pointers assessed were contrarily set apart; There is huge diverse between the discernments and desires of library clients; Academic libraries are not fulfilling clients' desires; While tangibility and empathy were the most noteworthy and least measurements in developing countries, reliability and tangibility were the request in created countries; factors, for example, absence of present day offices, poor financing, and frail e-authority quality were adversely influencing the nature of library administrations. More prominent endeavors ought to be diverted toward shutting the gaps between the recognitions and the desires of library clients.

The service of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University is one of the most importance education service. The library of Faculty of Business Administration and Management had to deal with educational opportunity development of information systems, create new value in service effectively, and perform effective on good governance. This article aims to report the service quality of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University. The information obtained from this research is used to improve the operation and increase the efficiency of library services. In order to meet the standards of libraries, higher education institutions.

RESEARCH OBJECTIVES

The purpose of this research is to study service quality of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University.

METHODOLOGY

The samples are 330 the students who use the service of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University. The advancement of research instruments has been made by the analysts, it is from the structure of the technique in the writing, and made from the variable components of quality of service in perceptions of the students in educational projects for the development of personnel of Ubon Ratchathani Rajabhat University. When every one of the inquiries are made, the scientists would convey the surveys to five experienced authorities and experts for the trial of substance legitimacy. Once the polls are refreshed, the surveys will be sent for an experiment with 50 individuals who are like the examples of the unwavering quality of the questionnaires. A self-completion questionnaire was distributed using a convenience sampling technique to students the students in educational project for development of personnel of Ubon Ratchathani Rajabhat University to determine their perceptions of service quality in the library of Faculty of Business Administration and Management.

RESULTS

The research showed that 330 respondents were mostly female (68.29%), age 21-30 years old (53.25%), employees (28.50%) single (69.75%), 3rd year of study (35.00%), earns no more than 10,000 baht per month (35.50%).

The quality of services in perceptions of the students in educational projects for development of personnel of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University, in the overall, it was in a high level (mean = 3.66). Classified by the components of service quality, each one was in a high level. When components sorted from high to low, the first one came tangibles (mean = 3.68), responsiveness (mean = 3.66), reliability (mean = 3.65), assurance (mean = 3.63), and empathy (mean = 3.63), respectively.

Service quality in overall tangibles was high. When considering each question, in order of priority, the first three were: "There is enough seating for reading" (mean = 3.77), "The environment is conducive to search" (mean = 3.65), and "Information on the website of the information technology and service center is useful to users" (mean = 3.62), respectively. The lowest mean was "modern equipment and all the necessary tools are available" (mean = 3.52).

Service quality in overall responsiveness was high. When considering each question, in order of priority, the first three were: "Personnel provides advice and assistance in providing service with enthusiasm" (mean = 3.88), "Service personnel willingly" (mean = 3.73), and "Service personnel receive fast service." (mean = 3.61), respectively. The lowest mean was "Sufficient staff to serve" (mean = 3.53).

Service quality in overall reliability was high. When considering each question, in order of priority, the first three were: "Staff clearly advises on the procedures" (mean = 3.73), "There is a systematic service process" (mean = 3.72), and "Systematic borrowing information is recorded" (mean = 3.72), respectively. The lowest mean was "Service with punctuality" (mean = 3.52).

Service quality in overall assurance was high. When considering each question, in order of priority, the first three were: "Staff have the knowledge and ability to provide such services, can answer questions, ask questions to help solve problems" (mean = 3.75), "Staff are courteous and polite" (mean = 3.64), and "Staffs are always willing to help users" (mean = 3.63), respectively. The lowest mean was "Staff are skilled in using technology to provide services" (mean = 3.53).

Service quality in overall empathy was high. When considering each question, in order of priority, the first three were: "Staffs pay attention to individual user's need" (mean = 3.82), "Staff are always compassionate and patient while meeting users" (mean = 3.69), and "The staff welcomes comments and suggestions from the client" (mean = 3.60), respectively. The lowest mean was "Library have operating hours convenient to all their customers" (mean = 3.53).

DISCUSSION

The research shows that the overall service quality of the library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University was high.

This evidence is supported by the findings of Kiran (2010) which studied the service quality and customer satisfaction in academic libraries perspectives from a Malaysian university. Results revealed that academic staffs perceive the quality of library services to be just above mean. Library staffs were considered quite helpful and able to instill confidence in library users. Academic staffs also believed that the library has a positive impact on their teaching, learning and research. This study agrees with that of Filiz (2007) which studied the idea of measuring the contrast amongst significance and recognitions as the SERVQUAL gap score demonstrated exceptionally valuable for evaluating levels of administration qualification. In this investigation gap examination was utilized to test the huge distinction between the two methods of execution and significance. The smaller the gap, the better the administration quality gave, and the more prominent the understudy fulfillment. These outcomes demonstrate that five elements are critical for library frameworks that enhance understudy fulfillment degree in library framework. Accordingly, one might say that five libraries benefit quality variables utilizing as a part of this examination emphatically influenced understudies' general fulfillment and are significant to a brilliant library framework.

This result is in line with the findings of Nimsomboon and Nagata (2003) which studied a survey of undergraduate students, graduate students, faculty members and researchers was used. The modification of SERVQUAL questionnaires were distributed for data gathering. Several insights picked up from this examination demonstrated that all users desired expectations are not met. The result uncovered that every user assemble was treated differently. The three dimensions of service quality; effect of service – Organizational, Collection & Access, and effect of service – Personal was extracted by the factor analysis method. The most problematic is about deficient and non-update collection. This result is consistent with studies done by Manjunatha & Shivalingaiah

(2004) studied the customer's perception of service quality libraries. The research indicated that reliability was the most important dimension from customers' eye received, the second most important dimension was responsiveness. After that were empathy, tangibles, and assurance had the least important dimension.

However, these results are contrary to the prior findings in other studies, Asogwa et al (2014) utilized ServQUAL as a system to explore users' discernments and desires of administration quality in scholarly libraries in developing countries. The outcomes uncovered that: normal mean scores for desires were higher than scores for users' discernments; that there were disparities between the consequences of this examination and that got in created countries where comparable investigations were done first a few decades prior; that while obligation and reliability were most astounding in created countries, tangibility and empathy were the most elevated in developing countries. Munhurrin, Lukea-Bhiwajee, & Naidoo (2010) have studied service quality in the public service. This research adds to the body of knowledge relating to public service quality management. It will also be of interest to strategic and operational public service managers and to academics investigating the reliability and value of service quality assessment tools. It addresses key relationships between service dimensions and service quality within the Mauritian public service.

CONCLUSION

In order to concentrate on the actual discoveries of our research one would have expected that in such a library users demonstrated tangibles as being the highest options on their list. Followed by responsiveness, reliability, assurance, and empathy, respectively. The findings of this particular study could help library of Faculty of Business Administration and Management, Ubon Ratchathani Rajabhat University to focus on specific dimensions that users consider as most important: tangibles, responsiveness, and reliability.; thus, that way they may seek to improve them by implementing the following actions: "modern equipment and all the necessary tools are available; sufficient staff to serve; service with punctuality; staff are skilled in using technology to provide services; and library have operating hours convenient to all their customers. The investigation of more users will be the subsequent stages so as to quantify the services that a library gives to its users. Such an exertion could help recognize not just more essential dimensions of the given services yet in addition propose particular activities in order to enable library to enhance the services they give to their users by concentrating on these dimensions.

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Part 2 Poster Presentation

A Framework of Audit Judgment and Decision-Making that Affects to Audit Quality

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ABSTRACT

The literature reflects the efforts to develop a framework for understanding audit judgment and decision-making and synthesizes boundary knowledge on subject and provide a foundation for future research. The paper attempts to clarify the audit judgment and decision-making, consisting of the construct four dimensions include 1) risks assessment 2) identification risks 3) evaluation evidence and 4) audit opinion, develop research propositions, and integrating framework including the antecedents and consequences of audit judgment and decision-making involve the moderating effects auditing standards.

Keywords: Risks Assessment, Identification Risks, Evaluation Evidence, Audit Opinion, Audit Quality, Morality, Knowledge, Experience, Auditing Standards

INTRODUCTION

Currently, the survival and growth of the organization, financial statements are important to users and helps to support the decisions of both internal and external information users (Copeland & Dascher, 1978). The manager uses accounting information for planning and controlling the firm operations. Moreover, investors and creditors will consider the financial statement for decision about the investment.

The auditor is responsible for ensuring the accuracy of the financial statements of the company. In audit service, the auditor serves for planning the audit work using the discretion of observes and doubts the accounting information of the business, auditor perform a variety of tasks to arrive at an audit opinion pertaining to the financial statements. Therefore, audit judgment and decision-making are very important and will contribute to the process of auditing and causing quality audit (Francis, 2011).

This purpose of this paper is to delineate conceptual framework of audit judgment and decision-making construct, provide operational definition and develop a research proposition. The conceptual framework develops a construct of four dimensions, including risks assessment, identification risks, evaluation evidence, and audit opinion. Moreover, the conceptual framework studies on the antecedents, consequences, and moderating effect of audit judgment and decision-making. In the past, literature review found that lack of studies about audit judgment and decision-making that affects to audit quality so it is contribution to understand a framework of audit judgment and decision-making and can be developed to future research.

LITERATURE REVIEW

According to the theoretical framework, the probable relations among several constructs are visible. In Figure 1 is a conceptual framework for the following discussion framework comprises four sets of factors: 1) antecedents of audit judgment and decision-making 2) audit judgment and decision-making 3) consequences of audit judgment and decision-making and 4) moderator variables

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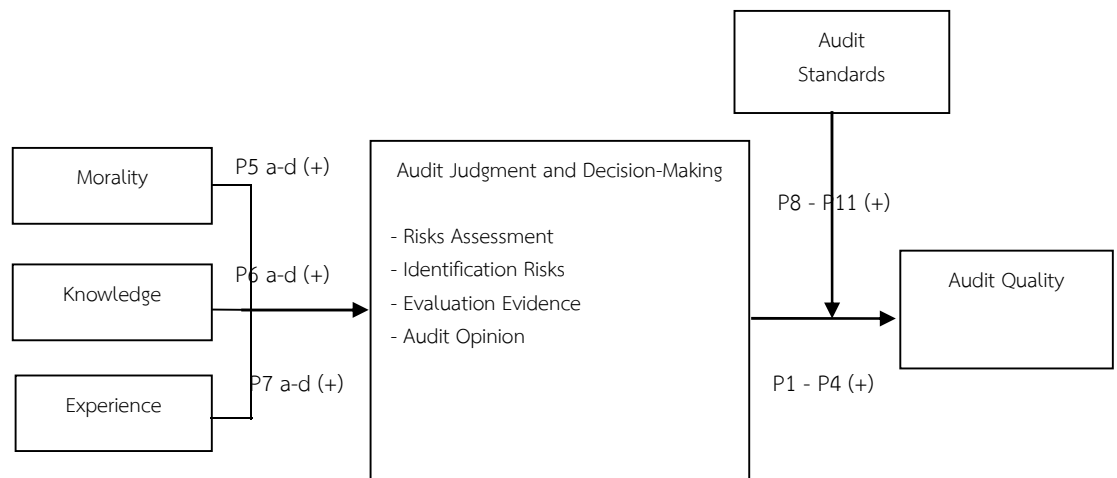


Figure 1

Audit Judgment

Audit judgment directly determines audit quality (Rahimiyan & Hedayati, 2013). Current discussions of auditor judgment, audit quality and professional skepticism are heavily oriented toward judgments made at the individual audit engagement level. In this conceptual framework audit judgment and decision-making is defined as audit ability to objectively form an idea or opinion about a state and act of making a choice between alternative actions or conditions. The judgment and decision-making that must, ultimately be made in the context of a specific audit include

- 1) The assessment of the risks of material misstatements of financial statements, including the potential effects of fraud, bias and business risk.
- 2) The identification, performance and assessment of audit procedures to address those risks.
- 3) The evaluation of audit evidence to determine the quality and meaning of that evidence and to assess the need for additional evidence based on the process.
- 4) The formation of an opinion on the financial statements and the decision whether or not to express that opinion.

The studies of the past found that the auditor's ability to assess the risks of the businesses in audit service correctly will increase the quality of auditing (Adeyemi & Fagbemi, 2010). Furthermore, in the studies of Joseph and James (2010) the results of studies support to the auditor uses strategic-systems approach (SSA) or a transaction-focused approach (TFA) helps to assessment and identification risks and improved audit quality efficiency.

Audit Quality

Auditing Quality refers to the results of the auditing report and the audit work is beneficial to all users of the financial statements (Habib & Bhuiyan, 2010). Audit quality is important because it demonstrates the credibility of the financial information audited by the auditor. The auditor must examine the errors and express an opinion on the financial report and confirm that the financial report was prepared in compliance with accounting principles generally recognized (Gibbins & Trotman, 2002). The auditor's opinion will give confidence to the users of the financial statements. Therefore, ideas lead to posit the following propositions:

Proposition 1: The higher the risks assessment is, the more likely that auditors will gain greater audit quality.

Proposition 2: The higher the identification risks is, the more likely that auditors will gain greater audit quality.

Proposition 3: The higher the evaluation evidence is, the more likely that auditors will gain greater audit quality.

Proposition 4: The higher the audit opinion is, the more likely that auditors will gain greater audit quality.

Morality

In audit works, morality becomes a key determinant of audit quality that explicitly reflects creditability, reliability and usefulness of financial information and others from an audit report. The definition of morality is broad and there is no universal consensus, the general sense of morality is defined as the systematic study of conduct based principles of moral, reflective choices, and standards of right and wrong conduct (Wheelwright, 1959). The morality in this conceptual framework refers to a self-imposed or attributable obligation to ensure that actions are knowingly and intentionally performed by the auditor in a reasonable way. In general, auditors have a propensity to provide independent and fair judgments when faced with hypothetical ethical dilemma (Warming-Rasmussen & Windsor, 2003). Then, they outstandingly have an ability to influence their professional obligation and a social responsibility to provide independent and fair judgments.

The literature review suggests that the morality climate of professional accountants has a positive relationship on morality judgments (Shafer & Liao, 2002). Moreover, the empirical study in China the regarding to local and international audit firms found that audit morality has a significant relationship to auditor's judgments (Shafer, 2008). Based on these arguments, the related propositions are postulated as follows:

Proposition 5a: The higher the morality is, the more likely that auditors will gain greater the risks assessment.

Proposition 5b: The higher the morality is, the more likely that auditors will gain greater the identification risks.

Proposition 5c: The higher the morality is, the more likely that auditors will gain greater the evaluation evidence.

Proposition 5d: The higher the morality is, the more likely that auditors will gain greater the audit opinion.

Knowledge

Knowledge auditor is information stored in the memory relatively permanent (Anderson, 2005). Detecting and reporting material misstatements and thus conducting a high quality audit requires quite a lot of knowledge from the auditor.

The auditor must have the knowledge to properly assess the risks and credibility of the client's financial statements, based on documentation and evidence (Nelson et al. 2002). Evaluating the risks and credibility of the evidence, the auditor requires planning, data collection, and interpretation of the evidence by the auditor's discretion.

Based on literature review, the study on the use of brainstorming techniques to assess customer fraud found that the brainstorming techniques of the audit team helped to detect errors in the financial statements more accurately (Hutton & Gold, 2010). If the auditor detects abnormalities in the financial statements, the auditor shall seek additional evidence from the client or advise the client to correct the financial statements in order to be accurate in accordance with accounting standards before the auditor expresses his opinion on the financial statements. The above mentioned shows that auditors should have knowledge of auditing as well, to make judgments and decisions of the auditor effectively. Based on these arguments, lead to posit the following propositions:

Proposition 6a: The higher the knowledge is, the more likely that auditors will gain greater the risks assessment.

Proposition 6b: The higher the knowledge is, the more likely that auditors will gain greater the identification risks.

Proposition 6c: The higher the knowledge is, the more likely that auditors will gain greater the evaluation evidence.

Proposition 6d: The higher the knowledge is, the more likely that auditors will gain greater the audit opinion.

Experience

For the auditor to be successful in performing the audit it is most important that the auditor have specific knowledge about the customer, such as the knowledge of the industry. It is required for a successful high quality auditing and it is usually obtained with education and working experience. Experience, in this conceptual framework, refers to task-related opportunity for learning (Libby & Luft, 1995). How to acquire client-specific knowledge is having an auditor-client relationship and audit experience. The studies of the past found that years of experiences affect their professional judgment and decision-making (Nelson & Tan, 2005). Moreover, the most listed companies in the stock exchange in Australia use big audit firms because a lot of experience in auditing more than non-big audit firms (Craswell & Francis, 1995). Therefore, ideas lead to posit the following propositions:

Proposition 7a: The higher the experience is, the more likely that auditors will gain greater the risks assessment.

Proposition 7b: The higher the experience is, the more likely that auditors will gain greater the identification risks.

Proposition 7c: The higher the experience is, the more likely that auditors will gain greater the evaluation evidence.

Proposition 7d: The higher the experience is, the more likely that auditors will gain greater the audit opinion.

Audit Standards

Audit standards provide minimum guidance for the auditor, helps in determining the scope of the verification process and the monitoring procedures that should be applied to achieve audit objective. Audit

standards is defined as a process to verify the outcome (Causholli et al. 2013). Audit standards can serve the purpose of preventing auditors from taking a particularly dangerous path (Kanodia & Mukherji, 1994). The literature reviews suggest that the professional auditor requires compliance with internationally accepted accounting standards and auditing standards for increase the quality of the audit. (Christopher & Ann, 2009). Thus, the propositions are proposed as follows:

Proposition 8: The relationship between risks assessment and audit quality will be positively moderated by audit standards.

Proposition 9: The relationship between identification risks and audit quality will be positively moderated by audit standards.

Proposition 10: The relationship between evaluation evidence and audit quality will be positively moderated by audit standards.

Proposition 11: The relationship between audit opinion and audit quality will be positively moderated by audit standards.

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A STUDY OF LANGUAGE USED IN FACEBOOK

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ABSTRACT

A study of language used in Facebook aims to study about characteristics of profile naming and topics that are communicated in Facebook. Characteristics of verbal language are; mood, slang, and spelling, and language level. In addition, it aims to study about non-verbal language characteristics which are symbols and punctuation. The study focuses on observing verbal language and non-verbal language from status updates and commenting of Facebook users that are accessible by the researcher in six months period (November 2012 – April 2013). This study employed the concept of language and grammatical language analysis by using Coding Sheet as research instrument to collect data, and then the data were analyzed and presented as descriptive analysis.

Facebook was used for various purposes for each individual; begin with profile pictures, covers, and names setting were used to indicate users' identities and personalities. It was found that Thai users used English and Thai for setting names, nicknames, alias, or shop names. Some users use it for telling story of oneself in daily life, communicating about work, selling or offering service, commenting about politics. Protecting face was also found among these Thai Facebook users. Nevertheless, the data can be identified that there were use of bad manners among these users because they were not journalists who had to aware for the roles and ethics in communicating.

The study reveals that moods were found in the use of verbal language with the correct spelling and modified forms for imitating of spoken language. The results also show that there were intended and unintended misspelling by changing vowels and final sound. In addition, it was found that verbal language that the users use them intentionally to show mood and feeling combined with punctuation for emphasizing the emotion that the users would like to convey.

Keywords: Language Used, Facebook

INTRODUCTION

Today's society has been rapidly changed in every aspect such as political, economy, social, culture, and technology. The developing of technology enhances the communication being more convenient and faster. Currently, information does not only send through radio, television, or newspaper but it is developed to be ready in receivers' hands via internet.

It could be considered that internet has two aspects, firstly people finds several ways to make use of internet such as for communication, using chat room, searching for information from Google, and for public relations. Secondly, internet is colonization; it started to seize to the U.S.A. as 70 per cent of American people use internet.

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Then, it comes to Europe, Australia, Africa, and Asia. In 2008 it had a report revealed that over 250 million of Chinese people used internet which was more than in the U.S.A. (Srisak Chamonman, 2008).

Today, people use modern technology more than computers or notebooks because we can reach for news and information by smart phones. We can update information for instance politics, sports, entertainment news anywhere and anytime.

When life needs to go on with stream of information which harshly surge to our awareness continuity and it seems to endless matters. We are facing with abundant of news and information which is flooding from newspapers, radio programs, magazines, telephone communication, research reports, books etc. Especially, from new technology sources for example TV cables and computers. We are managing plenty of information inside and outside our home and also we are processing information; initiating, processing, patterning of arranging, preparing, and transmitting, disseminating, retrieving, and reprocessing, these steps show that we are in the era of Information Society (Kitti Kanpai, 2000)

Therefore, people have to learn to use computer for sending emails, transferring information, search information from Google, and sharing ideas on web boards. On the other hand, internet users are able to communicate conveniently via MSN and they could have personal area for creating their own social media such as blog, Hi5, Twitter, MySpace, or Facebook as well. These are very popular among people with all genders, ages, careers around the world. The advantage of social media is it helps us to have more friends, you can find you old friends easily and your friends' friends could be your friend. You can follow up with your friends' activities and sharing your ideas with them which expand your vision. In addition, it can help business sectors reducing advertising budget. Below are ten popular websites which were reported in 2012.

Table 1 Popular websites in Thailand

	Popular websites in Thailand
1	www.google.co.th
2	www.facebook.com
3	www.google.com
4	www.youtube.com
5	www.live.com
6	www.blogspot.com
7	www.yahoo.com
8	www.pantip.com
9	www.sanook.com
10	www.mthai.com

From: Top Site in Thailand, by Alexa website information company, 2012, retrieved 2012, 10 May from <http://www.alexa.com/topsites/countries/TH>

*www.alexa.com offers website ranking for popular websites around the world (World's Ranking) which users are able to obtain information from each country. Web ranking will rank the most frequent use website to the least use.

From the information above shows that top 10 websites are online social networks that internet users who have the same interest use them for communicating, exchanging, and sharing information such as Facebook and YouTube. Facebook is the most popular social media for Thai people.

Communicating through websites allow people to use it anywhere and anytime which suite to quick modern lifestyle as today. It makes the communication being faster and convenient not only for one person but connected people worldwide and still keep it personally (Jutamanee Kayanan, 2011).

In contrary, the most concerned things such as intellectual property infringement, crimes, and family problems (etc.) these problems are increasing recently. In addition, the shift of language and culture in communication changes the role of senders is not from professional only. Receivers can spread out the information therefore the role of journalist that must have ethic and responsibility in reporting news is hardly found. The most important thing is the changes in the use of language for example the creation of new vocabularies, slangs, spelling that imitate the sound of speaking words which resulted misspelling both intentionally and unintentionally, rude language, or the using of Emoticon for expressing feelings.

²Slang is a substandard language and it is not acceptable as standardized language. Most of them have affective meaning which shows sense of humor that enhances power of language. They have short life age and always be abandoned after outdate or they are more acceptable. With these reasons slang is used in a particular group and it could be a small or big group which people in this group have close relationship.

³Verbal language is a type of communication by speaking that express in written or spoken forms which are agreed to use in that society, these include sound and letter forms.

⁴Non-verbal language is a type of communication without words which could be considered as language that hidden in speaker's action and other things that related to interpretation. This could be symbols and punctuation.

When users have been using these types of language regularly then they get familiar with them and users may apply them in daily conversation as they misunderstand that these could be used. The researcher sees the importance of these language characteristics then this study focuses on the language use in status updates for expressing ideas to several matters of 'Facebook' users both verbal and non-verbal languages. Moreover, this research studies about non-verbal language includes symbols and punctuation. This study is a reflection of online language and aims to look for some way to solve these problems in order to conserve Thai language of students in Thai Program from Faculty of Humanities and Social Sciences and Faculty of Education, NakhonRatchasima Rajabhat University. Those students who need to use Thai correctly especially in the role of 'Thai teachers' in the future.

RESEARCH OBJECTIVES

1. This study aims to study about characteristics of name setting and topics in Facebook communication.
2. This study aims to study about characteristics of Facebook language; mood, slang, spelling, and level of language.
3. This study aims to study about characteristics of non-verbal language used in Facebook; symbols and punctuation.

METHODOLOGY

1. Population of this study is the information of language use in 'Facebook'.
2. Sample is the information of language use in 'Facebook' within 6 months (November 2012 – April 2013) by selecting the information without Network Sampling. The study focuses to study the language use by friend and friend of friend who the research is able to get into privacy by apply Snowball Sampling technique. As the group users have set privacy so the research needs to have accepted as friend for accessing to the information. With these techniques the information that the researcher get is various in age, gender, and profession which are enough for data analyzing in the same period.

Data collection of language use in 'Facebook' by participant observation and non-participant observation of status updates and comments posting of Facebook users. The researcher set responding status and

observe the language use from the others by implementing coding sheet. Data analyzing have been done by counting frequency and record the data by using Microsoft Excel program.

⁵Moods are words that appear at the end of sentence for showing tone; some are always used in spoken language in order to soften the sentence such as ‘si’, ‘rork’, and ‘noh’.

3. Data analyzing and presenting the findings, this study is qualitative research that the researcher analyze by comparing language use in ‘Facebook’ with standard Thai (Content Analysis). This could reveal the similarities and differences that indicate the changing of Facebook and Thai language. The searcher applies rule of classification, giving samples and descriptive analysis.

CONCLUSION AND DISCUSSION

Demographic of sample

1. **Name setting of Facebook users** is to display individuality of Facebook users that they want their Facebook’s friends know them in which aspect. The findings show that Facebook users name their profile as first name and last name in Thai, first name and last name in English, first name and nickname inversely, nickname and last name, nickname first name and last name, nickname and spoonerism of first name in English, shop name, alias in English plus abbreviation which means to their group such as abbreviation of their workplace.

Naming profile is like naming their home for others to perceive who is the owning of this Facebook. Meanwhile, the way as Facebook users choose pictures for setting their profiles are often to show their identities for instance single portrait and pair portrait. The findings show that pair portraits are the Facebook users’ images with their lovers, close friends, children, and pets (etc.). Furthermore, Facebook users also use family image, cartoon, pet, and musical instrument. The way of name setting and using profile image can be changed as the Facebook users want to do.

It seems that Facebook users set names, and profile and cover pictures consistent with their lifestyles, interests, and personalities. In addition, they always adjust and decorate their pictures by using application of smart phone to make them more beautiful.

2. **Topics in Facebook** apart from telling story of oneself in daily life and making appointment with friends. Facebook users often post messages or share information from other sources such as joke stories, poems, and wise words that mean to sarcasm or teasing. They also discuss about political topics or soap opera stories from TV program as well.

The findings of this study found that Facebook users talk about their daily lives for instance they took photos of their food or traveling trips and post on their walls. Facebook is a channel of communication that is often used for expressing feelings of what the users encounter for example weather, traffic situation, bad journey, selling and buying things, arguing with friends (etc.). However, according to the manner of Facebook using even there are some disagreements on that topic but Facebook users do not violate the rule by complaining to others as the reason may be Thais are always concern about their ‘Face’. Even there are some bad manners in communication because these users are not journalists which always aware of their roles and ethics in sending messages.

This finding also consistent well with the study of “Facebook Social Networking of Thai office workers” which found that Facebook users had positive attitude as they can get more new friends, they can found some old friends that they have not seen each other for a long time, and also it a place where people can share their feelings and they could show their real identity (Wannaporn klinbua, 2010).

Characteristic of verbal language

1. Mood is a word that adds at the end of a sentence which makes the sentence sound smoother, the researcher found that the use of mood words in this study are word modifying such as ‘her’ is from ‘the’, ‘a-na’ is from ‘na’, ‘nga’ is from ‘la’ and ‘di’ is from ‘si’.

2. Slang such as ‘jung-boey’ is from ‘jung-loey’ which this slang always comes after a sentence like ‘narakjung-boey’ (‘narak’ means so lovely).

‘ki-ki’ is from ‘ei-ei’ which this slang always comes after a sentence like ‘nukjung-boeyki-ki’ or ‘Ajarn Mod ka, oawroop ma fakkaei-ei’ (Ajarn Mod, I have some photos for you)

‘bong tong’ means ‘borktrong’ (let me say it frankly) which slang always comes at the end of a sentence.

‘deesa-ei’ means ‘deesa-eek’ (that’s good).

‘fudfud’ means ‘sudyod’ (that’s great).

Nawawan Panthumekha (1990) explained that mood has a special characteristic that is when it could be short or long, high or low tone when it is used in speaking. For example, ‘la’ when Thais speak could be ‘lah’ (shorter than ‘lah’ which means a donkey). ‘Si’ when Thai speak could be ‘Sie’ (shorter than ‘see’ in zero) and ‘the’ when Thais speak could be ‘ther’ (shorter than ‘ther’ which means ‘you’). The word ‘nah’ when Thais speak could be ‘nah’ (not the same ‘nah’ which means mother’s younger sister). When it cannot be recorded the sound exactly the same, readers need to set their own rules for their own meaning because when we speak differently the meaning has changed.

The use of mood words of Facebook users has agreement on the context of that communication.

3. Spelling found that Facebook users are confused and intentionally misspell the words such as “เข้าฐานผจญภัยกลางคืนสนุกเบยกิ” (‘kao than pajonphaiklangkuennukboeyki-ki’ means ‘the adventure bases at night are so fun’) the word ‘ผจญภัย’ must be ‘ผจญภัย’ which it was misspelling unintentionally and ‘สนุกเบย’ is from ‘สนุกจังเลย’ which it was misspelling intentionally.

Another sample is “ไปเที่ยวทะเลกับพี่ไม้มบรียากาศเหมาะเลยป๊ะๆๆ” (‘paithaewtha-laekab pee maibanyakadmohloey pa papa’ means ‘Let’s go to the sea together’) the correct spelling must be “ไปเที่ยวทะเลกับพี่ไม้มบรียากาศเหมาะเลยป๊ะ”.

Misspelling is occurred if the users wanted to imitate the sound of spoken language for example “เด๋วมานะ” and “ไม่มีอะไรทั้งนี้นานนน”.

Ajchara Chiwaphan classified the reasons of misspelling as follow;

1. Misspelling as using the wrong rule such as “สังเกต” misspelling as “สังเกตู” because comparing it with the word “สาเหตุ”.
2. Using the wrong intonation marks because misunderstanding of the tonal inflection of consonants such as “โน้ต” is always written as “โน้ต”.
3. Using the wrong alphabet.
4. Confusing in using “ร” and “ล” and diphthongs.
5. Misplace the vowels or intonation marks such as “อ่อนช้อย” (อ่อนช้อย).
6. Using the wrong orthography such as อานิสงส์ (อานิสงส์).
7. Set their own rules as carelessness such as ฝรั่งเศส (ฝรั่งเศส).

4. **Level of language** the findings show that language using between individuals has different level; close friends, new friends, colleagues, and family members, Facebook users used conversational style to communicate with these groups of friend. When teachers communicate with students, they used semi-conversation style to communicate with each other and it also revealed that students are more confident to respond with teachers in this interposed communication.

This findings consistent well with the study of Jutamanee Kayanan (2011) who studied about “Behavior and the impact of using social network site: www.facebook.com” as she found that there are several impacts on the using of social media as Facebook. Her findings identified that there are three aspects; socio, economics, and psychology, there are five reasons that are ranked as the highest impacts on her sample. Firstly, it enhances convenience and ease of communication; secondly, users get rapidly update of news; thirdly, it expands

a group of friends or users get more friends; then, users feel more confident to speak or share their ideas freely on Facebook wall; lastly, it reduces phone expenses.

2. Non-verbal communication has characteristics as follow;

1. **The using of symbols** for showing facial expression, eye expression, and feelings combining verbal language. Moreover, it is a way that users show their feelings such as wondering @____@, smiling ^____^, and sadness ToT or T____T.

2. **Punctuation** is used for showing emotion and feelings combining with verbal language such as surprising always comes with exclamation mark and it is used for emphasizing such as ว่าย!!!!!! (Oh, no!!!!!!) and question mark often comes with wondering such as งง??????????? (Confused??????????).

With the results of this study, there is another concerned issue which is the use of language in online media. When users get used to with the wrong language they may apply it with other types of written works. As Thanyalak Rekphimai (sited in Panarat Lim, 2008 : 13) stated about the use of language in teenagers are often wrong because they familiar with the language that they used in internet. Users always shorten the words such as '555' is used for laughing “เต๋ว” instead of “เดี๋ยว”(wait) “ไปเดก่า” แทนคำว่า “ไปดีกว่า”(I'm better go)the word “ไม่เป็นไร” (Never mind)ก็เขียนเป็น “มายเปนราย” “จุจิคิริคิริ” is used to show some feelings. Especially, onlinechatting does not have grammar.

Therefore, the results of this study should be incorporated in teaching and learning for raising awareness of using the accurate language and use the language that suits to the channel of communication. As when Facebook users use language they are always ignore subject of the sentence and they are not aware of grammatical accuracy. As a result, language using in online channel intends to change to be easier for communicating; short, concise, and using more slang. In addition, for further researchers should focus on other aspects such as video clips posting, intellectual property infringement of normal people and celebrities. For other aspects such as political participation, selling things and offering services on Facebook are also interesting. Furthermore, to study about the process of changing in Thai language by implementing with students to see whether users who spend time differently on Facebook have some effects on misspelling or not.

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A STUDY ON CORRELATION BETWEEN LEADER-MEMBER EXCHANGE AND EMPLOYEE CREATIVITY: THE IMPACTS OF KNOWLEDGE SHARING AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

The purpose of the study was developed and tested the model of the correlations between leader-member exchange (LMX), knowledge sharing, employee creativity, and organizational commitment. The study was conducted on 17 hotels operating in Cambodia, international and local hotels chain (four and five star hotels). A survey design with sample sizes of 342 respondents from managerial and non-managerial employees was adopted. The questionnaire was developed by using a 5-point Likert scale. The structural equation model (SEM) in AMOS 21.0 and hierarchical regression analysis in SPSS 20.0 were applied to test research hypotheses. The results indicated that leader-member exchange had positive and significant influence on knowledge sharing and employee creativity, respectively; knowledge sharing had not only positively significant influence on employee creativity, but also partially mediated on relationship between leader-member exchange and employee creativity; and organizational commitment was also positively significant moderation on relationship between knowledge sharing and employee creativity, too. The findings are to fulfill the gap of literature and empirical study.

Keywords: Leader-Subordinate Relationships, Knowledge Sharing, Creativity, Employees Commitment, Hotel Industry, Cambodia.

INTRODUCTION

In today, hospitality industry is one of complexity businesses with growing competitive pressures. In order to improve operations and enhance the competitive advantage for the service organization, they need creative work of employee. Employee creativity and innovation in the hospitality industry, especially in hotels, who are repeatedly encouraged to improve service quality and delivery, the idea of a creative workforce has captured attention of leaders. Creative ideas generate psychological and business benefits for both employees and hotel industry as a whole (Hon, Chan, & Lu, 2013). One way of meeting current business challenges is to rely heavily on employees' creativity when serving customers seeking quality accommodation and food and beverage (F&B) services. This can substantially contribute to innovation, productivity, and long-term success in the hospitality businesses (Hon, 2011). Creativity here refers to the development of novel and useful ideas about products, services, ideas, procedures, or work processes, generated by individuals working together within a complex social system (Hon et al., 2013). Increasingly, creativity has also become valued across a variety of tasks, occupations, and hotel industries. In today's fast-paced dynamic work environment, leaders continue to realize that to remain competitive they need their employees to be actively involved in their work place and trying to generate novel and appropriate products, processes, and approaches (Shalley & Gilson, 2004). Although the level of creativity required and the significant of creativity can differ depending on the tasks' performance or job in question, most leaders would agree that there is pool, in almost every job, for subordinates to be more creative. Furthermore, because individual creativity provides the foundation for organizational or team creativity and innovation and these have also been linked to company performance and survival, too (Farr & West, 1990), it is very important, if not

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critical, that employees are creative in their work place. While a fair amount is known about personality characteristics associated with creative individuals, there is an increasing need for a greater understanding of the contextual factors that may enhance or discourage employees' creativity as well as the interaction between personal characteristics and the work environment. Moreover, it is a significant to identify the role that leader-member exchange (LMX), and their knowledge-sharing can be the key play into encouraged employee creativity behavior. That is, most employers and leaders would say that they would like their employees to be more creative.

LMX theory asserts that high quality leader-member relationships should motivate subordinates to commit to groups' and leaders' goals. The perceived fairness can promote greater feelings of trust which also motivates employees' knowledge sharing and creativity. Hence, organizational leaders carefully notice the need to facilitate knowledge creation and sharing processes to promote creativity and innovation among workers (Farzaneh Hassanzadeh, 2014). Thus, it is important to understand employees' behavior of sharing their knowledge and creative work in their work place. In this study, we attempts to examine the role of leader-member exchange relationships in facilitating knowledge sharing and promoting creativity to employees, respectively; the mediating role of knowledge sharing on correlation between leader-member exchange and employee creativity; and final moderating role of organizational commitment on relationship between knowledge sharing and employee creativity in hotel industry.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The Effect of Leader-Member Exchange on Knowledge Sharing and Employee Creativity

Leader-member exchange (LMX) is part of a study of leadership that was examined during the last three decades. LMX model is defined as a transactional approach, "describes how leaders use their designated power by organization to form relationships change with different various subordinates" (Yukl, 1989). Many years ago, the relationship between leaders and subordinates can be called a LMX and has become another new structure of leadership style. The main principles of the LMX theory is that associated with the transition between a leader and a member of which affect the outcome of several parts, or an organization. LMX has been determined that the difference in quality of relationship between the leaders and their colleagues, which can be obtained ranging from low quality to high quality. Scholar research categorized the relationship leaders could have with their subordinates into two groups: the in-group "high-quality exchange" and the out-group "low-quality exchange" (Fisk & Friesen, 2012). Likewise, Graen and Uhl-Bien (1998) stated the value of high-quality leader-member relationships in organizations. Moreover, a high-quality exchange relationship requires both parties to accept their mutual interests and agree to pursue shared superordinate goals. High-quality exchanges include partnering between colleagues, in which individuals step further than formal organizational roles to achieve desired goals (Fisk & Friesen, 2012; Graen & Uhl-Bien, 1998). On the other word, low-quality relationship exchanges leaders and subordinates closely obey their respective organizational roles while trust, respect, and feeling of obligations between members and leaders are near to the ground (Barbuto Jr & Gifford, 2012).

Despite research efforts to examine organizational and social reasons as well as individual factors that foster or inhibit knowledge sharing (Lu, Leung, & Koch, 2006), there is a little knowledge about the mechanisms by which leadership may facilitate employee knowledge sharing, in particular by cultivating a social context in which employees share their knowledge (Carmeli, Atwater, & Levi, 2011). One of these social contexts is LMX quality. The relational identification between leader and subordinates could extend to other types of identifications such as organizational identification. Similarly, some research evidences demonstrated that the best unique predictor of knowledge sharing, when compared to personality, tenure, team incentives, or goal commitment, is empowering leadership (Carmeli et al., 2011). Therefore, it can be said that high quality LMX relationships may help promote knowledge sharing, so that the first hypothesis is proposed as following:

Hypothesis 1: Leader-member exchange has positive influence on knowledge sharing.

Leaders are the most influential promoters of employee creativity at the work place. According to LMX theory, leader-member relationship could consider as a dyadic relationship which forms over time by negotiations. Based on theories, scholars have specified a number of reasons for a positive relationship between LMX and creativity. For instance, high-quality relationships enforce more creativity compared to low-quality relationships because employees are more concentrated on their challenging and difficult tasks in the work place. In addition, in high-quality relationships, employees take higher risks, higher task-related recognition, support, and appreciation (Tierney, Farmer, & Graen, 1999). Furthermore, previous researchers have suggested that LMX is beneficial for innovation because enjoying a good LMX relationship is accompanied by encouraging climate perceptions. High-quality LMX encourages a social climate which motivates a creative work involvement (Scott & Bruce, 1994). Employees enjoy a high-quality LMX relationship, and to reciprocate engage in open and creative work processes. While previous study (Volmer, Spurk, & Niessen, 2012) focused on relationship between LMX and creative work in the high-technology firms in Germany, the study analyzed this relationship in a less knowledge intensive context. Based upon these rationales, the second hypothesis is proposed as following:

Hypothesis 2: Leader-member exchange has positive influence on employee creativity.

The Effect of Knowledge Sharing on Employee Creativity

Deliberately encouraging factors were influence the behavior of employees. The purpose of this was very influential person to express the possibility that he or she will perform the behavior. However, the kind of incentives encouraged employees to participate in a particular activity or reason for employees' participation in the activities of the organization (Godin & Kok, 1996). Knowledge sharing behavior is likely to be driven in a similar way to help promote and difficult behavior by providing rewards to encourage and put pressure on employees (Pepall, Richards, & Norman, 2005). In addition, it pointed out that the behavior of the employees shared their knowledge could be important, especially by focusing on increasing autonomous motivation (Gagné, 2009). According to Gagné (2003) stated that autonomous motivation was encouraged through better enforcement and management while could demonstrate motivation and satisfaction reactor and attracting employees to work willingly.

The empirical studies concerned with the sharing of knowledge and information inside and by the team process also showed that the development of the team did not have good results in the implementation of the coordinated better (Carley, 1997). In the term of "resource-based" of company, knowledge of employees was considered to be the most strategically significant resource. By the knowledge sharing, employees could coordinate relevant information to others across the team or organization (Bartol & Srivastava, 2002), and knowledge sharing between and among individuals and departments in the organization was regarded as a crucial process (van den Hooff & De Ridder, 2004).

Therefore, past studies have concluded that the main function of the sharing of knowledge is that maintaining a mechanism for inter-unit personnel to continue its creativity and innovation. In addition, learning with the individuals involved, not only to learn from past experiences, but also the sharing of knowledge and understanding of current mediation to individuals in organizations. Based on the rationales, the third hypothesis is proposed in this study as following:

Hypothesis 3: Knowledge sharing has positive influence on employee creativity.

The Mediating Effect of Knowledge Sharing

Mediation effects occur when one part represents the relationship of the exogenous variables to the mediator and when the other part represents the relationship of the mediator to the endogenous variables. So that, many scholars have studied about knowledge sharing acts as intermediation of mediating role (Ma, Cheng, Ribbens, & Zhou, 2013; Nelson & Coopridge, 1996; Tong, Tak, & Wong, 2015). Ma et al. (2013) examined the relationship between ethical leadership and employee creativity through mediating effect of knowledge sharing. Madhoushi, Sadati, Delavari, Mehdivand, and Mihandost (2011) proposed that knowledge management acts as a mediator between entrepreneurial orientation and innovation performance. Knowledge sharing plays an important mediating role between organizational culture and job satisfaction (Tong et al., 2015). Furthermore, Farzaneh Hassanzadeh (2014) examined how LMX affects employees' creative work involvement through knowledge sharing. In this study, the preceding hypotheses H1 and H3 link the relationships between: (a) leader-member exchange and knowledge sharing; (b) knowledge sharing and employee creativity. Thus, the discussion proposes that leader-member exchange influences on employee creativity via their knowledge sharing and the fourth hypothesis is proposed as following:

Hypothesis 4: Knowledge sharing is positively mediated on the relationship between leader-member exchange and employee creativity.

The Moderating Effect of Organizational Commitment

Organizational commitment refers to characteristics of an employee's relationship with organization and reduces the likelihood that he/ she will leave it (Allen & Meyer, 1990). Therefore, the organizational commitment is the concept that represents the relationship between an employee and organization. Managers can benefit by understanding the expected advance of the commitment in the workforce becomes the cause, they can initiate an intervention when the problem occurred. The study showed that awareness of the organizational commitment provided extensive insight into how the organization's commitment with regards to fixed purposes, which was related to the intentions to leave (Yousef, 2000). The organizational commitment is the same, then, there will be linked to be no turnover (Lo, Ramayah, Min, & Songan, 2010). Employees with understanding of organizational commitment are likely to engage in good behavior and more willing to accept change of unit (Iverson & Buttigieg, 1999; Meyer et al., 2012).

According to Allen and Meyer (1990) found that organizational commitment had the three-component model, namely affective, continuance and normative commitment. The definitions of these dimensions were described as, "The affective component of organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. The normative component refers to the employee's feelings of obligation to remain with the organization." The important feature of this model was that all three dimensions had implication over performance or withdrawal. The stronger the employee commitment, the stronger the intention of employee to stay, share the knowledge, and create new idea for their work places.

Many studies have tested this theory and succeed by providing the evidence of a link between attitude and perceived norms, aware of the intentions and behavior. When applied to share knowledge, this theory predicts that the link between attitudes about the sharing of knowledge, aims to share knowledge and genuine sharing of knowledge (Cabrera & Cabrera, 2005; Kim & Hunter, 1993). Reasoned action theory demonstrated that, in order to affect a knowledge-sharing, they must first determine the factors that influence people's attitudes towards sharing.

Similarly, some authors have specifically investigated the relationship between commitment and knowledge sharing.

Moreover, scholars have studied the correlates of employees' commitment and creativity. Jafri (2010) found that creative behavior is positively related to affective commitment and negatively related to continuance commitment. Extending these insights to creativity, we may expect that although organizational commitment generally is beneficial to creativity, beyond a certain point it gradually adds less to an individual's commitment to generate creative solutions to work problems. Creativity, by definition, involves the development of new ideas, and creativity in applied settings is not so much about idea generation unbound by practical concerns but about the generation of ideas that serve goal-directed needs. Accordingly, we argue that under conditions of high commitment has a relationship with creativity: the stronger commitment the higher creativity of employees. As such, organizational commitment can be used to predict the relationship between knowledge sharing and employee creativity. Based on discussion above, this study, therefore, proposes the fifth hypothesis as following:

Hypothesis 5: Organizational commitment is positively moderated the relationship between knowledge sharing and employee creativity.

THEORETICAL FRAMEWORK

Based on the literature review and hypotheses development, the research model for this study is shown in Figure 1. Overall, the present model is expected to contribute to an understanding of how leader-member exchange effects on knowledge sharing and their employee creativity; knowledge sharing plays key role as mediation; and organizational commitment serves as moderation in four and five star hotels in Cambodia.

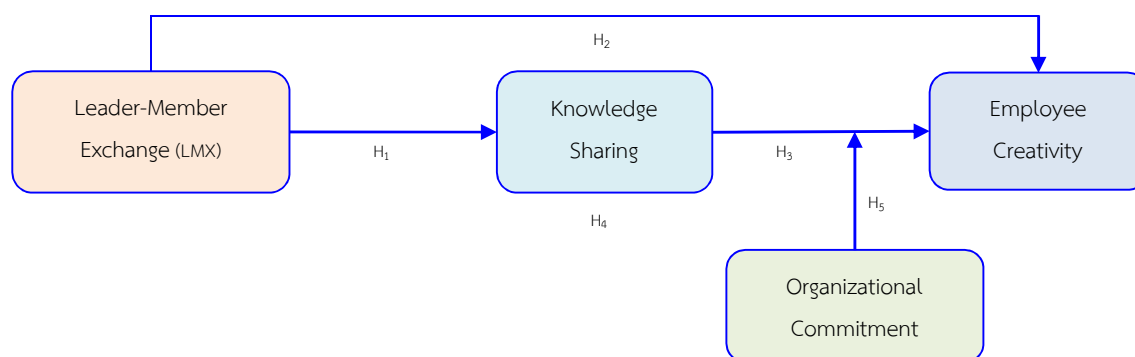


Figure 1 Proposed Research Framework of This Study

METHODOLOGY

Sample and Procedure

The sample was drawn from managerial and non-managerial employees of four and five star hotels operating in Cambodia. Primary data collection referenced investment destination was conducted through a personal interview technique, which involved two stages. First, e-mail was sent to appointment with HRM managers to discuss about dateline for doing conduct survey. Second, questionnaire survey was given to respondents with explanations. The purposive sampling technique (Cooper & Schindler, 2014) was adopted to select respondent relationships. The questionnaire was distributed to 17 hotels and 590 respondents and total of 353 respondents were responded to the survey questionnaire. However, 11 respondents had to be excluded because their responses

were unusable. Finally, a total of 342 respondents from 17 hotels were determined to be usable. The effective responsive rate or yielding was 57.97 percent (342/590). As suggested by Saunders, Saunders, Lewis, and Thornhill (2011), given that the appropriate response rate for “hand-delivered” questionnaires has been found to range between 30 percent and 50 percent, this response rate was viewed as adequate.

Demographic Information

The following is the basic information for respondents: Of the respondents, 59.94 percent are males, and over 85 percent are older than 24. About 31.87 percent finished high school, 17.54 percent had an association’s degree, 43.57 percent hold a bachelor’s degree, and 7.02 percent graduated master’s degree. About 10.23 percent of respondents are tenured less than 1 year and 16.96 percent of respondents are tenured more than 7 years. In addition, 59.94 percent of respondents are male, and this study suggests that female occupies job lower positions than males despite the equal tenure policy being applied for all organizations in Cambodia.

Measurement Scales

Leader-member exchange (LMX): Five items of LMX adopted by Margaretta (2007), which related to the statement: “The leader has enough confidence in me that he/ she would defend and justify this decision if I were not to do so.”

Knowledge sharing: We adopted five items developed from Margaretta (2007) for this study, which related to the statement: “I will try to share this expertise from my education or training.”

Employee creativity: Six items of employee creativity’s questionnaire were operated by Lee and Veasna (2013), which related to the statement: “Employees come up with new and practical ideas.”

Organizational commitment: We measured using three dimensions developed by Allen and Meyer (1990) which consisted of a total of 10 items, as following:

- (1) Affective Commitment contained four items related to the statement: “I really feel as if this hotel’s problems are my own.”
- (2) Continuance Commitment contained three items related to the statement: “Staying with this hotel is a necessity as much as a desire.”
- (3) Normative Commitment contained three items related to the statement: “I believe in the value of remaining loyal to one hotel.”

We adopted a counterbalancing question order with the survey questions arranged non-sequentially to reduce the effect of self-generated validity (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). To survey in the Cambodian context, original items were translated into Khmer language (Cambodian) by following Brislin’s (1980) translation-back-translation procedure to validate the meanings of measurement items. All items of questionnaire were measured on a-5 point Likert scale (i.e., from 1=strongly disagree to 5=strongly agree). The Cronbach’s alpha reliability for this study is addressed in Table 1.

RESULTS

Measurement Model Analysis

The research construct reliability and convergent validity test were evaluated by using the guidelines of Anderson and Gerbing (1988). Firstly, the exploratory factor analysis for all the research items resulted in factor solutions, as expected theoretically. The internal consistency analysis (α) for each factor were greater than 0.70.

Secondly, a confirmatory factor analysis (CFA) was performed to assess the distinctiveness of the measures by using AMOS 21.0.

Table 1 The Results of CFA: Second-Order Factor Model

Indicators	Research Construct	Standardized loading	t-value	α	AVE
LMX1	← Leader-member exchange	0.708***	A	0.839	0.510
LMX2	←	0.728***	12.086		
LMX3	←	0.756***	12.486		
LMX4	←	0.725***	12.043		
LMX5	←	0.651***	10.904		
KS1	← Knowledge Sharing	0.695***	A	0.848	0.537
KS2	←	0.776***	12.856		
KS3	←	0.837***	13.686		
KS4	←	0.686***	11.504		
KS5	←	0.653***	10.998		
EC1	← Employee Creativity	0.747***	A	0.890	0.575
EC2	←	0.789***	14.568		
EC3	←	0.718***	13.161		
EC4	←	0.723***	13.255		
EC5	←	0.784***	14.48		
EC6	←	0.785***	14.489		
AC	← Organizational Commitment	0.909***	A	0.865	0.707
CC	←	0.828***	18.606	0.886	
NC	←	0.781***	17.234	0.875	
Goodness of fit statistics: $\chi^2(266.573)/df(146) = 1.826, p = 0.000, GFI = 0.927, AGFI = 0.905, NFI = 0.925, CFI = 0.964, RMR = 0.026, RMSEA = 0.049$					

Note: N= 342; A= Parameter regression weight is fixed at 1.000; *** p -value < 0.001; ** p -value < 0.01; * p -value < 0.05; and significant level at t -value > 1.96; AVE = Average Variance Extracted.

There are two procedures of CFA models, namely a first-order factor model and second-order factor model (Koufteros, Babbar, & Kaighobadi, 2009). In this study, four research constructs and their first-order CFA model were adopted to examine each individual research construct, and the results of this procedure indicated that standardized loading for all items exceeded 0.60 and that t -values were higher than 1.96 ($p < 0.001$). The model fitness index of each individual research construct was acceptable: Chi-square/degree of freedom (χ^2/df) < 2; Goodness-of-fit (GFI) > 0.90, and Adjusted Goodness-of-fit (AGFI) > 0.90; Root Mean Square Residual (RMR) < 0.05, and p -value > 0.05. If needed, some indicators were eliminated due to low factor loading or a possibility of high correlation with other indicator variables (Tabri & Elliott, 2012). The second order models, then, was conducted to analyze the fitness of research constructs which contained multiple factors (i.e., leader-member exchange, knowledge sharing, employee creativity, and organizational commitment) as shown in Table 1. The results of the second-order model were satisfied the threshold as suggested by Hair, Black, Babin, and Anderson (2010); Koufteros et al. (2009), and Chi-square/degree of freedom (χ^2/df) < 2; Goodness-of-fit (GFI) > 0.90, and Adjusted Goodness-of-fit (AGFI) > 0.90; Root Mean Square Residual (RMR) < 0.05.

In confirmatory factor analysis (CFA) and structural equation modeling (SEM), the suggestion that “more is better” both in terms of number of cases (sample size= N) and the number of indicators per factor has still not been substantiated. Accordingly, Bowerman, O’Connell, and Orris (2004) proposed that the appropriate number of respondents should be at least 196. Similarly, structural equation modeling requires a minimum of 200 respondents for effective parameter estimation (Hair et al., 2010). In turn, this study consisted of 4-latent variable (i.e., leader-member exchange, knowledge sharing, employee creativity, and organizational commitment) and 26-questionnaire item, as listed in the measurement scales. Therefore, based on the above discussions, the valid respondents for this study were 342 respondents.

In line with management studies, the proposed sampling plan and sample size has also been unclear, for example, Van Dyne, Jehn, and Cummings (2002) tested the proposed relationships with data collection from a field sample of 195 hair salon stylists (personal service workers who interact directly with customers and provide services directly to individuals and not to the other firms). Majumder (2012) collected 88 employee responses from 20 private commercial banks in Bangladesh. Hon et al. (2013) used multi-source data from a total of 265 full-time Chinese employees working in hotel industry in Beijing, China, in order to analyzed hypotheses in their study. So that, a total of 342 valid questionnaires were determined to be usable for this study, and SEM and hierarchical regression analysis were used to test the hypothesized relationships. Moreover, due to the fact that research framework contains multiple factors of each research construct in order to fit into the latent research constructs, we then averaged the mean scores of organizational commitment to analyze the overall appropriateness of the second order CFA (see Table 1) and SEM (see Table 3). The results shown in Table 1 indicated that there is overall goodness-of-fit satisfied the relevant threshold (i.e., $\chi^2(266.573)/df(146) = 1.826, p = 0.000, GFI = 0.927, AGFI = 0.905, NFI = 0.925, CFI = 0.964, RMR = 0.026, RMSEA = 0.049$). These results demonstrated that our research model held good fit to the data, with adequate convergent validity and construct reliability (Hair et al., 2010). The descriptive statistics, including the means, standard deviations, and correlations among the research variables are reported in Table 2. Convergent validity was demonstrated, as the average variance extracted (AVE) values for all research constructs was higher than the suggested threshold value of 0.50 (Fornell & Larcker, 1981). Discriminant validity was determined by comparing the square root of the AVE with the Pearson correlations among the constructs (see Table 2). All AVE estimated from Table 1 can be seen to be greater than the corresponding inter-construct square correlation estimated in Table 2.

Table 2 Descriptive Statistics and Correlation Matrix among Research Constructs

Research Constructs	Mean	Std. Deviation	1	2	3	4
1. Leader-Member Exchange	4.347	0.623	0.714			
2. Knowledge Sharing	4.368	0.639	0.523**	0.733		
3. Employee Creativity	4.300	0.638	0.557**	0.660**	0.758	
4. Organizational Commitment	4.334	0.569	0.494**	0.412**	0.470**	0.841

Note: $N = 342$; ** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed); Pearson Correlation Test is used; Square root of AVE appears as bold numbers along with diagonal.

Finally, the results shown in Table 2 indicated that correlations among the research variables exceeded 0.50, which suggested higher relative correlations; therefore, a CFA was conducted to assess the distinctiveness of the research variables for leader-member exchange (LMX), knowledge sharing, employee creativity, and organizational commitment, respectively.

Hypotheses Testing

To test the hypotheses H1, H2, H3, and H4, SEM was applied using the likelihood estimation method. The latent variables were adopted in order to proceed with SEM (Anderson & Gerbing, 1988). The results illustrated that the model fit statistics were acceptable: $\chi^2(165.446)/df(101) = 1.638$, $p = 0.000$, GFI = 0.944, AGFI = 0.924, NFI = 0.940, CFI = 0.976, RMR = 0.025, RMSEA = 0.043 (see Table 3), indicating that the proposed model was satisfactory (Hair et al., 2010).

Table 3 The Results of Coefficient Path Relationships

Path Relationships	Standardized Coefficient	t-value
H1: Leader-Member Exchange → Knowledge Sharing	0.609***	8.374
H2: Leader-Member Exchange → Employee Creativity	0.306***	4.695
H3: Knowledge Sharing → Employee Creativity	0.555***	7.584
Mediating effect		z-test
H4: Leader-Member Exchange → Knowledge Sharing → Employee Creativity	0.338***	5.550
Goodness of fit statistics: $\chi^2(165.446)/df(101) = 1.638$, $p = 0.000$, GFI = 0.944, AGFI = 0.924, NFI = 0.940, CFI = 0.976, RMR = 0.025, RMSEA = 0.043		

Note: $N = 342$; *** p -value < 0.001; ** p -value < 0.01; * p -value < 0.05; and significant level at t -value > 1.96.

The SEM path coefficients showed leader-member exchange (LMX) to be positively significant related to knowledge sharing ($\beta_{H1} = 0.609$; $t = 8.374$; $p < 0.001$), and employee creativity ($\beta_{H2} = 0.306$; $t = 4.695$; $p < 0.001$), respectively. Knowledge sharing is not only found to be positively and significantly related to employee creativity ($\beta_{H3} = 0.555$; $t = 7.584$; $p < 0.001$), but also positively mediated the relationship between leader-member exchange and employee creativity ($\beta_{H4} = 0.338$; $z = 5.550$; $p < 0.001$). Therefore, H1, H2, H3, and H4 are supported in this study. Moreover, leader-member exchange has a stronger indirect impact on employee creativity than direct impact via the mediating role of knowledge sharing.

In addition, to test moderating effect (hypothesis H5), hierarchical regression analysis was adopted in this study. The use of a hierarchical regression can allow the retention of the continuous nature of variables without losing information or reducing the power to detect interaction effects (Aiken, West, & Reno, 1991; Cohen, Cohen, West, & Aiken, 2013; Crown, 1998). However, there is the possibility that variables might correlate with each other (high multicollinearity) (Lee & Sukoco, 2010), so a centering method was applied to reduce these effects (Fox, Spector, & Miles, 2001; Frazier, Tix, & Barron, 2004), and all independent variables were averaged as mean-centered. The cutoff criteria for hierarchical regression should be R -square (R^2) > 0.10, and marginal change of ΔR^2 and F -value (ΔF) should be significant at t -value > 1.96 with p -value < 0.05, suggested by Keith (2015); Byrne (2013); and Hair et al. (2010).

Table 4 The Results of Hierarchical Regression Analysis

Variables	Employee Creativity					
	Model 1		Model 2		Model 3	
	Beta (β)	t-value	Beta (β)	t-value	Beta (β)	t-value
Step 1: Control variables						
Gender	-0.095 ⁺	-1.734	0.010	0.258	0.008	0.192
Age	0.040	0.696	0.003	0.067	0.004	0.108
Education	0.037	0.665	0.026	0.636	0.016	0.388
Step 2: Main effects						
Knowledge Sharing (KS)			0.561***	12.939	0.597***	12.894
Organizational Commitment (OC)			0.240***	5.563	0.250***	5.788
Step 3: Interaction effect						
OC \times KS					0.093*	2.135
R ²	0.015		0.484		0.490	
ΔR^2	0.015		0.469***		0.007*	
ΔF	1.691		152.488***		4.559*	
Sig.(F)	0.169		0.000		0.033	

Note: $N=342$; An Enter Method was used to produce the results; *** p -value < 0.001; ** p -value < 0.01; * p -value < 0.05; + p -value < 0.10; significant level at t -value > 1.96.

According to Table 4 and Figure 2, illustrated that the main effects of knowledge sharing and organizational commitment have positively significant influence on employee creativity (i.e., Model 3: $\beta = 0.597$, $t = 12.894$, $p < 0.001$; $\beta = 0.250$, $t = 5.788$, $p < 0.001$), respectively. Similarly, interaction effect between organizational commitment and knowledge sharing on employee creativity is positive significance (i.e., Model 3: $\beta = 0.093$, $t = 2.135$, $R^2 = 0.490$, $p < 0.05$), too. Therefore, hypothesis H5 is confirmed in this study.

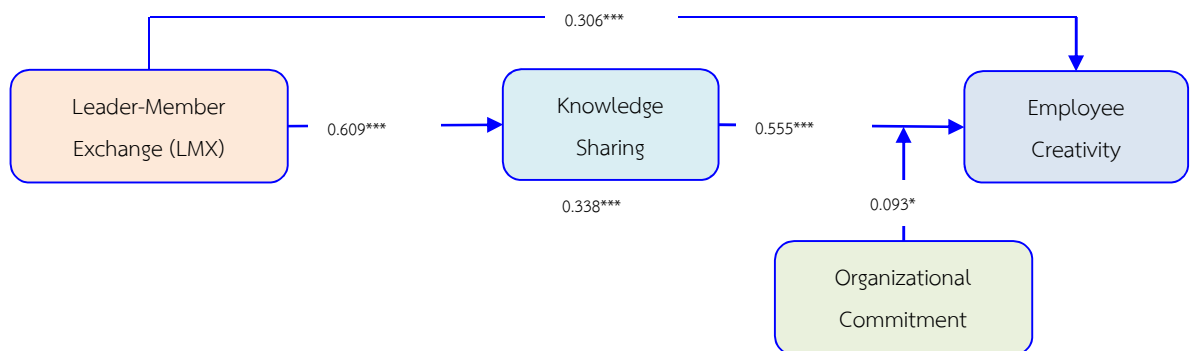


Figure 2 The Results of Hypothesized Model

The procedure of Aiken et al. (1991) and Cohen et al. (2013) are described as following. Figure 3 demonstrated that the moderating effect of organizational commitment on relationship between knowledge sharing and employee creativity. The figure indicated that employee creativity in this sample slope with higher levels of organizational commitment (i.e., $\hat{Y} = 5.284$), and higher knowledge sharing tended to achieve the highest level of employee creativity. As predicted, employee creativity with higher level of knowledge sharing but lower level of organizational commitment (i.e., $\hat{Y} = 4.47$) tended to have lower level of employee creativity. However, in this

study, employee creativity with higher level of organizational commitment (i.e., $\hat{Y} = 3.84$) but lower level of knowledge sharing tended to have the lower level of employee creativity. Employee creativity with low level of organizational commitment (i.e., $\hat{Y} = 3.53$) and lower level of knowledge sharing tended to have the lowest level of knowledge sharing. Those with the lower levels of organizational commitment and lower levels of knowledge sharing also exhibited lower levels of employee creativity. These results suggested that the organizational commitment can enhance employee creativity in situations in which there is higher knowledge sharing.

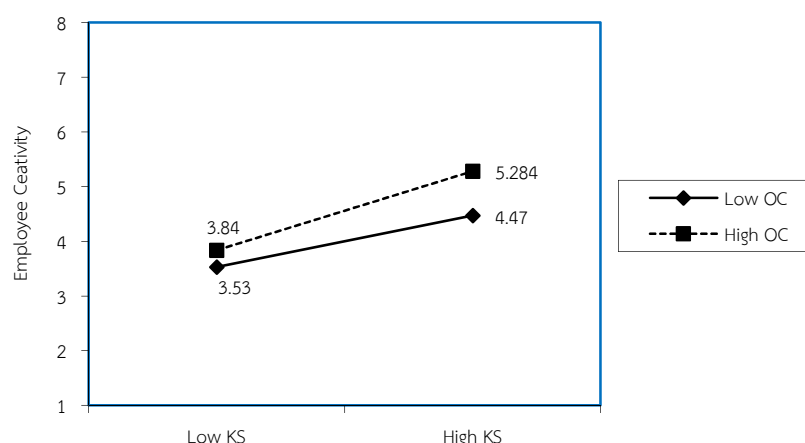


Figure 3 Two-way Interaction

Discussion and Implication

A total of five hypotheses were developed in this study. The structural equation model and hierarchical regression analysis were adopted to test the hypotheses. These hypotheses were tested with the results as shown in Table 5. As shown in Table 5, the discussion of findings from testing the hypotheses is presented in the following:

Table 5 The Empirical Results of Hypotheses Testing

Hypotheses development	Results
H1: Leader-member exchange has positive influence on knowledge sharing.	Supported
H2: Leader-member exchange has positive influence on employee creativity.	Supported
H3: Knowledge sharing has positive influence on employee creativity.	Supported
H4: Knowledge sharing is positively mediated on the relationship between leader-member exchange and employee creativity.	Partially Supported
H5: Organizational commitment is positively moderated the relationship between knowledge sharing and employee creativity.	Supported

The results of this study indicated that LMX makes significantly positive contributions to knowledge sharing and employee creativity, respectively. These results are in line with Farzaneh Hassanzadeh (2014), who reported LMX to be positively and significantly related to knowledge sharing and creative work environment in insurance companies; and concluded that leaders in the organization are in positions to help overcome the fare

knowledge sharing among employees by enforcing a context of cooperation and structure of organization. So that leaders will be effective in a variety of cross-cultural environments and can be assigned to hotel assignments of varying complexity. The present study also revealed that leaders contribute to knowledge sharing and positive creativity of their subordinates in hotel industries, which are highly valuable for organizations and crucial for individual career development. Moreover, the research findings also demonstrated that the direct relationship between knowledge sharing and employee creativity was found in this study. The findings of this study conclude that greater use of knowledge sharing would push the employees more committed to create new idea for developing the product or service of the hotel industry, Cambodian context. This finding goes along with the prior studies, such as Nonaka, Von-Krogh, and Voelpel (2006) which concluded that the critical function of knowledge sharing is that of maintaining an inter-organizational mechanism for employees' on-going innovation. The result also illustrated that knowledge sharing only partially mediates the relationship between leader-member exchange and employee creativity. This finding is consistent with the previous studies, such as Farzaneh Hassanzadeh (2014) which found that knowledge sharing was partially mediated between LMX and creative work involvement. In conception, the high quality of LMX (supervisor-employee relationships) promotes creativity of employees and perceived expectation of leader impact on individual's creative involvement at work place. Finally, organizational commitment is positively and significantly moderated the relationship between knowledge sharing and employee creativity was found in this study. The result shown in Figure 3 indicated that employees are more creative with high levels of organizational commitment and knowledge sharing and in contrast, employees are less creative when low levels of organizational commitment and knowledge sharing. That is, hotel organization can enhance employee's commitment to share their knowledge for creating involvement at work place.

An extension of the research framework of LMX and knowledge sharing to employee creativity; mediating effect of knowledge sharing; and moderating effect of organizational commitment may provide significant contributions to both organizations and academics by offering them valuable directions that contributes to helping employees complete their knowledge and assignments effectively. Based on the results of this study, it is assumed that LMX plays very critical roles in enhancing employees' knowledge sharing and their creativity. This study also suggests leaders should build positive relationship with subordinates who can to foster their employees' willingness to share knowledge to team and organization. Moreover, leaders can motivate and enhance employees' knowledge and their creativity so that they are more willing to learn, share, and face knowledge challenges in order to be better adjusted and to achieve higher performance in their work place through their creativity.

Although the present study provides valuable insights into an understanding of the extended literature on LMX and organizational commitment in order to explore the employees' knowledge sharing and their creativity, there are a few limitations that should be recognized, and these may provide a departure for future research. First, this study was examined to 17-four and five star hotel industries in Cambodia area and can't be extended to other companies in different industry. Second, questionnaire distributed to the same source, which may have the common method bias. Third, it was lack of literature review and empirical studies of the mediation of knowledge sharing and moderation of organizational commitment to support this study. Therefore, in the future research can try to collect data from others industries and countries to compare this results.

However, this study can prove that LMX plays as key roles in hotel organization to increase their employees' willingness to share their knowledge and create new idea for producing the hotels' products and services.

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A SURVEY OF PHILIPPINE TEENAGERS'S ATTITUDE TOWARD MARKETING OF SOFT DRINK FROM THAILAND: A CASE STUDY OF MOGU MOGU

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ABSTRACT

This research aims to Survey of Philippine Teenagers's Attitude toward Marketing of beverage from Thailand: A Case Study of MoGu MoGu. This research is a quantitative survey of 200 Philippines teenagers in schools and universities. All data were collected between July 5 ~ 12, 2013. Respondents are students in Faculty of commerce, University of Santo Tomas, Philippines. Designed an opened-end questionnaires consisted of 30 questions which divided into 2 sections including 1) Section A: Checklist concerning demographic data and consumer behavior 11 questions, Section B: Likert Scale 5 attitude measurement concerning marketing mix 18 questions. In the marketing mix (4P), product factor had the total average 2.73. Price factor had the total average 2.91. In the place or distribution factor, the total average score was 3.67. Promotion factor had total averaged 2.66.

Keywords: Attitude, Marketing, Trade, Soft Drink from Thailand

INTRODUCTION

Currently, Thailand is a country with a very important role in the Southeast Asian region. After entering into a partnership in the framework of the AEC (Asean Economic Community) economic, social, political and cultural group members. Resulted in a focus on trade and investment. A number of countries. Which Member States are likely to increase economic growth. Investment in the agricultural sector, tourism as well as exports and imports increased in the ASEAN Economic Community. Due to the reduction of tariffs on exports and imports. Is likely to result in both Thailand and the Member States have the opportunity to distribute products in more countries to member countries. (Thailand Kasikorn Research Center., 2012, p. 1)

Currently, Thailand is exporting goods. And imported goods to the Philippines. It is a country in the ASEAN members. By Thailand's trade with the Philippines in 2012 for a value of 2,164.75 Million Dollars as an important trading partner in ASEAN, Thailand is No. 4, with a focus on delivery to the Philippines increased current. In the Philippines are imported from Thailand. Much as 8 and increased continuously from 2011 value 2,749.32 Million Dollars a Year 2012 value 2,839.98 Million Dollars by the continued expansion consecutive year in 2010, equivalent to 24.00% in 2011, representing a 8.55% year 2012 and was 3.30% (Thailand Trading Report, 2013). Currently, the

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Philippines imported beverage from Thailand increased. It is Singapore and USA with a second import ratio in 2012, and was 15.65% of the product is growing continuously (Department of Trade and Industry Philippines, 2013).

At present, Thailand's products are very popular. The reasons are as follows;

1. Food and beverage products from Thailand are popular for consumers in the Philippines.
2. Teenagers in the Philippines give juice popularity and imported from Thailand.
3. In addition, Filipino consumers place importance of social, food, beverage and entertainment from Thailand.
4. There are a lot Import and Export of goods between Thailand and the Philippines.

Currently, the Philippines imported from Thailand in beverage drink fruit juice and it has been popular among teenagers. The Philippines is huge which is found growing consumption of beverages sweetened fruit flavor, from a variety of brands such as Thailand MoGu MoGu, KoKoZo by sweet fruit flavor MoGu MoGu considered the most popular among teenagers, so it is why the research team sees the opportunity to study the attitude of the customer which is Teenagers's Philippines, the attitudes to drink sweet fruit flavor MoGu MoGu, how to identify market opportunities for expanding beverage market of Thailand. In order to respond to customer needs in the Philippines youth to get maximum satisfaction. As well as helping improve the economy, between Thailand and the Philippines.

RESEARCH OBJECTIVES

This study is a survey research and study the potential market opportunities for beverage from Thailand among adolescents attending school. In order to have the opportunity to study a beverage from Thailand increased among teenagers, this research has the following objectives.

1. To Survey of Philippine Teenagers's Attitude toward Marketing of beverage from Thailand: A Case Study of MoGu MoGu
2. To study demographic and consumer behavior concerning Mogu Mogu from Thailand.

REVIEW OF LITERATURES

Results show that the determinants of export performance are the export marketing mix, entrepreneurial orientation, trade barriers and export problems. In turn, the export marketing mix is indirectly determined by export market attractiveness, export competencies, and management (Mavrogiannis, Bourlakis, Dawson, and Ness, 2008).

The main contribution of the study is the relevance of segmentation, targeting, and positioning activities of business organizations in respect of the marketing of non-alcoholic beverages. Based on the findings, the empirical study will serve as a valuable input to marketers in their planning, analysis, and implementation of appropriate marketing strategies to students vis-à-vis the highlighted influences on their consumption of this category of food. It will thus serve as a tool for creating competitive advantage in this prevailing volatile business environment (Gbadamosi, Iwaloye and Bamber, 2009)

SCOPE AND LIMITATION

Populations in this research are Philippines teenagers in the school and university which difficult to estimate an exact amount of population. Therefore, researchers assumed the number of populations is infinities. By using the Tara Yamane theorem, the sample size shall be 100 samples with 90% confidence interval and 10% error. However, for more accuracy of research result (Yamane, 1970), we decided to increase sample to 200 samples.

The scope of the content consisted of demographic factors, MoGu MoGu's consumer behavior, and marketing strategies factor. All data were collected between July 5 ~ 12, 2013. Respondents are students in Faculty of commerce, University of Santo Tomas, Philippines.

METHODOLOGY

This research is a quantitative survey of 200 Philippines teenagers in schools and universities. We designed an opened-end questionnaires consisted of 30 questions which divided into 2 sections including 1) Section A: Checklist concerning demographic data and consumer behavior 11 questions, Section B: Likert Scale 5 attitude measurement concerning marketing mix 18 questions (Choosri, 2005), and Section C: Opened section for suggestions and recommendation only one question. The statistics used in this research are frequency, percentage, standard deviation and arithmetic mean.

ANALYSIS

The result of a survey of Philippine teenager's attitude toward the marketing of beverage from Thailand: a case study of MoGu MoGu from 200 respondents revealed as below.

In demographic factor and consumer behavior, most of the respondents are female (61 percent) and 71 percent are under 20 years old. One hundred and eighteen respondents (59 percent) usually buy a soft drink from convenient store and 65 percent bought 3-4 times per week. Normally 68 percent of respondents bought their soft drink during 12 am until 6 pm and 48.5 percent bought their soft drink with friends. Most of the respondents (74 percent) like to drink the sweet flavor of soft drink and 28.5 percent prefer the apple flavor.

In the marketing mix (4P), product factor had the total average 2.73 which the question about the various sizes of Thai drink scored 3.84 on average. Price factor had the total average 2.91 in which the question about a lower price that they willing to buy scored 3.16 on average. In the place or distribution factor, the total average score was 3.67 which the question about the easy to find in the market scored 2.66 on average. Promotion factor had total average 2.66 which the sales promotion sub factor scored 2.89 on average.

CONCLUSION

1. Most of Philippines teenagers who drink MOGU MOGU are female and their ages under 20 years old. The respondents usually buy a soft drink from convenient store 3-4 times per week and normally they bought their soft drink during 12 am until 6 pm with their friends. Almost a teenager loved sweet flavor drinks, especially in apple flavor and they also like Philippines fashion.

2. The result revealed that Philippines teenager had maximum attitude toward marketing strategies to the place or distribution channels, price, product and promotion respectively.

RECOMMENDATION

1. A survey result stated that opportunities for marketing planning in teenager's beverage product should focus on the coverage of distribution channel which lead the customer easy to buy it from anywhere.

2. The next research opportunities concerning teenager's beverage product should be researched in deep in the distribution channel because the consumers had a high attitude toward the place that will be a chance for building the competitiveness.

3. Marketer should research additional in teenager's consumer behavior, especially in flavor and their favorite fruit because the responded score from the research was higher than other factors.

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DEVELOPING MARKETING STRATEGIES OF WOMEN'S GROUPS KANOM GONG THA NGAM MOO 3 THA NGAM SUB-DISTRICT IN BURI DISTRICT SING BURI PROVINCE

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ABSTRACT

The purposes of this research were 1) to develop the marketing strategy of the Tha Ngam women's group Moo 3 in area of Tha Ngam Sub-district Inburi district SingBuri Province, and 2) to develop the potential of the Tha Ngam women's group Moo 3 in area of Tha Ngam Sub-district Inburi district Sing Buri Province which can be the guideline for the economic empowerment of community foundations. This research study from the importance stakeholders included with 1) the group's committees of Tha Ngam women's groups from moo 2 and moo 3 and 2) 200 consumers in area of Sing Buri province. The data was analyzed by content analysis, SWOT analysis, TOWS matrix and descriptive statistics. The research findings were 1) The marketing strategy development of the group is to develop the product of Candy Kong by increasing the stuffs such as pineapple and taro included label for the public relation. 2) The potentials development of the group were 2.1) the identity of the group. 2.2) developing the capabilities in marketing and 2.3) Networking with other groups. 3) The decision making to buy Candy Kong of consumers in Sing Buri in the overall has a high level and when considering the by sorting the list with an averages top 3 were 1) candy Kong is a unique and represent to Thai, Followed by 2) taste and nutritional value of Candy Kong. And the lowest average was label clearly that showed the ingredients and expiry dates.

Keywords: Marketing, Strategy

INTRODUCTION

Tha Ngam Housewife Group Moo 3, Tha Ngam Sub-district, In Buri District Sing Buri Province is the group of baking Candy Kong. The group was formed by the merging of 22 housewife whose main occupation were farming. Established on November 18, 2011 by the produced crisp rice, Pla-yor, pickled fish and the group brought the crisp rice was registered to be One Tambon One Product (OTOP) with the Office of Community Development, In Buri District. In the same time they also produce Candy Kong before set up the group by Mrs. Thorn Thanathorn Srisong which produces Candy Kong for the ceremonial events such as wedding ceremony and also sold in the market. The group has not yet registered to the standard of community products (MCH) with the industrial office. And not registered as a community enterprise. The group expected that in 2015 they will bring the Pla-yor, pickled fish and Candy Kong to registered for One Tambon One Product (OTOP) but after interviewed the population from Moo 3 and District Community Development Officers included the District officers who that responded they also said that

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Candy Kong has a good taste and clean but doesn't have a good packaging and also not good in marketing communication. The members they are willing to develop the Candy Kong as a group product to increase the income of members as well as the other products.

Some ancient desserts are the only dessert in the main and important events such as wedding party not a typical dessert. And if only let it just only an ancient dessert for a long days Candy Kong will disappear because new generation they do not know kind of this dessert. So it needs to be modernized. The Ngam Housewife Group tried to produce Candy Kong and sold to the market and also at the annual event of Sing buri. They sale 10 baht per each and if put in a bag they sale 50 baht, as well the production is 3-4 days a week with sales volume about 3,000 baht per day. The group has an opinion that the distribution channels should be expanded. As well as the form of products for market expansion and also packages that value added to the product which responded to the consumer's needs.

Therefore, this study is to study the development of marketing strategies of Candy Kong business of Tha Ngam's Housewife Group By studying from the successful entrepreneurs and study from the satisfaction of the consumers. And bring that guide line to make the group's bakery have a good taste and preferred by customers. In case of increasing sales volume it will also maintain the quality standards and enhance the production process skills, packaging development, distribution to concrete and have a recording system for the accounting also with financing resources and can be checked to make the group stronger and more sustainable.

RESEARCH OBJECTIVES

1. To develop the marketing strategy of Tha Ngam Housewife Group, Moo 3, in area of Tha Ngam Sub-district, In Buri District Singburi Province.
2. To develop Tha Ngam Housewife Group 3, which is an economic empowerment for Tha Ngam community, In-Buri District, Sing buri Province.

METHODOLOGY

This research is a Participatory Action Research (PAR), Tha Ngam Housewives Group, Moo 3, Tha Ngam Sub-district, In Buri District Sing buri Province. Participate was a research process. This study was a learning experience based on community involvement. The learning process has been strengthened from all relevant parties. Research activities for the community to participate to analyzed and identify the problems together also help each other to find the ways or find solutions for the problems. Research conducted in the order as follows.

Research methodologies and data collecting

1. Analysis of Tha Ngam Housewives Potential by organizing a learning platform to reflect the problems of the group on the issues of general status of the group and its operations and combined with on-site learning management with Kanom-Kong entrepreneurs at the street market, pedestrians, drugs, Muang District, Uthai Thani included group of Krisana Jensarikum and with women's group of Arun for study the differences of Tha Ngam housewife group and the confectionery business and analyzed weaknesses, strengths, opportunities and threat and 23 housewives of Tha Ngam housewives were participated in the observation.
2. Bring the information from the learning platform to reflect the problems of the housewives group and the information obtained from the analysis of weakness, strengths, opportunities and threat (SWOT analysis) to analyze the management and marketing potential of Thai-gam housewife group by using the TOWS matrix table.
3. Analyze consumer behavior and study management system of Successful Entrepreneurs. The questionnaire was used to survey consumer choice from 200 persons in Sing buri Province. In addition, two in-depth interviews were conducted from the entrepreneurial that have characteristics of the housewives and entrepreneurs about the production and management system by using semi-structured interview.

4. Content Analysis and present the marketing strategy of Ban Kha Ngam housewife group, Moo 3, Tambon Tha Ngam, In Buri district. Singburi.

Tools for data collecting

1. Semi-structured Interview Used in interviews with successful Kanom Kong entrepreneurs.
2. The questionnaire surveyed consumers' decision that consume Kanom kong in Sing buri province.

Data analysis

1. Content analysis for qualitative data from research will be analyzed and to process to issue the marketing strategy.
2. Descriptive Statistics data from quantitative data collection. The questionnaire was used for descriptive statistics in frequency, percentage, mean and standard deviation.

THE LITERATURES REVIEW

1. Marketing strategy, it refers to the using of marketing mix that suitable to the target customers or target market. It is the basic way to generate product demand. This included with the decision making, specify the market, product positioning, and marketing mix strategies and to determine the level of marketing costs.

2. Marketing Strategy Development, Development means improving to make it better and suitable with the contexts. Marketing Strategy Development it is a study to keep the business going forward steadily. Because the steady is very important for some medium or small businesses. To develop a marketing strategy, entrepreneurs need to change attitudes to focus on the information, to assess the situation as accurately and fairly. Developing a marketing strategy consists of two major areas there are markets and products.

3. The development of marketing strategies are five main factors to take into account.

- 1) Target of the customers
- 2) Products are goods and services.
- 3) Price strategy
- 4) Distribution strategy
- 5) Marketing promotion strategies

4. Use marketing strategies to increase sales.

Dhamma and others, (2009, p. 26). States that "Market product analysis" is an organization can assess the growth opportunities in the form of market and product analysis based on product and market novelty by these ways.

4.1 Market penetration strategy, which is a strategy to increase the sales of existing products in the market, it focuses on gaining market share in the old market which is often popular if market conditions continue to grow. The strategy to increase sales or market share is trying to sell more by promoting better sales and distribution. Increasing frequency of consumption or higher product prices may be used.

4.2 Market development strategy is the strategy of selling existing products to new markets similarly in other regions.

4.3 Product development strategies are strategies to sell new products to existing customers which most often the product that compatible with the original product.

4.4 Risk diversification strategy, Diversification is a strategy for developing new products and selling them into the new markets. This strategy is a higher investment than the three strategies above. There is a tendency of high risk because the organization has no experiences in both of product and market before.

5. Meaning of consumer behavior.

Siriwan Serirat (2003, p. 192) states that consumer behaviors refer to the behavior that a consumer makes searches, thinking, buying, using, and evaluating into the products or services that they are need and expected to satisfy or the step that involves thinking, purchasing experience, consumer use of goods and services

that satisfy the needs and preferences or refer to the study of consumer decisions and actions related to the purchase and use of goods.

Somboon Chansawan (2003, p. 6) states that consumer behavior refers to the actions of individuals directly which related to the receipt and use of economic goods and services. Including the decision-making process and that determines the actions.

Adul Jaturongkul and Dollaya Jaturongkul (2003, p. 4) Acknowledgments References Acknowledgments References states that consumer behavior refers to the activities an individual performs when he/she consumes the products or services including the removal of a product or service after consumption.

Chattana Pongsom (2004, p. 11) states that consumer behavior refers to the process or behavior, decision, purchase, using, and evaluation of the product or service using. It will be important to purchase goods and services both in nowadays and in the future.

Suda Pornruntoonbutr (2006, p. 72) states that consumption behavior refers to the purchase behavior of the final consumer. That are consumers who buy products for personal use. The characteristics of this consumer are diverse in many aspects, such as age, income, education, culture, taste and so on its effect of these variations on decision making behavior

Therasom (2008, p. 89) states that consumer behavior refers to the process by which individuals or groups that choose to use or eliminate products, services, ideas, or experiences in response to their needs. This behavior combines activities and a number of diverse roles for consumers.

6. Consumption patterns, Kotler (2003, pp.183-200) states that consumer behavior models called S-R model is a study of the motivations for buying a product, starting with the stimulus that drives demand then the stimulus will pass into the buyer's black box, which the manufacturer or seller cannot predict. The buyer's mood is influenced by the buyer's characteristics, the buyer's response and the buyer's decision are then taken into account.

7. Steps to make a purchase, Sudaporn Grunthabybons (2006, p. 77-81). The decision-making process of buying-decision process is a step-by-step decision-making process so it can divided into 5 steps as follow

1) Perception refers to an individual's perception of his or her inner needs, which may arise from internal or external stimuli such as hunger, thirst, pain, including physical needs. Physiological needs and desires. The demand for psychology. These things happen when one level becomes a stimulus. People will learn how to handle stimuli from past experiences, knowing how to respond to stimuli.

2) The need arises cannot meet the need to find information. If the demand is stimulated enough and what can meet the needs are close to the consumer. Consumers will be searching for more relevant information, which in some cases needs immediate attention needs to be remembered to find the way to meet later. When stimulated demand is accumulated, it can be triggered in one condition. The intention is to meet the needs will try to find information to meet the needs of the early. The source of consumer information consists of 5 groups.

2.1) Sources of family, friends, neighbors, acquaintances, etc.

2.2) Trade sources include advertising media, sales representatives, trade representatives, packaging, trade shows, etc.

2.3) Experience sources include control, monitoring, use of goods, etc.

2.4) Community resources, including mass media, consumer protection organizations.

2.5 Sources of Resources: Or research unit Market conditions of the product the direct experience of consumers in product trials

3) Selection Evaluation When consumers have information. Consumers will understand and evaluate alternatives. Marketers need to know the different methods consumers use to evaluate alternatives.

4) Purchasing decision Based on the alternative assessment. It helps the consumer determine the satisfaction of the products that are the most common choice, consumers will decide to buy the most favorite products.

5) Behavior after purchase after purchase and trial product, consumers will experience satisfaction or dissatisfaction with the product. Behind the purchase that marketers need to follow and pay attention to is:

RESULTS

Based on research. Development of Kanom-Kong marketing strategy of Tha Ngam Housewife Group, Moo 3, Tambon Tha Ngam, In Buri District Sing buri can be summarized as follows.

1. The research was conducted by the research team and Thaingam housewife group found that the potential of Tha Ngam Housewives to develop is as follows: 1) To create a difference and add value to a product that represents the identity of the group. 2) Develop marketing capabilities and 3) Build a network with other groups.

2. Analysis of decision-making level of consumers in Sing buri province, by overview and the questionnaire was used to collect from 200 persons. The majority of respondents were female (66.0%). Age is between 25-34 years (34.0%). The level of consumer purchasing decision in Sing buri province was at a high level ($\bar{X} = 4.38$, S.D. = 1.30). And when considering each, the highest mean of the three items first one was the Thai identity ($\bar{X} = 4.55$, SD = 0.66), followed by the taste ($\bar{X} = 4.48$, SD = 0.728) and the nutritional value. ($\bar{X} = 4.46$, SD = 0.72), respectively as show in the table 1.

Table 1 Consumer Buying Decision in Sing buri Province

Items	Level of decision making		
	\bar{X}	S.D.	Translation
1. The taste of candy	4.48	0.72	plentifully
2. Cleanliness	4.16	0.91	plentifully
3. Packaging	3.66	1.30	plentifully
4. Clearly labeled ingredients and expiration dates.	3.60	1.39	plentifully
5. Quality	4.25	0.80	plentifully
6. Variety	4.05	1.22	plentifully
7. Safety in consumption	4.10	1.17	plentifully
8. Benefits and nutrition	4.46	0.72	plentifully
9. It is unique and represents Thai.	4.55	0.66	plentifully
10. The price is reasonable.	4.29	0.91	plentifully
11. There are a variety of price levels to choose from.	4.09	1.12	plentifully
12. The price suitability compared to the taste.	4.30	0.85	plentifully
13. Ease of purchase	4.00	1.15	plentifully
Overview	4.38	1.30	plentifully

3. Strategic Development for Tha Ngam Housewives Group, Moo 3

3.1 Internal Situation Analysis (IFAS) = 3.80 (as shown in Table 2). Strong business and external analysis (EFAS) = 2.90 (as shown in Table 3).

Table 2 Situation Analysis of Tha Ngam Housewife Group, Tambon Tha Ngam

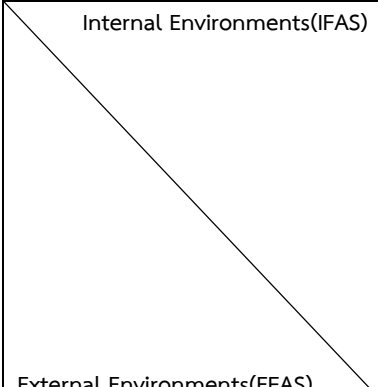
External Environmental Analysis Summary :EFAS			
External Factors	Weight	Rating	Weighted score
O: Opportunities			
O1: There are more government agencies promoting the products of the community.	0.50	3	1.50
O2: Nowadays consumers consume natural products.	0.40	3	1.20
T: Threat			
T1: There are many competitors	0.10	2	0.20
Total score	1.00		2.90

Table 3 Internal Situation Analysis of Tha Ngam Housewife Group, Tambon Tha Ngam

Internal Environmental Analysis Summary :IFAS			
Internal Factors	Weight	Rating	Weighted score
S: Strengths			
S1: Leadership groups are strong and group members are united.	0.30	4	1.20
S2: There are members who have experience in cooking and Thai traditional desserts.	0.40	4	1.60
S3: Group of consumers have been accepted by consumers in the area and in Sing buri province.	0.15	4	0.60
W: weaknesses			
W1 : Kong is not known by consumers in all age ranges.	0.05	2	0.15
W2: The age is short and cannot keep as long.	0.05	1	0.10
W3: Packaging is not modern	0.05	1	0.15
Total score	1.00		3.80

3.2 TOWS matrix of production of Tha Ngam Housewife group, Moo 3, after SWOT analysis to create TOWS matrix as shown in Table 4.

Table 4 Tha Ngam Housewife Group Mu 3 Production Strategy

Internal Environments(IFAS) 	S : S ₁ : Leadership is strong and team members are united. S ₂ : There are members who have experience in cooking and Thai traditional desserts. S ₃ : Group candy is accepted by consumers in the area and in Singburi province.	W : W ₁ : Kanom Kong is not known by consumers in all ages. W ₂ : The age of dessert is short and not long. W ₃ : The group's packaging is not modern.
	External Environments(EFAS)	
O : O ₁ : There are more government agencies promoting community products. O ₂ : Consumers are currently consuming natural products.	SO: aggressive strategy S ₁ , S ₂ , O ₂ : The strategy used is that the group has to develop snacks in line with the needs of the consumers.	WO: Corrective Strategies W ₃ O ₁ : The Strategy used was the group has developed a label of community packaging.
T : T ₁ : There are many competitors in the production of confectionery.	ST: defensive strategy S ₁ T ₁ : The strategy used was to produce different types of confectionary. The group produced a variety of desserts such as pineapple and taro.	WT: Corrective Strategies W ₁ T ₁ : The strategy used is to create a lottery label for consumers to recognize and memorize and to produce a variety of desserts for consumers of all ages.

4. Marketing Strategy of Tha Ngam Housewife Group, Moo 3, Tha Ngam Sub-district, In Buri District Singburi The analysis of SWOT analysis and the use of TOWS Matrix can determine the marketing strategy of Tha Ngam housewife group. 1) Product development strategy, Tha Ngam Housewives Group develops confectionery products by producing fillers, including pineapple and taro filling, and 2) marketing promotion strategies by making stickers to use in public relations Tha Ngam Housewives to know and remember.

Summarized and discussions

From the internal environment (IFAS) = 3.80 the production of Tha Ngam Housewives Business Strength and External Analysis (EFAS) = 2.90 show that the production has a chance in the business. SWOT analysis and TOWS Matrix can be used to determine the marketing strategy of the Tha Ngam Housewives Group included 1) product development strategy Tha Ngam Housewives Group develops products by producing fillers, including pineapple and taro filling, consistent with the study of Tassanawalai Promsen (2004). About the One Tambon One Product Marketing Strategy (OTOP) of the Praewa Silk Manufacturers Group in Kalasin Province In the field of products, it is necessary to differentiate the products in order to attract customers by using locally produced raw materials produced by the group, as same as like Nureehan Salaeh. (2015) studied about Market Development Strategy for Halal Food Products of Community Enterprises in Narathiwat Province. It is found that enterprises that

produce products from the main raw materials in the area and are already marketed. Should develop additional products such as quality packaging to increase the marketing channel to cover more customers. 2) Marketing PR Strategy by making stickers for use in public relations Tha Ngam Housewives to know and remember more in accordance with the study and consistent with the study of Sirat Sinsukchai (2007), on the development of marketing strategy of gem traders in Mae Sot district, Tak province. By exhibiting both domestic and international products and publishing gemstones on the website. To increase the distribution channel is known to more customers.

Moreover, consumer decision-making in Sing buri province found that the consumer purchasing decision study in Sing Buri was at a high level when considering the sort of item that has an average top 3 included it is unique and represents the Thai flavor, followed by flavors and benefits and food values, respectively. This is consistent with the research conducted by Puricha Kornphuttinun and Chutimavadee Thongjeen (2016) on Thai dessert consumption behavior of people living in Bangkok. The highest level is Thai desserts are invented to look beautiful, followed by Thai desserts.

Variety of food choices and Thai dessert is a delicious desserts and Thai desserts each have a unique taste, respectively, and also consistent with Pattra Rittakorn (2009) study on consumption behavior of Thai desserts, case Study of Chiang Mai University Students. The results showed that the samples were most sensitive to taste and it showed consumers focus on the taste of the product is important, and the frequency of eating Thai dessert, most often have the frequency of eating Thai dessert once a week.

Suggestion and research limited

Suggestions for improvement or development of the marketing strategy of Ban Kha Ngam Housewife Group, Moo 3, Tambon Tha Ngam, Amphur In Buri Singburi Can be summarized as follows.

1. The development of products should be differentiated product development, such as the production of various types of fillings, and the development of packaging for packaging to show the consumer clearly and attractively consume more.
2. Human Resources Development Tha Ngam housewife group should be developed. This is a way to increase the economic viability of Tha Ngam community, In Buri District Singburi province more specifically, the management and marketing knowledge.
3. Collaborative networks should be established with other production groups to be a network in the exchange of knowledge included with cooperation with public and private sectors.

Suggestions for the next research

This research is quantitative and qualitative research with the information is collected only in the area of Sing Buri and from the small confectionery operators. Therefore, in the next research, more quantitative and qualitative techniques should be used in other regions. In order to know the trend of expanding the market of bakery products of Tha Ngam Housewives Group in the future.

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ESSENTIAL SKILLS OF HUMAN RESOURCE MANAGEMENT IN THAILAND 4.0

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ABSTRACT

This article aims to study the elements of Essential Skills of Human Resource Management in Thailand 4.0. This study was qualitative research, the analyzed the data by using content analysis. The finding reveal that the elements of an essential skills of Human Resource Management in Thailand 4.0 are 6: 1) Technology skills 2) Innovation skills 3) Team Work skills 4) Critical Thinking 5) Communication and Language, and 6) Life and career skills

Keywords: Essential skills, Thailand 4.0

INTRODUCTION

In order to develop the organization for survival needs to have the new innovation. People is one of the important factors. The intelligence, knowledge and skills of the human resources managers are the main factors that will help increase the productivity and to drive the stability growth for the organization (Sanun Tauchalee, 2014). Changing the organization when moving into Thailand 4.0 era, there are important factors, which are: 1) To understand the business from the upstream (raw materials) to downstream (users) 2) know how to use information 3) Get cooperation from all parties 4) To increase the skills of human resources managers 5) To have better understanding of customers need/want 6) Speed of the information technology and the innovation and 7) Changes of the educational system (The Institute for the Promotion of Teaching Science and Technology, 2016). There is a code that assigned to the Context of the modern world. Starting off with 1.0 era, which refers to the world of agriculture, 2.0 era is the world of industrialization, 3.0 era is the world of information and communication technology. 4.0 era is the world of the Information technology and Communication which is known as the world of innovation. All industries are moving at the same direction, including the political, economic or social, both nationally and internationally (Wichit Boonsanong, 2015). When Thailand enters into the 4.0 era, the economy is transformed from an industry focused on mass production and cheap labors to the industry that relies on knowledge, creativity, Innovation and the use of digital technology. Therefore, human resources managers has the important role in order to develop people, and find a way to encourage the innovation (Thanasit Permpaen, 2016).

Thus, developing the organization in Thailand 4.0 era, the organization should have the necessary skills in various areas, especially the skills of human resources managers in order to drive the organization during the rapid changes. The authors are interested in learning all necessary skills of human resources managers during Thailand's 4.0 era in order to apply information technology and innovation into the organization's strategy during this rapid changes

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RESEARCH OBJECTIVES

To study the necessary skills of human resources managers in Thailand 4.0 era.

METHODOLOGY

This study used qualitative research design, the analyzed the data by using content analysis for essential skills of human resources managers in Thailand 4.0 era concept.

RESULTS

Based on a study of concepts and academic articles, the important human resources skills that many scholars have mentioned are:

1. Technology Skill. Technology has changed many activities, including economy, society and lifestyle (Santipoj Klubdee, 2016). Nowadays, Thailand has entered the 4.0 era, technology skill is the important skill for human resources managers to learn (Posttoday, 2560). Technology also plays variety roles that affect the lifestyle of human resources managers (Julalak Takeangpol, 2017) including mobile phones, tablets, computers, social media, or applications (Keaittinun Kaewloan, 2017). Therefore, the improvement of the technology is the important factor that changes the lifestyle of the human resources managers when moving toward Thailand 4.0 era (Pornchai Jaydaman, 2016). So, technology is essential skill that helps human resources managers to keep up with the changes.

2. Innovation skill. Innovation is the driving force behind every change, include the way we work (Kantana Jaisuwan, 2017). Innovative in the Thailand 4.0 era, Human resources managers in the organization must have knowledge and ability to keep up with the pace of innovation (Suthida Kanchanakantikul, 2017) in order to be competitive. The cores of innovation are the human intelligence, knowledge, and the ability to encourage human resources managers to have innovative thinking (JobDB, 2016) and innovation needs to be managed and well-planned for organization in Thailand 4.0 era. Therefore, innovation skill is the must-have skill for human resources managers to have because this is the skill that can lead to new product development.

3. Teamwork skills is another essential skills that human resources managers must have in Thailand 4.0 era. This is the teamwork skill which groups up from 2 people in the workplace (Manpower Group, 2016) in order to learn how to work together as a team of human resources and how to communicate as a team for planning starting from the readiness of handling the environment under pressure (Bangkok Bank, 2016) so that the team can adjusted to each other and create the maximum efficiency (Suwanee Oungvarakorn, 2015). Using technology as a part of the communication in the team, adjusting to each other, exchanging knowledge and information, would help the team to reach the goal in Thailand 4.0 era. Therefore, teamwork skill is another must-have skill for human resources managers in Thailand 4.0 era because they have to work as a team to exchange idea in order to reach the goal.

4. Communication and language skills. Communication is the strategy that human resources managers uses in order to manage people in the organization which language skill is a must for them to communicate with foreigners so that they can understand staff better (Ministry of Digital Economy and Society, 2017) to create a good relationship at work, motivate employees to stay with the organization longer which will lead organization to changes in Thailand 4.0. Human resources managers must communicate through informal, informal, and developmental communication and language use. Communication and language skills are therefore essential in the Thailand 4.0 era. Communication and language use is also important in communicating in the workplace and communicate with foreigners for the changes in Thailand 4.0 era.

5. Critical Thinking skill. In order to develop employees to have critical thinking in Thailand 4.0 era (Rebin, 2016), it must use the practice thinking skills rather than remembering, including to think rational analysis which can be understood to learn the right direction. In the Thailand 4.0 era, people in the organization should have critical thinking and creative thinking skills as much as possible so that they can be in the organization in long term.

The creativity is the ability to be innovative with quality and causing changes. So, the thinking skills are needed for human resources managers in the Thailand 4.0 era to learn about critical thinking and it is necessary to learn to create ideas and to develop the organization to the better changes of the organization.

6. Life skill. In Thailand 4.0 era, lifestyle is connected to technology and innovation. The change of the society affects the lifestyle which people need to adapt based on their role and responsibility including the working flexibility in order to have the highest efficiency and the positive impact and creates the equality in workplace. People must be prepared and ready in several ways in order to live in Thailand 4.0 era with easier lifestyle and able to adapt to organization, including the learning skill, language skill, and technology skill in order to use these skills effectively during Thailand 4.0 era. Thus, living skill is the important skill that human resources managers to have in Thailand 4.0 era in order to create the highest potential and reach the goal.

The conclusion of the essential skills that human resources managers must have based on many scholars can be summarized as followed chart

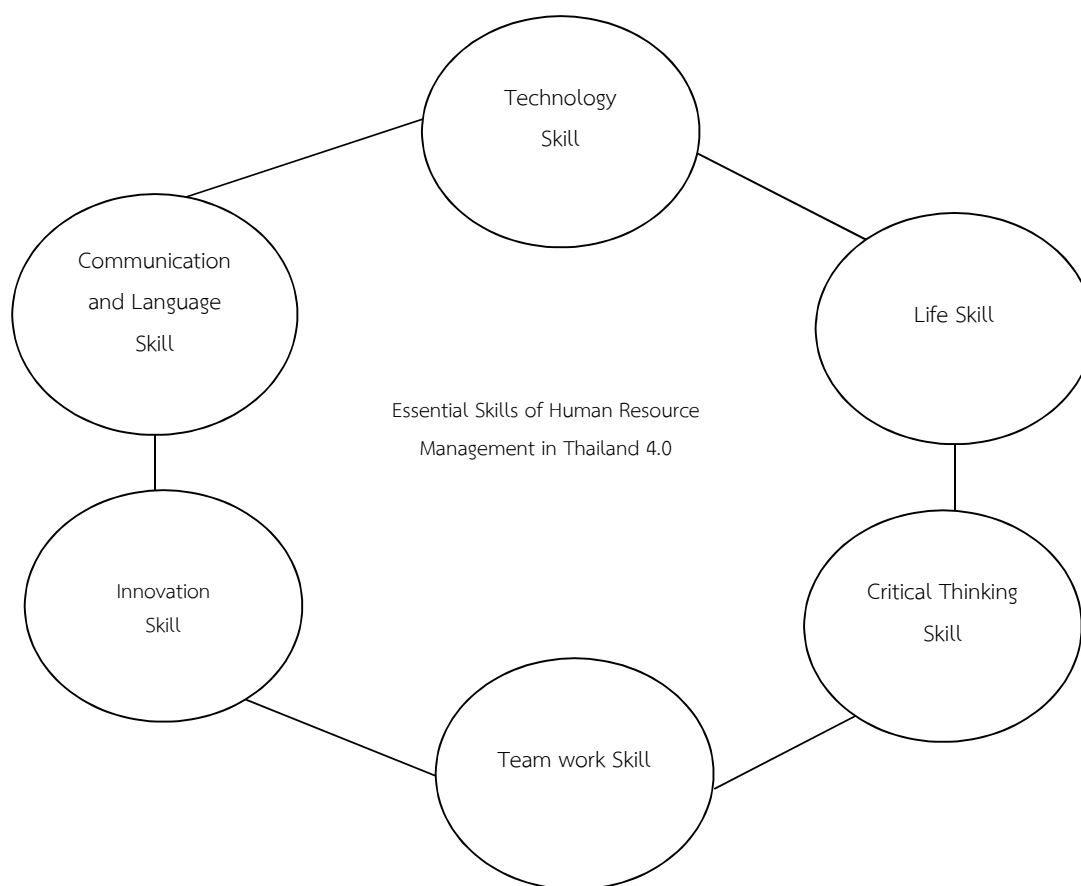


Figure 2 Essential Skills of Human Resources Managers in Thailand 4.0 era

Figure 2 shows that the skills needed by human resources managers in the Thailand 4.0 era are comprised of technological skills, Innovation skills, Teamwork skills, Critical Thinking skills, Communication and language skills, and living skills, which all six skills are essential to people in the organization. Technology skills are an important factor in Thailand 4.0 era which changes working style which helps human resources managers save time and

increase efficiency in the organization. Innovation is the key to creating new things in the organization. Teamwork is an important skills for human resources manager to adapt to people in the organization, sharing knowledge, and working together in order to achieve goals quickly and effectively. Cognitive skills are the essential skills of human resources managers. They must have analytical thinking, creativity in order to create new ideas all the time so the organization can run smoothly. Communication skills and languages are important since human resources managers must use language to communicate in the workplace and use language to communicate with foreigners. Living skills in Thailand 4.0 era must prepare in many aspects, whether it is learning, practice language skills to effectively respond to life.

CONCLUSION

Thailand 4.0 era is a model that drives the economy through technology and innovation. In today's world, the world has changed dramatically and rapidly. Human resources managers need to develop skills, which are knowledge, ability to learn new innovations in order to deal with the changes that will occur and understand the use of technology that can be adapted to use in the workplace. Human resources managers must have the technology skills to adapt to work. Human resources managers must have the technological skills in order to be innovative and lead to organizational development using knowledge and skills and create new teamwork skills to increase efficiency and effectiveness. Communication skills and language in the organization which needs to be used in communicating to the outside world, using formal and informal communication in an appropriate ways and have the creativity skills to find new way of learning and live in the lifestyle to keep up the pace in the Thailand 4.0 era. There must be a log of preparation in order to easily adapt to the organization and lifestyle. Therefore, the human resources manager must have the necessary skills as mentioned above in order to development their organization to be efficient and effective and lead to the next innovation organization.

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HAPPINESS AT WORK OF LECTURERS

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ABSTRACT

The purpose of this research is to study the happiness level of the lecturers of Ubon Ratchathani Rajabhat University, classified by faculty, Education, Academic positions, gender, age, work experience, status, salary creates the research gauge. It is a 5-level rating scale developed by Likert's scale, those are Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree. The samples are 220 lecturers from Ubon Ratchathani Rajabhat University. Questionnaires were a research tool for data collection. The statistics analysis were frequency, percentage, mean, standard deviation. Happiness levels in this research are consisted of work satisfaction, satisfaction in life, and attitude towards being a lecturer. The research shows that the lecturers at Ubon Ratchathani Rajabhat University have high level of job satisfaction and satisfaction in life, and the highest level of satisfaction towards being lecturers.

Keywords: Happiness at Work, Lecturers, University

INTRODUCTION

Happiness at the workplace alludes to how fulfilled individuals are with their work and lives. The possibility of happiness is identified with person's subjective prosperity. Happiness at the workplace is vital for enhancing efficiency in any organization (Wesarat et al., 2015). Work is one of vital parts of individuals' lives (Dulk, et al., 2013). Individuals play out their work in return for either money related (e.g. pay and benefits) or non-money related prizes (e.g. mental satisfaction from work) (Stiglbauer and Batinic, 2012).

Duncan, Tilbrook, & Krivokapic-Skoko (2015) explained that happiness research is a rapidly-growing area in social psychology and has emphasized the link between happiness and workplace productivity and creativity for knowledge workers. Categories of academic activities recorded in the time diaries are Communicating with students (By email, phone/Skype, forums/announcements, face-to-face), subject administration (marking assignments, marking exams, entering grade-sheet, setting up subject websites, setting up subject outlines, moderation, subject coordination), subject preparation (developing lectures, tutorials, exams, online content, materials), subject delivery (delivering lectures/seminars, tutorials/labs), research (research administration, reviewing/refereeing, reading literature, writing, grant preparation, meetings for research, thinking/planning/general research, supervision of PhD/DBA students), service (committee attendance, course/discipline administration, community/professional engagement, professional development/training, general admin/internet/email), conversations with colleagues, travel for works and other.

Awang, et al. (2015) watched 130 academicians in five Malaysian public higher learning institutions in a cross-sectional information accumulation gathered through an online overview entry of surveymonkey.com. The outcomes indicated effect of academic improvement and organizational atmosphere incited stronger organizational

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commitment and consequently reduced turnover intention. On the other hand, academic advancement and academic undertakings and organizational happiness advanced higher organizational commitment and along these lines upgrade work execution.

Satisfaction in teaching is a factor affecting professional commitment of teachers in the Northeast (Srisombat, 2008). In the other sample, Chiang Mai University academic staff found that the recognition of organizational support was negatively correlated with the willingness to quit the university staff (Intrawong, 2009). The results of this study are as follows: the problem of human resource management in higher education institutions is classified into 3 types, namely, the diversity of human resource practices and operation of higher education institutions, the problem of diversity of agencies, and methods of measuring the performance of universities.

Saran (2014) considered the antecedents of employee retention in the Thai institutions of higher education. Results uncovered that job satisfaction had a job satisfaction on organizational commitment and both of them had direct effect on the retention of university academic staff. In addition, the structural equation model gave that staff with a high level perception of organizational support and human resource management practices had more positive job satisfaction, organizational commitment, and were likely to increase retention in their university.

The work of the lecturers of the university is based on the announcement of Board of the Office of the Civil Service Commission in Higher Education Institutes regarding the standard of Academic burden of the lectures, assistant professors, associate professors, and professors in the year of 2015, by determining the civil servant and staffs in higher education institution who maintains the academic positions in the university site has to have at least 25 hours. The 35 hours is divided into five parts, teaching, researches and other academic activities, academic services, nourishing arts and culture, and other works that are related to higher education institutes. (Board of the Office of the Civil Service Commission in Higher Education Institutes, 2015)

All the five workloads of the lecturers of Ubon Ratchathani Rajabhat University, teaching, researches and other academic activities, academic services, nourishing arts and culture, and special works, is considered significant to the development of Ubon Ratchathani Rajabhat University. The happiness of work of the lecturers lead to the development of the university in different ways, therefore; the pertinent study of happiness of work of the lecturers in this university would help the university achieve the goal. Researchers are interested in happiness levels at work of lecturers of Ubon Ratchathani Rajabhat University consists of work satisfaction, satisfaction in life, and attitude towards being a lecturer.

RESEARCH OBJECTIVES

The purpose of this research is to Study the happiness levels of lecturers of Ubon Ratchathani Rajabhat University

METHODOLOGY

This research has 220 number of samples. This includes lecturers from faculty of education, faculty of traditional Thai medicine, faculty of nurse, faculty of computer science, faculty of law, faculty of agriculture, faculty of public health, faculty of industrial technology, faculty of humanities and social sciences, faculty of sciences, and faculty of business administration and management. The development of research tools has been created by the researchers, it is from the structure of the strategy in the literature, and created by the variable elements of happiness at work of the lecturers of Ubon Ratchathani Rajabhat University. Once all the questions are made, the researchers would bring the questionnaires to five experienced specialist and professionals for the test of content validity. Once the questionnaires is updated, the questionnaires will be sent for a try out with with 50 people who are similar to the samples for the reliability of the questionnaires.

RESULTS

From the 220 lecturers of Ubon Ratchathani Rajabhat University classified by personal information, most of them came from faculty of humanities and social sciences with the PhDs, have academic positions as lecturers, females, ages between 30 and 25, have worked for under 5 years, single, and have income between 25,001 and 30,000 THB.

The results of the study of happiness levels at work of lecturers of Ubon Ratchathani Rajabhat University consists of work satisfaction, satisfaction in life, attitude towards being a lecturer. Details mentioned on the table 1-4.

Table 1 Average, standard deviation, and happiness levels at work of lecturers of Ubon Ratchathani Rajabhat University of work satisfaction.

Work satisfaction		\bar{X}	S.D.	level
	Feels happy while working	4.17	.67	high
	Be willing to work on assigned work	4.21	.68	high
	Do not worry about the work	3.95	.84	high
	Feels that the work is run smoothly	4.12	.86	high
	Feels proud when the work assigned is done	4.14	.74	high
Overview		4.12	.58	high

From table 1, it is found that lecturers of Ubon Ratchathani Rajabhat University are satisfied at work. In the overview, it is in a very high level ($\bar{X} = 4.12$). When each point is considered, each one is significant. When the first 3 sorted from low to high, the first one comes “be willing to work on assigned work” ($\bar{X} = 4.21$), second comes “feels proud when the assigned work is done” ($\bar{X} = 4.17$), and lastly “do not worry about the work” ($\bar{X} = 3.95$).

Table 2 Average, standard deviation, and level of life satisfaction of lecturers of Ubon Ratchathani Rajabhat University.

Life satisfaction		\bar{X}	S.D.	Level
	Happy to learn new things from this department	4.21	.69	high
	Likes the activities held by the department	4.20	.84	high
	Satisfied with the workmate and the friendship	4.30	.73	high
	Likes this department because it makes you live proudly	4.00	.87	high
	Do not like the department when there is justice	4.06	.86	high
Overview		4.15	.62	high

From table 2 it is found that lecturers of Ubon Ratchathani Rajabhat University are happy with their works and highly satisfied with their lives. In the overview, it is in a very high level. ($\bar{X} = 4.15$) When each point is considered, each one is significant. When the first 3 sorted from low to high, the first one comes “satisfied with workmate and friendship” ($\bar{X} = 4.30$), the second one comes “happy to learn new things from the department” ($\bar{X} = 4.21$), and “likes the activities held by the departments” ($\bar{X} = 4.20$), and lastly, the one with the least average, “likes the department because it makes you live proudly” ($\bar{X} = 4.00$)

Table 3 Average, standard deviation, and happiness levels at work of lecturers of Ubon Ratchathani Rajabhat University in perspective of attitudes towards being a lecturer.

Attitude towards being a lecturer		\bar{X}	S.D.	Level
	Will relay all the knowledge to the pupils without any obscuration	4.48	.65	high
	Encourage learning by activities for the students to achieve true learning	4.60	.65	highest
	Will bring modern teaching methods for the student to learn	4.50	.64	high
	Give opportunity for students to ask questions during classes and outside the classroom	4.55	.66	highest
	Prepare the content before the class for the pupils to learn to their best abilities	4.50	.63	high
Over view		4.53	.53	highest

From table 3 it is found that lecturers at Ubon Ratchathani Rajabhat University have positive attitudes towards being a lecturer. In overview, it is in high level ($\bar{X} = 4.53$).

When each point is considered, each one is significant. When the first 3 sorted from low to high, the first one comes “encourage learning by activities for the students to achieve true learning” ($\bar{X} = 4.60$), second comes “give opportunity for students to ask questions during classes and outside the classroom” ($\bar{X} = 4.55$), and lastly “will bring modern teaching methods for students to learn” ($\bar{X} = 4.50$) and “prepare the content before the class for the pupils to learn to their best abilities” ($\bar{X} = 4.50$), and the highest average is “will relay the knowledge to the pupils without any obscuration” ($\bar{X} = 4.48$), and it is the most important.

Table 4 Total average, standard deviation, and happiness at work level of lecturers at Ubon Ratchathani Rajabhat University.

Happiness at work	\bar{X}	S.D.	Level
Satisfaction in work	4.12	.58	high
Satisfaction in life	4.15	.62	high
Attitude towards being lecturers	4.53	.53	highest
Overview	4.27	.49	high

From table 4 we found out that lecturers at Ubon Ratchathani Rajabhat University are highly satisfied with the work, in over all. ($\bar{X} = 4.27$)

When considering each aspect, the average level of happiness of lecturers at Ubon Ratchathani Rajabhat University are arranged in descending order.i.e. "Attitude towards being a lecturer" ($\bar{X} = 4.53$),"satisfaction in life" ($\bar{X} = 4.15$), and the highest is "satisfaction in work" ($\bar{X} = 4.12$)

DISCUSSION

The research shows that lecturers at Ubon Ratchathani Rajabhat University are highly happy and satisfied with work, and satisfied with life. They are extremely satisfied with the attitudes towards being lecturers.

This evidence is supported by the findings by Sawaengphol (2011) which studies the factors that affects the happiness levels at work of individuals from faculty of business administration of Rajamangala University of Technology Thanyaburi. The results shows that staffs have opinions on factors that affects on happiness, in over all. It is arranged from high to low levels. Starting with the joy of work, success at work, acceptance at work, and good relationship with workmate. The factors that affects the happiness levels are the love of work, success at work, acceptance at work and good relations with work mate.

The finding is supported by Pink (2009) which likewise related the happiness of professionals, not to monetary rewards, but rather to sentiments of autonomy, mastery and purpose. For Pink a moderately autonomous academic scholarly may not set the objectives for their work, for instance quality research and quality instructing, however the academic would have the capacity to decide in a vast part how those goals are accomplished. Mastery is the chance to apply an academic's specific skills to specific issues, which would make encounters of stream for the scholastic. At last, reason for existing is the arrangement of the academic's personal goals with the objectives of the organization at which the academic works.

This result is consistent with studies done by Martin (2011) clarified that the best chances to enter a stream experience would occur during research activities, while questioning that flow experiences would be found inside teaching or administrative tasks. Subsequently Martin's feeling was that research activities would increase the happiness of academics through flow, while teaching-related or service activities would not. However there are other positive values in academic work, for example, collegiality, social networking and helping others from which academics may draw happiness, so the connection amongst joy and scholastic work might be an unpredictable one.

This result is in line with the findings of Pusapanich, P. (2008) which discovered that in general, work engagement and organizational commitment of Chiang Mai University staff were in a high level, work engagement of Chiang Mai University staff was significantly positive affected by the accompanying components: positive orientation, job characteristics, relations with associates, and university's administration, and organizational

commitment of Chiang Mai University staff was significantly positive affected by positive orientation, job characteristics, relations with coworkers, supervisory practices, university's benefits, and university's management,

However, these results are contrary to the prior findings in other studies, Sungthip & Bowarnkitiwong (2011) Bowarnkitiwong have studied the factors that affects the happiness levels of the lecturers of the office of the basic education commission. the results shows that the level of happiness of the lecturers of the office of the basic education commission is moderate. When considering the average of level of happiness, physical pleasure is more important than the mental happiness. Noikhamyang & Noikhamyang (2012) have researched about the factors that affects the level of happiness at work of the staffs at the library of Srinakharinwirot University. The results show that the level of happiness of the staffs at Srinakharinwirot University is in moderate level. The factors that affects the levels of happiness are personality factor, believe in motivation, features of the job, positions, acceptance and respect, and the work environment.

CONCLUSION

Human resource development is considered to be the most important basic resource strategy in organizations. At present, the success of any organization or any work environment directly related to the efficiency of human resources based on behavioral science. Making the personnel in the organization happy is a factor that shows the good working conditions and performance that affect the success of the organization. The prior study found that happiness in work was statistically correlated with the success of work and organizational success. The happiness level of personnel working in the organization. The study withholds some empirical evidence of happiness at work of lecturers in Ubon Ratchathani Rajabhat University. The results showed that Ubon Ratchathani Rajabhat University lecturers enjoyed job satisfaction and life satisfaction at the high level, the joy of being a teacher of the highest level. Lecturers were happy to work in overall job satisfaction at the high level. It was found that the lecturers were pleased and willing to work assigned, feel happy when you work, and proud when finished work as assigned. They were happy to work in overall life satisfaction at the high level. It was found that the lecturers like and satisfied colleagues with good friendship, be willing to learn things from this university, like activities at this university held. They were happy to work in overall life satisfaction at the highest level. They encouraged teaching activities in the students to achieve true learning, given the opportunity for students to ask questions during the class time and outside of class time, brought modern media to teach the students to learn, and prepared the teaching in advance so that the students got the full knowledge.

A limitation of this paper is that the data was gathered for a limited number of academics at a single institution and thus there is a concern over the generalizability of the results. The authors intend to conduct a wider survey in the future and teaching-research academics are requested to contact the authors if interested in participating in or assisting with a future trial.

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INEQUALITY WITHIN PEOPLE WITH DISABILITIES IN THAILAND

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ABSTRACT

This paper looks to inform the inequalities within the people living with disabilities to understanding the quality of life of people with disabilities and to reduce environmental barriers to community participation. The attitude of some people in society created barrier in hiring disabled people, allocating of environment and materials which not support the disabled people. Thailand government have made efforts to change many sectors by collaborate with public and private organizations to encourage people with disabilities to work with them.

Keywords: Inequality, Quality of Life, People with Disabilities

INTRODUCTION

Throughout the years, many researchers and professionals have extensively disagreed on how to define quality of life with regard to disabled people. Disability is thus not just a health problem. The International Classification of Functioning, Disability and Health (ICF) defines disability as an umbrella denomination for body function and structure impairments, participation restrictions and activity limitations. WHO (2016) defines disability as the interaction between individuals with a health condition and personal and environmental factors. The World Health Organization's Quality of Life assessment have position paper on quality of life from 1995 (WHOQOL, 1995) defines it as: "Individuals cognizance of their social position in life in the context cultures and value systems in which they live and in parallel to their goals, concerns, standards, and expectations." Carr, Gibson, & Robinson (2001) define quality of life as concerned with how "impairment limits a person's ability to attain a typical role." In a human society individuals are not equal in terms of creation and physicality of the body for instance, one can be born without limbs, blind or even absence enough melanin hence developing a problem called albinisms (Ananya Mandal, 2014). The above challenges within the body structures and organs makes such individuals not to be able to access some of the basic things equally like other people. What these individuals demanded was the right to make choices and decisions regarding their own lives (Knoll & Weeler, 2000). There are universal laws as well as state or federal laws that are help in providing the constitutional basic rights of the individual with disabilities in various services such as education, healthcare, employment, participation and social justice services among others in a society. However, some countries fail to reach the said basic rights of the people with disabilities to the societal services. Some of the inequalities in health services include; an individual walking in a wheel chair not being attended because he cannot afford health insurance or the physician discriminating the individual. In most nations people living with disability are isolated, afraid of violence or exploitation or are living below the poverty line. There is need for countries to work with both profit and non-profit organizations to ensure there is equality to the people living with disabilities in a given society. A review of life quality known to be compromised by having

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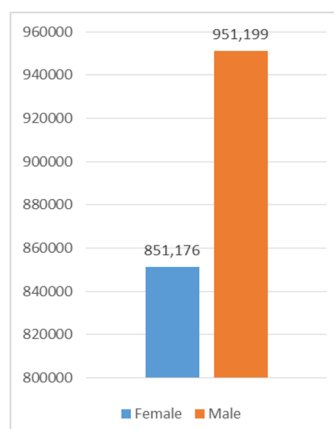
people with disabilities employment, and one factor contributing to employment problems of disabled people is attitude of employers and employees toward people with disabilities (Schalock, R. L., 2004). There is a group of people who need special care which is people with disabilities. From survey on July 31 2017, Thailand has a number of people with disabilities Around 2,383,832 (National Bureau of Statistics, 2016) most of them living in rural areas. Across Thailand people with disabilities learning difficulties in employment according to the Office of Developmental Disability earn 24,000 - 40,000 baht per year (DEP, Thailand). Working age of disabled population aged 15-60 is around 802,058, another 455,990 of disabled people have employed or 56.85%, and 14.73% of them more likely to be unemployed (DEP, 2017). Government have an important role in achieving quality employment outcomes for the jobseekers they represent.

Prevalence and Causes of Disability

The World Health Report estimates that 15% or one billion people of the global population has some degree of disability defined in terms of functional limitation, rates of disability are increasing due to population ageing and increase in chronic health conditions. People with disability constitute one of the most marginalized and socially excluded groups in any society. The Ministry of Education of Thailand (2009) defines causes of disabilities into 9 chapters address: (1) blindness and low vision (2) hearing loss, (3) physical disabilities, (4) mental retardation, (5) learning disabilities, (6) speech and language disorders, (7) emotional or behavioral disorders, (8) autism, (9) severe and multiple disabilities. DEP of Thailand defines causes of disabilities into 7 chapters address: (1) Physical disabilities (2) hearing loss, (3) blindness and low vision (4) mental and behavior disorders, (5) intellectual disorders, (6) learning disabilities, (7) autism.

Table 1 People with Disabilities Database

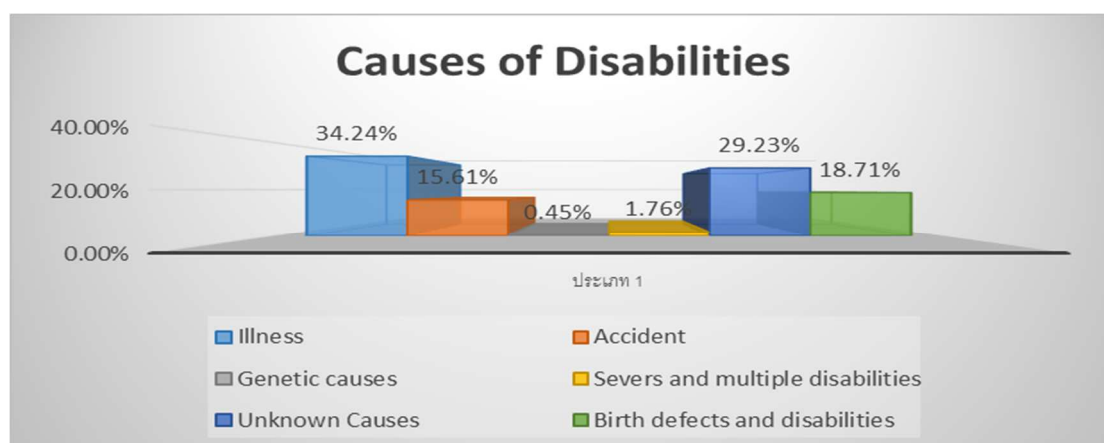
Regions of Thailand	Total	Percentage
Bangkok	75,831	4.21
Central and Eastern	368,104	20.42
Northeastern	731,511	40.59
Southern	206,042	11.43
Northern	409,056	22.70
Unknown	11,831	0.66
Total	1,802,375	100



Source: DEP, 2017 (Information updated on 25 June 2017)

From Table 1 we found around 2.72 % of total from 1,802,375 disabled people had register to obtain disabilities ID card. Male have higher rates of disabilities incidences than female by following percentage of 52.77 % and 47.23 %. Overall northeastern regions had found widely people with disabilities.

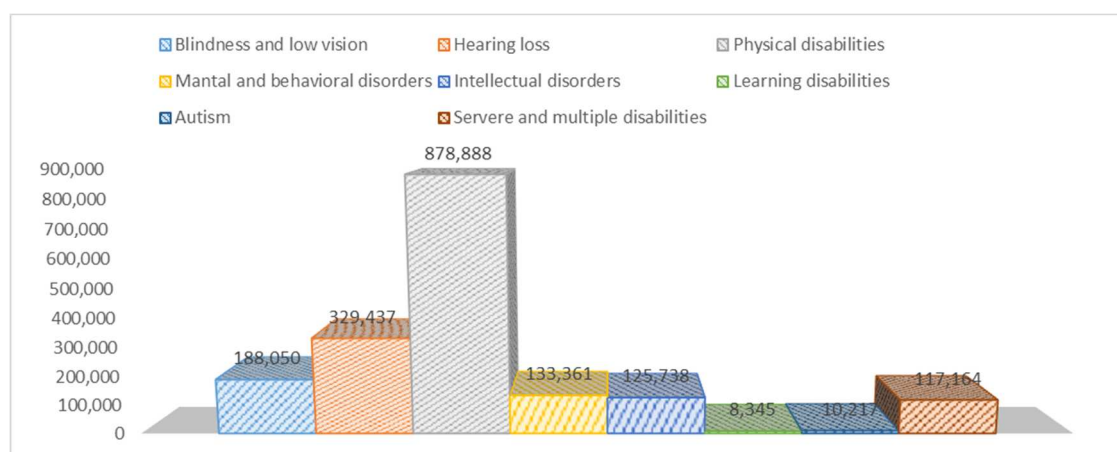
Table 2 Causes of Disabilities



Source: DEP, 2017 (Information updated on 25 June 2017)

From Table 2 we found that 34.24% illness can cause disability for example from cancer, nervous system, Parkinson's disease, epilepsy, infectious disease, heart disease and stroke, et al. Birth defects and disabilities reach nearly 18.71 % in 2017, unfortunate life events such as accident can causes disability is 15.61 %, abnormalities in genes and genetic inheritance can cause intellectual disability around 0.45 %, severs and multiple disabilities nearly 1.76 % and unknown causes reach nearly 29.23 % in 2017.

Table 3 DEP Address the Causes of Disabilities



Source: DEP, 2017 (Information updated on 25 June 2017)

From Table 3 we found that physical disabilities total of 878,888 people or around 48.76 %, hearing loss total of 329,437 people or around 18.28 %, blindness and low vision total of 188,050 people or around 10.43 %, mental and behavioral disorders total of 133,361 people or around 7.40 %, intellectual disorders total of 125,738 people or around 6.98 %, learning disabilities total of 10,217 people or around 0.57%, autism total of 8,345 people or around 0.46% , severs and multiple disabilities total of 117,164 people or around 6.50 % and a waiting information total of 11,175 people or around 0.62 % in June 2017.

Social justice issue

All citizens have the rights to focus on a freedom, protection, social status, or benefit for the right holders (Beitz 2009). Department of Empowerment of Persons with Disabilities (2017) is estimated 3% of Thai population have any kinds of disabilities, the majority are still facing an inequity by exclusion and even maltreatment. For example, nearly 75% were denied employment due to disabilities, denied admission to certain employment assessment or even denied on education. Persons with intellectual disabilities were enlarge denied to have education from 68.4% in 2007 to 77.7% in 2012, and also there is still much difference between the average wage of disabled people and blue collar workers (The National Disability Survey (2007, 2012) National Statistical Office, Thailand). In any given society in Thailand socialization bring unity within the individuals and also ensure equality in terms of resource distribution. Also, with equal distribution of resources there are reduce cases of conflicts and poverty. This is because every individual will have to work with the equal opportunities or resources to either increase the value or decrease depending on the handwork. Laws and regulations exist based on the given society its ideologies and philosophy. In a society with inequality ideology whereby one's value is judged with the property and money many of the people suffer. A disable person in a society with an ideology and philosophy of inequality will find it hard to adopt and work because he or she has to work extra hard to achieve what others have achieved based on their body condition. For instance, a scenario whereby one cannot walk or has problem with their vision will be discriminated in their workplace or even with the people in the society. In such a situation the person will have low self-esteem and poor remuneration because of the condition. For example from a study of autreat and autscape informing and challenging environment modification for autistic individuals (Owren, 2013). Many people with autism face significant barriers to taking part in routine social activities when they cannot read facial expression. This will therefore lead to the individual to either surrender the job or live beyond the poverty line. Also, it happens in public places such as gardens where they are being avoided by other people and cannot be helped to reach their destinations. There are no disability enabled equipment in most of the public places such as toilets that can be used by such individual or lifts among others. This is because of lack of adequate laws and regulations to ensure all the places and resources in a state or place can be accessed by the disable people.

Disability poverty and inequality

Equitable distribution of resources among people or groups of people despite their differences helps in ensuring that poverty is reduced. This is because people will be given equal opportunities to ensure the increase their monetary and social status value. Equality is different form equity since in the human being society people are different based on their body structure and functioning. For example, one may have high IQ and one may have a low therefore equality in such condition is giving them standardized test that will test both their weakness and strengths. In the case of disability there are supposed to be equality rather than equity. For example in workplace, one cannot give a computer and full desk equipment to a person who is blind because he has given the same to a person who can see properly because he cannot see and use the equipment this is described as inequality. Also, this is applicable to other resources in the community such as public buses and offices. Such inequalities are caused ignorance within the community and lack of enough resources to help in ensure the equipment can also be used by the disable people. Usually most employers do not employ people with disability because of fear since such people are termed as fragile and special and also because they are not flexible. Also, the employers do not employ

such employees despite their academic credentials and potential because their equipment are known to be expensive hence will cost the organization. This has led to many of them to be unemployed hence live making them poor and also some of them cannot be giving extra hours to get the daily extra wages because of fear of increased risks to the workplace during the extra times (Maroto, 2014). Some of them are being discriminated and are left to live a poor life without anything and since they cannot fight for their rights they are left to be subjected in poverty. Nonetheless Thai government dealing with poverty of people with disabilities by Fund for Empowerment of Persons with Disabilities (FEPD) to increase of disability pension from 500 baht per month to 800 baht per month and disabled people can earn the pension right at the time they register and obtain persons with disabilities ID card.

Access to health care

Access to quality health care is a basic human right despite your age, gender, religion, culture, and body condition. This is universal law and therefore every person should enjoy this right and while enjoying his or her right should not interfere with others. From recent survey of disabled people with serious mental disorders, showed that between 35% and 50% of people in developed countries, and between 76% and 85% in developing countries, received maltreatment (WHO, 2015 2016). The nations have gone ahead to ensure they improve the health care of their citizens to make it more quality and accessible. This is because health is a factor of production in any given economy and therefore when is fully observed the citizens will be more productive and the GDP will increase. People with disability just like any other individuals should enjoy the right to quality health care (Baynton, 2013). However, because of their condition they are taken advantage of and hence do not enjoy this right well. The Convention on Right of the Person with Disabilities (CRPD, 2006) recognizing the significance of the principles and policy guidelines contained in the World Programme of Action concerning people with disabilities and in the Standard Rules on the Equalization of Opportunities for Persons with Disabilities in influencing the promotion, policies, plans, take an actions at the national, regional and international levels to further standardize opportunities for disabled person in return nearly 80% of disabled people do not have equal access to health care (WHO, 2011). From research Thai people with disabilities access to health care around 60.90% and 61.30% were neutral satisfy in equality access to health care (Pilue Keawkaew, 2008). Anyway Thailand having fund called, "Fund for Empowerment of Persons with Disabilities" established within the Office to serve as the fund for expenditure on the protection and empowerment of persons with disabilities and the promotion of welfare services, rehabilitation, education and occupation as well as the promotion and support for the work of disability-related organizations. The Fund must be allocated with justice and accessible for all eligible organizations (The Constitution of Thailand and the PDEA B.E. 2550 (2007) sec13).

Assessment of needs

Every person around the world despite the occurrence of diversity has the right to access the basic needs which include; right to shelter, food, clothing and proper education. Some part of Thailand do not observe this right because of high levels of poverty and disabilities among the citizens. Some people do not access proper education or even sleep hungry and malnutrition because of poverty and disability cases. There are many occurrences of inequalities in the assessment of the needs within the people with disabilities. For instance such individual have been discriminated and do not enjoy the right to education. On 30 September 2016 Thailand has a number of people with disabilities around 1,657,438 in total, nearly 51.37% have primary education and another 37.55% do not have access to education (DEP, 2016). A child who cannot walk when taken to school where every child can walk will be discriminated will not have friends and will be treated differently. This will lead to child not getting proper education because he may end up dropping from school. Assessment of needs in many societies had been based on the social and biological status of individuals for which some have high others have low. People with disabilities such as blindness among others have given a low priority in the assessment of the needs such as

basic needs (Truman, 2000). For example, a blind man's right to freedom of speech is assessed by what he has heard and not seen because it is believed that he can see and therefore he cannot be given a proper audience to give a speech on observations made. In most cases, this level of inequality assessment of needs of people with disability is caused by myths and poor education among the individual and group of persons in the community. In summary, Thailand the modern society there are cases of inequalities within people with disabilities on various services and fields such as healthcare, assessment of needs and social justice among others. This is caused by lack of proper education in the communities and inadequate laws and regulations that would help insure there is equality. In terms of policy framework, Thailand is currently on its way to enact National Plan on Empowerment of Persons with Disabilities to enforce the law concerning on health, employment and education. Ironically, the explosive growth of technology in our lives give us capability to identify more human differences than ever before, moreover the ability to make those differences less consequential in practical terms. How we behave to human differences is a social policy alternative. We choose to advocate for a social structure that emphasize on embracing all people in the social fabric, rather than drawing an artificial line that divides "people with disabilities" from others.

Recommendations

Implementing the recommendations involve health, education, employment, assessment of need and social protection.

1. Disabled person should be able to access to all mainstream policies, social security to learn and develop their skills to live in communities.
2. Invest in rehabilitation services for disabled person, support services in communities can meet needs of care and training can open labor market opportunities.
3. Thailand can adopt and be part of a national disability strategy and plan of action. Government could review and revise existing legislation and policies.
4. Improve human resources capability through practical education and recruitment can remove barriers toward disabilities people.
5. Build an awareness to public to understand disability, knowledge and attitude toward disability can help identify gaps in public communities.
6. Support disabled person to become aware of their right.

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MARKET OPPORTUNITIES AVAILABLE FOR THAILAND COMMODITIES IN THE CONTEXT OF PHILIPPINES IMPORTATION

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ABSTRACT

Globalization has been a formidable conduit of market opportunities to countries who have embraced the concept and principles of economic integration. Trade is rapidly transforming from its previous state to an economic phenomena defined by a robust mobility of goods and services from one border to another. Gradually relaxing the barriers of trade unlock endless opportunities for everyone caught in the midst of integrating economies, thus, businesses and governments has witnessed the varied prospect to market indigenous commodities to a market that is gaining a wider base and characterized by a strong uniformed trade policies.

Regional economic blocs have become a trend among the community of nations to ensure the realization of free trade. Countries began to be members of several economics blocs in order to protect their respective national interest and at the same time enjoy the trade agreements, privileges, opportunities integral to a member country. The Philippines and Thailand are both member countries of regional economic blocs such as the Asia-Pacific Economic Cooperation (APEC) and the Association of South East Asian Nation (ASEAN). Both countries enjoy the benefits of being part of these regional economic blocs, notwithstanding the possibility of further trade discussion between the two to enhance and improve trade between nations. Thus, it is therefore essential to determine the possible opportunities available for Thailand commodities in the context of the Philippines importation. Discourse on the market performance of Thailand products currently in the Philippines market.

Keywords: Market opportunities, Market performance, Trade, Commodity identification

INTRODUCTION

One of the tenets of globalization is to establish a broader base of the market. Integrating economies of member countries leads to an extensive market bottom for entrepreneurs, businesses, and risk takers to capture or to find their respective niche. Putting into framework the presence of APEC and ASEAN as two separate regional economic blocs provides a glimpse on the immense landscape of the integrated market defined by varied aggregate

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output, per capita income, currency strength, and inflation. Consumers in the region reflect distinct buying patterns and behavior brought about by differences in the macroeconomic indicators. However, despite such differences the market as aggregate manifest possible opportunities that investment could pursue. Thailand and the Philippines are both country-members of APEC and ASEAN; it is interesting to determine the available market opportunities for Thailand indigenous commodities as it intends to penetrate the Philippine market.

So Market Study Opportunities Available for Thailand Commodities In the context of Philippines Importation, it is very important to help Thailand understand the demand for Philippines products.

RESEARCH OBJECTIVES

The paper aim to establish the market opportunities available to Thailand made products if in the event it pursues to enter the Philippines market. Thus, this research intends to provide clarification on the following points:

1. Determine the top performing imports of Thailand in the Philippines market.
2. Identify the top product group imports per country in the Philippines market.
3. Discourse on each product group import of Thailand in the Philippines market.
4. Identify the available market opportunities for Thailand indigenous commodities in the Philippines market.

REVIEW OF LITERATURES

Seeking means and ways to create value and profitability for a firm is a compelling need in order to sustain the business, therefore, it is imperative to invest in targeting new markets, specifically those in less developed countries (Yujuico & Gelb, 2010). Although the literature specified the least developed countries, the fact still remains that it is significant for a business entity to find further marketplace beyond their domestic domain. That consumption with the same utility is present beyond territorial boundaries, thus, if one could be able to bring such utility to other frontiers the chance of business sustainability is assured. Thai exporters are looking for other possible and available market for their local commodities as they present it to the world.

The robust economic growth of Thailand started in the latter half of the 1980s, as a rapidly emerging newly industrialized countries in south east asia it has entrusted its engine growth to exports (Lewis & Kapur, 2002). Although in the 1990s the judgment of anchoring growth to export has been questioned, it never put aside the reality that sending local commodities abroad is part and parcel of the growth engine. International trade is necessity to companies who breaths in a globalizing world, it is crucial to adapt in a changing landscape and grab the opportunities that goes with it.

Philippines importation is a reflection of the other nation's international trade policies that are sometimes classified according to their respective outward or inward orientation. Outwardly oriented countries emphasize trade liberalization and export-led development whereas inwardly oriented countries give priority to import substitution (Gripsrud & Benito, 1995).

SCOPE AND LIMITATION

A thorough research paper requires an ample allocation of time in order to attain depth and clear cut perspective of the subject. However, as much as the intention of the researcher to intensively craft the paper, they are heavily constraint by the scarce allocation of time. Another limitation is the availability of data set for appropriate statistical inference, the Department of Trade and Industry (DTI) website could only yield little information relevant to the subject matter.

The paper delves on the information pertaining to the sales performance of Thailand indigenous commodities for the year 2012.

METHODOLOGY

Descriptive research is employed in clarifying the points presented, and coupled with cross references in order to respond appropriately to the objectives of the study. Secondary data was utilized to further the logical thoughts and sequence of the analysis. These secondary data supplements the requirements of the descriptive structure of the research paper.

Analysis

The Philippines economy is awash with commodities originating from diverse sources competing for the Filipino market. Table 1 provides illustration of the best import performers with the corresponding monetary value, leading the pack is the Peoples Republic of China (PROC) with US\$1.2 billion within the period January 2012 to February 2013. The data shows closely followed by the United States of America (USA) as reflected by trade value of USD\$1.06 billion that will be part of the country's coffers. Thailand is at eight place with trade worth of US\$553 million of the same period, such trade rank with the Philippines market suggest the presence of Thai commodities competing in the host country's economy.

Being ranked at eight places, the presence of Thai indigenous commodities in the Philippines market implies that there is a vigorous trade relationship between the two countries.

Table 1 Top 8 Importing Countries in the Philippines FOB Value in US\$, Jan 2012-Feb 2013

RANK	COUNTRY	TOTAL
1	PROC	1,158,686,325
2	USA	1,058,170,390
3	Japan	863,752,936
4	South Korea	807,170,586
5	Singapore	726,443,993
6	Taiwan	644,053,860
7	KSA	616,005,939
8	Thailand	552,966,310

Source: Department of Trade and Industry Philippines, 2013

An assessment of the import performance per product group in each of the country where the Philippines does international business, it can be observed that the three top product group from Thailand are electronics, chemicals, and transport (refer to Table 2). However, if put side by side with other top import performers in the Philippines, in terms of electronics, Thailand placed 7th (refer to Tables 2). Thailand is competing well in the chemical product group since the import performance is seated well in the 2nd place.

Table 2 Top Product Group Per Country

Thailand		PROC		USA		Japan	
Product Group	Share (%)	Product Group	Share (%)	Product Group	Share (%)	Product Group	Share (%)
Electronics	17.39	Electronics	22.96	Electronics	48.21	Electronics	33.23
Chemicals	11.67	Chemicals	9.93	Fresh Food	13.57	Machinery	14.01
Transport	35.74	Metal Manufacturing	7.48	Pet Food /Animal Feeds	13	Transport	16.76

Source: Department of Trade and Industry Philippines, 2013

Table 3 illustrates three other possible market opportunities for Thailand import goods aside from the previously mentioned chemicals. Beverages, fashion (accessories), and flower (plant) are consistently on the same ranked given their current market shares in the total imported goods to the Philippines.

Table 3 Rank 3rd Possible Market Opportunities of Thai Commodities in the Philippines

Beverages		Chemicals		Fashion/Accessories		Flower/Plant	
Shares	Country	Shares	Country	Shares	Country	Shares	Country
Singapore	67.37	PROC	25.32	PROC	59.9	PROC	50.82
USA	12.46	Japan	16.97	Singapore	22.84	Taiwan	27.79
Thailand	15.65	Thailand	14.2	Thailand	7.12	Thailand	20.32

Source: Department of Trade and Industry Philippines, 2013

Table 4 shows other emerging market opportunities for it rank 2nd in the market shares of imports, and these are tobacco and twines (cordages, nets). These two commodities are well placed among the produce of PROC and USA respectively.

Table 4 Rank 2nd Possible Market Opportunities for Thai Commodities in the Philippines

Tobacco		Twines	
Country	Shares	Country	Shares
PROC	84.54	USA	25.36
Thailand	10.5	Thailand	24.14
USA	1.7	PROC	17.74

Source: Department of Trade and Industry Philippines, 2013

Aside from chemicals, electronics, and transport, the most lucrative businesses that Thai entrepreneurs should delve into are personal care, pulps, and soap (detergents). These commodities were gaining a high market share in the Philippines.

Table 5 Rank 1st Possible Market Opportunities for Thai Commodities in the Philippines

Personal Care		Pulps		Soap	
Country	Shares	Country	Country	Shares	Country
Thailand	60.14	Thailand	29.16	Thailand	55.17
PROC	24.6	South Korea	28.12	USA	19.17
Singapore	7.36	USA	25.67	PROC	15.07

Source: Department of Trade and Industry Philippines, 2013

CONCLUSION

1. From the study of information. Thailand exports have found that the Philippines needs to import goods from Thailand. Sort by: Chemicals, transport, and electronics are the primary import goods of the Philippines from Thailand, however, there are several emerging lucrative commodities that are doing well in the Philippines market

2. Based on the current (recent) data available, Thailand is one of the top 10 import performers in the Philippines. It is placed at number 8, following countries such as PROC, USA, Japan, Singapore, KSA, South Korea, and Taiwan.

3. Thailand has several possible market opportunities aside from the traditional stronghold in chemicals, transports, and electronics. There are product categories manifesting bright avenues to pursue.

4. Thai entrepreneurs can pursue international business to the Philippines by bringing in commodities such as, beverages, fashion (accessories), flowers (plants), tobacco, twines (cordages, nets), personal care, pulps, and soaps (detergents).

RECOMMENDATION

1. The Thai and Philippines governments must further their talks on improving the trade relationship and strengthening it within the context of ASEAN integration in 2015 and the privileges available in APEC as member countries.

2. For further study, historical data will be integrated and inferential statistics will be employed

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ORGANIZATION BEHAVIOR AND MANAGEMENT IN THE 21ST CENTURY.

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ABSTRACT

The organizational change while entering the 21st century is a challenge for organizations in that they will have to face rapidly changing environments in accompaniment with complications. For Thailand, such change is also noticed; the government has made an adjustment in the policy and come up with 'Thailand 4.0 Policy'. In addition, there are significant attempts made for various purposes: the uplifting of the national per capita income from the current trap of moderate income country and the development in technology and innovation aiming at the improvement of the country and its people's well-being. Furthermore, the changes found in economic regulations, more aggressive competitions, propelling 'start up' businesses, stepping into digitized society, existence of artificial intelligence as well as innovations, emphasis in networking, and empowerment are major factors encouraging organizations to make adjustments and development in the 21st century. The organization development must be studied about organizational behavior that includes individual level behaviors Group level behaviors and organizational level. The study has made possible the more understanding of staff members and assists in the establishment of staff motivation so that all members can appreciatively work in their organizations. In addition, with this, pleasant organizational behaviors can be expected and results in better performance that leads to success and efficiency in organizations of the 21st century.

Keywords: Organizational Behavior, Management, 21st century

INTRODUCTION

Peter F. Druker, a worldwide-respected expert in management, stated that the world in the 21st century experiences various global organizational changes which are challenging in that organizations will have to face various aspects of rapid and complex changes in politics as well as freedom traits in the governing system. Such liberalism in politics has opened gateways for many countries to make their steps into the liberal capitalist economy and forced them to take part in the regulated trade competition which is at globally recognized level. Many countries have expedited to initiate more free trade along with relevant negotiations in order to empower themselves more in the bilateral and multilateral competitions. Economically, the century's world communities are widely opened for international trade.

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Besides, there will be significant increases in network investment; technologically, societies will be digitized, and there will be more use of machines to replace human labor. For instance, in 2016, in Cambridge, England, Amazon, under the name of Amazon Prime Air first tested an initiative aerial delivery service by means of drones which took only 13 minutes. In 2008, electric automobiles returned to interest and were further developed due to improvements made in battery quality and uplifted energy management, and concerns about the world's energy sources. Such popularity was also triggered by steadily inclining petroleum price together with people's becoming more cautious about global warming and its effects such as the CO₂ emission of green house effect. The development of these alternative energy vehicles were seriously conducted in the United States, for example, the Tesla Roadster car, aiming at serving as future alternative energy for everyone. In Thailand, the adjustment of the government's economic policy resulting in 'Thailand 4.0 Policy' is the nation's effort to free Thailand from being a 'Moderate Income Country'. Tracing back to the past, Thailand did a number of adjustments in its economic models, starting from 'Thailand 1.0' emphasizing on the agriculture sector to 'Thailand 2.0' model encouraging light industries while the one after, 'Thailand 3.0', the current model that contains much weight on heavy industries. However, with 'Thailand 3.0', not only the experiencing of the unwanted trap, 'Moderate Income Country' but also the unequal wealth is still an issue that challenges the government in their economic structural reform in order to have the nation transform from Thailand 3.0 to Thailand 4.0, which is more of the 'valued based economy', driven by innovations. At present, Thailand is still attached to an economic model of 'more work – lower income', so this is to transform the other way around. This is to ensure changes in 3 significant aspects, 1) from the manufacturing of consumer goods to innovation. 2) from propelling the country solely by the industry sector to creativity and innovation, and 3) from the emphasis on the production of goods to hospitality and services. There will also be transformation made in 4 significant components: 1) traditional farming to smart farming in which farmers are entrepreneurs with wealthier living, 2) Traditional SMEs (Small and Medium Enterprise) or existing government supported SMEs to Smart Enterprises and Startups with high efficiency, 3) Low value traditional services to high value services, and 4) limited skill labor to highly skilled, educated labor. Innovation is employed to drive national economy by knowledge, creativity, innovation, science, technology and research. Following that, further development will be made for 5 targeted groups of technology and industry: 1) Food, agriculture, and biotechnology, 2) public healthcare and medical technology, 3) smart equipment, robotic tools, and electronic mechanism and devices, 4) digital and internet technology networking for equipment control, artificial intelligence and embedded system technology, and 5) highly valued cultures and services creative industry. These 5 groups will serve as establishment platforms for new Startups while civil state force will progressively push various industries such as food, agriculture, and biotechnology with Mitrphol Group, Thai Union Frozen Products Co.,Ltd., and CP Group as the major force while the finance and monetary sector with the Bank for Agriculture and Agricultural Cooperatives and the Government Saving Bank provide financial support. Several leading universities such as Kasetsart University along with other institutes that put much emphasis on regional research will work cooperatively with foreign universities and institutes: Wageningen, the top leading research university in the Netherlands as well as American colleges namely Purdue University, UC Davis, and Cornell, will be the core institutes in the studies and researches and developments of new technology. Also, Thailand's Ministry of Finance and the Board of Investment of Thailand (BOI) are the two major government agencies providing relevant supports. One of the projects being propelled through the help of the Ministry of Science and Technology is the establishment of 'Food Innopolis'. The next 3-5 year period is set to accomplish all goals based on the transformation from "Problems and Challenges" to "Potentials and Opportunities", aiming at the establishment of true national security, wealth, and sustainability. The elimination of expected problems caused by the society's transformation to elderly society will be adjusted to active aging society, the development of medical robotic equipment, and the upgrading of typical cities to Smart Cities are also expected outcomes of the plan.

The aforementioned changes have forced organizations to perform adjustments and developments so to lead themselves through significant changes in the 21st century. Business organizations are to emphasize on profit increase, cost reduction, and customers' satisfaction. Harmoniously, Organizations in the government sector will have to pay more attention to the improvement of working procedures, public services and satisfaction. Having synthesized all related documents and researches on organization behaviors, it can be stated that organization development can realistically be accomplished through the thorough study and understanding of organizational behavior which is a systematic study conducted to retrieve information on behavioral patterns of personnel performing duties in any organizations. This comprises three levels of behavioral patterns: individual level (value, attitude, perception, learning, personality, motivation, and decisiveness), group level (teamwork, communication, leadership, authority, and conflict), and organization level (organizational change, human resources management, working atmosphere, information technology system, knowledge management, norm and standards. Knowledge and findings from the previously mentioned study will enable executives understand staff members' behaviors and to be able to create motivation, both of which ensure that staff can happily work in their organizations where ideal organizational behaviors: increased productivity, reduced staff absence, less turnover, staff's satisfaction, and being good members of organizations, are expected. The latter, being favorable staff, is not enforced as a duty but encouraged, and this will directly and positively affect organizations' performance that leads to effectiveness and success for organizations of the 21st century.

The objective of this article is to propose the significance and guidelines in the implementation of organization behavior concept for the effectiveness in organizational management in the 21st century.

LITERATURE REVIEW

Meaning

Middlemist and Hitt, (1988) defines organizational behavior as the study of the behaviors of individuals, groups, and organizations. The understanding of this is used to enhance an organization's staff satisfaction as well as increase productivity and effectiveness.

Baron and Greenberg, (1989) state that organizational behavior can be defined as the study of behaviors of human in organizations. The study focuses on individuals, groups, and organizations systematically in order to utilize the knowledge and findings obtained for the increase in effectiveness and satisfaction of individuals working in organizations.

Moorhead and Griffin, (1995) defines organizational behavior as the study of behaviors of human in organizations, the relationship between human behaviors and organizations as well as the organizations themselves. The three aspects of the study promote better overall understanding of organizational behavior.

In conclusion, organizational behavior is a systematic study of the study of the behaviors of individuals, groups, and organizations that can enhance an organization's overall staff satisfaction as well as the increase in productivity and effectiveness.

Organization theories of different eras

Classical Organization Theory

The concept established during this era significantly focused on the system and methods, with belief that to achieve desirable outcomes and effectiveness, systems and procedures as well as closely monitoring of work must be ensured; however, the weakness of this concept is that human is viewed as less important than machines; there is no care about human's feeling.

Fredrick W. Taylor (1875) believed that losses occurring in organizations result from poor management; therefore, to solve such problem, proper systems and management plans are to be created. Tasks and duties should be delegated according to personal skills. Should regulations be well-designated, individuals can produce quality outcomes.

Henry Fayol (1923) proposed significant principles regarding executives roles. Executives must exhibit essential roles and duties that lead to the improvement of performance and effectiveness. These include 5 components: 1) planning, 2) organization management, 3) chain of command, 4) coordination, and 5) work control.

Max Werber (1947) proposed two procedural methods in the management of large size organizations and bureaucratic organizations to maximize both effectiveness and performance. The two methods comprised 1) the principle in task delegation by skills and aptitudes, 2) the principle in management by chain of command, 3) the principle of laws, 4) the principle of formal or official importance, 5) the principle of morality, and 6) the principle of career security.

Behavioral Organization Theory

This concept puts more emphasis on the importance of human. It supports the belief that human possesses intelligence, judgment, feelings, mindfulness, reasons, and needs. Therefore, successful organization management must emphasize the significance of human through honor and prestige.

George Elton Mayo (1954) conducted studies and researches to find a conclusion on the relationship between working physical conditions and productivity through Hawthorne Experiment performed at Hawthorne. It was concluded that if individuals work in a good environment and receive peace of mind as a reward which is better, in comparison with money reward, they will dedicate themselves in tasked duties, resulting in good outcomes.

Contingency Theories

These can also be called system theories, consisting of concepts that pay much interest in changing environments, with a belief that organizations always face environmental changes. Therefore, organizations must be sustainable and possess ability to adapt to such changes.

Frederic Herzberg (1959) proposed that offices encourage staff to be satisfied with their works as this would lead to organizational success. Hygiene factors are not to be overlooked because, if the hygiene factors are weak, staff dissatisfaction can then exist, and this creates obstacles and difficulties in work together with job dissatisfaction that can negatively affect the organization. If there is the ability to reduce or prevent such dissatisfaction, the misunderstanding and discomfort found in the organization can be noticeably declined. After that, the initiation of gradual encouragement with motivational factors seems to be an easy and effective method.

Victor H. Vroom (1964) proposed a form of expectation toward work called VIE Theory which achieved high popularity. It explained the career motivational process affecting on work as the followings. The level of individuals' expectation for rewards is defined as the value or importance perceived by each individual which is known as level 1 outcome or reward leading to the 2nd outcome or another reward. This is a perception in the relationship of the outcome and the expectation in the possibility to obtain desired outcomes or rewards through certain behaviors which have a certain connection between outcomes and attempts. In contrast, the theory of expectation insists that executives must interfere in all work procedures so that individuals expect outcomes, tool quality, and maximum value of the outcomes.

Clayton Aldenfer (1969) is a concept among groups of individuals paying interest in the study of motivation and causes of behaviors that affect personnel development, both individually and organizationally. The concept was developed from the theory of hierarchical needs of Maslow which was sub-divided into 5 categories. However, Aldenfer further categorized the needs into three types: 1) the needs of sustainable living, 2) the needs of interpersonal relationship, and 3) the needs of progress, all of which are in accordance to Maslow's view of needs, that is, the needs of sustainable living is similar to the needs of physical health and security; the needs of interpersonal relationship is comparable to the needs of love and social acceptance; and the needs of progress is much like the needs of honor, reputation, and fulfilled expectations.

Abraham Maslow (1970) concluded that the characteristic of motivation is in a sequent progress according to hierarchy of needs in human. Regarding the theory, human's needs are categorized as 5 low to high hierarchical levels which are physical concerns, security, society, social status and acceptance, and success in life. Such needs motivate each individual to exhibit different consumption behaviors (Chalongsri Pimolsompong, 1999 : 36-37): 1)

need in physical health, 2) need for security, 3) need of love and possession, 4) need of respect by others, and 5) need of self-independence and truth, which is most importantly expected.

William G. Ouchi (1981), a professor at UCLA or University of California Los Angeles, came up with his Z Theory, a business management concept triggered by the impacts between Japanese and American styles of business management. He described the blended managerial structure derived from American style management (Theory A) and that of the Japanese (Theory J).

Having performed the literature review, it can be concluded that to develop an organization, a systematic study of organizational behavior is essential. This is to include individual level behaviors comprising value, attitude, perception, learning, personality, motivation to work, and decisiveness; group level behaviors consisting of teamwork, communication, leadership, authority, and conflict; organization level behavior which is composed of organizational change, human resources management, work atmosphere, information technology, knowledge management, and principles of work. All of the previously stated will ensure executives' better understanding of staff behavior and their capability of initiating motivation to work for fellow staff members. With this, staff can pleasantly perform their duties in their organization, enjoy their valued behaviors, lead their organization to desired accomplishments, resulting in the increase of organization effectiveness in the 21st century.

CONCLUSION

The organizational change while entering the 21st century is a challenge for organizations in that they will have to face rapidly changing environments in accompaniment with complications. For Thailand, such change is also noticed; the government has made an adjustment in the policy and come up with 'Thailand 4.0 Policy' that the development in technology and innovation aiming at the improvement of the country and its people's well-being. Furthermore, the changes found in economic regulations, more aggressive competitions, propelling 'start up' businesses, stepping into digitized society, existence of artificial intelligence as well as innovations, emphasis in networking, and empowerment are major factors encouraging organizations to make adjustments so that they can overcome all changes in the 21st century. Having synthesized relevant documents and researches on organizational behavior, it can be stated that, should organization development become realistic, organizational behavior must be studied. Organizational behavior is a systematic study about human behaviors group level behaviors and organizational level that has understanding of staff members; moreover, this also assists in the establishment of staff motivation so that all members can appreciatively work in their organizations. In addition, with this, pleasant organizational behaviors can be expected and results in better performance that leads to success and efficiency in organizations of the 21st century.

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THE ATTITUDES OF THE CONSUMERS IN UBON RATCHATHANI MUNICIPALITY ZONE TOWARDS THE MARKETING COMBINATION OF 7-ELEVEN BUSINESS IN THE UBON RATCHATHANI MUNICIPALITY PROXIMITY

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ABSTRACT

This research has the objectives to study the attitudes of the consumers in Ubon Ratchathani Municipality Zone towards the Marketing Combination of 7-eleven Business in the Ubon Ratchathani Municipality Proximity, and the 7-eleven Store's Consumption Behaviors of the Consumers in Ubon Ratchathani area, by choosing the sampling groups from the citizens whose houses are resided in the Ubon Ratchathani Municipality area. There are 384 sampling groups, by using the Cluster Sampling technique; with the survey as a tool to collect data, and the confidence value is equal to .92. The statistics using to analyze the data are percentage, average mean and the standard Deviation. The research's findings are most of surveyors are female, age around 21-30 years, with single marital status, a bachelor degree and the monthly income not over than 15,000 Thai Baht. The consumers have the attitudes toward the Market Combination of 7-eleven Business in the overall picture with much significant level. And we can list the significant level from the most to the least respectively as the employees/personnel side, physical side, price side, Distribution Channels side, Market Promotions side, Product side: Most of the will consume the products in 7-eleven approximately 4 times per week, most y around 17.01-21.00 hrs, and spend the time not over 10 minutes, purchase the products from THB 50-200 net per visit. They mostly buy food products. And the important reason for the consumers to consume the products in 7-eleven is it is convenient to purchase goods.

Key words: The Consumers, The Market Combination

INTRODUCTION

The current Retail Trading System in Thailand has been very significant matter, due to the Retail Trading is the overall activities that related directly to the Production selling to the last step. And we can consider it as the last stage of the market in the economy system. Once the goods has been produced by the manufacturer then delivered it to the retail shop. In case there are some products that could not be sold in the retail shop, and it

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would affect the economy system, then this shop would have old products left in the stock, and when the product could not be sold, then the manufacturer could not increase the production. This could lead to the factory closing down or Business Termination. And the next problem would be the unemployment problems from these job terminated workers, and at the end would definitely effect the economy in the country. However, if the retail shop is knowledgeable and experience enough in managing the Distribution system, this will boost the country's economic prosperously.

We have been believed that the economic growth is the drive who move the individual's power of buying and selling. And once this power has been spreading out, it will expand the purchasing production source and answer to the customer's increasing needs. Many times that people often think that once the change in the purchasing source has been improved to become the convenient store, like 7-eleven those are scattered in every street's corners, including all other styles of convenient store.

The convenient store is one kind of service and retail shop with high competition, due to the consumers would seek or select on what they are satisfied for. And at the same time, they have been competing on how to provide service in the new way to increase the amount of sale, or making the business growing even more. It is the convenient store task to find new method to attract the amount of sale, to motivate the contemporary consumers, and able to adjust, adapt and being competitive sustainably, by developing the form of the store, how to display the products with a modern look, and improving the convenient store's service accurately as per the significant regulation, with the strength trading infrastructure as the background, which means, they need the network of convenient stores, wholesale shops, regional's quality products distribution centers, which would enhance the purchasing, the shop's management, stocking. Then, at least, the outcome would be more convenient and fast system of the convenient stores products, and more saving in the products' cost, and processing's expenditures. 7-eleven is founded in 1927 by Southland Ice Company Limited at Oak Cliff, Dallas City, Texas State of United States of America. The company had begun their business from producing and selling Ice. And in the same year, they had expanded their business by taking more consumers goods such as milk, bread, soap, to distribute with the objective to a full course service to the consumer and changed the store's have to Tote'mstore, with the need to expand the store branches throughout the world non-stop, by enhance and stimulate the retail business form to the modern form as we see the convenient store business in the present.

Ubon Ratchathani Muang District has 12 branches of 7-eleven stores, which have been opened since 1987. There are 6 branches of 7-eleven stores in the proximity of Ubon Ratchathani Municipality (Foursquare, 2017:1). This could be considered that there are enough 7-eleven stores for the size of the 79,435 populations in the area of Ubon Ratchathani Municipality (Ubon Ratchathani Municipality, 2017, p.1).

The group of researchers have expected that the study of the attitudes of the consumers in Ubon Ratchathani Municipality towards the Market Combination of 7-eleven business in Ubon Ratchathani zone will be useful data for developing the knowledge of the marketing and business management in Ubon Ratchathani Province.

RESEARCH OBJECTIVES

1. To study the attitudes of the consumer in the area of Ubon Ratchathani Municipality proximity towards the market combination of 7-eleven business in Ubon Ratchathani Municipality area
2. Consumers' behavior in purchasing goods and services of 7-eleven stores in the zone of Ubon Ratchathani Municipality

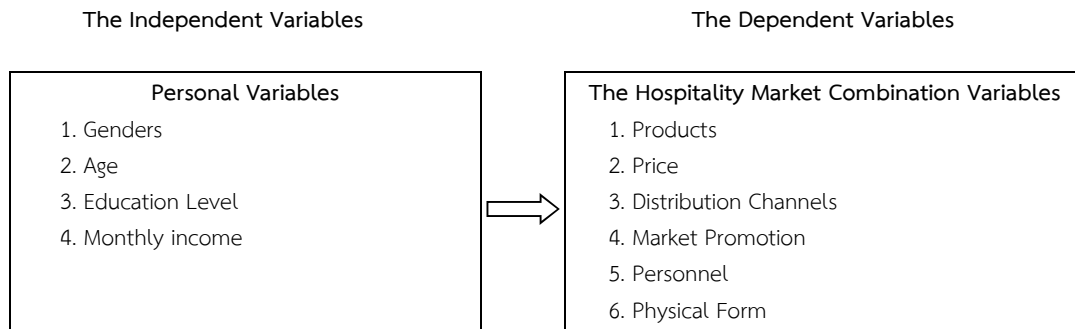
METHODOLOGY

The sampling group for studying is the population of Ubon Ratchathani Municipality for 79,435 citizens (Ubon Ratchathani Municipality, 2017:1) by sampling randomly with cluster sampling technique and compare with the complete table of Krejcie and Morgon (1970, pp.607-608), from 384 samplings.

The studied variables are composed of

- Independent Variables are personal data of the survey or such as genders, education levels, and income
- Dependent Variables are the Market combination of hospitality business, composing of product, prices, distribution channels, market promotion, staffs/personnel, physical form

The research frame of perception that the researchers have defined is shown as followings.



Picture 1 The Research Frame of Perception

The tools for collecting data is the survey, which can be divided into 3 parts as following;

Part 1 The Personal Variables data of the surveyors, which are genders, age, Marital Status, Education level, occupation, monthly income, by selecting choices and putting the answer in the space, we analyze the data by using the statistic frequencies and percentages.

Part 2 The data is related to market combination of the consumers goods with 6 variables to study, which are Product, price, Distribution Channels, Market Promotion, Staffs/personnel, and physical form. And this survey is in the Rating Scale Form, by given answers in 5 levels choices from the most agree, much agree, medium agree, less agree and least agree. This survey use statistic, average and standard Deviation, by each question, by each category and in the overall picture to collect data.

Part 3 The data is related to the purchasing behavior in 7-eleven stores in the proximity of Ubon Ratchathani Municipality, which composed of the Purchasing Rate per week, period of coming to the stores, time range for purchasing goods and services, the amount of money to spend, categories of the purchasing goods and reasons to choose this store. The survey comes in choices and fill the answer in the brackets. This survey use statistic, frequencies and percentages to collect data.

The Data Collection

1. Issuing the claiming form internally to ask the permission for collecting data from the citizen of the Ubon Ratchathani Municipality from the Faculty of Business Administration and Management.
2. Distributing the surveys to the citizen of Ubon Ratchathani Municipality by controlling the sampling group, by using the random sampling technique, from the communities within the proximity of Ubon Ratchathani for 10 communities, until the 384 sets of surveys are completed.
3. Collecting all the surveys, monitoring for any errors, and then analyzing them.

The Data Analyzing

The researchers have collected and analyze the date as per following steps;

1. Monitoring the completeness of every returned survey, and then scoring the selected surveys, by making the enclosing manual, and calculating by the Processing Program

2. Analyzing the personal data of the surveyors by grouping them in frequencies, and percentages, and dividing the variables as per there genders, ages, marital status, education level, occupation, monthly income. The purchasing behaviors in the 7-eleven store in the proximity of Ubon Ratchathani Municipality are composed of weekly purchasing rate, time of visiting the stores, length of the time to purchase the goods, the amount of spending money to purchase the products, the type of the purchasing goods, and the reason to choose the service at 7-eleven stores.

3. Analyzing the data from the survey in Part 2 and scoring the marks from the scale's regulation of Best (1997, p.190) as shown below.

The Criteria to Measure the Significant Level and the Market / Combination

Level of Significant	Scaling Scores
-The Most Significant	5
-The Much Significant	4
-The Middle Significant	3
-The Less Significant	2
-The Least Significant	1

4. Calculating the average score and the Standard of Deviation by the Processing Program, and then comparing with the Best (1997, p.190) 's criterias, as followings.

The Average Scoring Criteria

Average Score at 4.51-5.00 means the most significant level

Average Score at 3.51-4.50 means the much significant level

Average Score 2.51-3.50 means the middle significant level

Average Score 1.51-2.50 means the less significant level

Average Score 1.00-1.50 means the least significant level

5. Presenting the analyzed data in the Table form and summarized the data.

RESULTS

The study of the Attitudes of the consumers in Ubon Ratchathani Municipality zone towards the Market Combination of 7-eleven Business in the Ubon Ratchathani Municipality proximity is found as shown in the Table 1.

Table 1 The Average and the Standard Deviation value of the Attitudes of the consumers in the Ubon Ratchathani Municipality zone towards the Market Combination of 7-eleven Business in Ubon Ratchathani Municipality Proximity

The Studied Variables	Level of Significant		
	Average Value	S.D. Value	Meaning
Product	4.05	.81	MUCH
Price	4.10	.82	MUCH
Distribution Channels	4.08	.82	MUCH
Market Promotion	4.08	.82	MUCH
Employees / Personnel	4.22	.79	MUCH
Physical Form	4.16	.81	MUCH
Overall Picture	4.12	.80	MUCH

From the Table 1, the data has found that the attitudes of the consumers in the Ubon Ratchathani Municipality zone towards the Market Combination of 7-eleven Business in the Ubon Ratchathani Municipality proximity, in the overall picture, the significant level is in much level and the data can be put in order from the most significant level to the least significant level are from the employees/personnel, the Physical Form, Pricing, Distribution Channels, Market promotion, and the product respectively.

Table 2 Amount and percentages of the consumers' purchasing behaviors in 7-eleven stores in Ubon Ratchathani Municipality Proximity

The Consumers' Purchasing Behaviors	No. of Consumer (s)	Percentages
Weekly Purchasing Rate		
1. Less than 1 time	16	4.16
2. 2 times	59	15.36
3. 3 times	85	22.13
4. 4 times	113	29.43
5. 5 times	61	15.89
6. Daily	50	13.02
Total	384	100.00
Period of Visiting the Store		
1. 05.00-09.00 HRS	47	12.24
2. 09.01-13.00 HRS	61	15.88
3. 13.01-17.00 HRS	45	11.72
4. 17.01-21.00 HRS	134	34.90
5. 21.01-24.00 HRS	83	21.61
6. After Midnight	14	3.65
Total	384	100.00
Length of time of Purchasing Goods and Services		
1. Less than 5 Minutes	54	14.06
2. 6-10 Minutes	153	39.84
3. 11-15 Minutes	92	23.96
4. 16-20 Minutes	67	17.45
5. 21-30 Minutes	15	3.91
6. More than 30 Minutes	3	0.78
Total	384	100.00
Amount of Money to Spend on the Goods Purchasing		
1. Lower than THB 50 net	42	10.94
2. THB 50-100 net	133	34.64
3. THB 101-200 net	133	34.64
4. More than THB 200 net	76	19.78
Total	384	100.00

The Consumers' Purchasing Behaviors	No. of Consumer (s)	Percentages
Types of Selected Goods		
1. Make up	42	10.94
2. Miscellaneous	77	20.05
3. Personal Belongings	79	20.57
4. Food	97	25.26
5. Beverage	81	21.10
6. Stationeries	8	2.08
Total	384	100.00
Reasons to Choose the Service		
1. Goods' quality	50	13.02
2. Confident in the products	39	10.16
3. The variety of the products	85	22.14
4. The convenience in purchasing	169	44.01
5. Store's cleanliness and safety	41	10.67
Total	384	100.00

From the table 2 the research has found that the citizen in the Ubon Ratchathani Municipality Proximity has the Behaviors to purchase goods and services in the 7-eleven stores, mostly 4 times a week, by visiting the store during 17.01-22.00 HRS., not over than 10 minutes, and purchase around THB 50-200 net per visit. They prefer to purchase food products, and the significant reason that most consumers choose 7-eleven store is its to purchase the goods and services.

1. From the result of the research, the findings are shown that, in the products side, in the overall picture, the consumers have emphasized in a much significant level, however, in the last rank of the studied variable. They have put the significant in the distribution goods to be variety, such as make up Products, Studies Kits, Instant food, clearly product Labels of how to use or prepare the products, and although they are overseas products, the store would have enough supplies in the store. The finding of the research in the overall picture have some contradiction the study of Yodjun (2007, pp.34-35), about the Comparison of Marketing Mix and Consumer Behavior between 7-eleven and Family Mart in Metropolitan area. This study has found that the consumers have put the Products' significant in the second rank, after the Distribution Channels, however, it is conforming to the discovered question. And the study of Yodjun (2007, p.34) has found that the most important issue for the consumer's attention is the Product, due to there are various kinds and sizes of products for the consumers to choose.

2. From the research's finding, the Price side is the third rank that the consumers have put the significant level from the studied variables, by putting the significant on the issue of pricing related to the products' quality. From the findings of the research, the change of price of distribution products in 7-eleven store, which are all qualified products are much move higher price than the distribution products in the local market. This research's findings in the overall picture have some contradictions with the research of Rattanakorn (2012, p.65) that studying on the Marketing Mix Factors and Consuming Behavior Affecting Consuming Behavior of 7-eleven Convenient Stores in the Three Southern Border Provinces. The research's findings has shown that the consumers have put the significant on the pricing as the first rank, however, it still contradicts with the finding question of Rattanakorn (2012, p.66)'s research that has shown that the consumer has put the significant on the clear prices tags the most.

3. From the research, the finding has shown about the Distribution Channels, that in the overall picture, the consumers have put the significant, in the high level but in the fourth rank from the studied variable. They have put the attention to the issue of a lot of no. of 7-eleven convenient stores in the Ubon Ratchathani Municipality Proximity. The research's findings have shown that the consumers in the Ubon Ratchathani Municipality

have sought for purchasing the consuming goods from 7-eleven stores, due to there are as much branches as 12 convenient stores, throughout the Ubon Ratchathani Municipality, which are easy to find and approachable. However, it has contradicted with the research of Yodjun (2007, p.34) in the overall picture, that researching on the comparison of Marketing Mix and consumer Behavior between 7-eleven and Family Mart in Bangkok Metropolitan Area, which has found that the consumers have put the significant for the Distribution Channel in the first rank, and also contradicted with the finding question that Yodjun (has found that the decoration and shelving in the store properly, 2007, p.34) conveniently for choosing the purchasing products. However, this finding is conforming to the research of Meejan and Luangphoo (2004, p.61) that studied on Trends and Motivation Factors to purchase the goods from 7-catalog, inside 7-eleven convenient stores in Bangkok area. This research's findings have shown that the consumers have put the significant on the Distribution Channels as a second rank after the product which is conforming to the finding study of Meejun and Luangpooh (2009, p.64), showing that the consumers have found the service form purchasing goods and services from 7-eleven store fast and conveniently.

4. The research's finding about the Market Promotion, in the overall picture have found that the consumers have put the significant in a much more level, but in the fifth rank from the studied variables. The findings has shown about the significant of new products recommended tags that distributed in the store. the result has shown that the consumers have put the significant an acknowledgement of new product launch and expect of more new coming products in 7-eleven stores. This finding in the overall picture has conforming to the research of Rattanakarn (2012, p.65) that studied on the Marketing Mix Factors and Consuming Behavior Affecting Consuming Behavior of 7-eleven Convenient stores in the Three Southern Border Provinces, which has found that the consumers have put significant on the market Promotion as a fourth rank, but still contradicted the most with the research of Rattanakarn (2012:66) in the finding question that the consumers have put the significant on the services of the 'Counter Services' such as paying electricity bills, and also contradicted with the research of Gawilo (2010, p.76) that studied on the Marketing Promotion Approach for Bakery Product at 7-eleven Shop Case Study at Klong Luang District of Pathumthani Province, Thailand. In this research, the consumers have put the significant on the Marketing Promotion in the overall picture as the last rank of the studied variable, however, this research is still contradicted to what the consumers have put the significant for because the findings has shown that the consumers have put the significant on the fame of the 7-eleven Brands the most.

5. From the research, the findings about employees/personnel, in the overall picture, the consumers have put the significant in a high level, and it is the first rank of the studied variable. This case is putting the significant on how the staffs have calculated and checking the bills correctly and accurately. The findings have shown that, the consumers have wished for the accurate bill checking from the competent and expert cashier staffs, as they have believed that the 7-eleven store's staffs would not take advantage on the customers. However, the findings has contradicted with the research of Yodjun (2007, p.35) that studied on the Comparison of Marketing Mix and Consumer Behavior between 7-eleven and Family Mart in Bangkok Metropolitan Area, which has found that the consumers have put the significant on the employees side as the fifth rank. On the opposite, it has conformed to the finding question, which the research of Yodjun (2007, p.34) has found that the cases that the consumers have put the significant the most in the employees side are the staffs' clean and heat attires.

6. From the research, the findings about the Physical Form, in the overall picture, the consumers have put the significant in a high level, but it is in the second rank. This case is putting the significant that the walkways inside the stores are clean, enough lighting, cooling air-conditioners have making the store cool and comfortable. This research has mentioned that the cleanliness inside the 7-eleven stores enough lighting, cooling air-conditioned store are the expectations that the consumers have expected to get from coming to purchase goods and services in 7-eleven convenient stores. This finding is conforming to the research of Yodjun (2007, p.35) that studied on the comparison of Marketing Mix and Consumer Behavior between 7-eleven and Family Mart in Bangkok Metropolitan Area, which has found that the consumers have put the significant for the Physical Form in the 3rd rank, but it is still contradicted with the finding question from the research of Yodjun (2007, p.35), has found that

the consumers have put the significant the most about the physical form is the shop's area is spacious enough for displaying the products.

CONCLUSION

1. From the research, the findings about the product, the consumers have put the significant on the Product's quantities in the store as the last rank from the studied case, As the consumers who come to purchase the goods in 7-eleven stores because of the convenient reason the most. Therefore, 7-eleven convenient stores has no need to keep a lot of goods in the stock. However, they need to use the technologies to keep monitoring the circulate goods, especially the hot sale goods.

2. From the research, the findings about the price, the consumers have put the significant on the price and the quantity of the products, as the last rank from the studied case. As the consumers who comes to purchase the goods in 7-eleven stores, because of the convenient reason the most. Therefore, 7-eleven stores can set the price with the additional profits, and use the differences of the profits from the cost prices and the setting prices to do more Marketing Promotion in various campaigns.

3. From the research, the findings about the Distribution Channels, the consumers have put the significant on the parking spaces in front of the 7-eleven convenient stores, as the last rank of the studied case. As the consumers who come to purchase the goods in 7-eleven stores, because of the convenient reason the most. Therefore, 7-eleven should choose the shop's location in the community area, with a lot of citizens passing by, as it will enhance the amount of selling.

4. From the research, the findings about the Market Promotion, the consumers have put the significant on the advertisements in various medias, such as broadcasting via television, as the last rank of the studied case. As the consumers who come to purchase goods in 7-eleven stores, because of its convenient reason the most. Therefore, 7-eleven shop should use the investment on the various medias to invest on the Marketing Promotion inside the store more than other Market Promotions.

5. From the research, the findings about the employees/personnel, the consumers have put the significant on how to inform the steps and conditions of service to the consumers, as the last rank of the studied case. As the customers come to purchase goods in 7-eleven stores, because of its convenient reason the most. Therefore, 7-eleven stores have no need to clarify the steps of service but emphasize more on faster service as fast as the customers' expectations.

6. From the research, the findings about the physical form, the consumers have put the significant on the spacious and convenient walkways inside the shops, as the last rank of the studied case, As the customers have come to purchase goods in 7-eleven stores, because of its convenient reason the most. Therefore, 7-eleven convenient stores should add more products shelves that meet the customers' needs more, especially enough, and various kinds of products to cover the population's livings and existences.

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APPENDIX



คำสั่งมหาวิทยาลัยราชภัฏอุบลราชธานี

ที่ ๒๓๗๖/๒๕๖๐

เรื่อง แต่งตั้งคณะกรรมการผู้ทรงคุณวุฒิอ่านบทความ (Peer Review) ภาษาอังกฤษ: ระดับนานาชาติ
การประชุมวิชาการบริหารธุรกิจระดับชาติและนานาชาติ ประจำปี ๒๕๖๐

ด้วยคณะบริหารธุรกิจและการจัดการ มหาวิทยาลัยราชภัฏอุบลราชธานี จะดำเนินการจัดการประชุมวิชาการบริหารธุรกิจระดับชาติและนานาชาติ ประจำปี ๒๕๖๐ (Business Administration National and International Conference: BANIC ๒๐๑๙) หรือ การประชุมวิชาการระดับชาติ ครั้งที่ ๕ และการจัดประชุมวิชาการระดับนานาชาติ ครั้งที่ ๑ ประจำปี ๒๕๖๐ เรื่อง “Research for Business Innovation and Advancement” และ “วิจัยเพื่อความก้าวหน้าและนวัตกรรมธุรกิจ” ในวันอังคารที่ ๑๙ ธันวาคม ๒๕๖๐ ณ คณะบริหารธุรกิจและการจัดการ มหาวิทยาลัยราชภัฏอุบลราชธานี ดังนั้นเพื่อให้การดำเนินงานเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ มหาวิทยาลัย ฯ จึงแต่งตั้งบุคคลดังรายชื่อต่อไปนี้เป็นคณะกรรมการผู้ทรงคุณวุฒิอ่านบทความ (Peer Review) ภาษาอังกฤษ: ระดับนานาชาติ การประชุมวิชาการบริหารธุรกิจระดับชาติและนานาชาติ ประจำปี ๒๕๖๐

๑. ศาสตราจารย์ ดร.บุษยา วีรกุล	ผู้ทรงคุณวุฒิภายใน
๒. รองศาสตราจารย์ ดร.พิชาภพ พันธุ์แพ	ผู้ทรงคุณวุฒิภายใน
๓. รองศาสตราจารย์ ดร.จกมลดินทร์ แสงอาสภวิริยะ	ผู้ทรงคุณวุฒิภายใน
๔. รองศาสตราจารย์ ดร.ถวิล นิลใบ	ผู้ทรงคุณวุฒิภายใน
๕. รองศาสตราจารย์ ดร.นลินี ทองประเสริฐ	ผู้ทรงคุณวุฒิภายใน
๖. รองศาสตราจารย์ ดร.ปิยภินิฐ ไซตวนิช	ผู้ทรงคุณวุฒิภายใน
๗. ผู้ช่วยศาสตราจารย์ ดร.กิตติมา จิ่งสุวดี	ผู้ทรงคุณวุฒิภายใน
๘. ผู้ช่วยศาสตราจารย์ ดร.จตุรงค์ ศรีวงษ์วรรณะ	ผู้ทรงคุณวุฒิภายใน
๙. ดร.ศิริระ ศรีโยธิน	ผู้ทรงคุณวุฒิภายใน
๑๐. ดร.รุ่งรศมี บุญดาว	ผู้ทรงคุณวุฒิภายใน
๑๑. ดร.พัทธนันท์ เพชรเชิดชู	ผู้ทรงคุณวุฒิภายใน
๑๒. ดร.ทงวาน	ผู้ทรงคุณวุฒิภายใน
๑๓. ดร.กิริฎา เกาพิจิตร	ผู้ทรงคุณวุฒิภายใน
๑๔. Prof.Dr.Mahadzirah Mohamad	ผู้ทรงคุณวุฒิภายใน
๑๕. Prof.Dr.Ghazali Musa	ผู้ทรงคุณวุฒิภายใน

๑๖.	Dr.Sedigheh Moghavvemi	ผู้ทรงคุณวุฒิภายใน
๑๗.	Dr.Sharmila Jayasingam	ผู้ทรงคุณวุฒิภายใน
๑๘.	Dr. Mohammad Nazri	ผู้ทรงคุณวุฒิภายใน
๑๙.	Dr. Su Teng Lee	ผู้ทรงคุณวุฒิภายใน
๒๐.	Mr.Duthay Sidachanh	ผู้ทรงคุณวุฒิภายใน
๒๑.	Mr. Bayu Arie Fianto	ผู้ทรงคุณวุฒิภายใน
๒๒.	Asst Prof Dr. Thitima Sitthipongpanich	ผู้ทรงคุณวุฒิภายนอก
๒๓.	Dr.Wongwiriya Pattamaporn	ผู้ทรงคุณวุฒิภายนอก
๒๔.	Dr.Nguyen Hong Quang	ผู้ทรงคุณวุฒิภายนอก
๒๕.	Dr.Nguyen Huy Hoang	ผู้ทรงคุณวุฒิภายนอก
๒๖.	Assoc.Prof.Dr.Kevin O'Neill	ผู้ทรงคุณวุฒิภายนอก
๒๗.	Asst Prof Dr. Pajaree Ackaradejruamhsri	ผู้ทรงคุณวุฒิภายนอก
๒๘.	Dr.Emeritus Prof Lance C.C. Fung	ผู้ทรงคุณวุฒิภายนอก
๒๙.	Assoc Prof Dr. Antonia Girargi	ผู้ทรงคุณวุฒิภายนอก

ให้มีหน้าที่

๑. อ่านและประเมินผลงานทางวิชาการเพื่อนำเสนอในรูปแบบภาคบรรยายหรือภาคโปสเตอร์
๒. หน้าที่อื่นๆที่ได้รับมอบหมาย

สั่ง ณ วันที่ ๔ เดือน กรกฎาคม พ.ศ. ๒๕๖๐



(รองศาสตราจารย์ธรรมรักษ์ ละอองนวล)
อธิการบดีมหาวิทยาลัยราชภัฏอุบลราชธานี



คำสั่งมหาวิทยาลัยราชภัฏอุบลราชธานี

ที่ ๒๓๗๗/๒๕๖๐

เรื่อง แต่งตั้งคณะกรรมการประจำห้องประชุมย่อยการประชุมวิชาการบริหารธุรกิจระดับชาติ และนานาชาติ ประจำปี ๒๕๖๐

ด้วย คณะบริหารธุรกิจและการจัดการ มหาวิทยาลัยราชภัฏอุบลราชธานี จะดำเนินการจัดการประชุมวิชาการบริหารธุรกิจระดับชาติและนานาชาติ ประจำปี ๒๕๖๐ (Business Administration National and International Conference: BANIC ๒๐๑๗) หรือ การประชุมวิชาการระดับชาติ ครั้งที่ ๕ และการจัดประชุมวิชาการระดับนานาชาติ ครั้งที่ ๑ ประจำปี ๒๕๖๐ เรื่อง “Research for Business Innovation and Advancement” และ “วิจัยเพื่อความก้าวหน้าและนวัตกรรมธุรกิจ” ในวันอังคารที่ ๑๙ ธันวาคม ๒๕๖๐ ณ คณะบริหารธุรกิจและการจัดการ มหาวิทยาลัยราชภัฏอุบลราชธานี ดังนั้น เพื่อให้การดำเนินงานเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ มหาวิทยาลัย ฯ จึงแต่งตั้งบุคคลดังรายชื่อต่อไปนี้ เป็นคณะกรรมการประจำห้องประชุมย่อยการประชุมวิชาการบริหารธุรกิจระดับชาติและนานาชาติ ประจำปี ๒๕๖๐

๑. ผู้ช่วยศาสตราจารย์ดร.อำไพ ยงกุลวนิช	ประธานกรรมการ
๒. รองศาสตราจารย์ ดร.นลินี ทองประเสริฐ	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับนานาชาติ
๓. ผู้ช่วยศาสตราจารย์ ดร.จตุรงค์ ศรีวงศ์วรรณะ	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับนานาชาติ
๔. อาจารย์ ดร.รชฏ ขำบุญ	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับนานาชาติ
๕. อาจารย์ ดร.ธรรมวิมล สุขเสริม	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับนานาชาติ
๖. รองศาสตราจารย์ ดร.จงกลดินทร์ แสงอาสภวิริยะ	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๗. รองศาสตราจารย์ ดร.บุญทวรรณ วิงวอน	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๘. ผู้ช่วยศาสตราจารย์ ดร.สุภาวดี ขุนทองจันทร์	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๙. ผู้ช่วยศาสตราจารย์ ดร.อัยรดา พรเจริญ	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๑๐. ผู้ช่วยศาสตราจารย์ ดร.กนกอร บุญมี	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๑๑. ผู้ช่วยศาสตราจารย์ ดร.สุภัทธร ทวีจันทร์	กรรมการผู้ทรงคุณวุฒิประจำห้อง ระดับชาติ
๑๒. อาจารย์รัชนิกร วรรณสถิตย์	กรรมการ
๑๓. อาจารย์สงศรี ลีธีรบุญพงศ์	กรรมการ
๑๔. อาจารย์กฤตยกุล ธานิสพงศ์	กรรมการ

๑๕. อาจารย์ชนิษฐา คนกล้า	กรรมการ
๑๖. อาจารย์รติ ทาโพธิ์	กรรมการ
๑๗. อาจารย์ ดร.ปิยนุช วรบุตร	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. ดำเนินรายการในห้องประชุมให้เป็นไปตามกำหนดการ
๒. จัดนักศึกษาควบคุมเวลาและการดำเนินงานในแต่ละห้องประชุมย่อย
๓. แลกเปลี่ยนความรู้และเสนอแนะในผลงานทางวิชาการของผู้นำเสนอ
๔. จัดทำป้ายชื่อกรรมการแต่ละห้อง
๕. หน้าที่อื่นๆที่ได้รับมอบหมาย

สั่ง ณ วันที่ ๔ เดือน กรกฎาคม พ.ศ. ๒๕๖๐



(รองศาสตราจารย์ธรรมรักษ์ ละอองนวล)
อธิการบดีมหาวิทยาลัยราชภัฏอุบลราชธานี



คำสั่งมหาวิทยาลัยราชภัฏอุบลราชธานี

ที่ ๒๓๗๔/๒๕๖๐

เรื่อง แต่งตั้งคณะกรรมการจัดการประชุมวิชาการบริหารธุรกิจระดับชาตินานาชาติ ประจำปี ๒๕๖๐

ด้วยคณะบริหารธุรกิจและการจัดการ มหาวิทยาลัยราชภัฏอุบลราชธานี จะดำเนินการจัดการประชุมวิชาการบริหารธุรกิจระดับชาตินานาชาติ ประจำปี ๒๕๖๐ (Business Administration National and International Conference: BANIC 2017) หรือ การประชุมวิชาการระดับชาติ ครั้งที่ ๕ และการจัดประชุมวิชาการระดับนานาชาติ ครั้งที่ ๑ ประจำปี ๒๕๖๐ เรื่อง “Research for Business Innovation and Advancement” และ “วิจัยเพื่อความก้าวหน้าและนวัตกรรมธุรกิจ” ในวันอังคารที่ ๑๙ ธันวาคม ๒๕๖๐ ณ มหาวิทยาลัยราชภัฏอุบลราชธานี ดังนั้นเพื่อให้การดำเนินงานเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ มหาวิทยาลัย ฯ จึงแต่งตั้งบุคคลดังรายชื่อต่อไปนี้เป็นคณะกรรมการจัดการประชุมวิชาการบริหารธุรกิจระดับชาตินานาชาติ ประจำปี ๒๕๖๐

๑. คณะกรรมการอำนวยการ

- | | |
|---|---|
| ๑. ผู้ช่วยศาสตราจารย์หทัยรัตน์ ควรรู้ดี | ประธานกรรมการ |
| ๒. รองศาสตราจารย์ ดร.ปิยนันท์ โชติวณิช | รองประธานกรรมการ |
| ๓. รองศาสตราจารย์ ดร.นลินี ทองประเสริฐ | กรรมการ |
| ๔. ผู้ช่วยศาสตราจารย์ ดร.กิตติมา จิงสุวดี | กรรมการ |
| ๕. ผู้ช่วยศาสตราจารย์ ดร.อำไพ ยงกุลวณิช | กรรมการ |
| ๖. อาจารย์พัชรชาติ กุลบุญญา | กรรมการ |
| ๗. อาจารย์พรชัย วีระนนทาเวช | กรรมการ |
| ๘. ผู้ช่วยศาสตราจารย์นรินทร์ ยุวดีนิเวศ | กรรมการ |
| ๙. ผู้ช่วยศาสตราจารย์ มาลีณี ศรีไมตรี | กรรมการ |
| ๑๐. อาจารย์ ดร.ประไพพิศ เลียบสือตระกูล | กรรมการ |
| ๑๑. อาจารย์สุจิตตรา หงษ์ยนต์ | กรรมการ |
| ๑๒. อาจารย์ภูมิภักดิ์ ปรมัตถ์วโรดิ | กรรมการ |
| ๑๓. อาจารย์ภราดา บุญรมย์ | กรรมการ |
| ๑๔. อาจารย์ศิริรัตน์ พลไชย | กรรมการ |
| ๑๕. ผู้ช่วยศาสตราจารย์ ดร.กนกอร บุญมี | กรรมการมหาวิทยาลัยภาคตะวันออกเฉียงเหนือ |
| ๑๖. ผู้ช่วยศาสตราจารย์ ดร.พนา ดุลยพัชร | กรรมการมหาวิทยาลัยราชภัฏอุบลราชธานี |
| ๑๗. ผู้ช่วยศาสตราจารย์ ดร.กฤตชน วงศ์รัตน์ | กรรมการมหาวิทยาลัยราชภัฏเพชรบุรี |

- | | |
|--|--|
| ๑๘. ผู้ช่วยศาสตราจารย์เอกรัตน์ เอกศาสตร์ | กรรมการมหาวิทยาลัยราชภัฏนครราชสีมา |
| ๑๙. ผู้ช่วยศาสตราจารย์ธนิดา ภูแดง | กรรมการมหาวิทยาลัยราชภัฏเทพสตรี |
| ๒๐. อาจารย์ ดร.สุมาลี เกยวิจิตร | กรรมการมหาวิทยาลัยอุบลราชธานี |
| ๒๑. อาจารย์ ดร.ภาดล อามาศย์ | กรรมการมหาวิทยาลัยราชภัฏศรีสะเกษ |
| ๒๒. อาจารย์ ดร. ภัทริยา พรหมราษฎร์ | กรรมการมหาวิทยาลัยราชภัฏร้อยเอ็ด |
| ๒๓. อาจารย์ ดร.พัทธนันท์ เพชรเชิดชู | กรรมการจากมหาวิทยาลัยธุรกิจบัณฑิต |
| ๒๔. Prof. Dr. Ghazali Musa | Faculty of Business & Accountancy,
University of Malaya, Malaysia |
| ๒๕. Mr. Outhay Sidachanh | Soudvilay College, Laos |
| ๒๖. Dr. Dian Agustia | Universitas Airlangga, Indonesia |
| ๒๗. Dr. Sothan Yoeung | University of South-East Asia, Cambodia |
| ๒๘. อาจารย์ ดร.อนันต์ สุนทราเมธากุล | กรรมการและเลขานุการ |
| ๒๙. อาจารย์วิริยญา สุทธิกุล | กรรมการและผู้ช่วยเลขานุการ |

ให้มีหน้าที่ ควบคุมดูแลให้คำปรึกษาแนะนำสนับสนุนและอำนวยความสะดวกในการจัดงานให้เป็นไปด้วยความเรียบร้อย

๒. คณะกรรมการประสานงานบทความ

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| ๑. อาจารย์ ดร.วลัยพร สุขปลั่ง | ประธานกรรมการ |
| ๒. ผู้ช่วยศาสตราจารย์ ดร.สิริภาพรรณ ลีภัยเจริญ | กรรมการ |
| ๓. ผู้ช่วยศาสตราจารย์มาลินี ศรีไมตรี | กรรมการ |
| ๔. อาจารย์ปราโมทย์ นามวงศ์ | กรรมการ |
| ๕. นางสาวอัสสินี กำแมด | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. ประสานผู้ทรงคุณวุฒิในการอ่านและประเมินผลงานวิชาการ
๒. ประสานการรับและแจ้งผลการพิจารณาผลงานทางวิชาการ
๓. จัดทำแบบประเมินและประมวลผลความพึงพอใจของผู้เข้าร่วมงาน
๔. ประเมินผลการดำเนินงานและจัดทำสรุปผลการดำเนินงานจัดประชุมวิชาการ
๕. จัดทำรายงานฉบับสมบูรณ์
๖. ประสานงานกับคณะกรรมการฝ่ายอื่น ๆ ในการจัดงานประชุมวิชาการ

๓. คณะกรรมการพิจารณาผู้อ่านบทความ(Peer Review) ภาษาไทย: ระดับชาติ

๑. อาจารย์ ดร.วลัยพร สุขปลั่ง	ประธานกรรมการ
๒. รองศาสตราจารย์ ดร.ปิยนันท์ โชติวณิช	กรรมการ
๓. ผู้ช่วยศาสตราจารย์ ดร.อำไพ ยงกุลวณิช	กรรมการ
๔. อาจารย์ ดร.พิมุกต์ สมชอบ	กรรมการ
๕. อาจารย์ฤติมา มุ่งหมาย	กรรมการ
๖. นางสาวรัชสีนี กำแมต	กรรมการและเลขานุการ

ให้มีหน้าที่ พิจารณาผู้อ่านบทความ (Peer Review) ภาษาไทย: ระดับชาติ

๔. คณะกรรมการพิจารณาผู้อ่านบทความ(Peer Review) ภาษาอังกฤษ: ระดับนานาชาติ

๑. ผู้ช่วยศาสตราจารย์ ดร.จตุรงค์ ศรีวังษวรรณะ	ประธานกรรมการ
๒. รองศาสตราจารย์ ดร.ปิยนันท์ โชติวณิช	กรรมการ
๓. อาจารย์ ดร.ประไพพิศ เลียบสือตระกูล	กรรมการ
๔. อาจารย์ ดร.ปิยะนุช วรบุตร	กรรมการ
๕. อาจารย์วิรัชญา สุทธิกุล	กรรมการและเลขานุการ

ให้มีหน้าที่ พิจารณาผู้อ่านบทความ (Peer Review) ภาษาอังกฤษ: ระดับนานาชาติ

๕. คณะกรรมการฝ่ายพิธีการและต้อนรับ

๑. ผู้ช่วยศาสตราจารย์นรินทร์ ยุวดีนิเวศ	ประธานกรรมการ
๒. ผู้ช่วยศาสตราจารย์นิตยา พร้อมพรม	กรรมการ
๓. อาจารย์นวลปราง ชันเงิน	กรรมการ
๔. ผู้ช่วยศาสตราจารย์วิกานดา เกษตรเอี่ยม	กรรมการ
๕. ผู้ช่วยศาสตราจารย์วิลาวัณย์ อ่อนสีบุตร	กรรมการ
๖. ผู้ช่วยศาสตราจารย์ ดร.สิริภาพรรณ ลีภัยเจริญ	กรรมการ
๗. อาจารย์ ดร.ประไพพิศ เลียบสือตระกูล	กรรมการ
๘. อาจารย์ ดร.รัตนภรณ์ แซ่ลี้	กรรมการ
๙. อาจารย์วิรินดา สุทธิพรม (พิธีกร Thai)	กรรมการ
๑๐. อาจารย์วิรัชญา สุทธิกุล (พิธีกร Eng)	กรรมการ
๑๑. อาจารย์ปณิสญา อธิจิตตา	กรรมการ
๑๒. อาจารย์บุษยมาศ ชื่นเย็น	กรรมการ
๑๓. อาจารย์อุมารินทร์ ราตรี	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. ต้อนรับวิทยากรและผู้เข้าร่วมการประชุมทางวิชาการ
๒. จัดลำดับพิธีการกำหนดการเปิด – ปิดการประชุมทางวิชาการ
๓. ดำเนินรายการบนเวทีให้เป็นไปด้วยความเรียบร้อย
๔. จัดหาและเชิญของที่ระลึกเพื่อบอกแก่ผู้ทรงคุณวุฒิสำหรับการบรรยายพิเศษ
๕. หน้าที่อื่นๆ ที่ได้รับมอบหมาย

๖. คณะกรรมการฝ่ายประชาสัมพันธ์

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| ๑. อาจารย์ ดร.นิภา ชุณหวิญญกุล | ประธานกรรมการ |
| ๒. อาจารย์วิชุดา สวัสดิ์ สังข์ทองกลาง | กรรมการ |
| ๓. อาจารย์ปณิสญา อธิจิตตา | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. ประชาสัมพันธ์ เผยแพร่ข้อมูล ข่าวสาร
๒. เชิญชวนอาจารย์ นักวิจัย นักศึกษาและผู้สนใจทั่วไปเข้าร่วมประชุมและนำเสนอผลงานทางวิชาการ
๓. เชิญสำนักข่าวท้องถิ่นมาร่วมงานและทำข่าว
๔. หน้าที่อื่นๆ ที่ได้รับมอบหมาย

๗. คณะกรรมการฝ่ายการเงินและบัญชี

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| ๑. อาจารย์อโนชา สุวรรณสาร | ประธานกรรมการ |
| ๒. ผู้ช่วยศาสตราจารย์वासนา กวีนิภูธยานนท์ | กรรมการ |
| ๓. ผู้ช่วยศาสตราจารย์บดินทร์ภัทร์ สุนบุญรัตน์ | กรรมการ |
| ๔. ผู้ช่วยศาสตราจารย์พูลทรัพย์ หวังดี | กรรมการ |
| ๕. ผู้ช่วยศาสตราจารย์ประนอม คำผา | กรรมการ |
| ๖. อาจารย์วรรณุช กุอุทา | กรรมการ |
| ๗. อาจารย์กฤตยกมล ธาณิสพงศ์ | กรรมการ |
| ๘. นางสาวบัวสอน คำงาม | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. ประสานงานและเบิกจ่ายค่าใช้จ่ายและค่าตอบแทนผู้ทรงคุณวุฒิ
๒. จัดเก็บเอกสารการเบิกจ่าย
๓. หน้าที่อื่นๆ ที่ได้รับมอบหมาย

๘. คณะกรรมการฝ่ายยานพาหนะและที่พัก

๑.	อาจารย์อมรรัตน์ พรประเสริฐ	ประธานกรรมการ
๒.	อาจารย์ ดร.อโณทัย ทาระสาร	กรรมการ
๓.	อาจารย์เจริญ โสภา	กรรมการ
๔.	อาจารย์ดลฤดี จันทร์แก้ว	กรรมการ
๕.	อาจารย์ฐิติพร อุ่นใจ	กรรมการ
๖.	อาจารย์พัฒนศักดิ์ ปทุมวัน	กรรมการ
๗.	อาจารย์วันวิสา มากดี	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. ประสานการเดินทางและจองตัวเครื่องบินไป-กลับให้แก่ผู้ทรงคุณวุฒิ
๒. อำนวยความสะดวกและจองที่พักให้กับผู้ทรงคุณวุฒิ
๓. จัดตารางรถรับ-ส่งผู้ทรงคุณวุฒิ
๔. ให้คำแนะนำในเรื่องการท่องเที่ยวและร้านอาหาร
๕. หน้าที่อื่นๆ ที่ได้รับมอบหมาย

๙. คณะกรรมการฝ่ายรับลงทะเบียน

๑.	อาจารย์พัชรวดี กุลบุญญา	ประธานกรรมการ
๒.	ผู้ช่วยศาสตราจารย์วรรณณา ปิยะรัตน์มานนท์	กรรมการ
๓.	ผู้ช่วยศาสตราจารย์สุนิดา เกิดหนูวงศ์	กรรมการ
๔.	อาจารย์อัญญาณี อดทน	กรรมการ
๕.	อาจารย์อรพินท์ วงศ์ก่อ	กรรมการ
๖.	อาจารย์ศิริมล แสนสุข	กรรมการ
๗.	นายนิธิกร บริพันธ์	กรรมการ
๘.	อาจารย์สุจิตตรา หงษ์ยนต์	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. รับลงทะเบียนในการประชุมวิชาการ
๒. แจกเอกสารประกอบการลงทะเบียนเข้าร่วมประชุมทางวิชาการ
๓. แจกและรวบรวมแบบสอบถามความพึงพอใจการจัดประชุมทางวิชาการ
๔. จัดทำป้ายชื่อวิทยากร ป้ายชื่อกรรมการในห้องประชุมกลุ่มย่อย ป้ายชื่อผู้นำเสนอผลงานวุฒิปัตร์
๕. เตรียมเอกสารและจัดเอกสารประกอบการลงทะเบียนเข้าร่วมประชุมทางวิชาการ
๖. หน้าที่อื่นๆ ที่ได้รับมอบหมาย

๑๐. คณะกรรมการฝ่ายสถานที่

๑.	อาจารย์ ดร.พิมุทธิ์ สมชอบ	ประธานกรรมการ
๒.	อาจารย์ ดร.อนันต์ สุนทราเมธากุล	กรรมการ
๓.	อาจารย์ ดร.ก้องเกียรติ สหายรักษ์	กรรมการ
๔.	อาจารย์รวิ กลางประพันธ์	กรรมการ
๕.	อาจารย์มัลลิกา บุตรทองทิม	กรรมการ
๖.	อาจารย์ภราดา บุญรมย์	กรรมการ
๗.	อาจารย์อดุลยเดช ต้นแก้ว	กรรมการ
๘.	อาจารย์อโนชา สุวรรณสาร	กรรมการ
๙.	อาจารย์วรรณุช กุอุทา	กรรมการ
๑๐.	อาจารย์ภิมภักวิมล ปรมัตถ์วรโชติ	กรรมการ
๑๑.	อาจารย์เกรียงไกร ดำรงสกุล	กรรมการ
๑๒.	นายพงษ์ศิริ ลาฤทธิ	กรรมการ
๑๓.	นางสาวกนกกาญจน์ คำมงคล	กรรมการ
๑๔.	นายประยูร ล้อมไธสง	กรรมการ
๑๕.	นายอังคาร ดอนใหญ่	กรรมการ
๑๖.	นายเฉลิม พูลเพิ่ม	กรรมการ
๑๗.	นายอุทัย หวานใจ	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. จัดเตรียมสถานที่จัดงานและดูแลความเรียบร้อย
๒. จัดเตรียมอุปกรณ์เพื่อใช้ในการจัดแสดงโปสเตอร์จัดบทความโปสเตอร์ 1-2 หน้า
๓. ติดตั้ง ตรวจสอบและดูแลการใช้งานอุปกรณ์โสตทัศนูปกรณ์ในการนำเสนอผลงาน
๔. หน้าที่อื่นๆที่ได้รับมอบหมาย

๑๑. คณะกรรมการฝ่ายระบบสารสนเทศ

๑.	อาจารย์ปราโมทย์ นามวงศ์	ประธานกรรมการ
๒.	อาจารย์ไมตรี ริมทอง	กรรมการ
๓.	อาจารย์เกรียงศักดิ์ รักภักดี	กรรมการและเลขานุการ

ให้มีหน้าที่

๑. ดูแล ปรับปรุง ระบบข้อมูล บนเว็บไซต์ ให้ทันสมัยอยู่ตลอดเวลา
๒. ลงข้อมูลบทความ E – journal บนเว็บไซต์
๓. ลงข้อมูลภาพ วีดิทัศน์ ของกิจกรรม บนเว็บไซต์
๔. หน้าที่อื่นๆที่ได้รับมอบหมาย

๑๕. คณะกรรมการฝ่ายบันทึกภาพ วิดีทัศน์

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| ๑. ผู้ช่วยศาสตราจารย์ ดร.สันชัย ยงกุลวณิช | ประธานกรรมการ |
| ๒. อาจารย์ศราวุธ ชินาภาษ | กรรมการ |
| ๓. อาจารย์ศิริรัตน์ พลไชย | กรรมการ |
| ๔. อาจารย์ศุภเทพ สติมัน | กรรมการ |
| ๕. อาจารย์ปณิสญา อธิจิตตา | กรรมการ |
| ๖. นายนันทวัฒน์ สิมตะมะ | กรรมการ |
| ๗. นายพงษ์ศิริ ลาฤทธิ์ | กรรมการ |
| ๘. นางสาวกนกกาญจน์ คำมงคล | กรรมการ |
| ๙. นายอุทัย หวานใจ | กรรมการ |
| ๑๐. อาจารย์วิชุดา สวัสดิ์ สังข์ทองกลาง | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. จัดทำสื่อสำหรับนำเสนอข้อมูลที่เกี่ยวข้องกับการประชุมวิชาการ
๒. บันทึกภาพและวีดิทัศน์กิจกรรมที่เกี่ยวข้องช่วงเวลาก่อนและระหว่างการดำเนินการประชุม
๓. หน้าที่อื่นๆที่ได้รับมอบหมาย

๑๓. คณะกรรมการฝ่ายอาหารและเครื่องดื่ม

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| ๑. นางสาวรัตติยา พันนวล | ประธานกรรมการ |
| ๒. ผู้ช่วยศาสตราจารย์ประกายดาว เสวตนนท์ | กรรมการ |
| ๓. อาจารย์วรลักษณ์ อ่อน ณ นัยน์ | กรรมการ |
| ๔. นางสาวเบญจมาภรณ์ ถวิลไพร | กรรมการ |
| ๕. นางสาวพิไลวรรณ ดอนเตาเหล็ก | กรรมการ |
| ๖. นางสาววาสนา สิทธิผล | กรรมการ |
| ๗. นางสาววิไลวรรณ รัตนวรรณ | กรรมการ |
| ๘. นางสาวยุภา จำปี | กรรมการ |
| ๙. นางนฤมล นามบุญ | กรรมการ |
| ๑๐. นางวิไล สายแวว | กรรมการ |
| ๑๑. นางอมรรัตน์ ถนนอมพันธ์ | กรรมการ |
| ๑๒. นางพิสมัย หลักรัตน์ | กรรมการ |
| ๑๓. นางบุญแต่ง ศิลาอ่อน | กรรมการ |
| ๑๔. นางอรศรี ล้อมไธสง | กรรมการ |
| ๑๕. นางสาวประไพ ใจเพียร | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. จัดเตรียมอาหารว่างและอาหารกลางวัน รวมทั้งชุดอาหารพิเศษสำหรับแขกผู้มีเกียรติช่วงเช้า
๒. จัดเตรียม และดูแลสถานที่รับประทานอาหารว่างและอาหารกลางวัน
๓. หน้าที่อื่นๆที่ได้รับมอบหมาย

๑๔. คณะกรรมการฝ่ายจัดทำรายงานที่สืบเนื่องจากการประชุมวิชาการ

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|---|---------------------|
| ๑. อาจารย์อดุลยเดช ตันแก้ว | ประธานกรรมการ |
| ๒. ผู้ช่วยศาสตราจารย์หทัยรัตน์ ควรวุฒิ | กรรมการ |
| ๓. รองศาสตราจารย์ ดร.ปิยนันท์ โชติวณิช | กรรมการ |
| ๔. ผู้ช่วยศาสตราจารย์ ดร.อำไพ ยงกุลวณิช | กรรมการ |
| ๕. ผู้ช่วยศาสตราจารย์ ดร.จตุรงค์ ศรีวงศ์วรรณะ | กรรมการ |
| ๖. ผู้ช่วยศาสตราจารย์วิกานดา เกษตรเอี่ยม | กรรมการ |
| ๗. ผู้ช่วยศาสตราจารย์มาลีนี ศรีไมตรี | กรรมการ |
| ๘. อาจารย์ ดร.ปิยนุช วรบุตร | กรรมการ |
| ๙. อาจารย์ศุภกัญญา เกษมสุข | กรรมการ |
| ๑๐. อาจารย์ขนิษฐา คนกล้า | กรรมการ |
| ๑๑. อาจารย์วิรัชญา สุทธิกุล | กรรมการ |
| ๑๒. อาจารย์โชติภามาศ พลศรี | กรรมการและเลขานุการ |

ให้มีหน้าที่

๑. จัดทำรายงานที่สืบเนื่องจากการประชุมวิชาการ (proceeding)
๒. หน้าที่อื่นๆที่ได้รับมอบหมาย

สั่ง ณ วันที่ ๔ เดือน กรกฎาคม พ.ศ. ๒๕๖๐



(รองศาสตราจารย์ธรรมรักษ์ ละอองนวล)
อธิการบดีมหาวิทยาลัยราชภัฏอุบลราชธานี