

ATTITUDES, SATISFACTION AND DECISION OF THAI CONSUMERS IN PURCHASING PRODUCTS AND SERVICES OF ESTABLISHMENTS SERVED BY CLMV WORKERS

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Abstract

This research attempts to study attitudes influencing on satisfaction and purchasing decision of Thai consumers on products and services at business establishments served by CLMV workers. The subjects in this study included 400 Thai residents residing in Chonburi Province. Questionnaires were distributed to collect the demographic information, attitudes toward establishment having CLMV workers, nationalism of consumers, attitudes towards communication competency of CLMV workers, information about satisfaction and purchasing decision on products and services at the business establishments served by CLMV workers. The data then were analyzed by SPSS for Windows and statistics in this study included percentage, average, frequency, standard deviation, independent sample t-test, One-way ANOVA and Multiple Regression Analysis.

The findings revealed that consumers' demographic information and nationalism factors did not have an influence on consumers' satisfaction on products and service at business establishments served by CLMV workers. However, consumers' attitudes towards establishment served by CLMV workers on personnel and service providing as well as consumers' attitudes towards communication competency of employees from CLMV workers had an influence on consumers' satisfaction. In addition, the consumers' satisfaction has an influence on purchasing decision of Thai consumers on products and services at establishments served by CLMV workers.

Keyword: Migrant Worker, CLMV, Attitudes, Satisfaction, Decision Making

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Introduction

From the National Economic and Social Development Plan during 2012-2016, the statements indicate that Thailand is experiencing an aging society with the increasing number of elderly population while the birth rate decreases as well as the shortage of operational labors. Therefore, Thailand is suffering from a shortage of labors in the future which may also affect the production of the country (Jitsuchon, 2012). In the year 2014, the Office of Foreign Workers Administration collected data of labors from ASEAN member countries that work in Thailand and the result revealed that there were about 1.26 million workers, of which 1.24 million positions are unskilled workers. From this number, the majority was the labor from Myanmar, followed by Cambodia and Laos, causing that migrants from these countries play an important role in reducing labor shortages in many sectors of Thai economy.

Based on the data from the Department of Employment in 2012, it was found that the number of workers from CLMV countries that were allowed to work according to the Cabinet resolution was about 851,830 persons, and it can be classified into 24 types of businesses. In this number, there are a large number of workers working in businesses that contacts with Thai consumers, such as selling products or providing services. Therefore, in order to increase the competitiveness of businesses employing labors from CLMV countries, the researchers then were interested in studying the factors of consumer attitudes towards the workplace that uses labor from CLMV countries, which it has a relationship to create consumer satisfaction and can lead to the decision making to purchase products and services from these businesses. Knowledge gained from this research can help improve the personnel management and organization development to respond the needs of the consumers and create competitiveness to continue competing with competitors in the market.

Research objectives

1. To study the consumers' demographic factors affecting the consumers' satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.
2. To study the consumer's attitudes affecting the consumers' satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.
3. To study the consumers' nationalism affecting the consumers' satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.
4. To study the CLMV employees' communication ability affecting the consumers' satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.
5. To study the consumers' satisfaction affecting the decision to purchase products/services from business establishments employing labors from CLMV countries.

Research Hypotheses

Hypothesis 1: Consumers with different personal factors had different customer satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.

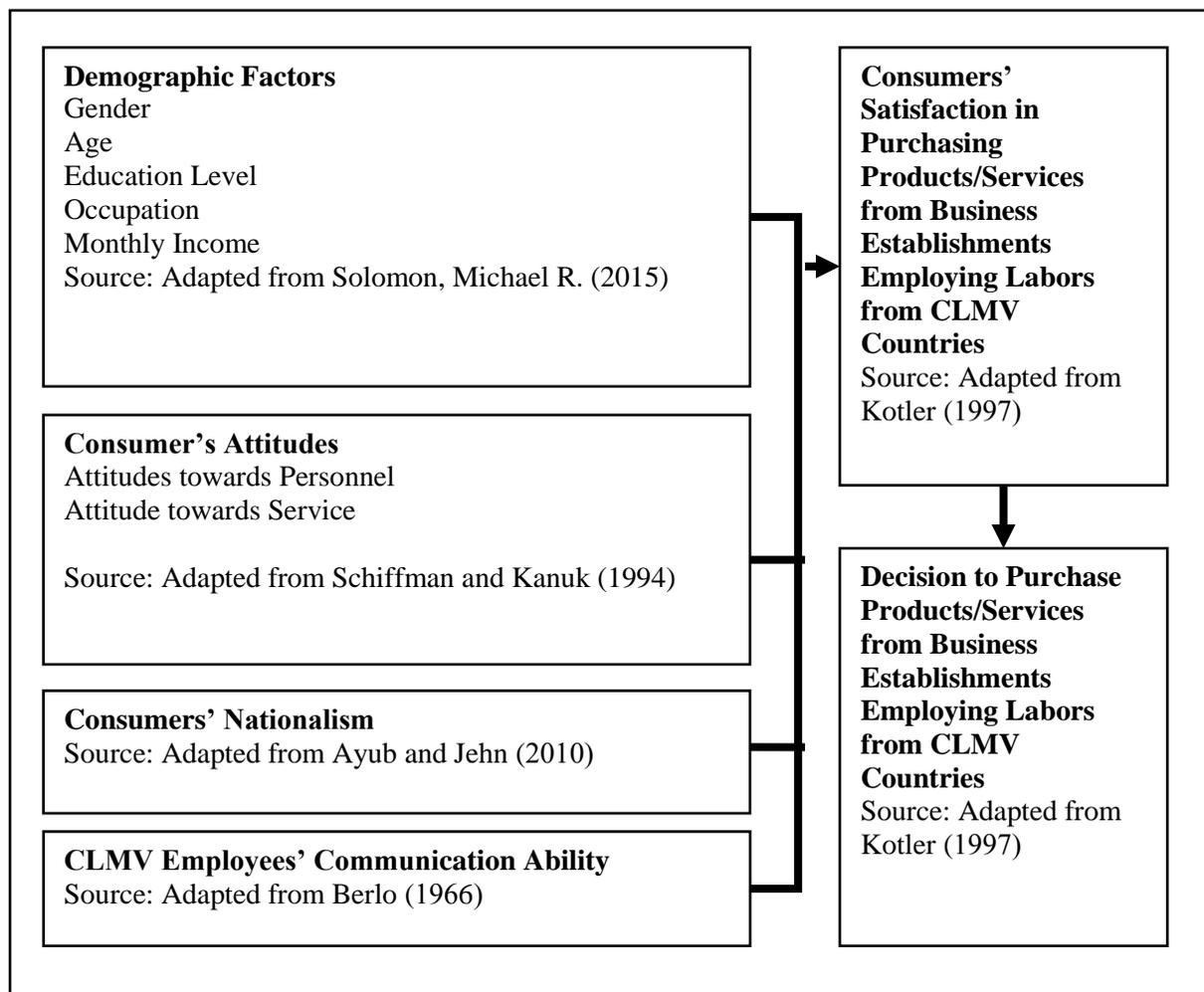
Hypothesis 2: Consumer’s attitudes affected the consumers’ satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.

Hypothesis 3: Consumers’ nationalism affected the consumers’ satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.

Hypothesis 4: CLMV employees’ communication ability affected the consumers’ satisfaction in purchasing products/services from business establishments employing labors from CLMV countries.

Hypothesis 5: Consumers’ satisfaction affected the decision to purchase products/services from business establishments employing labors from CLMV countries.

Conceptual framework



Literature Reviews and Related Researches

Demographic Factors

Demographic factors refer to the different characteristics of each person. The demographic differences can affect the belief, attitude, behaviors, work performance, communication skills and others, which may be classified into different groups, namely gender, age, education level and social and economic status (Lautiainen, 2015). The first is the gender, which refers to difference in physical appearance and mind. In particular, gender has an effect on different attitudes and behaviors. For example, females and males have different decision making (Bakewell, & Mitchell, 2006). The second is the age, referring to the length of time someone lives in this world, who can be in infancy stage (birth – 2 years old), early childhood (3 – 5 years old), middle and late childhood (6- 12 years old), adolescence (13 – 18 years old), early adulthood (19 – 20 years old), middle adulthood (30 – 60 years old), late adulthood (61 years old and above) (Sigelman, & Rider, 2014). Many studies revealed that the difference in age affect the change of attitude, behavior, needs, responsibility and others. For example, age had an influence on decision to purchase life insurance (Beck, & Webb, 2003) or purchase health care products (Sirgy, Mentzer, Rahtz, & Meadow, 1991). The third is the education, which means the learning and studying new things, theories, concepts and others. The education level has been classified into many different levels. However, most of the studies start from high school level, bachelors' degree level, master's degree level and doctoral degree level. These different levels are very important variables because they affect someone's thoughts, beliefs, attitudes and behaviors, such as work behavior, shopping behavior, level of satisfaction and others (Chanthang, & Kasem, 2018). The last group is the social and economic status which means occupation, income, ethnicity, as well as family background. This group of factors influences the attitude and behavior of the persons. There are many reports proving that the economic and social status can influence people's attitudes and behaviors (Chanthang, & Kasem, 2018). For example, marital status has an influence on work performance while monthly income has an influence decision making of purchasing and using services.

Consumers' Attitudes

Attitude refers to the behavioral tendency after learning or perceiving something to make a decision to be satisfied or dissatisfied on those objects. The attitude is important to consider since it can help measure the effectiveness of marketing activities, divide the market segment and select the market, study consumers' attitudes towards the product and service (Ajzen, 1989). Indeed, the attitude consists of three components. The first is the cognitive component, which refers to beliefs, knowledge, opinions about the objects based on the perception of various personal information, such as direct experience, information from friends and observation. The second is the affective component, which means the overall feeling, such as likes or dislikes, satisfaction or dissatisfaction and other emotions that may be developed from information or knowledge about the products and

services (Van Calster, Lens, & Nuttin, 1987). The emotion can have an effect on consumers' satisfaction and decision to purchase. The third component is behavioral components which is the intention to purchase and use the products and services. In a line with these concepts, there are various implemented attitude models to study consumers' attitudes, both in terms of attitude towards the services and products and attitude towards the employees or service providers.

Consumers' Nationalism

Nationalism is an ideology that creates and maintains the nation in a conceptual manner, showing the identity of a group of people according to identity characteristics. This identity can be reflected in terms of attitudes and beliefs of the people in the country (Rawwas, Rajendran, & Wuehrer, 1996). In Thailand, Thai people are more likely to act like they are nationalism, which can be observed that they believe and conserve Thainess transmitted from the past of old people to the present of new generation. Many people feel that they want to be Thai, want to live in Thailand than any other countries, Thailand is the best country and Thai is the best nationality than others.

Communication Ability

Chanthong (2007) defined communication as the interaction with two or more persons by using various mediums to create mutual understanding between the messenger and the recipient in order to meet the needs of each other's. Communication is very important for living in the society. In terms of messengers, they can send the message in order to inform someone about something, to transfer knowledge and stories, to convince others to believe in something and to entertain others. Meanwhile, in terms of recipients, they can receive information from the others, learn new things from others, be satisfied when acknowledging some entertaining news and things, and make a decision on something. In fact, the effective transmission of the message from the senders to the recipients can create many advantages. However, the senders must have clear intention to send the message to the recipients, have sufficient knowledge and understanding of the content to communicate, be reliable by trying to understand the ability and readiness of the receiver, and use appropriate strategies to present message to the recipient effectively. In alignment with effective message sending, the business can be managed effectively as the communication help consumers and employees understand each other's needs and objectives (Webster, C. & Sundaram, D. 2009).

Consumers' Satisfaction

Rerkkrai. (1985) said that satisfaction means a positive attitude of a person towards something. It can be a feeling of happiness, satisfactory, proud, enthusiasticness, commitment and encouragement from achieving doing something or receiving needed things. Satisfaction can occur if there is stimulation, which can be 1) material inducement, such as money, things or physical conditions given to various activities, 2) desirable physical condition, such as environment in various

activities, 3) motivation of the ideal benefaction, referring to things that meet the needs of a person and 4) association attractiveness, which means friendly relations with participants. The concept of satisfaction has been applied to study the customer satisfaction which refers to the feeling of happiness of using services and products and tendency to select the services and products. There are many researchers attempting to study consumers' satisfaction in order to guide the entrepreneurs to focus on the point the consumers' needs.

Consumers' Decision

The decision of the consumers consists of three stages. The first stage is the import of information, which is an external influence that affects the values, attitudes and behavior of consumers. It can be derived from marketing mix activities that try to communicate message to the potential consumers. The second stage is the process to understand the influences. Indeed, the influences can be psychological factors referring to the internal influence (such as motivation, awareness, learning or attitude) that affects the decision-making. The decision-making process can be divided into three stages including 1) need recognition, 2) information search before making a purchase and 3) alternative evaluation in order to obtain the best alternative. Lastly, the third stage is the purchasing behavioral expression and after-purchase assessment. In this stage, there are two behaviors. 1) Purchase behavior consists of a trail purchase trial and a repeat purchase. If a consumer purchases a products or brand for the first time, it can be a trail purchase. However, if the consumers buy a product or brand more than one time, it can be called as a repeat purchase. And, 2) post purchase evaluation which has three characteristics including 1) the product meets the decision, leading to a natural feeling, 2) the product is better than the decision which causes a positive feeling and 3) the product is not so good for decision making which causes negative feelings (Serirat et al., 1998).

Research Methodology

Population is the general Thai consumers living in Chonburi province.

Samples used in the study were drawn from Cochran (1977) by determining the confidence level of 95 percent and the error level of 5 percent. With the Cochran calculation, there were 400 samples. Simple random sampling method by convenience sampling was employed to collect the data.

This research is based on quantitative research; therefore, the instrument used for data collection was a questionnaire that the researcher created and developed based on the synthesis of related theories and concepts. The content of the research is divided into six parts as follows.

Part 1: This part is about consumers' demographic factors affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. It consisted of gender, age, education level, occupation and monthly income adapted from Solomon, Michael R. (2015). The question was check-list type.

Part 2: This part is about consumers' attitudes affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. It consisted of attitudes towards personnel and attitude towards service adapted from Schiffman & Kanuk, (1994). The question was rating scale type.

Part 3: This part is about customer' nationalism affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. The question was adapted from Ayub and Jehn (2010) and was rating scale type.

Part 4: This part is about CLMV employees' communication ability affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. The question was adapted from Berlo (1966) and was rating scale type.

Part 5: This part is about consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. The question was adapted from Kotler (1997) and was rating scale type.

Part 6: This part is about decision to purchase products / services from business establishments employing labors from CLMV countries. The question was adapted from Kotler (1997) and was rating scale type.

Research Tool Development

1. Validity testing of research instruments: The researchers proposed the created questionnaire to the experts in order to inspect the used and modified questions structure, content accuracy and language. The questionnaire was revised and edited according to the comments from the experts.

2. Reliability test of research instruments: The researchers employed 30 try-out questionnaires distributed to non-actual samples in order to inspect the reliability. The Cronbach alpha with higher than 0.80 was employed in this inspection. From the analysis of try-out questionnaires, the study had Cronbach alpha value higher than 0.80.

Data collection

After theories, concepts and related researches had been gathered in order to create the questionnaire, the researchers then collected data in order to use in the data analysis. The steps of data collection were done as follows.

1. The researchers distributed 400 questionnaires to people in Chonburi Province. The period of data collection was between 1st - 30th June, 2017.

2. After data completion, the researchers then inspect the accuracy of data provided by the questionnaire respondents.

3. After the data cleaning, the researchers then applied the statistical tool to analyze the data.

Data analysis and presentation

The researchers used computer software program to analyze the obtained data. In data analysis, the study was divided into three parts. The first part was about the study of respondents' demographic factors which consisted of gender, age, education level, occupation and monthly income. The statistics used were frequency and percentages. The second part is the study related to consumer's attitudes, consumers' nationalism, CLMV employees' communication ability, consumers' satisfaction and decision to purchase products / services from business establishments employing labors from CLMV countries. The statistics used were mean and standard deviation. Lastly, the third part was the hypothesis. The statistics include independent sample T-Test, One-way ANOVA and multiple linear regression. The result was presented in the form of description.

Research Result

1) The results of demographic factors of respondents revealed that most of the respondents were female (accounted for 63.2 percent), aged between 31-40 years old (accounted for 44.8 percent), graduated from bachelor's degree (accounted for 58 percent), worked as private company employees (accounted for 67.8 percent) and earned monthly income as of higher than 30,000 baht (accounted for 36.8 percent)

2) In terms of study about consumers' attitudes towards personnel and attitude towards service affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries, the result indicated that the consumers had opinion towards personnel in moderate level, which focused on about "employees from CLMV countries were polite and service minded" as the first rank, followed by "employees from CLMV countries were expertise in providing services" and "employees from the CLMV countries had good personality and trustworthy", respectively. In the meantime, the employees had opinion towards service in moderate level, which focused on "enterprises employing employees from CLMV countries can provide fast and timely customer service", followed by "employees can respond the consumers need correctly" and "consumers feel safe while receiving services", respectively.

3) In terms of study about customer' nationalism affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries, the results indicated that the consumers had opinion in different level. When considering into each items, the consumers extremely agreed on "I like and I choose to be Thai", "I like and I choose to live in Thailand", "I feel that I have Thainess in the blood", "Usually I prefer Thailand more than other countries" and "Thailand is the best country to live in", respectively. In the meantime, the customer highly agreed on "I have opinions that Thai is the best nationality" and "Thai people are the best to associate with", respectively. In moderate level, the consumers moderately agreed on "Thai people should live in Thailand". Lastly, the consumers slightly agreed on "Foreigners who come to work in Thailand are less competent than Thai people", "Thai people and other nationals are not able to live

together completely”, “It was a great burden to cooperate with other nationals”, “Thai people should not live together with other nationals” and “People who are not Thai should not live in Thailand”, respectively.

4) In terms of study about CLMV employees’ communication ability affecting the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries, the consumers had opinion towards this issue in the moderate level. When considering in each item, the result indicated that “Employees from CLMV countries are eager to understand the needs of consumers”, “Employees from CLMV countries can understand what consumers want and respond correctly” and “Employees from CLMV countries can communicate correctly with consumers without confusion”, respectively.

5) In terms of study about consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries, the result indicated that the consumers had opinion towards this issue in the moderate level. When considering in each item, the result indicated that “When purchasing products/services provided by enterprises employing employees from CLMV countries, you are satisfied” and “When purchasing products / services provided by enterprises employing employees from CLMV countries, you feel worthwhile”, respectively.

6) In terms of study about consumers’ decision to purchase products / services from business establishments employing labors from CLMV countries, the result revealed that the consumers had opinion towards this issue in the moderate level. When considering in each item, the result indicated that the consumers highly agreed on “There is a trend to purchase products / services from the enterprises employing employees from CLMV countries in the future”. In the meantime, the consumers moderately agreed on “You will tell other people to purchase products / services from the enterprises employing employees from CLMV countries”, respectively.

Hypothesis Testing

Hypothesis 1: Consumers with different personal factors had different customer satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

The result revealed that consumers with different personal factors did not have different customer satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

Hypothesis 2: Consumer’s attitudes affected the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

The result revealed that consumers’ attitudes affected the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

The most influential items included “enterprises employing employees from CLMV countries can provide fast and timely customer service”, “employees can respond the consumers need correctly”, “employees from CLMV countries were expertise in providing services”, “employees from CLMV countries were polite and service minded”, “consumers feel safe while receiving services”, “employees from the CLMV countries had good personality and trustworthy”, respectively.

Hypothesis 3: Consumers’ nationalism affected the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

The result indicated that consumers’ nationalism did not affect the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

Hypothesis 4: CLMV employees’ communication ability affected the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

The study indicated that CLMV employees’ communication ability affected the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. The most influential items were “Employees from CLMV countries are eager to understand the needs of consumers”, “Employees from CLMV countries can understand what consumers want and respond correctly” and “Employees from CLMV countries can communicate correctly with consumers without confusion”, respectively.

Hypothesis 5: Consumers’ satisfaction affected the decision to purchase products / services from business establishments employing labors from CLMV countries.

The study indicated that consumers’ satisfaction affected the decision to purchase products / services from business establishments employing labors from CLMV countries. The most influential items included “When purchasing products / services provided by enterprises employing employees from CLMV countries, you are satisfied” and “When purchasing products / services provided by enterprises employing employees from CLMV countries, you feel worthwhile”, respectively.

Discussions

From the study of “Attitudes, Satisfaction and Decision of Thai Consumers in Purchasing Products and Services of Establishments Served by CLMV Workers”, the results can be discussed according to the research objectives as follows.

1. To study the consumers’ demographic factors affecting the consumers’ satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

From the report of the number of foreign workers who are allowed to work in Thailand presented by the Planning and Information Division Department of Employment (2012) and reports of

the number of ASEAN workers entering Thailand presented by the Labor Research and Planning Department, the Bureau of Labor Economics, the Office of the Permanent Secretary of the Ministry of Labor (2015), the result revealed that, in the past, many immigrant workers from CLMV countries have moved to work in Thailand since the period when the work was not allowed and there was no policy to open free trade, which made the immigration at that time was illegal. Most of the illegal immigrants, as the report of Na Rangsee (2000), were Myanmar workers who smuggled entering to Thailand in order to be a labor working in businesses that lacked Thai workers. The immigrant workers were indeed needed for Thai society because they were able to fulfill the shortage of Thai labor who did not desire to work hard and there was a reduction of numbers of working people. However, the immigrant workers, at that time, were living difficultly because they had to encounter with the fear and discrimination from Thai people according to the different gender, age, education and other demographic aspects. Fortunately, the recent study found that there have been positive outcomes of immigrants living in Thailand since there was a free trade area that allow foreign workers to move and work in Thailand freely and legally. In addition, longer period of immigrant workers living in Thailand has created the better perception of Thai people's eyes and these workers have been more accepted in the society. As a result, Thai people in all levels and different demographic areas can live together with immigrant workers in the same society. From that, it can be seen that the demographic factors of Thai consumers in terms of gender, age, education level, occupation and income did not affect the consumers' satisfaction of purchasing products or using the services served by the immigrant workers from CLMV countries.

2. To study the consumer's attitudes affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

From the study, the result revealed that the consumers had opinions towards the services and employees of the enterprises employing employees from CLMV countries in the moderate level. When considering each item, the consumers moderately agreed on the enterprises' ability and capability that they can provide fast, safe, accurate products and services matching the consumers' needs with good personality, trustworthy, politeness, expertise and safety. From the study, these factors from both products / services and employees had a positive effect on the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries. This means when there is development of products / services and employees, there is an improvement of the consumers' satisfaction. The results were consistent with the customer satisfaction theory from Kotler (1997) mentioning that the consumers will be satisfied with products and services when the needs of the consumers are responded. The factors that influence the consumers' satisfaction include values from products, values from services, values from employees and values from image.

3. To study the consumers' nationalism affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

From the study, it revealed that Thai consumers had become more conservative and nationalism since it can be seen from the moderate, high and extreme perception that Thai people like Thainess, choose to be Thai and want to live in Thailand with the feeling that Thainess is in their blood, Thailand is the best country and Thai people are friendly. In contrast, the consumers slightly agreed that foreigners who come to work in Thailand are less competent than Thai people, Thai people and other nationals are not able to live together completely or Thai people should not live together with other nationals. These means Thai people are more likely to open and accept other nationals even though they are accounted more on conservation and nationalism. Indeed, the study result was consistent with the study done by Komsomboon (2014), which found that Thai employees have a collective level of thinking (prejudice) in moderate level only. Consequently, the consumers' nationalism did not affect the relationship between traditional thinking and conflict within the group. In other words, it can be said that even though Thai people are nationalistic, they are also open to associations with foreigners as well.

4. To study the CLMV employees' communication ability affecting the consumers' satisfaction in purchasing products / services from business establishments employing labors from CLMV countries.

From the results of the study, it was found that consumers had attitudes towards communication ability of employees from CLMV countries in the moderate level. Also, the study revealed that CLMV employees' communication ability had positive correlation with consumers' satisfaction. This means that if the employees have better communication abilities, they will make consumers more satisfied, which it will finally have a positive impact on the decision to purchase or use the service as well. It can be seen that even though there are communication barriers, consumers expect these people to be enthusiastic in understanding what consumers want, rather than expecting the employees' ability to communicate back and forth or having longer conversation. In this regard, the development of communication ability of these employees will help the consumers pay a lower total cost, such as time cost, spending cost or energy cost, opportunity cost and so forth, as corresponding to Serirat et al. (1998) who mentioned that lack of communication ability and understanding can create more costs that the consumers need to pay attention. The cost can be in the forms of money that the consumers may have to pay more to fix problems that happen after the wrong communication. This also includes time and energy costs that consumers have to spend more time, energy or physical strength in difficult communication processes in order to understand the employees. Finally, it can create the inconvenience in service and affect the consumers' satisfaction and the decision to not continue using the service next time. For example, if the CLMV employees cannot offer the products the consumers need in the first time, they need to offer at the second time which finally creates a waiting time, causing the consumers to lose the opportunity cost that is

awaiting them. With this, the consumers will not come to use the service again, but find other places that provide more convenience to fulfil their needs.

5. To study the consumers' satisfaction affecting the decision to purchase products / services from business establishments employing labors from CLMV countries.

According to the study, it was found that the consumers were satisfied with the services and products from the enterprises that employ the employees from CLMV countries in the high level; however, they felt worthy in services or products in the moderate level. These factors had a positive relationship with decision to purchase products / services from business establishments employing labors from CLMV countries. With this, the entrepreneurs can increase and stimulate the consumers' decision to purchase and use the products and services by making consumers feel more worthwhile when using the services and products provided by CLMV employees. The entrepreneurs can begin with finding polite and smiling employees who can work and communicate accurately and correctly in order to respond the needs of the consumers satisfactory.

Suggestions for researches

Based on this research, the result can provide the views of Thai consumers on the services provided by CLMV employees. The study revealed that there are various points the entrepreneurs should give importance to in order to enhance employees' ability to increase the customer satisfaction which finally leads to more purchasing decisions to use and purchase the services and products. The ability of the CLMV employees should focus more on employees' service behaviors, such as providing the service with service-mind, politeness, accurateness and quickness with good personality and manners. In addition, the employees from CLMV countries should also be improved in terms of communication skills which will help create understanding between the consumers and service employees.

Suggestions for further researches

There should be a study about the customer behavior factors and investigation on the relationships that linked to consumers' attitudes towards the business establishment in terms of personnel and services. In addition, the future research should also study about the factors affecting the work performance of CLMV employees in order to arrange a good plan to develop the employees' skills and personality to accurately and correctly respond the consumers' needs.

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