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RMUTT Global Business Accounting and Finance Review (GBAFR) is an academic journal prepared by Graduate Studies (Ph.D. Program), Faculty of Business Administration, Rajamangala University of Technology Thanyaburi (RMUTT). The GBAFR journal aims to disseminate good academic outputs related to business administration, accounting, and finance aspects of individuals from both within and outside the university. It is an intermediate for exchanging academic views as well as a source for promoting and developing research competency of faculty staffs, academicians, researchers, students, and any persons in terms of business administration, accounting, and finance fields.

This journal published five research and academic papers, and one book review. In addition, each of the research and academic articles presented such interesting concepts, for example, risk management, organizational behavior, accounting and financial knowledge, customer satisfaction, and customer behavior, leading to creating new knowledge to the readers. Therefore, this journal is a channel disseminating the knowledge of business administration, accounting, and finance which related persons could apply it for further benefits.

Lastly, the editorial department and editorial board would like to considerably thank you for supporting and pushing forward this journal to occur and well accomplish. We are hopeful of your good cooperation and continuing support in the future.

Krisada Chienwattanasook, D.B.A.
Editor-in-Chief

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READINESS AND REASONS FOR USING INTERNET OF THINGS

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Abstract

This article presents an exploration of the various factors, such as readiness, attitude and subjective norm, affecting the use of the Internet of Things (IoT). The sample of this study was 39 respondents with knowledge of the Internet of Things. The study used mean, standard deviation, correlation analysis, regression equation analysis, and path analysis as statistics tools for data analysis. The result showed that the attitude (AB) toward using Internet of Things and subjective norm in Internet of Things of the respondents were at a high level. The respondents' technology readiness was at a moderate level. The intention of using the Internet of things was at a high level. According to regression analysis, the factors that influenced the behavior intentions (BI) to use the Internet of Things were subjective norm (SN) and technology readiness index 2.0 (TRI2). The multiple linear regression equation was $BI = .731SN + .239TRI2$. Since there was a correlation among BI, SN, AB, and CON, a contributor group of TRI2; the path analysis was conducted. After model fitting, the causal model statistics were: $\chi^2 = 2.246$, degree of freedom = 2, $p = .323$, $\chi^2/df = 1.123$, RMR = .030, and Goodness of Fit Index = 97.2. There were two equations from fitted model which were $BI = .453 CON + .515 SN$ and $CON = .703 AB$.

Keywords: TRI2, IoT, the Internet of Things

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Introduction

The Internet of Things (IoT) technology is a concept of applying the capabilities of the Internet with all smart devices and sensors which are specifically built (Ashton, 2009; Gabbai, 2015). Such devices are able to carry out various tasks without human's command. This concept was introduced by Kevin Ashton in 1999 and is now a guideline for using devices to facilitate future human beings. The concept of Internet of Things is expected to be widely deployed in 2020.

The internet provides several benefits that facilitate human lives in terms of convenience and speed due to all technological capability. Many businesses have applied the IoT technology to their online activities including promoting and advertising their products and services through various available channels, such as company website, social media or online television (Jotikasthira & Onputtha, 2017). In particular, the Internet helps business operators to reach more diverse target groups and save business operation cost, such as shop rent, advertising cost and so forth. In addition, the IoT can also assist business operators to track their customers' satisfaction through the customers' comments towards the products or services posted on social media. Besides the business relevance, the human's daily life activities, such as commuting with friends, searching news, ordering foods and basic need of life, teaching and learning, nursing and others are also on the Internet (Kuo, Liu, & Ma, 2013; Madakam, Ramaswamy, & Tripathi, 2015).

Since there is an engagement between Internet of Things and human beings, it is necessary to understand people behaviors in order to prepare, educate, and change to obtain a good outcome of Internet of Things in the future before it is fully implemented. The objective of this study was to study behavioral intention, to use Internet of Things and to analyze certain factors that influenced behavioral intention.

Literature Reviews

Internet of Things

The term "The Internet of Things" or IoTs, was created by Kevin Ashton (2009; Gabbai, 2015), innovator and consumer sensor expert, in 1999. He claimed that this phase was in presentation that he made at Procter & Gamble. The phase came up to replace an old "Internet like" phase. He described that *Internet of Things made computer and devices to sense things for themselves. There was many billion times more information in the world than people could possibly type in through a keyboard or scan with a barcode by IoT*. According to his description, the Internet of Things is not only using internet to control, but to exchange information and apply such information to create a better living for users.

Theory of Reasonable

TRA stands for the theory of reasoned action which was developed by Icek Ajzen and Martin Fishbein in 1967 (Fishbein, & Ajzen, 1985; Ajzen, & Fishbein, 1980; Rangsom, & Khan-am, 2018;

Khan-am, 2017) and was reviewed and expended by its creator again in 1980. The theory contents are to predict intention to act, understand factors that influence behaviors. The variables in this theory are attitude toward behavioral, including behavioral belief and evaluation of behavioral outcome; subjective norm (SN) includes normative belief and motivation to comply; and behavioral intention (BI) refers to the individual's intention to perform a behavior. The relationship among these variables are shown in the equation as follows:

$$BI = W_1AB + W_2SN$$

Where W_1 and W_2 is an empirical weight

The TRA is a predecessor of other theories, such as Technology Acceptance Model (Davis, 1986; Davis, 1989; Khan-am, 2017; Rangsom & Khan-am, 2018) and Theory of Planning Behavior (Ajzen, 1985) which were applied to several models and theories

Technology Readiness Index

The Technology Readiness Index, TRI, was developed by Parasuraman in 2000. The definition of this theory is “*people's propensity to embrace and use new technologies for accomplishing goals in home life and at work*” (Parasuramen, 2000; Rangsom, & Khan-am, 2018). Therefore, TRI is a list of indicators for measuring an individual's beliefs and thoughts towards a technology. This indicator has been widely used in academic and commercial contexts, and has been used as an instrument for a long term. The TRI consisted of 36 items.

There are two groups of componential technology readiness. Grouping has been done on positive and negative beliefs of technology in a more complex way. Parasuraman (2000) Rangsom and Khan-am (2018) stated that those who are optimistic and innovative with lesser discomfort and insecurity tend to be more ready to use a new technology. The components of TRI include Optimism which refers to “*a positive view of technology and belief that offers people increased control, efficiency, and flexibility in their lives*”; Innovativeness which is “*a tendency to be an early adopter of technology and opinion leader*”; Discomfort which is defined as “*a perception of being unable to control the technology and a feeling of being overwhelmed by it*”; and Insecurity which is “*suspicion of technology and doubt about its capability to work*” (Parasuramen, 2000; Rangsom, & Khan-am, 2018). The new index of technology readiness is called TRI 2.0. Those items were divided to contributors and inhibitors. Contributors include Optimism and Innovativeness while inhibitor include of Discomfort and Insecurity. Additionally, optimism consisted by OPT2, and OPT4; Innovativeness consisted by INN1, INN2, and INN4; Discomfort consisted by DIS2, DIS3; and Insecurity consisted by INS1, INS2, and INS3.

This concept was applied in several articles, such as “A technology acceptance model for empirically testing new end-user information systems: Theory and results” (Davis, 1985), “An investigation of the effect of nurses' technology readiness on the acceptance of mobile electronic

medical record systems” (Kuo, Liu, & Ma, 2013), “Technology Readiness and Technology Acceptance Model in New Technology Implementation Process in Low Technology SMEs” (Larasati, & Santosa, 2017). This concept also integrated with TAM model to produce a Technology Readiness and Acceptance Model, TRAM (Kua et al, 2007; Larasati, & Santosa, 2017; Khan-am, 2017; Rangsom, & Khan-am, 2018).

Methodology

Research Design

The objective of this research was to find a factor affecting behavioral intention toward using Internet of Things. The sample of this research were 39 students of information systems program with knowledge in Internet of Thing. They were asked to answer questionnaire based on voluntary basis.

The questionnaire was developed by literatures and used as an instrument to collect data from the sample. There were seven sections of questionnaire as shown in the table below.

Table1 Sections in questionnaire.

Section	Number of question
Optimism (OPT)	4
Innovativeness (INN)	4
Discomfort (DIS)	4
Insecurity (INS)	4
Attitude toward behavioral (AB)	2
Subjective Norm (SN)	3
Behavior intention (BI)	3

The developed questionnaire was created by google form. The respondent data was administered in the INTERNET system.

The measurement of question in this study was 5 LIKERT-scale which consisted of very low, low, moderate, high, and very high. The values of scale were

- 1 very low
- 2 low
- 3 moderate
- 4 high
- 5 very high

The data was collected and analyzed by statistics tool. The means in this study were descriptive statistics, correlation analysis, multiple regression analysis and path analysis. The descriptive statistics were mean, standard deviation, and reliability. The hypothesis test was correlation analysis, multiple regression analysis and path analysis.

The criterion for analysis fit model show in the next table (Rangsom, & Khan-am, 2018).

Table 2 Criterion of fitting model

Statistics	Criteria
Chi-square	-
Degree of freedom	-
Probability level	> .05
Chi-square/DF	< 2

Table 2 Criterion of fitting model (Cont.)

Statistics	Criteria
RMR	< .05
CFI	> .90
GFI	> 90
RMSEA	< .05

According to a literature review, the conceptual model of this study was created as:

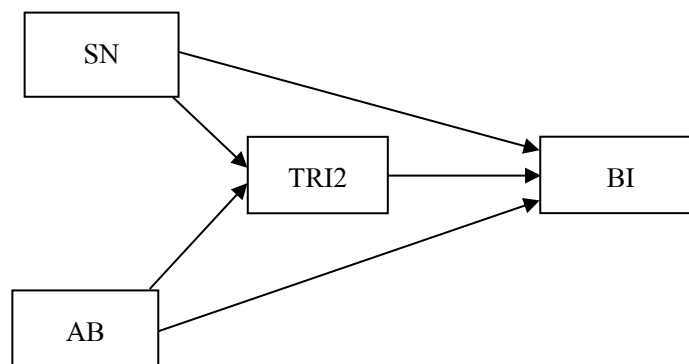


Figure 1 Research model

In conceptual model, there were four variables comprised by:

- SN as Subjective belief
- AB as Attitude toward Internet of Things
- TRI as Technology Readiness Index
- BI as Behavior Intention to using Internet of Things

Hypotheses

After the research model was settled, the hypotheses of research model were:

H1: Subjective Norm had a positive influence on Behavior Intention.

- H2: Subjective Norm had a positive influence on Technology Readiness Index 2.0.
H3: Attitude toward Behavior has a positive influence on Behavior Intention.
H4: Attitude toward Behavior has a positive influence on Technology Readiness Index 2.0.
H5: Technology Readiness Index 2.0 has a positive influence on Behavior Intention.

Results

Finding

After data analysis process, the result of operation was divided into four sections as descriptive, correlation analysis, multiple regression analysis and path analysis.

Descriptive

The first section of a result is descriptive result. This section shows a description of attitude toward Internet of Things, Subjective Norm of respondents and Behavior Intention.

Table 3 Descriptive Attribute and Subject Norm

Category	Value	Mean	S.D.	Explanation
Attitude	Belief in usefulness of Internet of Things	3.667	.806	High
	Internet of Things make efficiency works	3.718	.971	High
	Average	3.692	.855	High
Subjective Norm	Others use IoT	3.589	.880	High
	Experts use IoT	3.718	.916	High
	I follow others & experts	3.410	.880	Moderate
	Average	3.572	.768	High

According to Table 3, the result shows the attitude toward Internet of Things is at high level in all aspects. Belief in usefulness of Internet of Things (3.667), and Internet of Things make efficiency works (3.718), and the average of attitude toward Internet of Things (3.692) are all at high level. The subjective norm of Internet of Thing has a high level in two aspects; others use Internet of Things (3.589), and Expert use Internet of Things (3.718). The average of subjective norm also affects Internet of Things at a high level (3.410). It is at high level for subjective norm with I follow others & Experts aspect (3.572).

The next table shows technology readiness index to measure how respondents open for new technology.

Table 4 Descriptive Technology Readiness Index

Category	Value	Mean	S.D.	Explanation
Contributor (CON)	Optimism	4.096	1.072	High
	Innovativeness	3.667	.872	High
	Average	3.881	.911	High
Inhibitor (INH)	Discomfort	2.840	.689	Moderate
	Insecurity	2.558	.816	Moderate
	Average	2.698	.634	Moderate
Technology Readiness Index 2.0 (TRI2)	-	3.290	.368	Moderate

According to table 4, the result shows that the contributor characteristic of respondent is at high level (3.881) in all aspects including optimism (4.096) and innovativeness (3.667). However, the inhibitor characteristic of respondent is at moderate level (2.698) in all aspects, such as discomfort (2.840) and insecurity (2.558).

The following table describes a behavioral intention for using Internet of Things.

Table 5 Descriptive Behavioral Intention

Category	Value	Mean	S.D.	Explanation
Behavioral Intention	Using IoTs is a good experience	3.641	.931	High
	I'll use IoTs	3.641	.959	High
	I advise other to use IoTs	3.615	.989	High
	Average	3.632	.907	High

According to table 5, the table shows the average of behavior intention of respondent for using Internet of Things is at high level (3.632). Using Internet of Things is a good experience (3.641), respondents will use Internet of Things in the future (3.641), and respondent will advise people to use Internet of Things (3.615) are also high.

Correlation Analysis

The correlation test was employed for testing a relationship among any affected factors including Subjective Norm (SN), Attribute toward Internet of Things (AB), Contributor (CON), Inhibitor (INH) and TRI2; and dependent variables, such as Intention to use Internet of Things (BI). The result of correlation test is presented in Table 6.

Table 6 Result of correlation test

Variable	BI	SN	AB	CON	INH	TRI2
BI	1	.796**	.721**	.776**	-.605**	.439**
SN		1	.796**	.662**	-.633**	.273
AB			1	.703**	-.681**	.283
CON				1	-.597**	.723**
INH					1	.123
TRI2						1

** 0.01 Significant

According to Table 6, there are various relationships among the factors and intention to use Internet of Things. Those relationships are:

1. Subjective Norm, Attitude, and Contributor which have a positive relationship with Behavior Intention at high level.
2. Attitude and Contributor which have a positive relationship with Subjective Norm at high level.
3. Contributor which has a positive relationship with Attitude at high level also.
4. Inhibitor which has a negative relationship to Behavioral Intention, Subjective Norm, and Attitude at a high level; and has a relationship with Contributor at a moderate level.

Since there is no correlation between attitude toward Internet of Things and Technology Readiness Index 2.0 and no correlation between subjective norm of Internet of Things and Technology Readiness Index 2.0

Regression Analysis

As a result of correlation testing, a regression analysis was conducted to test a prediction of behavioral intention to use Internet of Things to find out appropriate predictors. The result of the analysis is presented in reliability and regression table below.

Table 7 Result of Reliability Test

Variable	α
Technology Readiness Index 2.0 (TRI2)	.911
Attitude toward behavioral (AB)	.911
Subjective Norm (SN)	.826
Behavioral intention (BI)	.940

Each Cronbach alpha value of factors and dependent variable is more than .7. Therefore, all variables are suitable to conduct a regression analysis. The statistics of regression analysis is shown in Table 8.

Table 8 Regression Table

Predictor	B	S.E	β	t-value	p-value
(constant)	-1.391	.785		-1.773	.085
SN	.863	.114	.731	7.541	.000**
TRI2	.590	.238	.239	2.468	.018*
F				39.524**	
R²				.687	

* 0.05 Significant

** 0.01 Significant

The statistics table shows that the tested model is appropriate for prediction. With the result of regression test model, there are two predictors chosen from stepwise method of regression analysis including subjective norm and technology readiness index 2.0. The equation from regression is written as:

$$BI = .731SN + .239 TRI2$$

Two predictors, Subjective norm (SN) and Technology Readiness Index 2.0 (TRI 2.0) as in the equation can determine Behavioral Intention (BI) value as 68.7%.

The next table is a summary of hypotheses test.

Table 9 Summary of Hypothesis Test

Hypotheses	Significant	Explanation
Subjective Norm has a positive influence to Behavior Intention	Significant	Accept
Subjective Norm has a positive influence to Technology Readiness Index 2.0	Non-significant	Reject
Attitude toward Behavior has a positive influence to Behavior Intention	Non-significant	Reject
Attitude toward Behavior has a positive influence to Technology Readiness Index 2.0	Non-significant	Reject
Technology Readiness Index 2.0 has a positive influence to Behavior Intention	Significant	Accept

According to the Table 9, there are two hypotheses; H1 and H5 that passed a test while the others; H2, H3, and H4 failed.

Path Analysis

Although correlation test demonstrates that there is no influence from SN or AB to TRI2, it shows that there are some correlations among BI, SN, AB, CON, and INH. The path model analysis was conducted to analyze those significant correlations to produce a causal model. The result of causal model is shown in Figure 2.

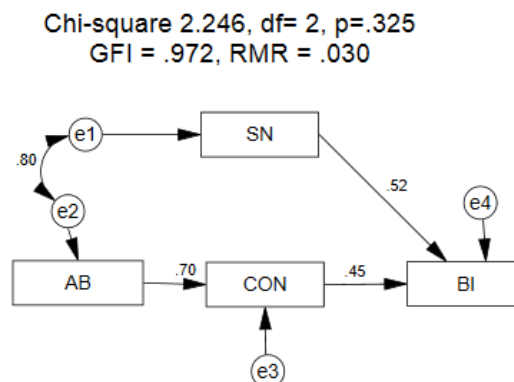


Figure 2 Casual Model

In casual model, there are only three relationships which are

1. Relationship between Subjective Norm and Behavioral Intention
2. Relationship between Contributor and Behavior Intention, and
3. Relationship between Attitude and Contributor

The relationship between subjective norm and contributor and the relationship between attitude and behavioral intention are dropped for fitting model. The statistics of fitting model is shown in Table 10.

Table 10 Model Statistics

Statistics	Criteria	Value
Chi-square	-	2.246
Degree of freedom	-	2
Probability level	> .05	.325
Chi-square/DF	< 2	1.123
RMR	< .05	0.30
CFI	> .90	99.8
GFI	> 90	97.2
RMSEA	< .05	.057

The statistics of causal model shows that the purposed model is fitted, χ^2 is not significant ($p = .325 > .05$), χ^2/df (1.123) is less than 2.0 RMR (0.30) less than .05, and CFI (99.8) and GFI (97.2) more than 90. The t-test value of model presented in Table 11.

Table 11 Model T-value

Pair	t-test value	Explanation
AB --> CON	6.094**	Significant
SN --> BI	4.600**	Significant
CON --> BI	4.050**	Significant

** 0.01 significant

According to Table 11, all coefficients value of factors and dependent variables are significant. The effect among variables is shown in Table 12.

Table 12 Direct and Indirect Effect

Variable	AB			SN			CON		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
BI	-	.319	.319	.515	-	.515	.453	-	.453
CON	.703	-	.703	-	-	-	-	-	-

Table 12 shows that the total effect from AB to BI is .319 which is an indirect effect via CON. There are only direct effects for SN and CON to BI and the total effect from SN and CON to BI are .515, .453 respectively. The model was written as follows:

$$BI = .453 \text{ CON} + .515 \text{ SN}$$

$$\text{CON} = .703 \text{ AB.}$$

Conclusion and Discussion

In summary, the result of this study shows that the factors affecting Behavioral Intention are Subjective Norm, and Technology Readiness Index 2.0. With path analysis, the determined factors for Behavioral Intention of using Internet of Things are Subjective Norm, Contributor, and Attitude. Both Subjective Norm and Contributor have only a direct effect on Behavioral Intention, whereas Attitude has an indirect effect on Behavioral Intention via Contributor.

The result was correspondent to the research done by Prasuramen (2000) and Rangsom, & Khan-am (2018) that the technology readiness needed to be relied on the individual's beliefs and thoughts towards a technology. The users could envisage the propensity of using new technologies to

accomplish goals at home and at work. This was set in the technology readiness index which consisted of optimistic and innovativeness. The optimism referred to a positive view of technology and belief that offered people increased control, efficiency, and flexibility in their lives. In the meantime, the innovativeness is a tendency to be an early adopter of technology and opinion leader. The two components are related to the users' attitudes. However, the IoT can be accepted or does not depend on the ability of the technology in terms of convenience or difficulty when used or applied (Davis, 1989). The IoT should be friendly to users since many people are still worried about how to use it. If it is not usable or friendly enough, people may feel fear and do not dare to use it. It is also important that there should be experts who can give and share some knowledge in order to increase knowledge of using IoT.

In conclusion, the result of this study shows that using the Internet of Things will be obtained a good outcome if users have a good contribution on technology and are promoted to build a subjective norm about the Internet of Things. The approach for users to contribute is based on their attitude toward the Internet of Things.

Recommendations

Recommendations from study

The results of this research can confirm that subjective norm, contributor and attitude can influence the Internet of Thing technology acceptance. Therefore, any business or organization which is going to use the Internet of Thing technology for their activities needs to consider how to create the users' attitudes. Giving more information and benefits of the Internet of Things by the experts can create good results to the work and life activities. Also, businesses or organizations should set the environment to foster the use of the Internet of Things because the technology acceptance can also be influenced by surrounding people.

Recommendations for future researches

Since the study was conducted in a small scale of respondents, the further research should select more numbers of respondents which will affect the research result. Also, this study merely focused on the quantitative research methodology; therefore, the next research should employ qualitative research methodology, such as interview or focus group for deeper understanding. In addition, the next research should diversify the industry of the implementation of the Internet of Things. Different industries that use the Internet of Thing can generate different points to accept the users' use of Internet of Things.

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A STUDY ON CONSUMER BEHAVIOR AND THEIR DECISION ON CHOOSING AN ARTIFICIAL TURF FOOTBALL FIELD SERVICE IN CHOENG NOEN DISTRICT, RAYONG PROVINCE

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Abstract

This research aimed at studying the consumer behavior deciding to choose the artificial turf football field service in the district of Choeng Noen in Rayong province in order to know what factors motivate the consumer to use the artificial turf football field service. The tools used in this research was the questionnaire survey and descriptive attribution card from 400 consumers who selected the artificial turf football field service to play football at Sri Mueang Park, Choeng Noen district, Rayong Province. Data analysis employed frequency and percentage. In addition, the financial analysis with Net Present Value (NPV), Internal Return of Investment (IRR) and payback period (PB) was applied in this study.

The result indicated that most of respondents were single male students between 18-24 years old in Bachelor's degree and played football in Choeng Noen district. Those who answered “yes” in playing football, earned less than 10,000 bath. The consumers decided to use the artificial turf football field service in Choeng Noen district, Rayong province. The factors that motivated them to use the service include the size and type of the artificial football field, the promotion offering ‘10 hours, get 1 hour free’ and the price which was 600-900 baht per hour. Most of the respondents obtained the information from social media and chose to play football in the artificial turf football field 2-3 times a week. Lastly, the financial analysis including Payback period, NPV and IRR showed that an artificial turf football field is worth investing.

Keyword: Consumer Decision, Consumer Behavior, Artificial Turf Football Field

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Introduction

Background of the problem

Nowadays, several people in Thailand are interested in sports in order to have good health and be in good shape which has made sport businesses become popular among consumers and continue growing. One of the businesses that has been highly popular is the artificial turf football field service. The main reason that makes this business popular is that football is a widely popular sport (Giulianotti, 2012) which is open for all ages. There are several foreign football Leagues, such as English Premier League, La Liga Spain and also Thai League that have been popular among football fans in Thailand. Therefore, more people, instead of only watching, tend to play football with their friends or join a competition for fun and the number of people seems to grow every year. The artificial turf football field service business can fulfil the demand of customers since the weather in Thailand is too hot to play outdoor or during the day. The artificial turf looks like real grass, but it does not need to be taken care as much as natural grass. It is always ready for all the football games anytime, even on rainy days (Panmongkon, & Mahima, 2012).

Since investing in an artificial turf football field service business needs high budget, the rate per hour to consume the service provided is costly. However, the demand of customers to consume such service is still high. This business seems to be able to run in a long term; therefore, there are several artificial turf football fields in Thailand. (Tanpipataree, 2015).

There are more than 100 fields in Thailand. In Rayong, there are approximately 10 artificial turf football fields in the city and suburban, but they are not enough to fulfill the demand of the players in some areas. The sample in this research are customers in Choeng Noen district, Rayong.

This research is aimed to study the factors affecting the need of the consumer demand and their behavior to choose artificial turf football fields within Choeng Noen, Rayong.

Research Objectives

1. To study the demographic factors of consumers to use the artificial turf football field service in Choeng Noen district, Rayong.
2. To study the consumer's decision to use the artificial turf football field in Choeng Noen district, Rayong.
3. To study the consumer's behavior in terms of using the artificial turf football field in Choeng Noen district, Rayong.
4. To study the artificial turf football field business' operational investment in Choeng Noen district, Rayong.

Conceptual Framework

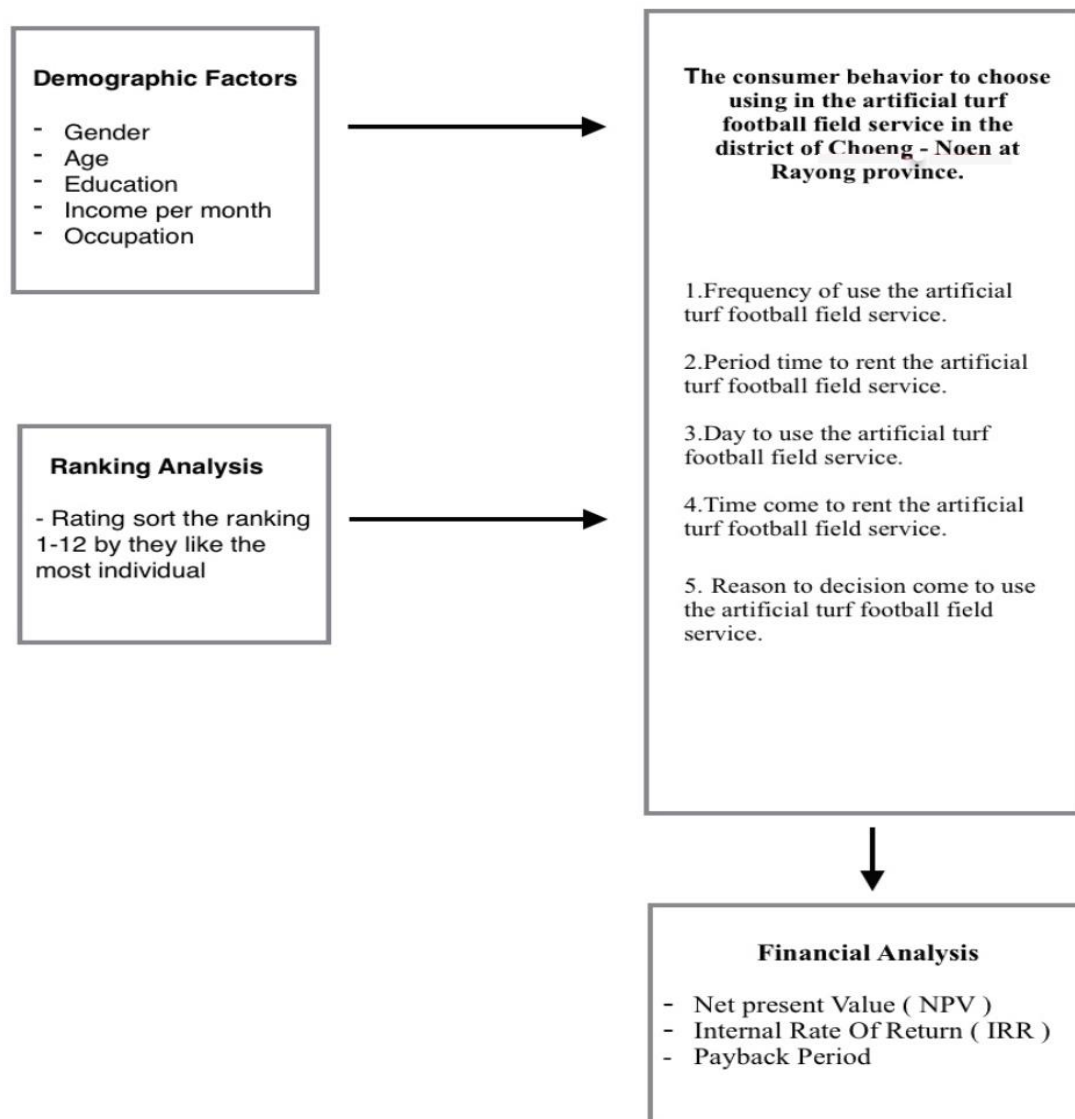


Figure 1 Conceptual Framework

Limitation of the study

The study focused on personal characteristics and factors that affect the consumer behavior using the artificial turf football field service in Choeng Noen, Rayong. The population of this study was limited to only males who played football or used the artificial turf football field service in Choeng Noen, Rayong.

Importance of study

The result of this study provides useful information to those who run an artificial turf field business to understand the needs of consumers and develop their services and to those who are interested in running an artificial turf field business.

Literature Reviews

Theory and concept of consumer behavior

According to Kotler and Armstrong (2009) and (Themesak, 2013), consumer behavior model is to study the motives that affect customer to make a decision to purchase a product. The beginning of the stimulus are external stimuli that cause needs (Wongkraisri, 2013) as well as the good service model (Senawat, 2015). The nature of the buyer influences their emotions to choose a product and a brand vendor, time selection and purchase volume as follows:

1. External stimuli that affect the sentiment of the buyer

1.1 Shared stimuli market including prices, product distribution, marketing promotion.

1.2 Other stimuli including politics, economics, technology, culture, etc.

2 The buyers' characteristics that affect the purchase decision

2.1 Culture including cultural backgrounds which are basic nature or subculture. Each culture is different and unique.

2.1.1 Layer of society that creates similarities in terms of identity or preferences.

2.2 Social factors - the reference group or group of people involved in the decision, such as friends, family or individual success. These influence attitudes and values of individuals.

2.2.1 The role and status of the person

2.3 Personal factors - age - family life - occupation – economic opportunities.

2.3.1 The popularity and lifestyle

2.4 Psychological factors - motivation - awareness - learning - trusted attitude.

2.4.1 Personality - the concept of self.

3. The step of buyer's decision making

3.1 Recognition of the problem

3.2 Searching for information

3.3 Assessment of selection

3.4 The behavior after purchase

Theory of financial analysis

1. Net Present Value: NPV

According to Kimsuvan (2009) and Chaiworn, (2011), Net Present Value (NPV) is the difference between the value of cash flows and the present value of the cash or capital. It is applied to determine whether the invested project will be rewarding or not. If the NPV is greater than 0, there will be a great return on investment from the project. However, if the NPV is less than 0, the return from the project is not worth investing. It can be written as in the equation below.

Net Present Value = Present Value of Benefit - Present Value of Costs

$$(NPV) \quad = \quad (PVB) \quad - \quad (PVC)$$

2. Internal Rate of Return: IRR

Internal rate of return is a discount rate that makes the net present value equal to zero. Such rate is the rate of investment ability that generates income that is worthwhile to invest in the project and to determine which ratio makes the net present value equal to zero.

IRR is the value that makes the NPV = 0

3. Payback period

The payback period is the number of years of operation in order to be worth the investment, at least equal to the value of the return on net cash accumulation, and to make a return each year equal to the initial investment capital.

$$\text{Payback Period} = \frac{\text{Cash Investment}}{\text{Net Cash Flow}}$$

Theory and concept of conjoint analysis

Sabseree (2009, p.71) described that conjoint analysis is a useful technique for consumer study. This term means two or more characteristics are considered together in order to find “Product attribute”. The appearance of the level is called “Element”. Respondents score or rank the mixed elements which can be either a photo, description or sample of products.



Figure 2 Example of conjoint analysis card (Sabseree, 2009, p.75)

Related Researches

Naruicharnpattarat (2011) studied the factors that affected the behavior of rental soccer field users in Bangkok by collecting data from 400 people. The study found that most of respondents were over 26 years old, worked in private companies and had monthly income between 20,001 – 30,000 Baht. Most of the respondents used the service 1-2 time per week, 2 hours per time, especially from Monday to Friday between 20.00-24.00. The most important factors found in that study was price, place and distribution and promotion.

Pantub (2012) studies the factors that affected decision making on sale promotion in terms of price in various models of artificial turf football fields in Thonburi area by collecting data from 400 people. The study found that there were four service models offering to the users. The first model

focused on offering 1 free round when 10 rounds are completed. This model is suitable for entrepreneurs whose service location is near a university or close to students' residence. The second model focused on offering a member card with special discount. This model is appropriate for entrepreneurs open the business to attract higher income people and aged people. The third model focused on offering buffet service. This model is suitable for the entrepreneurs who would like to open the business by emphasizing on students and single players. The fourth model focused on time-based discount which is appropriate for the entrepreneurs who would like to offer the service to younger customers and low income customers.

Thida (2012) studied the factors influencing decision making on renting a football field in Meung district, Chaingmai. The study found that most of the respondents were students between 21-25 years old and had average monthly income not over than 5,000 Baht. The factors influencing decision making were career, football preference, monthly income, frequency of playing football, period of football games and products and services offered by the entrepreneur.

Tanpipataree (2015) studied a project of football life arena with the purpose to provide a football field service in the area. The feasibility study, such as net present value, payback period, return on asset and so forth was used for data analysis. The study found that the project was good for investment since the payback period was between 2 years and 9 months to 3 years and 4 months.

Research Methodology

This research aimed at studying the consumer behavior deciding to choose the artificial turf football field service in the district of Choeng Noen in Rayong in order to know what factors motivate the consumer to use the artificial turf football field service. The tools used in this research was the questionnaire survey and descriptive attribution card from 400 consumers who selected the artificial turf football field service to play football at Sri Mueang Park, Choeng Noen, Rayong. The questionnaire was designed based on the literature reviews about consumer's behaviors, purchase decision and relevant issues. Herewith, the questionnaire validity and reliability were also tested in order to assure that the data were usable. In terms of data analysis, the researcher employed conjoint analysis. The frequency and percentage were used to describe the data. In addition, the financial analysis with net present value (NPV), Internal Return of Investment (IRR) and payback period (PB) was also used in this study.

Results

Demographics factor

The survey found that all the respondents were male who had played football and used the artificial turf football field in Choeng Noen, Rayong. 146 of the survey respondents who played football in their free time as a hobby were married, which accounted for 36.6%. Whereas, 252 of the respondents were single, which accounted for 63.0%. The research found that 131 of the most

respondents were between 18-24 years old, which accounted for 32.8% and 114 respondents were between 25-29 years old, which accounted for 28.5%.

The research found that the majority of the respondents were students and undergraduate students who were interested in football and foreign Leagues. On the other hand, the respondents between 30-50 years old were minor due to their age and their working hours, so they did not have as much free time as students. The professions of the respondents are company officers, civil servants and private business owners.

Descriptive attribution card factor

The survey showed that descriptive attribution card of 12 was met the attribution card number 8 which was the chosen by the consumers in Choeng Noen, Rayong the most by the lowest percentage mean values was 4.43. It shows that the consumer decision to choose the artificial turf football field service in Choeng Noen, Rayong based on their preferences on the two outdoor artificial turf football fields with 22x42 square meters and high quality. Moreover, the promotion that offered one hour for free after renting the field for 10 hours was also one of the factor that attracted the consumers to use the service. In terms of price, 600 Baht per hour between 8:00 am -17:00 pm and 900 Baht per hour between 17:01 pm - 00:00 am are acceptable for the consumers in Choeng Noen, Rayong.

Table 1 Ranking number 1 specification card of number 8

	Specification
Number of fields	2
Grade of artificial turf	High
The artificial field size	22x42
Type of field	Outdoor
Facilities	1. Confectionery and beverages shop 2. Restroom 3. Shower room 4. Balls and football shirts
Car parking area	40 Cars
Promotion	10 hours, 1 hour free
Price	8:00 -17:00 = 600 Baht 17:01-00:00 = 900 Baht

Statistics of consumer behavior to choose an artificial turf football field service in Choeng Noen, Rayong

According to the survey, consumer behaviors to choose an artificial turf football field service to play football in Choeng Noen, Rayong can be summarized as follows:

1. 280 of the respondents who selected to use the artificial turf football fields service for exercise were accounted for 69.1%. 117 respondents, accounted for 28.9%, followed their friends' recommendation. 2 of the respondents, accounted for 0.5 %, followed the trend to use the field service while only one respondent or 0.3% chose others.

2. The most of the respondents selected to use the artificial turf football fields service in Choeng Noen, Rayong. 104 respondents chose Success Soccer, accounted for 26.0%. 102 respondents chose The United Arena, which accounted for 25.5%. 99 respondents chose City Ground, which accounted for 24.8% and 95 respondents chose Mossa sport society, which accounted for 23.8%.

3. In terms of source of information, 135 of the respondents, which accounted for 33.8% got the information from social media. 108 respondents or 27.0% obtained the information from Internet. 101 respondents or 25.3% got the information from advertising board. 34 respondents selected magazine, which accounted for 8.5%. 12 respondents got the information from the radio, which accounted for 3.0% and 10 respondents selected others, which accounted for 2.5%

4. The most of the respondents, 138 people, which accounted for 24.5%, used the field 2-3 times/week. 121 respondents use once a week, which accounted for 30.3 %. 67 respondents which accounted for 16.8 % use 2-3 times/month. 65 respondents use once a month, which accounted for 16.3%. 8 respondents use the field every day, which accounted for 2.0% and only one respondent chose others, which accounted for 0.3%.

Financial analysis

According to the survey regarding Net Present Value, IRR and Payback period, investing in an outdoor artificial turf football field takes 2 years 3 month 16 days as payback period, with 3,309,449.3 NPV and 34.15 IRR which is more than 0 and a plus. Therefore, an outdoor artificial turf football field is worth investing. On the other hand, the payback period in case investing in indoor artificial turf football field is 3 years 5 month 10 days, with 1,697,098.51 NPV and 15.46 IRR which is more than 0 and a plus. Investing in an indoor artificial turf football field is also worth investing. Moreover, attribution card number 8 takes 1 year 12 month 25 days as a payback period, with 4,523,883.89 NPV and 43.45 IRR which is more than 0 and a plus. This shows that indoor artificial turf football field is worth investing.

Table 2 Conclusion on the study of outdoor, indoor and attribution card number 8 artificial turf football field business

	Payback period	NPV	IRR	Investment
Outdoor	2 years 3month 16 days	3,309,499.30	34.15	Yes
Indoor	3 years 5 month10 days	1,697,098.51	15.46	Yes
Attribution card 8	1year 12 month 25 days	4,523,883.89	43.45	Yes

Conclusion and Discussion

The result indicated that most of respondents were single male between 18-24 years old, played football in Choeng Noen. Most of them were student, studying in bachelor's degree, with less than 10,000 Baht monthly income. They preferred playing football in their free time. The respondents with the age between 18-24 years old used the service football field as they were single and did not have any responsibility to take care of their spouse and their family members. They only wanted to graduate from university and start working in a company. This study is corresponding the findings that Pantub (2012) found. The result of Pantub's study showed that price in various models of artificial turf football field service in Thonburi area was the factors determining the decision making. According to the study, most users were students with low income which is matched with the study done by Thida (2012) who studied about factors influencing decision making on renting a football field in Meung, Chaingmai and found that most of the respondents were students aged between 21-25 years old with average monthly income not over than 5,000 Baht. However, the study of Naruicharnpattarat (2011) who studied the factors affecting service usage behavior of rental soccer field's users in Bangkok was different as it was found that most of respondents were over 26 years old and worked in private companies and had monthly income between 20,001 – 30,000 Baht. The reason that the result was different was due to the face that the survey was conducted in the area with high cost of living.

The consumers decided to use the artificial turf football field service in Choeng Noen, Rayong due to the size and type of the artificial football field, the 10 hours gets 1-hour free promotion, the price between 600-900 baht per hour. Most of the respondents selected to use the artificial turf football field service, about 2-3 times per week. The most selected source of information was social media. Moreover, well-designed marketing programs and marketing strategies were that factors that affect the consumers' decision to use the service. This study is corresponding to the study done by Pantub (2012) who studied about factors determining the decision making on sales promotion in terms of price in various models of artificial turf football field service in Thonburi. The study found that the marketing strategies including service, price and promotion were very important for doing business. In fact, the study also recommended that there were 9 factors of service marketing needed to be considered. These include product, price, place, promotion, personnel, physical evidence, process, political and public. With these 9 factors, the entrepreneurs must create their marketing strategies to meet the needs of the consumers. In addition, the study also matched with the study done by Thida (2012) who studied factors

influencing decision making on renting a football field in Meung, Chaingmai. The study found that the factors affecting the decision of the consumers were the products and services including the facilities given to the consumers.

In terms of financial analysis, the result showed that all type the artificial turf football field including outdoor, indoor or set plan in attribution card No.8 were good for investment due to their Payback period, NPV and IRR. The study is corresponding to the study done by Tanpipataree (2015) who studied about the football life arena project with the purpose to provide people in the area a football field for rent service. The feasibility study, such as net present value, payback period, return on asset and so forth was used for data analysis. The study found that the project was good for investment since the payback period was between 2 years and 9 months to 3 years and 4 months. Since many people recently have realized importance of body and health care, businesses related to body and health care tend to be interesting to invest.

Recommendations

Recommendations for practices

The entrepreneurs should consider the appropriate marketing strategies to stimulate the consumers to use the artificial turf football field service in Choeng Noen, Rayong. Offering 22x42 square meter field, providing outdoor football playground, promoting the service by offering discount or special offers and reasonable price between 600-900 baht per hour are the appropriate strategies found in this research.

The entrepreneurs should focus more on operating hours to meet the behaviors of their male consumers between 18-24-year-old.

The entrepreneurs who would like to open a new artificial turf football field should provide at least 2 outdoor artificial turf football fields with 22x42 square meters, a good beverage shop, restroom, shower rooms and 40 cars parking lots. In addition, there should be team uniform shirts for the players, rent 10 hours, 1-hour free promotion with the price 600 Baht between 08:00-17:00 and 900 Baht between 17:01-00:00. This can return the most quickly payback period.

Recommendations for future research

1. The samples should be studied more in other districts in Rayong or in neighboring eastern provinces such as Chonburi, Sa Kaeo, Chanthaburi, Trat to check whether the artificial turf business in Rayong and the neighboring provinces is good to invest.

2. There should be certain questions and space for the sample to give suggestions for better and more efficient improvement in football field business.

3. There should be a study regarding the lifestyles and cultures of the users who live in the eastern province of Thailand in order to find out if there are any effects on consumer behavior to use the artificial turf football field in the future or not.

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IMPORTANT FACTORS INFLUENCING SOCIAL RESPONSIBILITY OF RESORT BUSINESS IN HUA-HIN DISTRICT, PRACHUAPKHIRIKHAN PROVINCE

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Abstract

The project aims to study important factors which influence on social responsibility of resort business in Hua Hin district, Prachuapkhirikhan province. It is a quantitative research. The 120 samples were obtained by simple random sampling from resort business entrepreneurs listed in Thailand's Tourism 2010, in Hua Hin district, Prachuapkhirikhan province. A questionnaire was used as the instrument. Statistics used for analysis of data were frequency, arithmetic mean, standard deviation, Pearson's Chi-Square, and gamma statistics. Statistically significant difference was set at .05. The assumptions were factors influencing on social responsibility included self-impetus, organization impetus, social impetus, business impetus and state impetus.

The study found that most of the resort business entrepreneurs in Hua Hin district, Prachuapkhirikhan province were young and in the new generation, under 40 years old; having high education level, from bachelor degree to master degree; related to the businesses as administrators, inheritors or family member; and their work duration was not over 5 years. However, most of them were business entrepreneurs from other areas or other regions. Most of them were in small to medium business with 20-50 rooms. Most of the resorts were located on their own land bought from former land owners. Moreover, the locations were close to tourist attractions, such as sea, mountains and community.

The hypothesis test revealed that factors influencing on the social responsibility, in order of priority, were self-impetus, business impetus, state impetus, organization impetus and social impetus.

Keywords: Resort Business, Responsibility, Social Environment

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Introduction

Social responsibility is a kind of management to project. It improves the social welfare as a whole in order to build better life quality for people in the society through various extra activities, besides routine duties which aim to achieve the organization's purposes. The organization has to recognize negative effects caused by its procedures of managing some activities for the society. Thus, administrators or leaders of the business organization have to bring the social concerns in all aspects, and efficiently and suitably use natural environment to manage the business along with the organization's responsibility for discipline of quality maintenance and customers' service. However, some business entrepreneurs currently neglect social responsibility; evidently cause problems of garbage, water pollution, and public land trespass. These problems have had negative effects on the society, and then caused both the business organization and the society lack of sustainability (Phillip. & Nancy, 2005).

Tourism industry has been considered important to Thailand; it has active roles on the country's economy, society, and culture; due to its capacity to make effectively and fast revenue increase into the country and distribute income to local people as well. On the other hand, the fast development and expansion of tourism industry also affects negatively Thailand's economy, society, culture and tourism as well as environment resources of the local. The lack of good management can cause deterioration in environment; for example, destruction of forests, wildlife, water resources, ancient architecture and artifacts, including changes of nature and social way of life of the local communities. The damage is not only difficult to improve, but also affects tourism industry in the long run. Local tourist attractions cannot attract tourists to visit any longer and that causes loss of large amount of income and directly causes loss to the local people and tourism businesses (Office of Research Promotion. Office of National Environment Committee, 1985).

The topography of Hua Hin district in Prachuapkhirikhan province is a crowded city community. It has been an important world-class tourist place due to its beautiful geography with many tourist attractions, such as beaches with white sand and clear sea water, and fresh air. It usually welcomes 1.9 million tourists each year and receives 8,000 million Baht revenues. The situations cause establishing lots of hotels, resorts, restaurants, and other tourist businesses; and they tend to increase every year, following the public policy of tourism promotion. The ongoing policies on tourism cause many businesses to develop and expand tourism activities. There are other facilities to serve tourists, for example, accommodation, restaurants, and landscape improvement. Unfortunately, they unexpectedly affect the environment and community by causing change and deterioration of some tourist attractions.

The problems, for example, of 80 – 120 tons of garbage management have caused bad smell and water pollution in the water resources of the communities in Khao Seyrach, Nong Pran Puk, and Wang Krata villages of Tuptai district. Thus, good tourism management should emphasize social responsibility in order to originate sustainable development of business society and environment of the

country as a whole (Weerawatananon, 1998). If entrepreneurs in Hua Hin tourism have social responsibility, it can help promote sustainable tourism and natural resources according to the government's policy, and in the long run, this can lead to cooperation among groups of consumers, business people, and communities in Hua Hin to have awareness of environmental care and use the natural resource efficiently.

Research Objectives

This research aimed at

1. Studying concepts and factors that influence social responsibility behavior of resort business entrepreneurs in Hua Hin district, Prajapkhirikhan province,
2. Analyzing forms and designing suitable social responsibility procedure, leading to sustainable development, for resort business entrepreneurs in Hua Hin district, Prajapkhirikhan province.

Literature Reviews

Public policy and social responsibility in tourism industry

The quality and sustainable development of tourism that emphasizes human resource development has been obviously set in the National Plan for Economic and Social Development (NPESD)8 (1997- 2001), NPESD 9 (2002- 2006), and NPSED 10 (2007 2S12) continuously carried on to the present NPESD 10 (2007-2012) by letting all groups of people at all levels participate in systematic tourism planning and management; and has tried to create balance in economy, politics and environment as well as to create consciousness and good attitude of quality tourism, responsible business entrepreneurs for Thai people to make them love and care for national tourism resources. The main policy and measures are set as follows.

1. Create campaigns to contribute knowledge among people and tourism business entrepreneurs and consciousness about tourism resources and environment by using available media in order to reach the target groups clearly and efficiently.
2. Set mechanisms for development service and conservation of private resources and environment for local tourism by organizing local committees from the public and private sectors, and local people, to plan, establish policy, and coordinate development.
3. Concretely apply legal measures to control constructions and buildings to prevent trespassing on public land, rivers, canals and other public water resources.
4. Support private business' operation to develop new tourism activities besides natural resource to attract tourism such as water travel, sports, health and so on.

Corporate Social Responsibility: CSR

The World Business Council for Sustainable Development (WBCSD) defines CSR as continuous commitments of an organization to ethically perform tasks to make progress on economic development as well as developing quality of employees' life, their families, communities, and the society. The European Commission (2001) defines CSR as a concept which an organization combines to its business procedures and interacts with its stakeholders on the basis of willingness. Thus, it can be concluded that CSR is concept of voluntary business management with social responsibility that emphasizes economy, environment, and the society. The operation will not give troubles to the society and environment. It avoids damaging people and the society, and protects the whole benefits of the society to promote better quality of life of the people in order to build sustainable development of the organization and society (Phillip, & Nancy, 2005).

Components and levels of CSR

Seriratana et.al (1993, 57-61), Boonbongkan (2001) and Contreras (2004) said that the four components of CSR are as follows.

1. Economic responsibility is the organization's consideration to be responsible for the society besides making profit.

2. Legal responsibility is the operation that has to be performed in consistent with the laws and all the requirements.

3. Ethical responsibility is the organization's responsibility concerning morality and values that control the organization's decision.

4. Discretionary responsibility depends on consideration and self-selection that the organization should have without legal connection. In order to consider about the level of the business organization's CSR, the level of social responsibility to problem awareness or the level of awareness capacity of the organization's should have commitment to the society. There are three types of business solutions to the social problems that the organization was committed in order to help effectively and efficiently. (Suntiwong, 2003: 96 - 98)

1. Social obligation approach with minimum responsibility according to laws. The organization that follows this practice will renounce its resources according to the law only. The practice is "do as be required" to prevent legal problems.

2. Social responsibility with willingness approach is that business accepts responsibilities, economic profiting to seek profit and increase the capital of shareholders, and CSR- to pay attention to current social problems. However, the solution to solve problems will be limited as long as it does not cause any loss to the organization.

3. Social responsibility with care approach is that business is responsible for economy and society, and it also has a vision to the operation based on mutual care between business sector and the society to live together with balance and sustainability. The approach foresees possible social problems

and renounces its resources to help solve the problems. This approach concentrates on prevention rather than remedy by foreseeing expected problems in the future and solving them promptly.

Conception of the organization's CSR operation

Desirable CSR must consist of the four components and meet the level of CSR with care. Steps of CSR operation start with self-development for the operation of sustainable business, building favorable community and strong society, and using creative media to oppress the society and environment. The organization has to use national resource worthwhile by integrating CSR disciplines into its business operation to develop sustainable base in business, society, and environment. Moreover, the use of resource has to be efficient and be reduced by adopting ISO 14000, raw materials must be improved and the production process must also be environmental-friendly.

The step of building favorable community and strong society means self-development to become the organization that can be able to live in harmony with the community and environment without causing any trouble to the community and society. Meanwhile, the organization has to look outward and coordinate itself into the community and society, which is the important role of business to promote and support sustainable development on the basis of inseparable business and society. It is possible through social activities, such as empowering the community to participate in conservation environment, encouraging consciousness about environment and energy or youth development.

The last step, use of creative media for the society and environment to communicate the organization to society, not only distributes its own operational information and shows its environment and be responsible to the society (Contreras, 2004; Phillip, & Nancy, 2005).

Concept of building environment consciousness

Consciousness comes from evaluation and recognizes importance which comes from attitude, beliefs, values, opinions, and interest. The differences of these things importantly depend on levels of feeling (Werathanaporn, 1972: 29). Building consciousness, conditions must be taken into consideration; conditions can build or consciousness or stop consciousness in people. Environmental problem solutions must start people's consciousness and be aware of its importance first. Also, the public sector administrators in particular must see the importance and cooperate and give justice to the problem solutions in setting and operating the policy to maintain the environment through the measures of order and control, and economic impetus. Keenleysides analysis of people's roles in conservation (cited by Chongsawat, 1993: 11) suggested making understanding and expectation of behavior of the local people as much as possible. Environmental consciousness behavior is the mix of belief, attitude, and opinion coming from information reception and mix media, which comprises perception and understanding environmental problems through learning procedure within the city community and procedural context to build awareness of their own roles and be ready to participate in prevention and solving the problems (Phillip, & Nancy, 2005).

Concept of sustainable tourism

Ecotourism is tourism based on the natural attractions with the benefit of conservation. It need financial support to look after the areas. In order to creating work with community environmental consciousness in eco-tourism, there must be good management, based on academic principles, and correct planning and operation. The environment of the tourist attraction has to be managed without causing negative effects on the local and the whole environment to lead to sustainability. There are four kinds of operations:

1. An operation of tourism within the capacity of nature, community, tradition, culture, and way of life of the community,
2. Awareness of tourism activities that affect the community, tradition, culture and way of life of the community,
3. Participation of people in tourism activities that affect ecology community, tradition, culture and way of life of the community, and
4. Coordination among economic needs of the community and sustainable environment conservation.

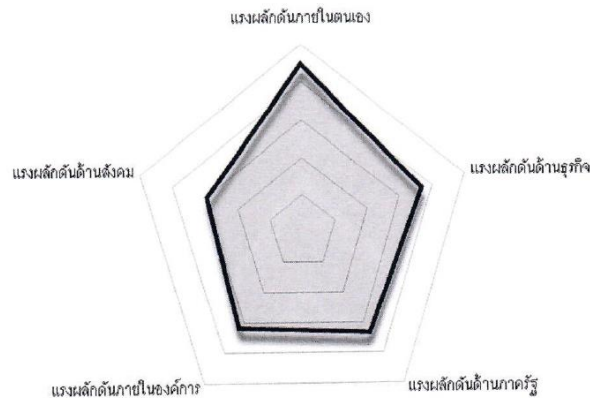
Research Methodology

The samples in this study included 120 resort entrepreneurs obtained by simple random sampling method from the name list of resort entrepreneurs in Hua Hin district, Prajuapkhirikhan province, listed in Thai Tourism 2010. The research instrument was a questionnaire with the test of validity and reliability. Statistics for data analysis were frequency, arithmetic mean, standard deviation, Pearson Chi Square, and gamma. The statistical significance was set at the level of 0.05. The hypotheses were factors influencing social responsibility including self-impetus, organization impetus, social impetus, business impetus, and state impetus.

Results and Discussions

The results of this study revealed the general information of the questionnaire respondents, who were the representatives of the resort business entrepreneurs in Hua Hin district, Prachuabkhirikhan province. The majority of the respondents, 72.5%, were new generation people who were not over 40 years old. 79.2 % of them finished bachelor's and/or master's degree. 70% of them were administrators, inheritors, or family members of the business. 77.5% of them were those who have been working in this business for less than 5 years, 36.7%, the majority, were business owners who came from other province; meanwhile, only 23.3% were entrepreneurs who were Hua Hin residents. 76.7% were small and medium business and 33% of them had 20-50 rooms. Most of the resort were built close to tourist attractions, such as the sea, mountain and community, and they acquired ownership of their lands by buying them from former owners.

From the testing of the hypotheses, the most important factors influencing the entrepreneurs to have social responsibility was self-impetus, and other important factors were business impetus, public impetus, organizational impetus, and social impetus, respectively.



Picture1 The pattern of social responsibility of resort business entrepreneurs in Hua Hin district, Prachuabkhirikhan province.

According to the study, the development of the tourism must aim at sustainability. Therefore, to be sustainable in tourism business, it is important that there must be a combination of self-impetus, business impetus, state impetus, organization impetus and social impetus.

The finding of the research indicates that the resort entrepreneurs of Hua Hin district, Prachuabkhirikhan province have self-impetus that makes them run the business with high level of social responsibility. In fact, social responsibility does not only mean there is no harmful acts to the society, but it also considers the economics of the society. The social responsibility consists of four points which are economic responsibility, legal responsibility, ethical responsibility and discretionary responsibility in organizational, social and national level (Seriratana et.al, 1993, 57-61). The entrepreneurs must, especially, acknowledge and take social and environment effects into consideration while running their business.

The finding also revealed that the business impetus focusing on the business competition through usage of corporate social responsibility. The reason is that the corporate social responsibility can create very reputable brands or organization which can finally return some profits to the organization. With that, the organization is attempting to promote corporate social responsibility.

Also, the study found the importance of state impetus. The state impetus refers to the promotion and support done by the government, such as policy or legal to force the organization to consider the benefit of having the social responsibility and create the environment consciousness. In the literature review, the public sector administrators in particular must see the importance, and cooperate and give justice to the problem solutions in setting and operating the policy for keeping the environment through the measures of order and control, and economic impetus.

Another factor affecting social responsibility of resort business entrepreneurs in Hua Hin district, Prachuabkhirikhan province, is organization impetus. The organization impetus refers to the organization activities focusing on continuing to attract tourists, and afford the business entrepreneurs to gain profits. Therefore, the organizations need to develop themselves at all time. The development is in particular focused on people in the organizations. This is corresponding to the previous studies mentioning that the quality and sustainable development of tourism can be depending on emphasis of human resource development which all groups of people at all levels participate in systematic tourism planning and management in order to create consciousness and good attitude of quality entrepreneurs and tourists. However, there must not be any, or least, effects on the natural environment, society, and culture. To enable sustainable management to maintain the existence of tourism, entrepreneurs must consciously have social responsibility. There are four ways the organization can create consciousness and good attitude of the organization members. The first is to contribute knowledge and understanding to people and tourism business entrepreneurs. The second is to set mechanisms by organizing local committees from the public and private sectors, and local people, to plan, establish policy, and coordinate development. The third is to use legal measures to control constructions and buildings to prevent public land trespassing, and use of land, rivers, canals and other public water resources. Lastly, the fourth is to support private business' operation for developing new kinds of tourism activities to add more attractions apart from natural resource, such as water travel, sports, health, etc.

However, the social impetus is quite low. In fact, the entrepreneurs must bear in mind that the participation of the society is very crucial. The community networks are beneficial to resorts by offering these supplementary services to tourists. The tourism business should involve in community. Unfortunately, there are still little cooperation between the community and the business sector, but there is high public impetus; the government requires the entrepreneurs to invest in saving the environment, such as wastewater treatment and garbage disposal.

Recommendations

Recommendations for practices

According to the result of the study, the recommendations for practices can be proposed as follows. The first is that the proper process in building social responsibility for resort entrepreneurs in Hua Hin district, Prachuabkhirikhan province should start from having self-impetus; it is the most influential and can be used to drive the organization forward. The second is that the relationship between business benefits of the entrepreneurs and social benefits of the community must be promoted. Therefore, there must be activities and concrete results shown from such promotion. The third is that the government sector must focus on building impetus instead of giving commands to business owners, and self-impetus should be used for inspection more than giving supports.

Recommendations for future research

The next research should focus on studying how to develop the resort business vision, strategies and members in the resort to support the organization's social responsibility because the study showed that self-impetus is important to the resort's promotion of social responsibility; but, the organizational impetus of the resort is quite low. In addition, the next research should also focus on how to develop the participation of the community or society that can cooperate with the resort business since the social impetus is low.

Acknowledgement

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EFFECTS OF DIFFERENT GENERATIONS OF EMPLOYEES IN AN ORGANIZATION ON ORGANIZATIONAL COMMITMENT

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Abstract

Corporate executives, at present, should manage their work and responsibilities for each position, including benefits and welfare to meet the needs of their employees in each generation; Generation X, Generation Y and Generation Z. Organizational supports in terms of performance, duties, responsibilities and the environment of the workplace enhance the commitment of the employees, their passion and pride at work. Employees tend to devote themselves to make a good and effective performance without any idea of resignation and applying to other organizations. Therefore, executives should build the commitment in three generations:

1) Generation X employees need organizational support in order to be accepted, respected and honored by the organization.

2) Generation Y employees need organizational support in order to be recognized in the organization and opportunities to develop their skills relating to their corporate responsibilities. In

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addition, flexibility and balance between their working and private life hours, teamwork and beneficiary activities to society and the environment are also needed.

3) Generation Z require an opportunity to share their opinions. Works regarding design and creativity with online support system are needed. They prefer to be considered and assessed by the quality of work than seniority system. Moreover, the atmosphere at workplace and a good environment are necessary for them.

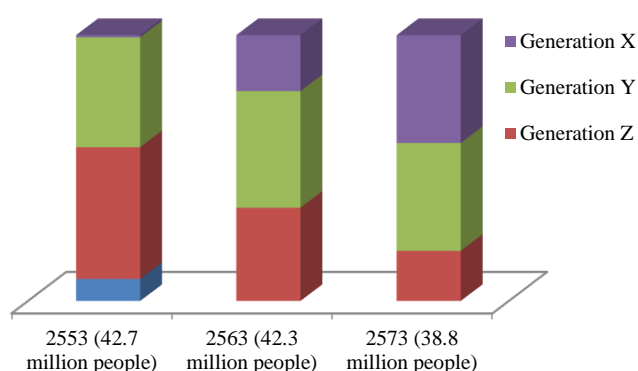
Keywords: Generation, Organizational Commitment

Introduction

The current situation of the world is the age of rapid social, political, economic and technological change leading to the development, change and public administration. Under the Eleventh National Economic and Social Development Plan (2012-2016) which set the guidelines for integrated development in an organization concentrating on people-centered development, since people are the key stakeholders who obtain the benefit and the impact of this issue. Moreover, they are the main factor that helps the organization develop and reach its goal. Therefore, organizations need to develop their employees in every dimension in a balanced way. The strategy for human resource development is to focus on developing people to be excellent in creating knowledge and innovation, which has increased the awareness among academics, thinkers and businessmen. To be effective and productive, organizations must have good and well-educated people. Human resource management has been concentrated in several organizations since the organization's accomplishment is based on its employees, the most important and valuable factor of the organization. (Tantithamrongwut et al., 2016)

In the past several years, the generations of employees in organizations, especially in human resources management, have become in concentration. An interesting issue is that the organization at present are consist of employees from at least three different generations; Generation X, Y and Z, working collaboratively. This is a new phenomenon for human resource management in this era and has expanded to many countries (Macky, Gardner and Forsyth, 2008). However, it is found that misunderstanding due to different visions or perception creates gaps in communication, learning and technology needs, development in career paths, and so on (Herbison, & Boseman, 2009) among employees from different generations.

Thai Workforce (Age 15-59) 2010-2030



Source: Estimation of Thailand Population Projections between 2010-2030 (B.E. 2553-2573), Office of the National Economic and Social Development Board, cited in Thai Health Project (2016).

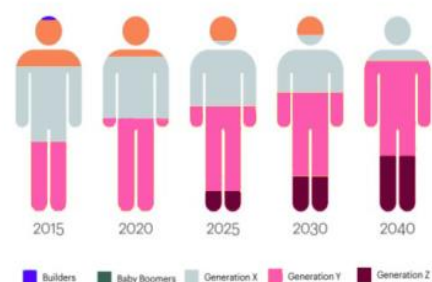


Figure 1 Generation Y will become the majority of the workforce by 2025 (B.E.2568)

Source: Generation matters for Generation Y, 2013

Thai Health Project (2016) raised the indicators of the health of Thais in different generations to present their views in terms of work, income, family building, housing, value, behavior in using technology and online media to enhance understanding and harmony. Generation Theory has gained a lot of attention in workplaces, especially Generation Y. Since Generation Y is a large group and will absolutely influence businesses in the next twenty years. According to the survey, from 2010 to 2030, almost half of the labor force will be the Generation Y population (Figure 1) (Thai Health Project, 2016) which is consistent with the survey from Generation Matters for Generation Y (2013) that in 2025 Generation Y population will be more than half of the world's population and will account for 75 percent of total workers (Figure 1). Several organizations have recognized the importance of understanding the population in this generation in order to attract and retain them as their employees to drive the organization in a long term. In contrast, Generation Z population tends to enter the labor market slower due to the higher and longer education which is beneficial to the labor market and long-term development of the country (Rossarin Gray et al., 2016). The issues between Generation X and Generation Y, both of whom are large population in today's organization in forms of leaders and subordinates, are that Generation X employees began complaining about the unsatisfying behavior of Generation Y at work. (Decharin, 2008) One of the leading management consulting firms noted that Generation Y employees were less serious at work, had less dedication and less patience at work (Dechawatanapaisal, 2009). Disagreements regarding points of views and perception of people in each generation are caused by their learning and life experiences. Due to inter-generation gap, people from each generation normally set themselves as standard and judge others with their own standard. This may lead to conflicts or resignation; therefore, organizations will lose important human resources and waste expenses for human resource management (Dechawatanapaisal et al., 2014)

Working with inter-generation employees in the organization is unavoidable. Experiences in different social, economic, cultural and values at different times lead to diversity in attitude, lifestyles, ways of thinking and personality (Chitsawang, 2017). The differences in working behavior in each generation are personality, attitude, values, behavior, expectations, and dedication to work. Their ideas or beliefs will be reflected in their behavior. Such behavior directly affects the organization and the organization should not ignore because cooperation of all employees is required to help the organization succeed (Yooprot, 2013). Human resource management is a matter that needs more attention because it is a significant factor for the success of the organization. It is a new challenge for organizations to formulate strategies to attract and retain its valuable human resources. Therefore, building employee commitment in an organization is necessary for the organization. (Robbins & Judge, 2017; Atthanit, 2011)

Employee commitment to the organization has been elevated to be one of the most significant factors for the organizations' success. It is believed that if the employees have high commitment to the organization, the efficiency of their work and effective communication will increase. In addition, the commitment is also a tool to predict the behavior of employees, such as absenteeism and employee turnover behavior. This is because employees with high commitment to their organization tend to work

longer and are willing to work more than their counterparts with lower commitment (Yodwisitsak, 2014). According to Gallup Consulting's research on employee commitment, there were only 11 percent of employees who had a sense of belonging to the organization. As a part of the organization, they attempted to create good work for the organization and devoted themselves to the improvement of the organization as if they were the owner. On the other hand, 62 percent of employees were not committed to the organization. They worked if it was their responsibilities. This type of employees would not do anything more useful to the organization but be responsible for the assignment only. However, 27 percent of the employees were found actively disengaged with negative perspective to the organization. This group of employees tend to cause damages to the organization by creating bad attitudes towards the job and share with other employees. The result of this research showed that if there were any employees with no commitment to the organization and they shared their bad feelings to other employees, it would affect the organization severely. Thus, this issue should be in focus and the management must have a plan to deal with those who tend to spread their bad attitude to others. Otherwise, other employees who are not bound to the organization may turn to be a part of the last group instead of being an employee with high commitment to the organization. Moreover, the reason they did not resign was that the organization offered some benefits, such as reward, welfare, convenience at work to them while other organizations did not. The solution is to find the factor that makes the employee feels not engaged and try to gradually move these employees into the 'engaged' level. Employee commitment is not easily created unless the executives pay attention, understand and intend to resolve seriously. The sense of commitment is deeper than the satisfaction as commitment is a matter of dedication, responsibility and desire of creating good work for the organization. Even though employees are satisfied with the company's policies, they may not feel committed to their organization. The employee satisfaction survey may not be adequate to know the level of employee commitment. According to Harter, Schmidt & Hayes' research, which focuses on the organizational commitment and the characteristics of the employees with high commitment. The findings show that the employees who work with dedication constantly have good performance and motivation at work and feel as a part of the organization. A large number of committed employees who have a good attitude towards the organization and to corporate customers affect the profit of the company as they will try to satisfy customers, create a good atmosphere at work, act as a representative of the organization and talk about the organization positively. It is believed that most of the executives want their employees to have a strong commitment to the organization. Unfortunately, it is quite difficult to create an employee commitment as it requires the cooperation of all stakeholders, such as senior management, managers and supervisors. One of the reasons that makes employees have no commitment to the organization is the top management (Puntapalangkul, 2018). Therefore, the employee commitment is the key to retain those who are willing to devote themselves for work in the organization. (Bhatnaga, 2007)

The employees have to perform various tasks within organizations. They are assigned to be in charge of work based on their knowledge, ability and potential under the differentiation of each generation and behaviors including attitudes, opinions, perception, etc. and they have to work together in the same

organization despite the diversity. Such diversity also creates power, unity, love, harmony and care to achieve the organization's mutual goal which is 'Organizational Commitment'. If corporate executives pay close attention to the differences of employees in each generation, such differences can also be opportunities for all the employees to work together happily and efficiently. It will become an excellent organization.

Definition, Concept and Theory of Generations.

Definition of Generations

There are several definitions of generations as follows.

Takatoshi, (2004, p.84) defined the word generation as a group of people who grow up in the same period of time with the same values and life style.

Glass (2007) defined the word generation as people who experience environment or similar events in the society and share their common identity, attitude and behavior with people at the same age.

Generations refer to people born in the same period with common social experience and history together. Strauss and Howe studied the age of American population from 1584 to 2069 and found that each age range is approximately 22 years and the characteristics of each age range depends on parenting which has an impact on attitudes, characteristics, and behaviors (Glass, 2007; Luerat Anuratpanich, 2015)

Generations at work, whether public or private, consist of people from several generations. In this research only Generation X, Y and Z will be studied.

Generation X is born between 1965-1980, after baby boomer generation. At that time, the world was peaceful and there were a lot of changes in the technology, such as changing from a large mainframe computer to a PC, changing from an analog system to a digital one. It was the age of computer and video games. Technology has been involved in their work. Their attitude towards work is different as work is not everything in life. Generation X is ambitious and needs freedom; therefore, they work as it is their responsibility. However, they will change their job if it does not give them any progress. It is clear that they are not so loyal to the organization as previous generations while they tend to focus on their family since they believe that family is the most important. Moreover, they tend to rest and seek happiness for themselves more (Weerapatrungrroj, 2016).

Generation Y are those who were born between 1981-1994. People in this modern era need supporting reasons. With technological evolution, Generation Y is well equipped with both IT devices and the internet to access to information easily and fast. Surrounded by technology environment, they can use technology for work and communication. Unfortunately, they tend to pay less attention to actual socialization while concentrate more on cyberspace. The characteristics of this group are impatient, confident, independent, be able to express their opinions, like challenges but dislike to be forced by their parents or seniors. They have different values from previous generations, both in terms of lifestyle and work (Weerapatrungrroj, 2016).

Generation Z are those who were born in 1995-2010 (Voraakom, 2014). With new technology, Generation Z is said to be 'Digital Generation'. They desire to make a positive change in the society.

They also accept and learn a variety of cultures in terms of language and race. They share common attitudes, thinking, behaviors, needs and habits. Generation Z, however, tend to have low communication skills because they have more opportunity to learn from the Internet than from communicating with people. Being a part of the online world makes them be up-to-date. They tend to think and do fast, but do not like waiting.

In conclusion, generation refers to a group of people born and raised in the same era. The range of each generation is 22 years. They have the same historical experience which makes the features of each age range different. Parenting differentiates attitudes, values, ideas and behaviors.

Concepts and Principles

It is believed that everyone in an organization has the same goal to drive the organization to success by opening their mind and understanding one another so that they can work cooperatively and happily (Puntapalangkul, 2012).

Despite the differences in opinions and working styles, many organizations have changed their strategic plans in accordance with generations and accepted their diversity. This helps the organization move forward smoothly and effectively.

Theory of generations is used to describe the differences of each generation based on their birth year range for a deeper understanding. Each indicator reflects the difference of people from each generation, i.e. characteristics, personality, childhood environment and experiences, work view, value and behaviors as shown in Table 1.

Table 1 Generations at work

Generation	Birth Year	World Events	Characteristics Personality Value
Generation X	1965-1980	<ul style="list-style-type: none"> - The world's economy began to prosper. - More women began to work. - Modern culture began to flourish. 	<ul style="list-style-type: none"> - Do not like formality. - Prefer the balance of life. - Creative - Late marriage - Desire to work independently - Prefer owning a business to working for a big company - Enjoy challenging jobs and gaining knowledge - Prefer jobs that require a variety of skills - Prefer being a volunteer rather than serving as a citizen

Table 1 Generations at work (Cont.)

Generation	Birth Year	World Events	Characteristics Personality Value
Generation Y	1981-1994	Technology era, especially the Internet.	- Creative - Multitasking - Familiar with technology - Well-intentioned - No patience - Good at team work - Do not like risk - Do not seek the novelty like Generation X
Generation Z	2538-2553	- Economic recession - Terrorists - Environmental change - Change in household structure	- Born and raised with technology - Study more - Self-centered - Love freedom - Low patience - Handle many jobs

Note: Birth years of each generation are different in each study.

Source: Strauss & Howe (2007), Chamnongvej (2013); Voraakom, (2014); Thai Health Project (2016); 12 indicators for Thai Health in different generations, cited in Rossarin Gray et al. (2016)

Definition, Concept and Theory of Organizational Commitment.

Definition of Organizational Commitment

Organizational commitment is the feeling of a person who feels that he is a part of an organization with determination to work with his highest capacity and loyalty for the organization without any desire to resign from the organization. (Limweeraphan, 2007: 9)

Organizational commitment means the willingness to devote both physical and mental energy to work for the organization. Employees accept values and goals and want to be a part of the organization. They are willing to cooperate and retain the membership of the organization (Manakit, 2011: 9).

Mongkoldeekakul (2011) stated that organizational commitment means the feeling of the employees. They accept the goals, values of the organization and desire to maintain their part of the organization. There are three components of organizational commitment: Affective Commitment, Continuance Commitment and Normative Commitment.

In conclusion, the meaning of organizational commitment is essential to the organization as it leads to low rates of absence and resignation. It also correlated with job change rather than job satisfaction. It, however, is a powerful incentive for organizational members to work effectively to maximize organizational effectiveness.

Concepts and Theories of Corporate Commitment

Table 2 Summary of Theories

Content Motivation Theory	Process Motivation Theory	Reinforcement Theory
1. Theory of Human Motivation	1. Expectancy Theory	1. Positive Reinforcement
2. E.R.G Theory	2. Goal-Setting Theory	2. Negative Reinforcement
3. Two-Factor Theory	4. Equity Theory	3. Extinction
		4. Punishment

Source: Lussier, & Achua, (2001). Leadership. Ohio: South-western College Publishing: 74-76

Pornrat Sadangharn (2008; cited in Sangsai, 2015) distinguished organizational commitments into three types 1. Attitudinal Commitment 2. Programmatic Commitment and 3. Loyalty based Commitment

1. Attitudinal Commitment is a commitment to the organization in terms of attitudes with a strong commitment to work with full capacity for the organization. Employees with this commitment do not want to resign since they have strong relationships with the organization and it is found that they work harder than those who do not feel attached to the organization.

2. Programmatic Commitment is a commitment to the organization in terms of project. The employees physically work for the organization, but do not work with their full capacity. The employees bound by the project remain working for the organization because they may encounter higher cost or expenses if they change the organization. Moreover, it is found that changing the job reflects unreliability, intolerance and uncertainty.

3. Loyalty Based Commitment is a commitment to the organization in terms of a sense of duty. In order to repay the organization, the employees will work with their full capacity and loyalty. Loyalty inspires and motivates them to reach the ultimate goals of their organization. Being responsible to the organization leads to determination and commitment self-determination.

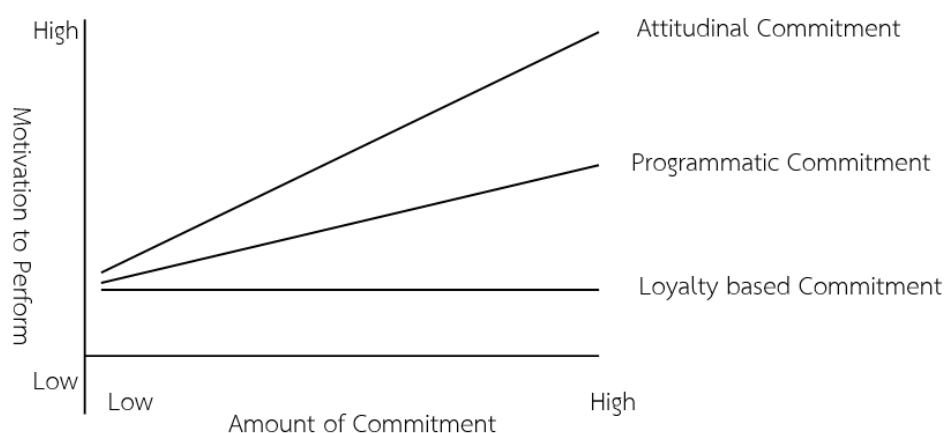


Figure 2 three forms of Commitment Yield Different Performance Level

Source: Chatzkel (2003) Knowledge Capital: How Knowledge-based Enterprises Really Get Built

There are various types of commitments. Each one indicates the relationship between the organization and its employees differently. Commitment of employees to the organization is based on the psychological, emotional or intellectual links between the employee and the organization. It can be implied as an acceptance to goals and the direction of the organization. This indicates a firm desire to be a part of the organization (Maneerat, 2015).

Commitment between Generations and the Organization

Career paths in organizations nowadays have changed dramatically. It is common to see Generation Y become executives and manage Generation X employees. It, however, causes tension between the two groups since Generation X employees may question why they are managed by inexperienced people. On the other hand, Generation Y executive may be concerned whether they do well at work. Jeanne C. Meister, who is a co-founder of Future Workplace, Human Resource Consultant and author of *The 2020 Workplace*, pointed that the tension between people from different generation should be concentrated on as one may be accused of having no respect for each other. Therefore, the management should help each person in the organization understand the diversity of each generation regarding characteristics, skills and expertise.

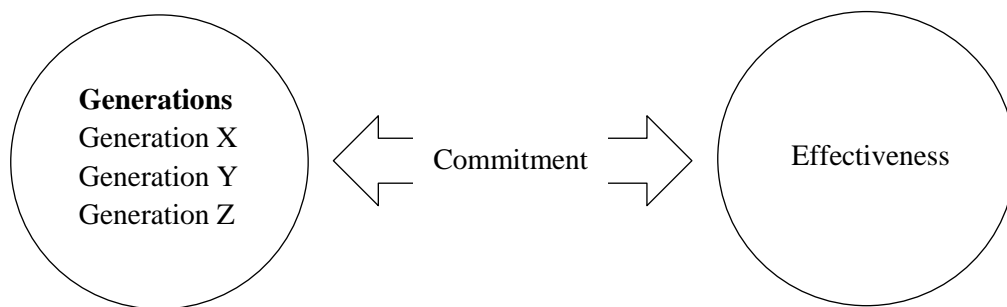


Figure 3 Relationship between the generations and commitment that affects performance in the organization.

Generations is related to organizational commitment. It creates better performance at work and leads the organization to its goal successfully. Those who work effectively are employees who are fully committed to their work with highest capacity to create qualified and satisfied work. They are willing to increase the quality of work and find new methods of working for better results to help reduce time, energy and organizational resource. Organizational commitment plays an important role in this mechanism. It affects work and the efficiency of the organization. The organization can perform various tasks according to the mission of the organization as it helps reduce losses, achieve the objectives and saves time, resources and manpower. Moreover, with the ability to use strategies, techniques, methods, and technology, it creates the right workflow, agility, smooth operation with minimal barriers and conflicts while the employees still have a good morale and enjoy working and being together. This will bring effective results and the organization will become highly efficient and sustainable.

According to Principles of multi-generation workforce management. Uttayarath (2015) suggests methods to make multigenerational employees work happily and effectively together at work. It is admitted that it is not easy unless everyone in the organization cooperates as follows.

1. Share opinion: As a part of a team, every member should understand the team plans and share their opinions. This helps the team work more systematically. Although there are many employees from different generations, there will not be a barrier to work if everyone shares a comment in order to plan a direction.

2. Be responsible: Effective teamwork begins with knowing one's own duties. Having a senior in team does not mean the younger generation will have to work more. Every member must work together with clear responsibility in order to understand the duties of each person and listen to one another's opinions. Senior or mid-level employees should give a comment and also listen to the opinion of the junior or younger generation. This allows everyone to express their opinions equally, fairly and accept the opinions of others. Employees from different generations will be able to work together without any issue.

3. Give fair warning: It is clear that no one wants to be criticized or warned. In case there is a mistake, the one who causes should not resist; otherwise, he will be not only considered as an aggressive person, but it may cause further problems. When the junior or younger generation employees are reasonably warned by their senior employees, they should be open minded. The senior should also give warning based on fairness and reasons, not feelings.

4. Respect the difference: Acceptance of differences helps employees from different generations work together. We should admit that despite different opinions, people still can work together. However, not accepting the diversity of ideas is the main barrier that causes problems at work. Therefore, senior employees should accept their juniors' opinions. On the other hand, the juniors should not have an idea that the seniors' opinions are outdated but should accept them as they have more experience in the workplace.

The Difference between the Generations of Employees and their Organizational Commitment.

The difference between the employees' generations is relevant to the characteristics of each generation. The concept is often conveyed through articles based on the results of studies and researches. It is concluded that each generation has a different organizational commitment (Nguanda, 2013). The factors that affect organizational commitment of employees from different ages are relating to personal information. The average income of Generation X and Generation Y are similarly high. However, generation Y has a higher education level than generation X. Most employees point out that appropriate and fair income as well as welfare affect employee commitment. Moreover, Generation X need a good relationship with colleagues and organization. The factors that generation X and generation Y employees disagree are retention, happiness at work and membership of the organization. It is found that generation Y employees devote themselves more than generation X employees and they have

passion in working for their organization which is consistent with the research results of Sangsai (2015). Moreover, the research also found that the Generation X and Generation Y employees' perception in term of organizational support as well as organizational commitment is high. The fact that their organization provide support in career opportunities, social psychology, performance and opportunities for development in the organization affects the level of Generation Y employees' organizational commitment. Whereas, Generation X employees concentrate on social psychology, i.e. respect and honor the importance and value of the employees when they have successfully worked, encourage employees to participate in the organization, understand and sympathize when employees make decisions or make mistakes, all of which give a great impact on their organizational commitment. The reward can be monetary and non-monetary, such as a salary, other benefits provided by the organization including training to increase knowledge and skills to apply to their tasks as well as being recognized by the organization and their colleagues according to Dechawatanapaisal (2009). Financial factor, responsibility, career opportunities and the recognition of the ability are primary motives. The atmosphere at work, such as location and aesthetics of the workplace, and the interaction among employees, such as bosses, colleagues, are deemed to be non-monetary incentives. Motivations regarding stocks, welfare or honor do not get much attention from Generation Y employees while Generation X employees do not pay attention to the monetary return. In contrast, they pay attention to the welfare, such as medical expenses, being recognized and honored by the organization which are their major motivation based on security and recognition at work. According to Ferincz, Hortovanyi, Szabó, & Taródy (2010), organizational commitment of Generation Y employees is based on work management. This generation needs opportunity and progress in their career; therefore, the job must meet their needs. It is the responsibility of the organization to design the structure of work and provide opportunity for its employees to apply their personal skills. The salary or wages are paid based on their performance or give them a chance to work more than one job, i.e. routine work and project. This helps reduce the risk of the organization. This generation prefer challenging work and like to learn. They also want to improve their skills. Flexible benefit and welfare should be more suitable by giving options. They may not be interested in being able to afford medical expenses but fitness fee, spa, cooking class, flower arrangement, or phone bills. Generation Z employees desire to use technology such as smartphones at work in order to communicate and manage human resource. Flexibility at work is the key for Generation Z employees. They prefer to manage their own time and place to work as they consider that, with technology, they can work anytime and anywhere. Uniforms are neglected by Generation Z employees.

Strategies for building organizational commitment of each generation can be analyzed based on their characteristics, working skill and job satisfaction.

Table 3 Differences in each generation in the organization.

Generation	Characteristics	Working skill	Job Satisfaction
Generation X	- Hip Hop	- Adaptable	- Technology Usage
	- Reason-Based	- Technological skill	- Self Management
	- Universal	- High determination	- Fun Job
	- VDO Games Addicted	- Low Patience	- Relaxing Time
		- Neglect Seniority	- Realistic
Generation Y		- Curious	
	- Accept Changes	- Work for better life	- Challenge
	- Technology-Based	- Individual	- Work that requires multi
	- Focus on relationships	- Flexible life	skills
	- Yippy Lifestyle	- Devote themselves if it	- Work for better life
Generation Z		is challenging	- Technology Based
		- Job hopper	- Build good relationship
			- Gain knowledge
			- Freedom to choose
			working location and time
			- desire to know others'
			visions and ideas
			- High salary
	- Self confident	- Straightforward	- High salary
	- Multi-tasking	- Flexible	- Opportunity in career
Generation Z	- Online-Addicted	- Independent	- Dream job
		- Modern Technology	- Technology Based
		- Good Environment	- Security at work
			- Project based work
			- Planning based work
Generation Z			- Freedom

Source Thanomkaew, Sutataphong, & Leebe (2016) Weerapatrungrroj (2016)

Summary of Table 3

Generation X employees are modern, universal, adaptable and have a rather high self-esteem with a powerful performance and determination. Even though they are creative and can use technology, they lack patience and do not feel attached to the organization. In terms of job satisfaction, they can manage themselves, work with pleasure and also be serious at work.

Generation Y employees like taking risk and ready for changes. They concentrate on relationships and yippy lifestyle. They work for better life and need flexibility in life. They work with

dedication if they find it challenging. Their job satisfaction is based on challenges as they can use a variety of skills. Better career path and higher salary while maintaining good relationships and flexibility satisfies them. This group of employees prefer to know others' opinions and visions to sharing theirs.

Generation Z employees are highly self-confident, multi-tasking and up-to-date, so they are able to keep up with the changes of globalization. Even though they are straightforward at work, they are flexible and independent. High technology and good environment at work will satisfy them. Moreover, their job satisfaction is based on high rate salary, career opportunities, security and freedom at work.

It can be concluded that even though the ages and generations of the employees are various, they concentrate on opportunity at work, high reward, independent work, flexibility, challenges and application of modern technology to work effectively. Employees from each generation can apply their skills and potential to work and be together in the same organization effectively, which is an important power for the organization to move forward for the highest benefit and success.

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VALUE AND SATISFACTION TOWARDS THE NATIONAL BRAND COFFEE SHOP SERVICES: CASE STUDY OF ALL CAFÉ AND CHA PA-YOM

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Abstract

The purposes of this research were: 1) to study expectations and quality perspectives of the consumers towards the service of both All Cafe and Cha Pa-Yom Shop; 2) to study the satisfaction of the consumers towards the perceived quality of All Cafe and Cha Pa-Yom Shop; 3) to compare the satisfaction of the consumers towards the quality of service between All Cafe and Cha Pa-Yom Shop and 4) to study the relationship between the satisfaction of the consumers towards the service consumers' loyalty of All Cafe and Cha Pa-Yom Shop. The conceptual framework was based on American Customer Satisfaction Index (ACSI). Simple random sampling technique was applied to select 320 customers of All Cafe and Cha Pa-Yom in Prachuap Khiri Khan Province to answer self-reported questionnaire. Data was analyzed by bivariate analysis consisted of T- test, F- test and correlation analysis.

Research findings revealed that 1) Customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived quality, perceived value and customer satisfaction. 2) Perceived quality towards service of All Café and Cha Pa-Yom is positively related to perceived value towards and customer satisfaction. 3) Perceived value towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction. 4) Customer satisfaction towards service of All Café and

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Cha Pa-Yom is negatively related to customer complaints. 5) Customer complaints towards service of All Café and Cha Pa-Yom is negatively related to customer loyalty. 6) Customer satisfaction towards service of All Café and Cha Pa-Yom is positively related to customer loyalty at the statistically significant level as of 0.01.

Keywords: Satisfaction, All Cafe, Cha Pa-Yom

Introduction

Coffee is a drink that Thai people have known and consumed for at least 150 years. Thailand has grown coffee as an important economic crop of the country with 90% of the major planting areas in the southern part of Chumphon Province, Nakhon Si Thammarat and Surat Thani. Popular varieties grown in the south are Robusta. In the north, the major plantations are in Chiang Mai, Chiang Rai and Mae Hong Son and the popular variety are Arabica varieties (Phurich One Co.Ltd, 2007: online). Over the past several years, the growth rate of coffee shop business has steadily increased. The reason is that this kind of coffee business is influenced by major coffee shop players, such as Starbucks Coffee, who created worldwide coffee drinking behavior and awareness for the coffee shop business industry.

At present, the premium fresh coffee shop is a business which continuously grows and has been expanded to many areas, such as the economic districts, major cities and various tourist attractions in order to support the various needs of customers entering the store. In addition, the coffee shop is also a place to meet friends for socializing, off-site meeting or working (Sasithonwan & Khanwong, 2013).

Current coffee shop business can be divided into 3 types of investment, namely 1) stand-alone coffee shop, 2) coffee corner / kiosks and 3) carted-coffee shops. The type of a stand-alone coffee shop is an independent building or rental room located in the community area, department store, office buildings or large plazas. The second type is the coffee corner / kiosks, which is a medium sized coffee shop, is a coffee corner in the shopping center or plaza. This type of coffee shop provides a small amount of seats. The last type is a carted-coffee shop, which is a small coffee shop that can be moved to another place easily (Chinrangsikun, 2009).

Due to the current economic slowdown, income also affects the selection of products and services. It includes the coffee drinking service which most of the people in low and middle class consider the price as an important element. Therefore, the marketing strategy focusing on price as well as place, product and promotion come to take an issue. With a good marketing strategy, many convenience stores, such as CP All Public Company Limited, under the name "All Café", can allow consumers to access 24 hours of fresh coffee, located in many places through 7-Eleven shops closed to people's residence. Compared to conventional coffee shops, the 7-Eleven shop is worth buying, both in terms of quality and convenience. The performance of All Café business operation in the first quarter of 2016 has grown strongly with sales of 283.22 million Baht, an increase of 61.2 million Baht or 27.6% increase, net profit of 23.9 million Baht.

In addition to serving fresh coffee and drinks from All Café, there is also another popular beverage shop which is Cha Pa-Yom Shop (Tea Shop). With the taste and reputation of Cha Pa-Yom shop that has been recognized for over ten years starting from selecting the best tea leaves and raw materials from the source and producing coffee and tea from special formula that is unique, their shop has been well known by many customers. The sales volume of Cha Pa-Yom Shop reaches 300 glasses per day, resulting in an income up to 7,500 / day and 225,000 Baht per month / branch. In addition, Cha Pa-Yom Shop has been expanded throughout Thailand.

From the above information, it can be seen that both coffee businesses have adopted their strategies to offer all consumers the quality of the products, accessible price and simple service techniques. Align with this, the study therefore is interested in studying the consumer's satisfaction towards the service of both beverage shop businesses. The research results can be used as a guideline for business operations to meet consumer needs and guideline for business operations for any person interested in running the fresh coffee business.

Research objectives

1. To study expectations and quality perspectives of the consumers towards the service of both All Cafe and Cha Pa-Yom Shop.
2. To study the satisfaction of the consumers towards the perceived quality of both All Cafe and Cha Pa-Yom Shop.
3. To compare the satisfaction of the consumers towards the quality of service between All Cafe and Cha Pa-Yom Shop.
4. To study the relationship between the satisfaction of the consumers towards the service consumers' loyalty of All Cafe and Cha Pa-Yom Shop.

Conceptual Framework

In the study of "Value and satisfaction towards the National Brand coffee shop services: Case Study of All Café and Cha Pa-Yom", the researcher compiled a framework based on the model of the American Customer Satisfaction Index (Fornell et. Al., 1996). This model explained that customer expectation is the factor that determines the quality of products and services of customers which is perceived quality. Both factors will affect the view of the value of products and services of customers which is perceived value. All three factors will continue to affect the overall customer satisfaction, which includes the customer satisfaction. When customers are satisfied, they will have loyalty to the products and services which is called "customer loyalty". However, if customers are not satisfied, they will make a complaint which negatively affects customer loyalty at the end.

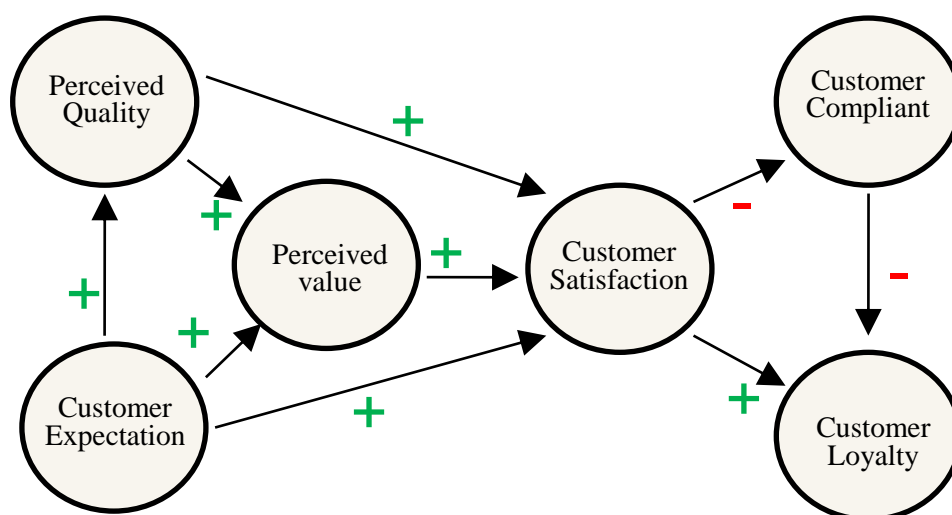


Figure 1 Conceptual Framework

Research Hypotheses

Hypotheses were written as follows.

H₁: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived quality.

H₂: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived value towards service.

H₃: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

H₄: Perceived quality towards service of All Café and Cha Pa-Yom is positively related to value towards service.

H₅: Perceived quality towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

H₆: Perceived value towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

H₇: Customer satisfaction towards service of All Café and Cha Pa-Yom is negatively related to customer complaints.

H₈: Customer compliant towards service of All Café and Cha Pa-Yom is negatively related to customer loyalty.

H₉: Customer satisfaction towards service of All Café and Cha Pa-Yom is positively related to customer loyalty.

Research Methodology

This research method applied the quantitative research methods and conducted research by asking customers who recently and previously used the service from All Café and Cha Pa-Yom. The data was derived from online questionnaire.

Population and samples

Population: The population is customers who recently and previously used the service from All Café and Cha Pa-Yom in Prachuap Khiri Khan Province.

Samples: Due to the population is large and unknown, the sample size was determined by the number of customers of All Café and Cha Pa-Yom shop. The sampling method employed stratified sampling categorized by occupation characteristics and service behavior. The samples included 320 people as shown in Table 1.

Table 1 Sample Characteristics and Samples Size

Sample (Career)	Service Characteristics	
	Regular customer (person)	Irregular customer (person)
Students	29	71
Civil servants	28	49
Employees of private company	20	52
Owners / Freelancers	32	39
Total	109	211

Research tools

The questionnaire used in data collection was divided into 3 parts.

Part 1: The study included the general characteristics which consist of gender, age, marital status, occupation, education level and monthly income. The type of questionnaire was check-list.

Part 2: The study included consumer behavior towards the service of All Cafe and Cha Pa-Yom. The type of questionnaire was check-list.

Part 3: The study included perceived service quality, customer expectation and value towards customer satisfaction. The type of questionnaire was Likert scale derived from the model of American Customer Satisfaction Index. This model was divided into 6 areas.

1. Customer expectations towards services of the All Cafe and Cha Pa-Yom Shop.
2. Perceived quality towards services of the All Cafe and Cha Pa-Yom Shop.
3. Perceived value towards services of the All Cafe and Cha Pa-Yom Shop.
4. Customer satisfaction towards services of the All Cafe and Cha Pa-Yom Shop.

5. Customer complaints towards services of the All Cafe and Cha Pa-Yom Shop.
6. Customer loyalty towards services of the All Cafe and Cha Pa-Yom Shop.

Factor Analysis and Reliability of All Café and Cha Pa-Yom

Table 2 Factor Analysis and Reliability of All Café and Cha Pa-Yom

Items	Factor Loading	% Total Variance	Cronbach Alpha
<u>Customer Expectation</u>		0.5978998	0.82865
Flavor is intense.	0.6977054		
Product has good smell.	0.7936327		
Place is clean.	0.8136869		
Service is fast.	0.8116406		
Employees are polite.	0.7429713		
<u>Perceived Quality</u>		0.5555844	0.8390044
Taste is good.	0.6741151		
Product has good smell.	0.7459235		
Place is clean.	0.7290268		
Waiting time is appropriate.	0.7510035		
Employees are polite.	0.7615688		
Employees service accurately.	0.8044873		
<u>Perceived Value</u>		0.6674347	0.7502232
Price is reasonable.	0.8503987		
Products are worth the cost.	0.7719973		
Service is worth the cost.	0.8265267		
<u>Customer Satisfaction</u>		0.5990382	0.865397
Taste is good.	0.7400134		
Price is reasonable.	0.6954447		
Service is fast.	0.7701491		
Employees are polite.	0.8029975		
Employees service accurately.	0.8245618		
Place is clean.	0.8031995		
<u>Customer Complaints</u>		0.8981665	0.9429881
You inform the problem to the managers.	0.9606402		
You inform the problem to the acquaintance.	0.9159835		
You inform the problem to the publics.	0.965735		

Table 2 Factor Analysis and Reliability of All Café and Cha Pa-Yom (Cont.)

<u>Items</u>	Factor Loading	% Total Variance	Cronbach Alpha
<u>Customer Loyalty</u>		0.8310983	0.7961101
You will recommend this shop to others.	0.9116459		
Next time you will select this shop.	0.9116459		

From the Table 2, it is found that reliability analysis resulted Cronbach Alpha value of all measurements higher than 0.7 which means that all measurements can be used for further analysis.

Results

In the study of “Value and satisfaction towards the National Brand coffee shop services: Case Study of All Café and Cha Pa-Yom”, the researchers described the frequency and percentage of measurements based on the model of American Customer Satisfaction Index (ASIC). The result including customer expectation; perceived quality; perceived value; customer satisfaction; customer complaints and customer loyalty towards the products and service of All Café Shop and Cha Pa-Yom Shop, was displayed as follows.

Study of All Café and Cha Pa-Yom Shop

Table 3 Frequency and percentage regarding American Customer Satisfaction Index of All Café and Cha Pa-Yom Shop.

Items	1	2	3	4	5	Mean
Customer Expectation						
Flavor is intense.	2	2	53	77	186	4.38
	0.60%	0.60%	16.60%	24.10%	58.10%	
Product has good smell.	1	3	33	139	144	4.31
	0.30%	0.90%	10.30%	43.40%	45.00%	
Place is clean.	3	4	33	104	176	4.39
	0.90%	1.30%	10.30%	32.50%	55.00%	
Service is fast.	0	7	33	137	143	4.3
	0.00%	2.20%	10.30%	42.80%	44.70%	
Employees are polite.	2	3	31	96	188	4.45
	0.60%	0.90%	9.70%	30.00%	58.80%	
Perceived Quality						
Taste is good.	0	2	41	90	187	4.44
	0.00%	0.60%	12.80%	28.10%	58.40%	

Table 3 Frequency and percentage regarding American Customer Satisfaction Index of All Café and Cha Pa-Yom Shop. (Cont.)

Items	1	2	3	4	5	Mean
Product has good smell.	0	4	30	144	142	4.32
	0.00%	1.30%	9.40%	45.00%	44.40%	
Place is clean.	2	2	38	115	163	4.35
	0.60%	0.60%	11.90%	35.90%	50.90%	
Waiting time is appropriate.	1	7	28	175	109	4.20
	0.30%	2.20%	8.80%	54.70%	34.10%	
Employees are polite.	1	5	3	121	156	4.33
	0.30%	1.60%	11.60%	37.80%	48.80%	
Employees service accurately.	2	4	32	136	146	4.31
	0.60%	1.30%	10.00%	42.50%	45.60%	
<u>Perceived Value</u>						
Price is reasonable.	1	3	24	127	165	4.41
	0.30%	0.90%	7.50%	39.70%	51.60%	
Products are worth the cost.	0	1	30	142	147	4.35
	0.00%	0.30%	9.40%	44.40%	45.90%	
Service is worth the cost.	1	3	31	91	194	4.48
	0.30%	0.90%	9.70%	28.40%	60.60%	
<u>Customer Satisfaction</u>						
Taste is good.	1	1	40	94	184	4.43
	0.30%	0.30%	12.50%	29.40%	57.50%	
Price is reasonable.	0	2	17	177	124	4.32
	0.00%	0.60%	5.30%	55.30%	38.80%	
Service is fast.	2	1	26	122	169	4.42
	0.60%	0.30%	8.10%	38.10%	52.80%	
Employees are polite.	1	5	22	141	151	4.36
	0.30%	1.60%	6.90%	44.10%	47.20%	
Employees service accurately.	1	5	30	121	163	4.37
	0.30%	1.60%	9.40%	37.80%	50.90%	
Place is clean.	1	3	24	129	163	4.4
	0.30%	0.90%	7.50%	40.30%	50.90%	

Table 3 Frequency and percentage regarding American Customer Satisfaction Index of All Café and Cha Pa-Yom Shop. (Cont.)

Items	1	2	3	4	5	Mean
<u>Customer Complaints</u>	-	-	-	-	-	-
You inform the problem to the managers.	73	9	48	107	83	3.36
	22.80%	2.80%	15.00%	33.40%	25.90%	
You inform the problem to the acquaintance.	51	16	63	112	78	3.46
	15.90%	5.00%	19.70%	35.00%	24.40%	
You inform the problem to the publics.	64	18	55	74	109	3.45
	20.00%	5.60%	17.20%	23.10%	34.10%	
<u>Customer Loyalty</u>	-	-	-	-	-	-
You will recommend this shop to others.	0	5	44	109	162	4.33
	0.00%	1.60%	13.80%	34.10%	50.60%	
Next time you will select this shop.	1	1	37	100	181	4.43
	0.30%	0.30%	11.60%	31.30%	56.60%	

From Table 3, the result was as follows.

In terms of customer expectation, the customers expected on “Employees are polite” is the first priority, followed by “Place is clean”, “Flavor is intense”, “Product has good smell” and “Service is fast” with the mean score of 4.45, 4.39, 4.38, 4.31 and 4.30, respectively.

In terms of perceived quality, the customers perceived “Taste is good” is the first rank, and it was followed by “Place is clean”, “Employees are polite”, “Product has good smell”, “Employees service accurately” and “Waiting time is appropriate” with the mean score of 4.44, 4.35, 4.33, 4.32, 4.31 and 4.20, respectively.

In terms of perceived value, the customers perceived “Service is worth the cost” is the first rank, and it was followed by “Price is reasonable” and “Products are worth the cost” with the mean score of 4.48, 4.41 and 4.35, respectively.

In terms of customer satisfaction, the customers satisfied on “Taste is good” is the first rank, and it was followed by “Service is fast”, “Place is clean”, “Employees service accurately”, “Employees are polite” and “Price is reasonable” with the mean score of 4.43, 4.42, 4.40, 4.37, 4.36 and 4.32, respectively.

In terms of customer complaints, the customers had opinions towards “You inform the problem to the acquaintance” as the first rank and it was followed by “You inform the problem to the public” and “You inform the problem to the managers” with the mean score of 3.46, 3.45 and 3.36, respectively.

In terms of customer loyalty, the customers had opinion towards “Next time you will select this shop” as the first rank and it was followed by “You will recommend this shop to others” with the mean score of 4.43 and 4.33, respectively.

Study of All Café Shop

The researchers described the frequency and percentage of measurements based on the model of American Customer Satisfaction Index (ASIC). The result including customer expectation; perceived quality; perceived value; customer satisfaction; customer complaints and customer loyalty towards the products and service of All Café Shop, was displayed as follows.

Table 4 Frequency and percentage regarding American Customer Satisfaction Index of All Café

Items	1	2	3	4	5	Mean
<u>Customer Expectation</u>						
Flavor is intense.	2	1	29	33	95	4.36
	1.30%	0.60%	18.10%	20.60%	59.40%	
Product has good smell.	1	1	20	69	69	4.27
	0.60%	0.60%	12.50%	43.10%	43.10%	
Place is clean.	2	2	17	43	96	4.43
	1.30%	1.30%	10.60%	26.90%	60.00%	
Service is fast.	0	4	22	62	72	4.26
	0.00%	2.50%	13.80%	38.80%	45.00%	
Employees are polite.	2	1	20	37	100	4.45
	1.30%	0.60%	12.50%	23.10%	62.50%	
<u>Perceived Quality</u>						
Taste is good.	0	0	24	41	95	4.44
	0.00%	0.00%	15.00%	25.60%	59.40%	
Product has good smell.	0	2	20	72	66	4.26
	0.00%	1.30%	12.50%	45.00%	41.30%	
Place is clean.	1	0	15	55	89	4.44
	0.60%	0.00%	9.40%	34.40%	55.60%	
Waiting time is appropriate.	0	2	18	87	53	4.19
	0.00%	1.30%	11.30%	54.40%	33.10%	
Employees are polite.	1	2	20	50	87	4.37
	0.60%	1.30%	12.50%	31.30%	54.40%	
Employees service accurately.	1	2	15	70	72	4.31
	0.60%	1.30%	9.40%	43.80%	45.00%	

Table 4 Frequency and percentage regarding American Customer Satisfaction Index of All Café (Cont.)

Items	1	2	3	4	5	Mean
<u>Perceived Value</u>						
Price is reasonable.	1	2	10	67	80	4.39
	0.60%	1.30%	6.30%	41.90%	50.00%	
Products are worth the cost.	0	0	16	86	58	4.26
	0.00%	0.00%	10.00%	53.80%	36.30%	
Service is worth the cost.	1	1	17	42	99	4.48
	0.60%	0.60%	10.60%	26.30%	61.90%	
<u>Customer Satisfaction</u>						
Taste is good.	0	0	19	47	94	4.46
	0.00%	0.00%	11.90%	29.40%	58.80%	
Price is reasonable.	0	0	8	98	54	4.28
	0.00%	0.00%	5.00%	61.30%	33.80%	
Service is fast.	1	0	15	66	78	4.37
	0.60%	0.00%	9.40%	41.30%	48.80%	
Employees are polite.	1	2	12	68	77	4.36
	0.60%	1.30%	7.50%	42.50%	48.10%	
Employees service accurately.	1	2	20	57	80	4.33
	0.60%	1.30%	12.50%	35.60%	50.00%	
Place is clean.	0	2	10	64	84	4.43
	0.00%	1.30%	6.30%	40.00%	52.50%	
<u>Customer Complaints</u>						
You inform the problem to the managers.	34	5	24	52	45	3.43
	21.30%	3.10%	15.00%	32.50%	28.10%	
You inform the problem to the acquaintance.	24	8	29	65	34	3.48
	15.00%	5.00%	18.10%	40.60%	21.30%	
You inform the problem to the publics.	31	8	26	35	60	3.53
	19.40%	5.00%	16.30%	21.90%	37.50%	
<u>Customer Loyalty</u>						
You will recommend this shop to others.	0	2	27	46	85	4.33
	0.00%	1.30%	16.90%	28.80%	53.10%	
Next time you will select this shop.	0	0	20	46	94	4.46
	0.00%	0.00%	12.50%	28.80%	58.80%	

From Table 4, the result was as follows.

In terms of customer expectation towards All Café Shop, the customers expected on “Employees are polite” as the first priority, and it was followed by “Place is clean”, “Flavor is intense”, “Product has good smell” and “Service is fast” with the mean score of 4.45, 4.43, 4.36, 4.27 and 4.26, respectively.

In terms of perceived quality towards All Café Shop, the customers perceived “Taste is good” and “Place is clean” as the first rank, and it was followed by “Employees are polite”, Employees service accurately”, “Product has good smell”, “and “Waiting time is appropriate” with the mean score of 4.44, 4.37, 4.31, 4.26 and 4.19, respectively.

In terms of perceived value towards All Café Shop, the customers perceived “Service is worth the cost” as the first rank, and it was followed by “Price is reasonable” and “Products are worth the cost” with the mean score of 4.48, 4.39 and 4.26, respectively.

In terms of customer satisfaction towards All Café Shop, the customers satisfied on “Taste is good” as the first rank, and it was followed by “Place is clean”, “Service is fast”, “Employees are polite”, “Employees service accurately” and “Price is reasonable” with the mean score of 4.46, 4.43, 4.37, 4.36, 4.33 and 4.28, respectively.

In terms of customer complaints towards All Café Shop, the customers had opinion towards “You inform the problem to the publics” as the first rank and it was followed by “You inform the problem to the acquaintance” and “You inform the problem to the managers” with mean score of 3.53, 3.48 and 3.43, respectively.

In terms of customer loyalty towards All Café Shop, the customers had opinion towards “Next time you will select this shop” as the first rank and it was followed by “You will recommend this shop to others” with the mean score of 4.46 and 4.33, respectively.

Study of Cha Pa-Yom Shop

The researchers described the frequency and percentage of measurements based on the model of American Customer Satisfaction Index (ASIC). The result including customer expectation; perceived quality; perceived value; customer satisfaction; customer complaints and customer loyalty towards the products and service of Cha Pa-Yom Shop, was displayed as follows.

Table 5 Frequency and percentage regarding American Customer Satisfaction Index of Cha Pa-Yom

Items	1	2	3	4	5	Mean
<u>Customer Expectation</u>						
Flavor is intense.	0	1	24	44	94	4.4
	0.00%	0.60%	15.00%	27.50%	56.90%	
Product has good smell.	0	2	13	70	75	4.36
	0.00%	1.30%	8.10%	43.80%	46.90%	

Table 5 Frequency and percentage regarding American Customer Satisfaction Index of Cha Pa-Yom (Cont.)

Items	1	2	3	4	5	Mean
Place is clean.	1	2	16	61	80	4.35
	0.60%	1.30%	10.00%	38.10%	50.00%	
Service is fast.	0	3	11	75	71	4.33
	0.00%	1.90%	6.90%	46.90%	44.40%	
Employees are polite.	0	2	11	59	88	4.45
	0.00%	1.30%	6.90%	36.90%	55.00%	
<u>Perceived Quality</u>						
Taste is good.	0	2	17	49	92	4.44
	0.00%	1.30%	10.60%	30.60%	57.50%	
Product has good smell.	0	2	10	72	76	4.38
	0.00%	1.30%	6.30%	45.00%	47.50%	
Place is clean.	1	2	23	60	74	4.27
	0.60%	1.30%	14.40%	37.50%	46.30%	
Waiting time is appropriate.	1	5	10	88	56	4.2
	0.60%	3.10%	6.30%	55.00%	35.00%	
Employees are polite.	0	3	17	71	69	4.28
	0.00%	1.90%	10.60%	44.40%	43.10%	
Employees service accurately.	1	2	17	66	74	4.31
	0.60%	1.30%	10.60%	41.30%	46.30%	
<u>Perceived Value</u>						
Price is reasonable.	0	1	14	60	85	4.43
	0.00%	0.60%	8.80%	37.50%	53.10%	
Products are worth the cost.	0	1	14	56	89	4.45
	0.00%	0.60%	8.80%	35.00%	55.60%	
Service is worth the cost.	0	2	14	49	95	4.48
	0.00%	1.30%	8.80%	30.60%	59.40%	
<u>Customer Satisfaction</u>						
Taste is good.	1	1	21	47	90	4.4
	0.60%	0.60%	13.10%	29.40%	56.30%	
Price is reasonable.	0	2	9	79	70	4.35
	0.00%	1.30%	5.60%	49.40%	43.80%	
Service is fast.	1	1	11	56	91	4.46
	0.60%	0.60%	6.90%	35.00%	56.90%	
Employees are polite.	0	3	10	73	74	4.36
	0.00%	1.90%	6.30%	45.60%	46.30%	

Table 5 Frequency and percentage regarding American Customer Satisfaction Index of Cha Pa-Yom (Cont.)

Items	1	2	3	4	5	Mean
Employees service accurately.	0	3	10	64	83	4.41
	0.00%	1.90%	6.30%	40.00%	51.90%	
Place is clean.	1	1	14	65	79	4.37
	0.60%	0.60%	8.80%	40.60%	49.40%	
<u>Customer Complaints</u>						
You inform the problem to the managers.	39	4	24	55	38	3.3
	24.40%	2.50%	15.00%	34.40%	23.80%	
You inform the problem to the acquaintance.	27	8	34	47	44	3.45
	16.90%	5.00%	21.30%	29.40%	27.50%	
You inform the problem to the publics.	33	10	29	39	49	3.38
	20.60%	6.30%	18.10%	24.40%	30.60%	
<u>Customer Loyalty</u>						
You will recommend this shop to others.	0	3	17	63	77	4.33
	0.00%	1.90%	10.60%	39.40%	48.10%	
Next time you will select this shop.	1	1	17	54	87	4.4
	0.60%	0.60%	10.60%	33.80%	54.50%	

From Table 5, the result was as follows.

In terms of customer expectation towards Cha Pa-Yom Shop, the customers expected on “Employees are polite” in the first priority, and it was followed by “Flavor is intense”, “Product has good smell”, “Place is clean” and “Service is fast” with the mean score of 4.45, 4.40, 4.36, 4.35 and 4.33, respectively.

In terms of perceived quality towards Cha Pa-Yom Shop, the customers perceived “Taste is good” as the first rank, and it was followed by “Product has good smell”, “Employees service accurately”, “Employees are polite”, “Place is clean” and “Waiting time is appropriate” with mean score of 4.44, 4.38, 4.31, 4.28, 4.27 and 4.20, respectively.

In terms of perceived value towards Cha Pa-Yom Shop, the customers perceived “Service is worth the cost” as the first rank, and it was followed by “Products are worth the cost” and “Price is reasonable” with the mean score of 4.48, 4.45 and 4.43, respectively.

In terms of customer satisfaction towards Cha Pa-Yom Shop, the customers satisfied on “Service is fast” as the first rank, and it was followed by “Employees service accurately”, “Taste is

good”, “Place is clean”, “Employees are polite” and “Price is reasonable” with the mean score of 4.46, 4.41, 4.40, 4.37, 4.36 and 4.35, respectively.

In terms of customer complaints towards Cha Pa-Yom Shop, the customers had opinion towards “You inform the problem to the acquaintance” as the first rank and it was followed by “You inform the problem to the publics” and “You inform the problem to the managers” with the mean score of 3.45, 3.38 and 3.30, respectively.

In terms of customer loyalty towards Cha Pa-Yom Shop, the customers had opinion towards “Next time you will select this shop” as the first rank and it was followed by “You will recommend this shop to others” with the mean score of 4.40 and 4.33, respectively.

Dimensions Comparison towards Products and services of All Café and Cha Pa-Yom

From the study of “Value and satisfaction towards the National Brand coffee shop services: Case Study of All Café and Cha Pa-Yom” in accordance with the model of ASCI in terms of customer expectation; perceived quality; perceived value; customer satisfaction; customer complaints and customer loyalty towards the products and service of All Café and Cha Pa-Yom Shop, the study found as follows.

In terms of customer expectation, the study revealed that there is similarity between the expectation of customer towards the products and service All Café and Cha Pa-Yom Shop since the customers need to consider how much they had to pay and what they obtained. In terms of perceived quality, the study revealed that both All Café and Cha Pa-Yom have similar score which reflected that the service and products of these two shops were best given to the customers. However, All Café has a slightly higher score. Since All Café has been managed by a large size company, it can provide better services and product structures. In terms of perceived value, the study found that the value of Cha-Pa-Yom shop has been more perceived by the customers than All Café. The reason is perhaps that the price of the products and services provided by Cha Pa-Yom cost lower than All Café which makes them accessible, reasonable and consumable. This is true, especially in the period of economic recession which all product and service prices are quite high. In terms of customer satisfaction, Cha Pa-Yom is slightly higher than All Café since the perceived value of Cha Pa-Yom is higher than All Café, matching the expectation of customers towards the products and services. In terms of customer complaint, it is found that All Café has more score than Cha Pa-Yom. The reason is that All Café charges higher price for the products and services than Cha Pa-Yom which also affects the higher expectation of the customer. However, All Café has lower score in value the customer perceived from them and it finally creates the customer complaints. In terms of customer loyalty, the study revealed that All Café is more possible to generate the customer loyalty due to the fact that the customers have considered the price as the primary while the taste and quality play bigger roles. When comparing to the products and service provided by All Café and Cha Pa-Yom, the prices of them are quite similar and affordable.

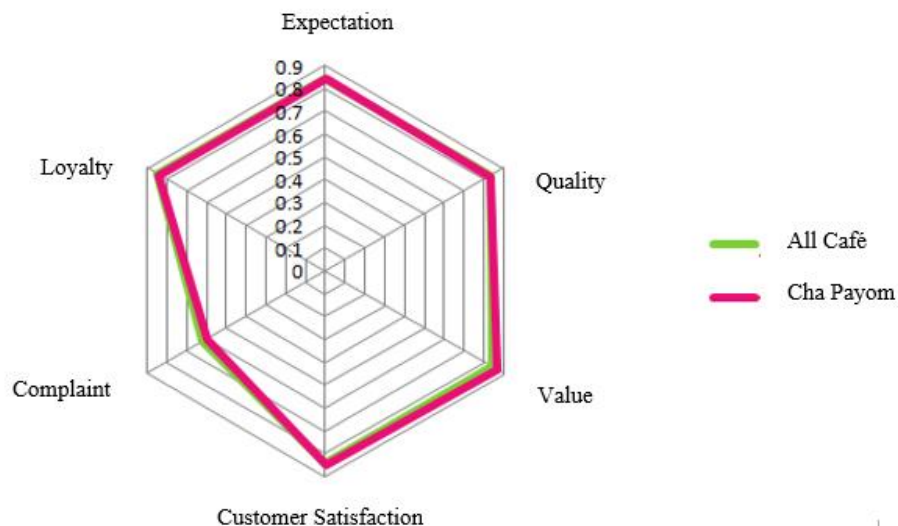


Figure 2 Comparison of the six elements of All Café and Cha Pa-Yom

Hypothesis Testing

Note Statistical significance of 0.01

The research hypotheses of the study of “Value and satisfaction towards the National Brand coffee shop services: Case Study of All Café and Cha Pa-Yom” in accordance with the model of ASCI in terms of customer expectation; perceived quality; perceived value; customer satisfaction; customer complaints and customer loyalty towards the products and service of All Café and Cha Pa-Yom Shop, were tested as follows.

H1: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived quality.

From the study, the research revealed that the customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived quality at the statically significant level as of 0.01.

H2: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived value towards service.

From the study, the research revealed that the customer expectation towards service of All Café and Cha Pa-Yom is positively related to perceived value towards service at the statically significant level as of 0.01.

H3: Customer expectation towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

From the study, the research revealed that the customer expectation towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction at the statically significant level as of 0.01.

H4: Perceived quality towards service of All Café and Cha Pa-Yom is positively related to value towards service.

From the study, the research revealed that the perceived quality towards service of All Café and Cha Pa-Yom is positively related to value towards service at the statically significant level as of 0.01.

H5: Perceived quality towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

From the study, the research revealed that the perceived quality towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction at the statically significant level as of 0.01.

H6: Perceived value towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction.

From the study, the research revealed that the perceived value towards service of All Café and Cha Pa-Yom is positively related to customer satisfaction at the statically significant level as of 0.01.

H7: Customer satisfaction towards service of All Café and Cha Pa-Yom is negatively related to customer complaints.

From the study, the research revealed that the customer satisfaction towards service of All Café and Cha Pa-Yom is negatively related to customer complaints at the statically significant level as of 0.01.

H8: Customer compliant towards service of All Café and Cha Pa-Yom is negatively related to customer loyalty.

From the study, the research revealed that the customer compliant towards service of All Café and Cha Pa-Yom is negatively related to customer loyalty at the statically significant level as of 0.01.

H9: Customer satisfaction towards service of All Café and Cha Pa-Yom is positively related to customer loyalty.

From the study, the research revealed that the customer satisfaction towards service of All Café and Cha Pa-Yom is positively related to customer loyalty at the statically significant level as of 0.01.

Discussion

In analyzing the data obtained from the study according to the ACSI conceptual framework, the discussion can be made as follows.

In terms of customer expectation, the customers who use the service from Cha Pa-Yom Shop have more expectations than the All Café which may be due to the area of Prachuap Khiri Khan Province where Cha Pa-Yom has been established widely by new franchisees that offer lower price. In addition, comparing to Cha Pa-Yom shop, All Café has been established in convenience stores which can help customers, especially working aged people who need fast services, easily make a decision to purchase and use the service from All Café.

In terms of perceived quality, it is found that All Cafe stores have higher quality levels in products and services than Cha Pa-Yom shops. This is due to the fact that there are many factors that

affect different quality, such as locations, brand names and promotions that can attract customers. In this case, All Café has many branches where the products and services are standardized. This standard can make the consumers more confident on the quality of the product and service. In addition, the products and service valuably and suitably meet the need and expectation of customers (Ziethaml, Parasuraman, and Berry, 1990).

In terms of perceived value, the study revealed that the customers who used service and products from Cha Pa-Yom perceived more cost-effective than All Cafe. In this case, comparing the price of the product and service, Cha Pa-Yom can offer products and service with cheaper price while All Café has difficulty to do so since All Café has to take responsible for 24 service which consumes cost of labor and energy. Therefore, the customers who used the service from Cha Pa-Yom feel more comfortable with the price paid to the seller and received acceptable products and services. This is also corresponding to the study mentioning that income can also affect the customer decision to purchase products and services.

In terms of customer satisfaction, the study found that the customers who used to purchase the products and services from Cha Pa-Yom were more satisfied than the All Café. This is due to the fact that Cha Pa-Yom has to service one product and service, which is beverage, making employees in Cha Pa-Yom able to produce the products and service more effectively; for example, fast service, service accurateness, and cheaper price. This is different from All Café where the employees will not only produce coffee and drinks to the customer, but they also need to do other jobs within the 7-11 convenience store. Working many tasks in the same time can also create difficulty in working, such as slower service, less accurate and others. The study is consistent with Phamornpongsak (2011) studying about the influence of service quality and marketing strategies that affect consumer confidence and satisfaction: a case study of coffee shops in Bangkok. The study found that customers who come to use the service in the coffee shop are satisfied with the uniqueness of the coffee, good aroma of coffee and acceptable price. When the customers are more satisfied, there will be a positive linkage to customer satisfaction.

In terms of customer complaints, the study found that All Café and Cha Pa-Yom have similar result. However, All Cafe has more customer complaints than Cha Pa-Yom. This is due to the fact that All Café has more stores than Cha Pa-Yom, and also served more products than Cha Pa-Yom. Such complaints can come from other products and services. In the meantime, Cha Pa-Yom has less complaints because Cha Pa-Yom provides only single product and service creating fewer customers and finally fewer complaints.

In terms of customer loyalty, the study found that All Cafe customers have more intention to revisit and repurchase since All Café has provided more qualified products and service. In addition, the customers can perceive more standard and cleanness comparing to Cha Pa-Yom. Moreover, All Café has not only provided coffee products and services, but it has also provided other business activities which persuade and interest customers to revisit and purchase. Therefore, it can be mentioned that there

are many factors that can create the customer loyalty, making customers happy to return to use the service and continue to recommend the service to other people.

Suggestions

1. The company can use this study as a guideline for developing new products and services to meet consumer demand.
2. The result of this study can help company to create and select the good marketing strategies to create customer satisfaction and loyalty. For example, the company can offer promotion to promote more sale and repurchase of the customer.
3. The company can plan the employee development plan in order to train employees to provide accurate services and performance in order to create customer satisfaction and fewer complaints.
4. The company should provide some communication channel where customers can review and give feedback towards the products and services. This can benefit to the company if the customers can recommend the products and service to other people.

Future research

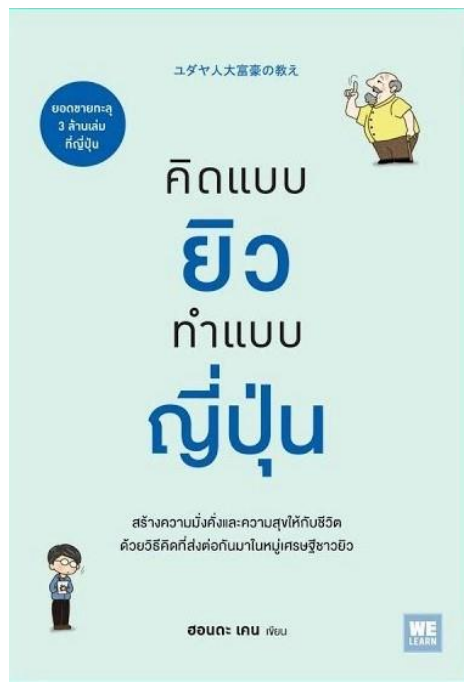
This research focused more on the study of product and service value perspective and satisfaction provided by All Café and Cha Pa-Yom revealing customer expectation, perceived quality, perceived values, customer satisfaction, customer complaints and customer loyalty. Therefore, the next research should expand the area of the study to other brands offering coffee and beverage products and services in order to see the different marketing strategies to create customer loyalty and fewer customer complaints. Also, the study area expansion can be across the provinces in order to see the different viewpoints of customer interests and needs. Lastly, the future study should also emphasize on using other research techniques, such as depth interview, behavior observation and others in order to gain the insight of factors creating customer loyalty.

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BOOK REVIEW: TEACHING OF THE JEWISH MILLIONAIRE



Author: Honda Ken

Reviewed by: Asst. Prof. Dr. Kanokporn Chaiprasit

A story about Honda Ken, a Japanese author, who coincidentally met Geller, a Jewish American millionaire. The author has the opportunity to learn how to think and the success tips in life from this rich man. The contents of the book reveals tips for success from the point of view of a Jewish man and how to live happily by doing what he likes, having faith in his own goals, deciding and acting, learning to cope with failure and accepting everything that happens in life.

The author describes an unexpected encounter with the first test, known as social mechanisms to know himself, do what he likes, use powerful instinct practice to look at people and things to be aware of the power of emotions and thoughts, be a salesman, use a network of acquaintances to benefit, learn the rules of money and own a business.

The author also mentions about using the magic lanterns of Aladdin to ask for help from others in order to understand the value of having a life partner, growing conscious to decide and act, as well as to know how to deal with failure and accept everything that happens in life. Finally, people must have dream and should find their life purposes.

Doing the right thing is the way to success and happiness. If people understand human behavior, they know how to sell.

True friendship is the most precious treasure of life. Success depends on ability and action.

Quotes

1. People who love to do their work are more successful than people who think about money by default.

2. You need to be careful of your own words, because the words that speak on a regular basis will determine your destiny.

3. Believe that the best thing we can do for the world is to know ourselves for what it is and dedicate to it.

4. You have to know that emotions and thoughts are very powerful. They dictate your life.

5. Failure will occur when we give up intention. When you think of yourself without success, it is a failure.

Featured

1. The author uses plain language and words so it is easy to read.

2. It is understandable that the best way is to practice.

3. The author does not only mention the development of self-employment, but also family relationships.