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RMUTT Global Business Accounting and Finance Review (GBAFR) has objectives as follows:

1. To be a source of academic works regarding to business management, accounting and finance for scholars as well as any interested persons from both public and private sectors who can utilize them to reference and apply the knowledge obtained from this journal for both individual and organizational benefits either in national or international level.

2. To be a medium for exchanging knowledge in business management, accounting and finance in aspects of theories, related concepts, modern business management, research techniques and methodology, application of knowledge as well as research experiences among faculty members, academicians, researchers, executives, business persons, students and general people who can bring the knowledge from the journal to create benefits and development to the country.

3. To enhance academic ability of faculty members, academicians, researchers, executives, business persons, students and general people about creative researches and knowledge development for benefiting individual, business, industrial and social demands.

4. To develop the potentials of Rajamangala University of Technology Thanyaburi to have been widely recognized for academics, researches, and academic publication in the international standards and recognition.

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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 employees' motivation, customer's satisfaction, financial planning for retirement, sustainability reporting and competitive advantage strategy, leading to creating new knowledge to the reader. 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.

Sukontip Wongpun, Ph.D.
Editor-in-Chief

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A STUDY OF HOUSEHOLD ACCOUNTING AND ITS PROBLEMS FOR THE JOB COSTING CALCULATION OF THE PROFESSIONAL GROUPS IN NONGMAKHA VILLAGE, NONG TA TAEM SUB-DISTRICT, PRAN BURI DISTRICT, PRACHUAP KHIRI KHAN

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Abstract

The purpose of this research was to study household accounting and its problems for the job costing calculation of the professional groups in Nongmakha village, Nong Ta Taem sub-district, Pran Buri district, Prachuap Khiri Khan. The study's data were collected by in-depth interviews and were analyzed using Pearson Correlations Coefficient.

The result of the study revealed that the farmers know the significance and benefits of household accounting, and they can apply the knowledge that gained from training courses from various departments to create their household accounting. After getting the trainings, the farmers know the difference between the household expense and job expense and create their own household accounting and job accounting in the same book, whereas some people hadn't created yet because the accounting's difficulty and exhaustion from work. As the problems of creating household accounting for the job costing calculation was the quantity of family's members and their occupations, but educational level and average income was not.

Keyword: Household Account, Income, Expenditure, Occupational Cost Account

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Introduction

Thailand is an agricultural country (Imwidthaya, 1995). Most of the population is cultivating, making livestock and producing local products for sale. Life is focused on working for a living based on the concept of sufficiency economy. However, in order for the farmers to live in accordance with the concept of sufficiency economy, it is very important to know income, expenditures, and savings in everyday living data. The household accounting is a tool that is of great importance for farmers in keeping household accounts to know the financial status of each household (Llewellyn, & Walker, 2000). The public and private sectors understand the importance of educating the community to enhance knowledge and understanding in the preparation of household accounts for extensive and continuing education.

Benefits of recording a household account is to let the community know the financial status of the household and use it to control household expenses. The benefits of keeping a record of household accounts could lead to gathering information on the various cost which the household must pay to invest in the household occupation (Teerakanon & Onputtha, 2019). Nowadays, the public and private sectors continue to encourage communities to develop household accounting to cost accounting for finding ways to reduce the household cost as well as farmers to reduce unnecessary expenses and various production factors. In order to reduce production costs, allowing farmers to increase their income and able to be self-reliant on the basis of the sufficiency economy philosophy.

Therefore, the researcher is interested in the current state of the household accounting that leads to occupational cost thinking. The problems and obstacles in the preparation of household accounting to career cost accounting. The case study of the farmer group in the village of Nong Makha Nong, Ta Taem Subdistrict, Prachin District in Prachin Khan Province. To use as a guideline for enhancing knowledge and can be applied in the preparation of household account for the occupational cost account in the next step.

Research objectives

1. To study the current situations in the preparation of household account to occupational cost account in daily life.
2. To study the problems and obstacles in the preparation of household account to occupational cost account in daily life.

Concepts, theories, and related researches

Concept of sufficiency economy

Sufficiency economy is the royal initiative of His Majesty King Rama IX that has been given for more than 30 years. It is a concept that is based on Thai culture. The development guideline based on modesty, rationality, self-immunity, as well as use of knowledge and virtue. It is the basis for life which is essential to have "wisdom and persistence" which will lead to "happiness" in life. Sufficiency

economy is a philosophy pointing to the way of life and behavior of people at all levels, starting from family level, community level, to the state level in both the development and administration of the country to proceed in the middle way (Piboolsravut, 2004). Especially in the economic development to keep pace with the globalized world. Sufficiency refers to modesty, reasonableness, as well as the need for a reasonably well-controlled immune system against any impact caused by changes both inside and outside. In order to accomplish this requires knowledge, prudence and great care in bringing various academic to use in planning and implementation of every step and at the same time to strengthen the spiritual foundation of the nation. The government officials, theorists and businessmen at all levels require to have a sense of virtue, honesty, and the right knowledge to live with patience, perseverance, wisdom and prudence. In order to be balanced and ready to support the fast and spacious change both objects, society, environment and culture from the world. Therefore, the meaning of sufficiency economy consists of the following features:

Modesty means not too little and not too much without hurting themselves and others, such as production and consumption at a moderate level.

Rationality means making decisions about the level of sufficiency. Must be logically based on relevant factors as well as taking into account the expected consequences of such actions.

Immunity means preparing for impact and change in various fields to happen, taking into account the possibility of various situations expected to happen in the future.

The conditions of making decisions and performing various activities as to be in the sufficiency level are as follows:

1. The condition of knowledge consists of knowledge about various academics. The prudence to put that knowledge into account for planning and careful implementation.
2. Moral conditions that must be strengthened and have an awareness of morality, be honest, patience, perseverance, and use of intelligence in living.

Concepts of household account to occupational cost account

Household accounting refers to the application of accounting principles for recording household income and expenses (Llewellyn, & Walker, 2000). By recording the daily amount of the household's payments that shows the date, month, year, receipt and amount.

The purpose of household accounting is for each household knows the income and expenses for daily living. This is considered a way of learning for life development according to the sufficiency economy philosophy.

Principles or methods of keeping household accounts has an important component as follows:

Income is money that is earned from a career. The income may be in the form of salaries, trade, agricultural products, etc.

Expenditure is money spent to obtain items or services, including items used in daily life, plants, animals, etc.

Household revenue and expenditures recording means taking a record of the financial information to know how much money has left. By taking income minus expenses, if income is greater than expenses then has the profit and if income is less than expenses then there is a loss.

The benefits of accounting for income and expenses are important as follows:

1. Make awareness of daily income and expenses.
2. Make sure the remaining money each day.
3. Helps to plan household spending such as savings, investment, and debt repayment, etc.
4. Can be applied in career planning as to reduce the cost of occupation.

Government policies aimed at eradicating poverty and rural development to improve people's quality of life (Grindle, 2004). Sustainable happiness based on the right balance and reasonable modesty according to the philosophy of sufficiency economy according to the royal initiative. The Cooperative Auditing Department has determined project policy to promote the preparation of occupational cost accounting for farmers. For promoting the preparation of individual accounts that focus on enhancing knowledge for farmers about the benefits of taking accounting records for income, expenditure, and extending to occupational cost accounting. Including the information from the account to be used for planning household spending and in the professional practice to create financial discipline by using account as an indication (Cooperative Auditing Department, 2018).

The project of poverty solution and social/health development supported by the Office of Research Fund (TRF), which uses household accounts as a tool to operate in 17 provinces (Kamphaeng Phet, Kalasin, Chai Nat, Chaiyaphum, Nakhon Pathom, Nakhon Phanom, Nakhon Phanom, Nakhon Si Thammarat, Yasothon, Phatthalung, Phitsanulok, Songkhla, Satun, Surat Thane, Uttaradit, Uthai Thani, and Ubon Ratchathani). These projects allow villagers to record household expenses and then import to computer process. There is a forum to analyze the data on why the villagers are poor, the income is not enough, and how to reduce unnecessary expenses, which is a useful management. More importantly, it also helps in democracy because it is a common matter. It is also beneficial to village development, sub-district, district, and province because the community with household information would lead the community development. In addition, there were cases from villagers who recorded their household accounts who could reduce their debt, such as the case of Mrs. Kamonporn Hat Chuntod, Village Headman, Moo 9, Suea Hok Subdistrict, Mueang District, Chainat Province. She used to rent more rice fields, invest more in chemical fertilizers and pesticides. Unfortunately, the storm blows and destroys the rice plant. Until finally, experiencing a joint debt problem of 1 million baht, but with a period of only 3 years, 2007-2010 she can pay off all debts and has savings. She also was able to buy a new pickup truck and successfully built a big house. She began to register household accounts in the year 2007 by separated into two books, the account of household expenses and farm account (production investment account). The beginning of the accounting period was in the farming season. Once the data was obtained, then it was analyzed and found that their family borrowed money from BAAC and the

belief in chemical fertilizers and pesticides that bought from the store. When selling rice, she had to pay off the debt but old debts cannot be paid out. After learning from household accounting their family switched from using chemical fertilizers to organic fertilizers and organic substances in insecticides for the production cycle at the end of 2007. These caused the production cost to immediately decrease. Profit from farming that year is 7 hundred thousand baht, so it can be used for debt. For farming three times a year, the debt was reduced accordingly until the debt was paid. In addition, her husband who served as a spray pesticide in the field has health improvement. From the original with abnormal heart health problems and must see a doctor regularly, but now that he has better health and do not need to see doctor very often since the year 2009 except for the regular health check-ups. On the household expenditure, it controls the expenditure of both consumption and shopping. They used to buy new outfits very often but now putting on the existing clothes instead. It also reduces other high expenses as well. The 697 households capable of managing debt. The 34,000 households from the 17 provinces participated in the program found that they can pay off debt in 1 year approximately 55,250.91 baht. If separated by occupation, the farmer group has an average of 58,071.98 baht in debt reduction per year. The employee group has average of 26,574.24 baht per year, while the civil service occupation 43,854.96 baht per year in debt reduction while the personal trading business has an average of 64,197.44 baht per year. The household accounting creates household financial management like a mirror for display their own status. It gave the villagers the idea of forming a group to reduce costs in other areas, for example setting up a labor bank in Chaiyaphum Province. In order to restore the assistance of the farmers in doing various tasks and reduce the wages that have to be paid 150-250 baht per day, resulting in love and unity in the community. These are community strengths that have already happened in many areas. This example prompts action that should be followed. In order to affect the way of reforming Thailand to a happy country (Research Fund Office, 2010).

Making a household account is not the only solve the debt problem, it also uses as evidence in applying for a loan from financial institutions. The story of Khun Fongchan Tatui, a northern person, to trade on Koh Sarai, Satun province. She was persuaded by the poverty-solving project team of Satun Province to join as a volunteer to register household accounts. After making a household account, she began to adjust her spending habits and planning to create a future for her children. She wanted to have her own home, which is the Baan Eua-Arthorn project in Satun province. The little trading doesn't make her earn much money because of uncertain income. There is no financial evidence to obtain a loan from a financial institution. For the condition of those who have the right to subscribe for a home, the generosity of the National Housing Authority (NACC) is Thai nationality, not bankrupt, and attach a credit bureau blacklist. It is important to have a family income of not more than 30,000 baht / month. The evidence for applying for a loan from a financial institution is identity card of house registration copy. This is not a problem for "Fongchan" but proof of income such as a salary slip, or a copy of a deposit account is the problem. This is a limitation for people with low incomes or those with multiple non-regular income for unable to reach the home generosity project. When "Fongchan" went to talk to

the staff of the Satun Government Savings Bank, the officer asked for documents especially proof of income. "Fongchan" said that neither the pay slip nor a copy of the deposit account, but she made a household account that shows household financial movements. The bank officials agreed to a waiver by letting her make a household account for the past 3 months to see income and her family expenses. She said that she had been doing a household account for 6 months and gave it to the bank staff. The account can be used as evidence to certify the ability to pay in installments. She was approved for a loan to buy a home for generosity. Fongchan now has her own first house. It is house number 1250/75, Klong Khut Subdistrict, Mueang District, Satun Province. Fongchan's dream has come true and she is very proud to be able to build a future for her children. Thanks to the Government Savings Bank who agreed to installment for a household account as evidence for applying for credit. This will motivate more villagers to do household accounts (Singiam, 2010).

Related research

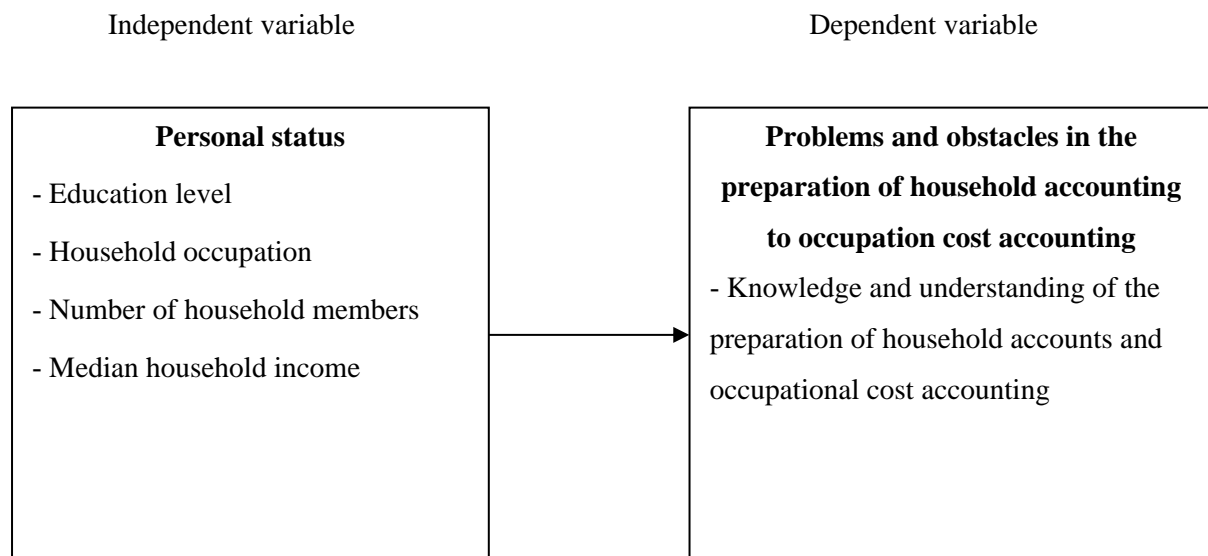
For this section, let's look at past researches. The researcher has compiled various documents and research papers. In order to understand of household accounting for occupation cost account, the contents are as follows:

Thaweechan (2013) has studied the integration of household accounts to strengthen the wisdom of an account based on the Philosophy of Sufficiency Economy: A Case Study of Baan Klang Community, Khayung Subdistrict Uthumphon Phisai District Sisaket Province. The objectives are to (1) study the current status of the preparation of household accounts in daily life according to the philosophy of sufficiency economy (2) to study attitudes, problems, and obstacles to their application of household accounting, and (3) to study guidelines for enhancing accounting wisdom to the Ban Klang community, Khayung Subdistrict. Uthumphon Phisai District Sisaket Province. The results of the study found that, overall, the community of villagers had knowledge of income, expenditure, cost calculation criteria, and savings criteria. The villagers have knowledge of modesty principle at a high level. The villagers have awareness and promote knowledge and have practical skills in recording household accounts. They also have a thinking system based on the principles of sufficiency economy and can be applied in daily life at a moderate level.

Petchpradab et al. (2013) studied the results of academic service in accounting knowledge and cost per group of housewives, Village 2, Kosit Subdistrict, Tak Bai District, Narathiwat Province. The study objectives are 1) To create a learning process and apply knowledge to benefit in the preparation of cost accounting according to the needs of the housewife group. 2) To assess the results of the efficiency and effectiveness of community academic service work of the Faculty of Management Science, Narathiwat Rajanagarindra University. 3) To serve as a guideline for the model development in providing academic services, providing knowledge for the highest results and opinions on the correct cost process. The study found that most of them were successful at high level. The occupation cost book found that most of them experienced moderate achievement in cost separation.

Office of Agricultural Economics (2014) has followed up the accounting wisdom development project to the occupation cost accounting. The training for farmers to be able to make accounting in their occupations and to reduce unnecessary expenses. Step into the way to reduce costs and increase revenue. Prepare to continue to stimulate the project with emphasis on self-reliance based on the sufficiency economy philosophy.

Conceptual framework



Research methodology

Research on "Conditions and problems in the preparation of household accounting into occupation cost accounting" is a survey research. By using questionnaire data collection method and in-depth interviews. The details of conducting research are as follows.

Population and sample

The population includes occupational groups in Nong Makha village, Nong Ta Taem Subdistrict, Pranburi District, Prachuap Khiri Khan Province.

Sample group in this research applied to the agricultural occupation group in Nong Makha village, Ta Taem sub-district, Pranburi district, Prachuap Khiri Khan Province. A total of 30 households were sampled in the questionnaire and 18 households in the in-depth interview.

Tools used for data collection

1. The primary data collection is from the sample group. The questionnaire is divided into parts as follows:

Part 1 is a question to gather information about the respondents.

Part 2 is a question to gather problems and obstacles in the preparation of household accounting to occupation cost accounting, which is divided into 4 areas:

- 1) Knowledge and understanding of the preparation of household and occupational cost accounting.
- 2) Training in the preparation of household accounts and occupational costs accounting.
- 3) Application in the preparation of household accounts to occupational cost accounting.
- 4) Practical aspects in the preparation of occupational cost accounting.

The type of questionnaire in part 2 is a rating scale questionnaire, which is a questionnaire that allows respondents to rate their opinions on problems and obstacles in the preparation of household accounting to occupation cost accounting in 5 levels as follows:

The least problems and obstacles	=	1	Point
The minimal problems and obstacles	=	2	Points
The moderate problems and obstacles	=	3	Points
The many problems and obstacles	=	4	Points
The most problems and obstacles	=	5	Points

2. An in-depth interview with a sample group about the current conditions in the preparation of household accounting to occupation cost accounting in daily life.

Data collection

1. Primary Data

The questionnaire was used to collect data by interviewing a sample of farmers in Nong Makha village, Nong Ta Taem Subdistrict, Pranburi District, Prachuap Khiri Khan province for the total of 30 households and conducted in-depth interviews with a sample of 18 households.

2. Secondary Data

It is obtained from books, journals, articles, research papers and websites. Related to the preparation of household accounting to occupation cost accounting.

Data analysis

Analysis of data from questionnaires when receiving the questionnaire back. The researcher will take the information from the questionnaires that the sample responded to process and analyze by computer using a program and find the statistical values as follows:

1. Information about respondents that analysis using frequency distribution and percentage to describe the basic data characteristics of the respondents.
2. Finding the mean and the standard deviation of the questionnaire in part 2 to study the problems and obstacles in arranging the household accounting to occupation cost accounting. The interpretation criteria for grading mean can be divided into the following ranges.

Average score 4.21 - 5.00 The most problems and obstacles

Average score 3.41 - 4.20 The many problems and obstacles

Average score 2.61 - 3.40 The moderate problems and obstacles

Average score 1.81 - 2.60 The minimal problems and obstacles

Average score 1.00 - 1.80 The least problems and obstacles

3. Find the median to determine how much the mean is different from the median.

Research results

The researcher used the responses from the Part 1 questionnaire about the general information of the respondents. Data were collected from a sample of 30 people. The results appear as shown in Table 1.

Table 1 General data percentage of respondents

Data	Number	Percentage
Gender		
Male	5	16.70
Female	25	83.30
Age		
20 to 30 Yrs.	3	10.00
31 to 40 Yrs.	4	13.30
41 to 50 Yrs.	6	20.00
50 Yrs. or more	17	56.70
Education level		
Primary	19	63.30
Lower secondary education	1	3.30
High school	6	20.00
Vocational certificate	2	6.70
Diploma	2	6.70
Career		
Vegetable gardening	4	13.30
Mushroom farming	5	16.70
Pineapple cultivation	9	30.00
Corn farming	4	13.30
Mango gardening	5	16.70
Chicken farming	3	10.00
Number of household members		
2 people	2	6.70
3 people	7	23.30

Table 1 General data percentage of respondents (Cont.)

pData	Number	Percentage
4 people	6	20.00
5 people	3	10.00
More than 5 people	12	40.00
Household income per month		
Less than 5,000 baht	2	6.70
5,000-10,000 baht	11	36.70
10,001-15,000 baht	10	33.30
15,001-20,000 baht	3	10.00
More than 20,000 baht	4	13.30

From Table 1, it was found that most of the farmers were female, 25 people, 83.30 percent, and 5 males, accounting for 16.70 percent, aged 50 years and over, 17 people representing 56.70 percent, followed by age 41 to 50 years, 6 people, representing 20.00 percent, and aged 31 to 40 years, 4 people, accounting for 13.30 percent. Having a primary education level of 19 people, or 63.30 percent, followed by the lower secondary level, 6 people, accounting for 20.00% and number 3, being in the vocational level / Vocational level 2 people, equivalent to 6.70% and Vocational Certificate / Diploma 2 people, equivalent to 6.70%. Career in pineapple cultivation for 9 people, 30.00%, followed by mushroom farming, 5 people, representing 16.70% and mango gardening, 5 people, 16.70% and number 3, working in vegetable gardening, totaling 4 people, representing 13.30% and 4 people do corn farming, representing 13.30 percent. The household member with more than 5 people, 12 households, representing 40.00%, followed by 3 members, 7 households, 23.30%, and 4 members, 6 households, 20.00%. The monthly income of 5,000. -10,000 baht for 11 households, 36.70%, followed by 10,001-15,000 baht, 10 households, 33.30%, and more than 20,000 baht, 4 households representing 13.30 percent.

Table 2 Mean, standard deviation, and the level of problems and obstacles in knowledge and understanding of the preparation of household accounts of the sample group

Problems and obstacles	Mean	Standard deviation	Level of problems
1. You have accurate knowledge of household accounts.	2.63	1.033	Moderate
2. You have an understanding of the process of recording accounts in household accounts.	2.60	0.814	Minimal
3. In your village, knowledge about occupational cost accounting is provided.	2.30	1.005	Minimal
4. You have an understanding of the meaning of career costs.	2.30	0.702	Minimal
5. You have an understanding of the process of taking a career cost account.	2.50	1.009	Minimal

From Table 2, problems and obstacles in knowledge and understanding of the preparation of household accounts and the occupational cost account of the sample was found. Have correct knowledge of the household rules. (mean 2.63, SD 1.033) was at the moderate level. Have an understanding of the process of recording accounts in household accounts (mean 2.60, SD 0.814), in village, knowledge of occupational cost accounting is provided (mean 2.30 SD 1.055), have an understanding of the meaning of occupational costs (mean 2.30, SD 0.702), and have an understanding of the process of taking a career cost accounting (mean 2.50, SD 1.009) are at minimal level.

Table 3 Mean, standard deviation, and the level of problems and obstacles in accounting training of the sample households

Problems and obstacles	Mean	Standard deviation	Level of problems
1. You have attended a training in the preparation of household accounts.	2.03	0.928	Minimal
2. You have participated in the training of occupational cost accounting.	2.33	1.241	Minimal
3. You have received training in the preparation of household accounts and occupational cost accounting from government agencies.	2.20	1.064	Minimal
4. You want to receive training in the preparation of household accounts and occupational cost accounting for more than 1 time.	2.07	1.048	Minimal
5. Training gives you more skills in the occupational cost accounting.	2.00	0.788	Minimal
6. You want the trainers of household accounting and occupational cost accounting to follow up on the preparation of household accounts.	2.17	1.020	Minimal

From Table 3, problems and obstacles in the training of household accounting and the occupational cost accounting of the sample group, it was found that attended the training of household accounting (mean 2.03, SD 0.928), attended the training of career cost accounting (mean 2.33, SD 1.241), received training in keeping household accounts and occupational cost accounting from government agencies (mean 2.20, SD 1.064), attend training in household accounting and occupational cost accounting more than 1 time (mean 2.07, SD 1.048), training give more skills in occupational cost accounting (mean 2.00, SD 0.788), want the trainers of household accounting and occupational cost accounting to follow in the preparation of household accounts (mean 2.17, SD 1.020) are at minimal level.

Table 4 Mean, standard deviation, and the level of problems and obstacles in application of the sample group.

Problems and obstacles	Mean	Standard deviation	Level of problems
1. You have applied the knowledge from the household account registration training to practice.	1.93	0.868	Minimal
2. You have applied the knowledge to record occupational costs accounting.	2.37	0.964	Minimal

From Table 4, problems and obstacles in the application of household accounting to the occupational cost accounting recording of the sample group, it was found that the knowledge from the household accounting record training was applied (average 1.93, SD 0.868), have applied knowledge to record occupational costs accounting (mean 2.37, SD 0.964) are at minimal level.

Table 5 Mean, standard deviation and the level of problems and obstacles in the implementation of occupational cost accounting of the sample group

Problems and obstacles	Mean	Standard deviation	Level of problems
1. You think that the household account and career cost accounting is important.	1.80	0.847	minimal
2. You think that the household account and occupational cost accounting are difficult in doing.	3.23	0.858	moderate
3. You have regularly recorded household accounts.	2.13	1.008	minimal
4. You have regularly recorded occupation costs account.	2.43	1.073	minimal
5. Taking a record of household accounts and occupational cost accounting make you know income and household expenses.	2.07	1.015	minimal
6. When you know the cost of the occupation, you can take it into consideration and to reduce unnecessary occupational costs.	2.13	0.900	minimal
7. You need a calculator to help in the preparation of occupation cost accounting.	2.33	0.959	minimal
8. You need stationery, including notebooks, accounts, pens, and erasers in the accounting of career costs.	2.33	1.061	minimal

From Table 5 , problems and obstacles in the implementation of the accounting of the occupational costs of the sample group, it was found that think that household accounting and career cost accounting is important (mean 1.80, SD 0.847), regularly record household accounts (mean 2.13, SD 1.008), regularly accounted for occupation costs (mean 2.43, SD 1.073), career cost accounting make knowing income/ household expenses (mean 2.07, SD 1.015), when knowing the cost of occupation, can consider it to reduce unnecessary occupational costs (mean 2.13, SD 0.900), want notebooks, accounts, pens and erasers in the accounting of career costs (mean 2.33, SD 1.061) are at minimal level. Think that the household account and occupational cost accounting are difficult in the preparation (mean 3.23, SD 0.858) is at the moderate level.

Table 6 Mean, standard deviation, and the level of opinions on overall problems and obstacles in the preparation of household accounting to the occupation cost accounting of the sample group

Problems and obstacles in the preparation of household accounting to occupational cost accounting	Mean	Standard deviation	Median	Level of opinion
1. Knowledge and understanding of the preparation of household accounts and occupational cost accounting	2.4667	.70727	2.5000	minimal
2. Household accounting training and occupational cost accounting	2.1333	.79438	1.9167	minimal
3. Application in the preparation of household accounts to accounting for occupational costs	2.1500	.80032	2.0000	minimal
4. The implementation of occupational cost accounting	2.3083	.49863	2.3125	minimal
Total	2.2646	.60558	2.0938	minimal

From Table 6 , it was found that the sample group had a low level of opinion about problems and obstacles in the preparation of household accounting towards occupational costing (mean 2.2646, SD .60558, median 2.0938) found a difference between mean and median of .1708.

The problem in knowledge and understanding of the preparation of household accounts and occupational cost accounting were of minimal opinion (mean 2.4667, SD .70727, median 2.5000). The difference between the mean and the median was 0.0333, with the mean less than the median. It was shown that when sorted in ascending order and had a median greater than the mean, it was concluded that the majority of the samples gave the weight of problems and barriers to household accounting at a low level.

The problem in training for household accounting and occupational cost accounting was of a minimal opinion (mean 2.1333, SD .79438, median 1.9167), found a difference between mean and median of 0.2166, with the mean greater than the median. When sorted in ascending order, the median

was less than the mean, it can be concluded that the majority of the samples gave the weight of problems and barriers to household accounting at a minimal level.

The problem in application in the preparation of household accounts to occupational cost accounting (mean 2.1500, SD .80032, median was 2.0000) found the difference between mean and median of 0.1500, with the mean greater than the median. It was shown that when the mean was sorted in ascending order, the median was less than the mean. It was concluded that the majority of the samples gave the weight of problems and barriers to household accounting at a minimal level.

The implementation problem of the occupation costs accounting (mean 2.3083, SD .49863, median 2.3125) found the difference between mean and median of 0.0042, with the median greater than the mean. It was shown that when sorted in ascending order, the median was less than the mean. It was concluded that the majority of the samples gave the weight of problems and barriers to household accounting at a minimal level.

Hypothesis testing

Hypothesis 1 Education level correlated with the level of problems and obstacles in the preparation of household accounting to occupation costing accounting.

H₀: Education level has no correlation with the level of problems and obstacles in the preparation of household accounting to occupation costing accounting.

H₁: Education level correlated with the level of problems and obstacles in the preparation of household accounting to occupation costing accounting.

Table 7 Show the relationship between educational level and the level of problems and obstacles in the preparation of household accounting to occupation cost accounting

The level of problems and obstacles in the organization of household accounting to career cost accounting		
Education level	Pearson Correlations	0.290
	Sig. (2-tailed)	0.120
	N	30

* Reject statistical hypothesis at the significance level of 0.05.

From Table 7, the relationship between the education level and the problems and obstacles in the preparation of household account to occupational cost accounting by analyzing with correlation statistic at a significant level of 0.05, it was found that the educational level of the samples did not correlate with the level of problems and obstacles in the preparation. Due to the value Sig. (2-tailed) calculated over the statistical significance level set at 0.05.

Hypothesis 2 Household occupation correlated with the level of problems and obstacles in the preparation of household accounting to occupation cost accounting.

H₀: Household occupation has no correlation with the level of problems and obstacles in the preparation of household accounting to occupation cost accounting.

H₁: Household occupation correlated with the level of problems and obstacles in the preparation of household accounting to occupation cost accounting.

Table 8 Show the relationship between the household occupation and the level of problems and obstacles in the preparation of household accounting to occupation cost accounting

The level of problems and obstacles in the preparation of household accounting to occupational cost accounting		
Household occupation	Pearson Correlations	-0.404**
	Sig. (2-tailed)	0.027
	N	30

From Table 8, the relationship between household occupation and the level of problems and obstacles in the preparation of household accounting to occupation cost accounting. By analyzing with correlation statistics at a significant level of 0.05, it was found that the occupation of the sample was associated with the level of problems and obstacles in the preparation of household accounting to occupation cost accounting. This is because the calculated Sig. (2-tailed) is less than the established statistical significance level 0.05.

Hypothesis 3 The number of household members correlated to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

H₀: The number of household members has no correlation to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

H₁: The number of household members correlated to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

Table 9 Show the relationship between the number of household members and the level of problems and obstacles in preparation of household account to occupational cost accounting.

The level of problems and obstacles in the preparation of household accounting to occupational cost accounting		
Household member	Pearson Correlations	-0.424**
	Sig. (2-tailed)	0.019
	N	30

** Reject statistical hypothesis at the significance level of 0.05.

From Table 9, the relationship between number of household members and the level of problems and obstacles in the preparation of household accounting to occupational cost accounting by analyzing with statistics for correlation at the significance level of 0.05, it was found that the household

member was related to the level of problems and obstacles in the preparation of accounting. This is because the calculated Sig. (2-tailed) is less than the statistical significance scale of 0.05.

Hypothesis 4 The household income per month correlated to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

Ho: The household income per month has no correlation to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

H1 : The household income per month correlated to the level of problems and obstacles in the preparation of household account to occupational cost accounting.

Table 10 Show the relationship between the household income per month and the level of problems and obstacles in preparation of household account to occupational cost accounting.

The level of problems and obstacles in the preparation of household accounting to occupational cost accounting		
household income per month	Pearson Correlations	0.028
	Sig. (2-tailed)	0.884
	N	30

** Reject statistical hypothesis at the significance level of 0.05.

From table 10 show the relationship between average household income and the level of barriers in the preparation accounting, by analyzing with correlation statistic at a significant level of 0.05, it was found that the occupation of the sample did not correlate with the level of problems and obstacles. This is because the calculated Sig. (2-tailed) is greater than the statistical significance scale of 0.05.

In-depth interviews

Results from in-depth interviews with sample groups to collect information about the current condition in the preparation of household accounts and inquire about problems and obstacles in the preparation of household accounting to occupational cost accounting are as follows:

1. The knowledge and understanding of the preparation of household accounts and occupational cost accounting.

From an interview with sample group found that most farmers have knowledge and understanding of the preparation of accounting. Farmers knew that they had to record their household income and that their occupational income was not related to household expenses such as seeds, fertilizers, medicine, workers' wages, and petrol. Some farmers still do not understand the cost of their occupation and still unable to classify the expenses from their occupation.

2. The training for household accounting and occupational cost accounting.

From interviews with sample group found that all farmers had received at least one training in household accounting and occupational cost accounting. Most of the farmers had received several training on the preparation of household accounts, which come from many agencies. The training is also provided to the villagers within the village. Farmers considered training necessary to educate them to understand of the preparation of household accounts and providing more professional cost accounting. The training management was beneficial to farmers to encourage them to understand the importance and apply the knowledge gained to create a household account and occupational cost account more accurately. Most farmers have a need for training in household accounting and occupational cost accounting to encourage them to apply the knowledge gained into practice in daily life.

3. Application in the preparation of household accounts to occupational costs accounting.

From interviews with farmers, it was found that most farmers were able to apply the knowledge gained through the training that can be applied to benefit the occupation. Farmers can classify household expenditures/income and occupational expenditure/income but cannot recorded in the household account book. As a result, the expenditure cannot be classified for each type in each production cycle. Also found that there are some farmers still unable to apply the knowledge from training on the preparation of household accounts to r occupational costs accounting because still unable to classify the expenditures related to occupation costs.

4. Practical aspects in the preparation of occupational cost accounting.

From interviews with farmers, it was found that farmers could be separated into 2 groups:

Group 1: Farmers who have created a household and occupational costs accounting, which some farmers doing it every day, every week, every month, and some made according to the production cycle. For recording occupational cost accounting, it was found that some farmers kept the household accounts together with the primary occupational accounts. Some farmers only recorded the household accounts while occupational cost accounting has not yet been recorded. Recording the accounts in the account book received from government agencies who came to train in the preparation of household accounts as shown in Figure 1. The inquiries about problems and obstacles, it was found that the farmers had problems with the accounting books of the agencies that were distributed that did not meet their daily expenses. Farmers then provided account books to record themselves. The household accounts were recorded together with the occupational cost accounts as shown in Figure 2. The government sector's occupational cost book is insufficient to meet the needs of farmers. The inquiries within the village, 100 baht per year will be awarded from the headman to the village who made a household accounting to encourage each household to create a household account. The farmers had the opinion that the financial institutions will grant loans to farmers by considering the occupational costs account from farmers which will encourage farmers to create the accounts.

บัญชีรับ - จ่ายในครัวเรือน
สมุดต้นทุนและรายจ่าย

ข้อมูลส่วนบุคคล
ชื่อ (นาย/นาง/นางสาว) สมใจ นามสกุล สมใจ
เลขประจำตัวประชาชน 9 9 9 9 9 9 9 9 9 9

เล่มที่ 1 ปี 2563

โรงเรียนสาธิตมหาวิทยาลัยราชภัฏวชิรเวศน์

บัญชีรับ - จ่ายในครัวเรือน

วัน เดือน ปี	รายการ	รวม	รายจ่าย							รวม
			ค่าอาหาร	ค่าเช่า	ค่าไฟฟ้า	ค่าโทรศัพท์	ค่าเดินทาง	ค่าอื่น ๆ	รวม	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)		
1 3 63	รับค่าเช่าที่ดิน	200								
	รับค่าเช่าที่ดิน (1000)	1000								
5 3 63	รับค่าเช่าที่ดิน						1000			
10 3 63	รับค่าเช่าที่ดิน					400				
	รับค่าเช่าที่ดิน					100				
	รับค่าเช่าที่ดิน					100				
16 3 63	รับค่าเช่าที่ดิน (2.5)	2500								
	รับค่าเช่าที่ดิน	2500								
19 3 63	รับค่าเช่าที่ดิน (1000)						1000			
	รับค่าเช่าที่ดิน - ค่าไฟฟ้า				100					
	รับค่าเช่าที่ดิน	4000								
	รับค่าเช่าที่ดิน	1600								
26 3 63	รับค่าเช่าที่ดิน	50								
	รับค่าเช่าที่ดิน	100								
31 3 63	รับค่าเช่าที่ดิน (2.5)	3000								
	รับค่าเช่าที่ดิน	3000								
	รวม	8000	1100	1800	900	1300	-	4600		

Figure 1 Shows a photograph of household receipt, payment account book and occupational costs book of government agencies

วัน เดือน ปี	รายการ	รวม	ค่าอาหาร	ค่าเช่า	ค่าไฟฟ้า	ค่าโทรศัพท์	ค่าเดินทาง	ค่าอื่น ๆ	รวม
1 3 63	รับค่าเช่าที่ดิน	200							
5 3 63	รับค่าเช่าที่ดิน							1000	
10 3 63	รับค่าเช่าที่ดิน						400		
16 3 63	รับค่าเช่าที่ดิน (2.5)	2500							
19 3 63	รับค่าเช่าที่ดิน (1000)							1000	
26 3 63	รับค่าเช่าที่ดิน	50							
31 3 63	รับค่าเช่าที่ดิน (2.5)	3000							
	รวม	8000	1100	1800	900	1300	-	4600	

Figure 2 Shows a photograph of the farmer's household receiving-payment account.

Group 2: Farmers who do not have a household account and occupation cost account. The farmers have reasoned that there is no time to prepare and back from work is already exhausted causing forgetfulness in accounting records. Some people still do not understand the accounting of occupational costs. Therefore, they would like to have more training on recording occupational cost accounting.

From inquiries, it was found that most farmers still record more household accounts than occupational cost accounts. They agree that daily household accounting records will reduce family problems of sharing money. If they do not record and do not have enough money to spend, there will be conflicts in the family. There is a record from daily, weekly, and monthly depending on each household. Some used to record household accounts and stop with the reason that there is no time and tired from work and then forgetting to record accounts.

From inquiries, it was found that some farmers who record occupational accounts reason that they can know the cost of profit, how much to invest, how much they can sell, know the debt, make them be able to plan for paying the debt on time. They also save because when knowing the expenses that are excessively necessary, the cost will be reduced.

Summarize and discuss research findings

Research findings

Most of the farmers were female, over 50 years old, an education level on elementary school. Most of them are farmers who grow pineapples, have 5 or more household members with the average household income of 5,000.00 - 10,000.00 baht per month.

From the collection of information about current conditions and problems in the preparation of accounting, overall there are problems and obstacles at minimal level which can be separated into each side as follows:

Knowledge and understanding of the preparation of household accounts and occupational cost accounting found that overall problems and obstacles were at a minimal level. When considering each item, found that the problems and obstacles in the knowledge of correct household accounts and knowledge of occupational cost accounting had a moderate level of barriers. An understanding of the recording process in household accounts, understanding the meaning of occupational cost accounting, understanding of the process of taking a career cost accounting record having problems and obstacles at minimal level. Most of the farmers have knowledge and understanding of the preparation of the household and occupational cost accounting.

Training for household and occupational cost accounting have some problems and obstacles at minimal level. When considering each item, found that problem in the area of entering the household accounting training and the preparation of occupational cost accounting. Farmers want to attend the training which they think will provide more professional cost accounting skills. They want the trainees to follow up with the preparation of household accounts. There are problems and obstacles at an overall

minimal level. Most farmers received training in household accounting and occupational cost accounting.

In the application of household accounting to occupational cost accounting, the farmers have overall problems and obstacles at a minimal level. When considering each item, it was found that the problems and obstacles in the application of knowledge from household accounting, record-taking training, and apply knowledge to record occupational costs accounting. There are problems and obstacles at a minimal level, most farmers can apply their knowledge to the preparation of household accounts and account for their own occupational costs.

As for the implementation of occupational cost accounting, the sample groups of farmers had problems and obstacles overall at a minimal level. When considering each item, found that the problems and obstacles in opinion on household accounts and occupational cost accounting is difficult to prepare at moderate level. Household accounting and occupational cost accounting records make them known of household expenses. When career costs are known, they can be taken into account to reduce unnecessary career costs. The need for a calculator to help organize career cost accounting and the requirements for stationery include Notebooks, accounts, pens and erasers in the accounting of career costs has problems at a minimal level. Some farmers are of the opinion that the preparation of both account are difficult. Some farmers have both accounts in order to know income and expenses and reduce unnecessary expenses.

Relationship with the level of problem and obstacles

The number of household members was correlated with the level of problems and obstacles for household to occupational cost accounting.

Household occupation was correlated with the level of problems and obstacles in the preparation of household accounting towards occupational costing.

There is no relationship between level of education and the level of problems and obstacles in the preparation of household accounting towards occupational costing. There was no correlation between average household income and the level of problems and obstacles in the preparation of household accounting to occupation costing.

Results of in-depth interviews

Most of the farmers were female, over 50 years old, and had an education level at elementary school. There are 5 or more household members. They have an average household income of 5,000.00 - 15,000.00 baht per month.

Current conditions, problems and obstacles in the preparation of household accounting to career costing.

From in-depth interviews with farmers about the current condition problems and obstacles in the preparation of household accounting to career costing, which can be separated into each side as follows:

Knowledge and understanding of the preparation of household accounts to occupational cost accounting, most farmers have knowledge and understanding. The farmers know to record income, household expenses. They knew that income from occupation was not related to household expenses such as seed, fertilizer, medicine, workers' wages, and gasoline, etc. Some farmers did not understand the cost of occupation. As a result, the expenses from their occupation cannot be identified.

For the accounting training, all farmers were trained in the preparation of both accounts at least 1 time. Most farmers have received several trainings in household accounting, which has many agencies to provide training. In the village, training is also provided to the villagers. They want to understand the preparation of household accounts and providing more professional cost accounting. They think that training management was beneficial to farmers in order to encourage them to see the importance and apply the knowledge gained to create both accounts more accurately. Most farmers have a need for training in household accounting for encouraging them to understand the importance and apply knowledge gained into practice in daily life.

In the application of household accounting to occupational cost accounting, most farmers were able to apply the knowledge gained from training. They can be classified household expenditure and income from those of agricultural occupation. Some farmers were unable to bring their knowledge obtained from the training on the preparation of household accounting to create occupational cost accounting because the expenses related to the cost of occupation cannot be classified.

Discussion

The results of the study showed that farmers see the importance and the benefits of preparing a household account, to know the income and expenditures in line with the results of the study on the integration of household accounting to strengthen the accounting wisdom according to the philosophy of the sufficient economy (Thaweechan, 2013). From the training, farmers can separate household expenditures and occupational costs expenditures, which corresponds to the results of the study on the results of academic service, cost accounting knowledge per housewife Narathiwat Province (Petchpradab et al., 2013). The current study results in the preparation of household accounts of most Nong Makha village farmers, only the household accounts were made. The preparation of accounts is also made in the same book for both household accounts and occupation cost accounting. If they want to know about the cost of occupation, they will come to summarize numbers later.

From the hypothesis testing, it was found that the number of household members and the occupation of the household was related to the level of problems and obstacles in the preparation of household accounting to costing occupation. Education level and average household income had no correlation with the level of problems and obstacles. There is no impact on the level of problems and obstacles in the preparation of household accounting to costing occupation.

The results of the study showed that knowledgeable farmers are understand the preparation of household accounts and occupational cost accounting from the training from outside agencies and

within the village regularly. Farmers can separate household expenses as an occupational expense. Most farmers have a household account. Some farmers have a household account and occupational cost accounting. Some farmers' accounts are organized according to the form of government agencies that provide training. Most of which only create a household account with no occupational cost accounting. Some farmers provide their own account books with designed channel to record the accounts based on their expenditures. Some farmers saw that the household accounting and occupational cost accounting is difficult to prepare. Some farmers have recorded household accounts and stopped recording accounts because the reason of no time and tired from work, therefore forgetting to record accounts.

Research suggestion

From the study results, there are suggestions to be used as a guideline for the integrated planning for farmers as the preparation of household accounting to costing occupation as follows

1. Provide ongoing training for occupational cost accounting to increase knowledge of farmers.
2. Track recording of occupational cost accounting. To encourage farmers to have complete, continuous, and accurate accounting records.

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BUILDING PEACE IN THE THREE SOUTHERN BORDER PROVINCES WITH HALAL PRODUCTS

Rujikarn Sanont¹

Abstract

The objectives of this research are 1) to study of peacebuilding in the three southern border provinces and 2) to study on ways to bring Halal products to create peace in the three southern border provinces. This is documentary research, using research, analysis and synthesis of information taken from public sector publications. The study found that 1) the creation of peace in the three southern border provinces consists of 4 areas: 1.1) politics, 1.2) economic, 1.3) social and cultural aspects, and 1.4) education. In terms of co-planning, co-working, co-using the service from the project, and co-participate in receiving benefits in a balanced manner, which includes both the public, private, public and civil society. 2) bringing halal products to create peace must be developed in four areas: 2.1) develop halal food to make people in the area, people in the country and people around the world and to be able to compete in the world market. 2.2) develop certification systems and processes. Thailand's halal standards to gain confidence, 2.3) develop a logistics system for halal products, and 2.4) develop food business restaurants and hotels to be certified by international standards, to achieve peace in the three southern border provinces including survival, welfare, freedom, and identity and identity in meaning of life.

Keywords: Peacebuilding, Three Southern Border Provinces, Halal Product

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Introduction

Thailand vision “Thailand is stable, prosperous and sustainable, is a developed country with the development of the philosophy of sufficiency economy” (Government Gazette, 2018). All people of the nation must enjoy equality in life and live in peace in his own country. But in the three southern border provinces, there has been unrest in the area for a long time. The government sector has a solution to the problem with 3 approaches: 1) reviewing structure of the Southern Border Provinces Committee (CPC) and the District Action Center working group (FEC) by integrating work and communication between government officials, media workers, leaders, and people in the three southernmost provinces along with determining the main host to fix the problem; 2) appointing an independent working group to solve the problem in order to drive solutions continuously despite the change in government or policy makers both central, regional and local; and 3) focusing on economic development through the participation process of society to create and develop the economy in the three southern border provinces that causes a balanced growth consistent with the potential cost of the three southern border provinces, leading to cooperation to create a good economy and quality of life for people in the area (Srichai, 2018). The government sector has tried to solve problems through various forms of peace. The Operations Coordination Center 5 (Security Administration Division under the Kingdom) has proposed a 20-year national strategic plan to build peace in the southern border which consists of three key actions: Create understanding with people in and outside the southern border provinces, as well as abroad, to the security aspect with law enforcement and justice in the area, and for the security development by strengthening villages and generating income (Internal Security Operations Command, 2018) but still unable to achieve true peace in the area.

Researchers are interested in studying building peace in the three southern border provinces with halal products. Since the majority of the population 70.99 percent are Muslim (4-year development plan for the Southern Border Provinces (2018-2021), who must eat food that has passed the process of cooking according to the Islamic law. Therefore, the study aimed to study peace building through participation by using halal products as a link factor.

Research objective

1. To study peacebuilding in the three southern border provinces with a participatory approach.
2. To study guidelines to bring halal products to create peace in the three southern border provinces.

Terminology definition

Peacebuilding means conducting activities in an area to achieve a state of peace with no conflict or any violence and people can live happily. Unrest is made possible by human thoughts and actions which are related to selfishness, making others in trouble, no happiness and no peace.

Halal goods means products or services that are manufactured with taking into account of the Muslim consumer and must not contradict to Islamic law

The three southernmost provinces refer to Pattani, Yala and Narathiwat, with the administration directly to the Southern Border Provinces Administrative Center and there is a multicultural with unrest.

Concepts / theories and related research

Concepts and theories of inequality

There are various scholars categorizing inequality (Kaewthep, 2020) as consisting of

- 1) Economic inequality is the most easily seen inequality such as the different in income figures, property ownership, and production factor.
- 2) Legal and Rights Inequality with the different knowledge level.
- 3) Inequality in welfare access in four factors: housing, food, clean water, medicine, and health.
- 4) Education inequality in category of formal, non-formal, and life-long education.
- 5) Cultural inequality means that cultures/ languages/ beliefs/ traditions of different groups of people in society are treated/ valued unequal, and
- 6) Inequality in dignity and human values such as people with disabilities, elderly, ethnic groups, etc. were ignored in terms of dignity/ human values.

Concepts and theories of participation

Participation is very important to peace-building because peace building must arise from cooperation among many sectors. There are many scholars who have given the meaning of participation such as Ruangwathasilpa (2007) is to allow people from all sectors to participate in all activities according to the capacity of members in making decisions, activity operation, monitoring, and joint evaluation. In addition, Chomphan (2012) has divided the level of participation into 7 levels, which are:

- 1) Informing level is the lowest level of participation.
- 2) Information provision when citizens and stakeholders have received information and able to find the cause of the problem, analyze needs, and determine what they want.
- 3) Consultation is the level that allows formal dialogue between policy makers, project owner and the affected people and the public.
- 4) Involvement level is the level that allows two-way communication, in order to reduce the impact that may arise from the project implementation and reduce conflicts.
- 5) Partnership level is a policy implementation or a joint project to achieve the objectives or goals.
- 6) Delegated power level is the level of joint decision-making, monitoring and evaluation , and
- 7) Citizen control level is the highest level of participation In which people can initiate policies, plan and execute projects by themselves from the beginning. The officials or government agencies are the only providers to support the operation.

For the participatory process, Fornaroff (1980), outlines four steps of community engagement:

- 1) Planning, including decision-making, goal setting, method, resource, and monitoring and evaluation of the operation.
- 2) Implementation
- 3) Use of services from the project, and
- 4) Participation in receiving benefits.

Civil society concepts and theories

The civil society is a sector of society that is not part of government and business. The civil society plays an important role in the implementation of replacement and complement activities for the demographic sectors difficult to access by government or business. There is no incentive to proceed because it is often a group of people who are poor, live in a remote area, and is a vulnerable group. Civil society also plays a role in reflecting the problems of citizens with low social costs to governments and other sectors in order to gain opportunities and information (Baum, 1997; Greer et al., 2017; Jareg, & Kaseje, 1998).

Wasi (1998) explained how to support civil society by dividing into 10 aspects, consisting of: 1) policies and social trends should be studied by all parties in society to understand each other; 2) there should be a survey on the community chart and network in each province to know where civil society exist; 3) there should be a promotion of the expansion of community networks and encourage villages or sub-districts to learn from civil society networks; 4) there should be a building of a comprehensive academic service center; 5) connection to trade; 6) creation of social media that support by government; 7) adjustment of budget methods and establish community funds; 8) legislation for civil society strength; 9) trainings for civil society building skills; and 10) community strengthening research and evaluation.

Concepts and theories about peace

Galtung (1969) presents a theme on violence, peace and peace research which explains the scope of human peace (a state free from war). Peace is not enough; it must be a condition where there is no violent action against fellow human beings which is direct violence arising from the action between people including structural violence caused by an unfair social system. Galtung (1969) divided the four needs: 1) survival 2) welfare. 3) freedom and 4) being unique and meaningful in life (identity).

Halal product

Department of Industrial Promotion states that "Halal" is an arabic word meaning "approve, authorize". The halal product is action, production, service or distribution that is not contrary to the commandments of Islam. Halal products cover both food and non- food products and services (Department of Industrial Promotion, 2020). It can be concluded that halal food means food or food products approved under the Islamic law for Muslims to consume or utilize.

Method of conducting the study

This study was documentary research (Scott, 1990; 2006) using research, analysis and synthesis of information taken from public sector publications. The secondary document is related to peace building in the southern border provinces.

Study results

Results of the study to answer the 1st objective to study peacebuilding in the three southern border provinces with a participatory approach.

Building peace in the three southern border provinces with a participatory approach found that peace-building efforts in the three southern border provinces were participatory but not yet effective. There was a problem of security and peace in the three southern border provinces, explained in 4 areas: 1) The political aspect is linked to the state mechanism. Participation has not yet been achieved and the conflict has escalated into a more serious problem. This is due to the deficiency of the state that does not try to understand the problem and accept the diversity of cultural areas. 2) Economic aspects, it is found that the government does not really understand how to develop the economy in the area. Solving problems according to plans and projects are determined centrally without listening to public opinion. 3) Social and cultural aspects: It is the society and culture of Thai Muslims in the southern border provinces to maintain their original identity. The Thai state has tried to strengthen the Thai identity to the Muslims in the southern border provinces with various forms of state mechanisms. The lack of state knowledge and understanding and a lack of accepting cultural differences became a problem, and 4) The Islamic school was followed principles of Islam to conduct teaching, but the state viewed as a danger to national security. However, public education still not as effective as expected. Lack of understanding of the traditional way of life of Thai Muslims in the area and creating distrust against the people and the state. (Usman et al., 2018)

Therefore, a participatory peace-building approach must be linked by the public, private and civil society sectors in the area. The most important factor that will cause cooperation is to have mutual benefits, followed by mutual agreement. To have common goal and data sharing or exchange by the government model proposal for cooperation with the private sector. There are nine components of civil society in the southern border provinces, presented by (Kampiranon, & Na Ranong, 2020) as follows: have a common goal, mutual benefit, collective agreement, sharing or exchanging information, have work structure and mechanism for coordination and communication, resources and management processes, organization culture and relationship between organizations, competencies of personnel in the organization, and the environment of the organization (Kampiranon, & Na Ranong, 2020). In summary the participatory peace-building is a political contribution which is consistent to the needs of the people in the three southern border provinces of Thailand. They want a politically participatory culture to create peace in the area (Ben Ibrahim, & Satvit, 2018). Guidelines for building political participation means that people in the area can participate in formulating policies or laws that are relevant to themselves. In the case of the southern border provinces, it is involved in the following processes: 1) The structural review of the Southern Border Provinces Corrective Action Committee (CPC) and the District Action Center Working Group (Sor Por Sor) by integrating work and communication among government official's media workers, leaders and people in the three southern border provinces. 2) The appointment of an independent working group to solve the problem of the

three southern border provinces. In order to drive solutions to the problems in the three southern border provinces continuously despite the change in government or policy makers, both central, regional and local; and 3) Focus on economic development in the three southern border provinces through the participation process of society. To create and develop the economy in the three southern border provinces. To have a balanced growth Consistent with the potential cost of the three southern border provinces. Leading to cooperation to create a good economy and quality of life for people in the area (Srichai, 2018).

Study results for the 2nd objective to study guidelines to bring halal products to create peace in the three southern border provinces.

It was found that there were 9 strategies regarding halal strategy (Halal Institute, Prince of Songkla University, 2018) consisting as follows. 1) Developing halal food to be competitive in the world market by development in raw material, agricultural products, process, and standard certification process. Develop branding in halal food marketing which consists of 1.1) research and development of halal food product innovation for competition; 1.2) production of agricultural raw materials for halal food production; 1.3) production process according to the halal principle; 1.4) production process and packaging development to have quality and long shelf life; 1.5) development of halal food products from local materials; 1.6) production of substitutes for additives in halal food products; 1.7) inspection process for halal quality analysis and certification; 1.8) marketing of halal food abroad; and 1.9) Halal food branding abroad.

2) Developing a Halal certification system and process includes: 2.1) the need to develop halal certification personnel and 2.2) the development of halal certification auditing and halal standards treatment monitoring. 3) Developing the logistics system for halal products consisting of 3.1) the transportation demand for halal products and 3.2) the development of various modes of transport suitable for the transportation of halal products. 4) Developing food business, restaurants, and hotels that are certified to international standards, including 4.1) Halal Slaughter Certification System and 4.2) Development of halal certification system for food business, restaurants, and hotels. 5) Developing halal financial transactions consisting of 5.1) halal attitudes toward accessibility and opportunities for halal financial institute and 5.2) Financial transaction systems that support halal production. 6) Developing the production of apparel and accessories that are certified to international standards including 6.1) production and material inspection for the production of halal-certified clothing and appliances and 6.2) development of halal-certified clothing and appliances. 7) Developing halal-certified cosmetics including 7.1) production and component analysis of raw materials for halal cosmetic production; 7.2) production process and use of halal cosmetics materials; 7.3) development of halal cosmetics products from local materials; 7.4) production of substitute materials for used as a flavor enhancer in halal cosmetic products; and 7.5) analysis of consumer demand and halal cosmetics market. 8) Developing a hospital service system consisting of 8.1) the needs of the Muslim-style hospital

service, 8.2) Muslim style hospital personnel, and 8.3) Standardized Muslim medical system to support medial tourism. Lastly, 9) Developing halal spa services including 9.1) development of spa service personnel and 9.2) Development and use of halal standardized spa materials.

Summarize and discuss study results

Summary of peacebuilding in the three southern border provinces with participation guidelines

The study summarizes peace building in the three southern border provinces with a specific political participation guideline, correspond to Satpoon and Sahaphatthana (2019), found four factors of successful implementing the action plan are: the participation factor of civil society and the people sector, the cooperation mechanisms between government agencies, performance and resource sufficiency, and attitude of relevant government officials. In the past, there are four aspects of peace building: 1) Political, 2) Economic, 3) Social and Cultural, and 4) Education, which may not be sufficient to build peace in the three southern border provinces. There must be increased participation between the public sector, the private sector, and civil society under a culture of political participation.

From the approach for building peace in the three southern border provinces with a participatory approach, there must be a concrete development approach that is correct and transparent. There should have sharing among decision-making, join works, join benefits, and join evaluation of the results. The evaluation conducts in 8 different development areas which are justice system, public utilities, public telecommunication network, education system, economic, trade and investment, social psychological, and political. In order to achieve peace building in the three southernmost provinces, actions should be taken in regard to having a common goal, mutual benefit, collective agreement, sharing or exchanging information, structure and mechanism of work for coordination and communication, resources management processes, organization culture and relationship between organizations, competencies of personnel in the organization, and the environment of the organization that can be managed together.

Summary of guidelines for bringing halal products to create peace in the three southern border provinces

The study found that stimulating the production of halal products that is in line with social, cultural, lifestyle, beliefs, and Islamic principles will motivate the economy growth. When the economy is good, people have income, work and stable occupation, these will result in happiness, peace, security, and finally have peace in their lives. The research result is in line with Galtung (1969) which suggested four needs: 1) survival, 2) welfare, 3) freedom, and 4) uniqueness and feeling identity.

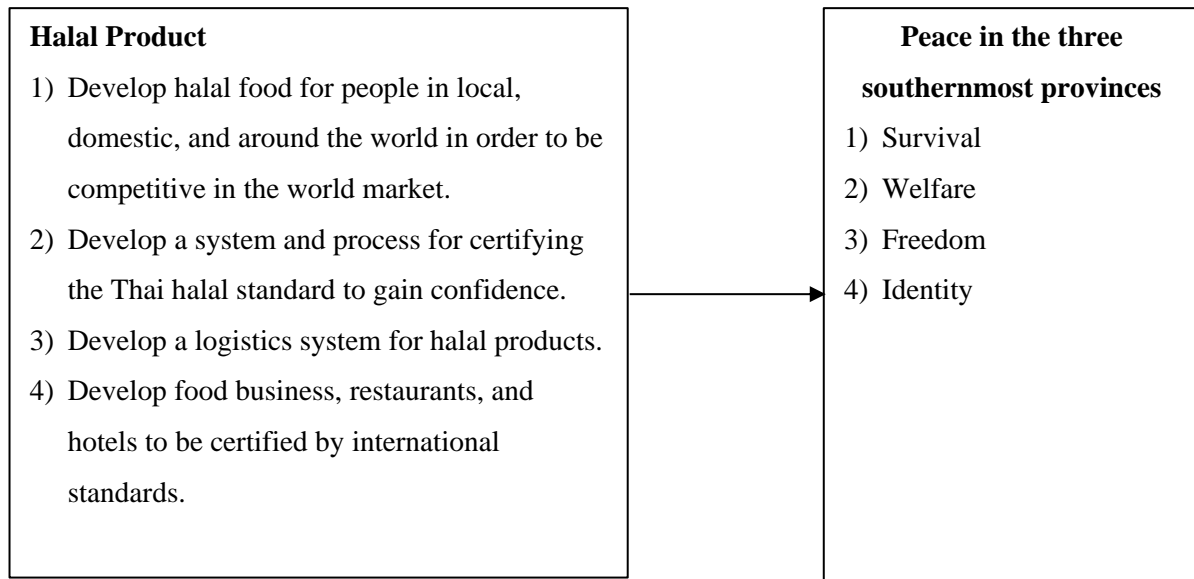


Figure 1 Guidelines for bringing halal products to create peace in the three southern border provinces

From figure 1, the potential development of halal products in all over Thailand and around the world can be made by: 1) developing halal food for people in local, domestic, and around the world in order to be competitive in the world market, which consists the development in raw material and agricultural products, process and product, standard certification process to be trusted, branding, and marketing; 2) developing a system and process for certifying the Thai halal standard to gain confidence; 3) developing a logistics system for halal products; and 4) developing food business, restaurants, and hotels to be certified by international standards. This will bring peace in the three southern border provinces due to the strengthening of halal products. By using local resources, involvement of local people, join production by private sector, and the use of civil society such as community enterprises, folk philosopher, and local community groups to create halal products, is the main use of halal products to create peace. The most effective methodology should gain support from the public, private, and civil society sectors from outside the area. The supporting could be in a form of money, knowledge, guidelines for the development and production of standardized products, and a combination of a directional participation model.

Suggestion

This study was a qualitative study that look at only the issues of participation in peacebuilding in the three southern border provinces with halal products. This is an issue that is specific in the context of the three southern border provinces. To cover all relevant issues, studies should be done in the form of survey research and quantitative research for the sake of being more extensive and tangible.

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THE RELATIONSHIP BETWEEN PERSONAL FACTORS AFFECTS THE MOTIVATION OF EMPLOYEES OF AUTO PARTS MANUFACTURING COMPANY CASE STUDY: AMATA NAKORN INDUSTRIAL ESTATE, CHONBURI PROVINCE

Noppadol Kongvisit Suk¹

Krit Jarinto²

Abstract

The objective of this research is to study the personal factors and the motivation of the employees. Data were collected by using questionnaires as a research tool. The sample was selected by purposive and judgmental sampling. The sample was engineer staffs at a Japanese auto parts company, in the Amata Nakorn Industrial Estate for 350 samples. Statistics used for data analysis were descriptive statistics such as frequency, percentage, mean and standard deviation. Inferential statistics were independent sample t-test and One-way ANOVA. The results of the study revealed that personal factors influenced the motivation of employees of auto parts companies in gender and education level. Different motives have different effects on work. On the other hand, different periods of work resulted in different motivations. The result suggested the organization to take into account about the different personal factors affecting motivation. In addition, the future research were discussed to place other organizational factors in order to predict the motivation to work.

Keyword: Work Motivation, Production of Automotive Parts, Industrial Estate

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Introduction

At present, Thailand is rapidly expanding in the industrial sector especially in the auto parts industry and has continuously expanded its investment. The auto parts industry has been designated by the government as one of the strategic industries for the development of Thai industrial and export sectors.

In the Amata Nakorn industrial estate, there are companies that manufacture auto parts for 32% of the entire industry (Amata Corporation Public Company Limited, 2009). In addition to consider the profit and loss, the operation is also full of competition, whether in terms of product quality and service, marketing, cost control, and other related. The problem that must be faced in every organization is the work of the people in the organization which is a valuable human resource of the organization. How to make those human resources work hard? We can do our best to get the best quality work and able to maintain human resources to stay with the organization for a long time. At present, the employee turnover rate is quite high. This may arise from causes such as problems between the boss and his subordinates, working environment, career advancement, and salary and benefits, etc (Chaimongkol, 2018). Therefore, in addition to the administration to achieve the organization's goals, working motivation is a top priority as well. To motivate employees to have good working motivation for the organization nowadays, wages and salary compensation may not be the first factor to motivate employees to create better and better results or having loyalty to the organization (Onputtha, & Chienwattanasook, 2019). The atmosphere in the organization, good relationships among the people in the organization, and good management are part of the success of any organization. When the system is well laid out, the consequences are usually good as well. When employees are motivated to work, this will affect the performance of employees. They feel that they are motivated by various means of motivation from the supervisor or organization. Employees feel that they should put their energy into their work for the organization. By bringing the skills, knowledge, and abilities that have to work with their full potential. The incentives will enable employees to perform their work most effectively. It will bring products with quality standards as the organization aims (Mamdani, & Minhaj, 2016).

At present, it is found that one of the major problems for automotive parts companies is some employees perform work without intention (Noviantoro, Moeins, & Madiistriyatno, 2018). They do not devote their physical and mental energy to work as expected. Lack of enthusiasm and have a short period of time to work with the company and then resign. Most of them are engineers, each of whom is responsible for different workloads. Therefore, have different skills and aptitudes. The problem is when the work piece manufacturing process is controlled by one employee and that employee resigns for various reasons. It affects the overall job due to recruiting of new employees which cannot be obtained immediately causing intermittent work. At the same time, the remaining employees will be responsible for the next task causing more workload and the result is the work has defects, etc. Therefore, this research is interested in studying the relationship between organizational management and employee

motivation. Using a case study of an auto parts manufacturing company Amata Nakorn Industrial Estate, Chonburi Province.

Research objectives

To study the personal factors affecting the motivation of employees of the automotive parts manufacturing company, a case study of Amata Nakorn Industrial Estate, Chonburi Province.

Expected benefits

The study result can provide the knowledge about the personal factors that affect work motivation and the operational motivation that affect the work efficiency of employees. Therefore, management can use the results as a motivation strategy for employees' work. It can be used as a guideline for executives to improve and change the organization's management to motivate employees to create good results for the organization and has the lowest employee turnover rate.

Research hypothesis

An employee of an auto parts manufacturing company, a case study at Amata Nakorn Industrial Estate, Chonburi Province with different personal factors have different job motivations.

Terminology definition

Performance motivation refers to the motivation that encourages work behavior.

Positive reinforcement refers to something that causes a person to perform a recurring behavior when that person has admiration/ congratulations on incentive events or situations.

Negative reinforcement refers to what causes a person to behave to retreat or distance himself from a recurring event in the future. In response to a situation in which the person does not appreciate or delight.

Punishment refers to the things that impair a person's expressive behavior. If the punishment has already taken place, it makes the person undesirable and has the chance to decrease steadily or it will happen very rarely in the future.

Extinction refers to the things that impair a person's expressive behavior. If the person deems that the value or acceptance or support of their supervisor has ceased, it is the reason why people are delighted that their support has stopped.

Related concepts and theories

Meaning of motivation

Tiyaw (2001) defines motivation as the force that motivates behavior. Set the direction of behavior and characterize it as a relentless commitment to that goal or incentive. Therefore, motivation consists of needs, force, effort, and goal.

Khechornanun (2008) defined motivation as the processes by which the body and mind are stimulated by stimuli to express behavior. In order to achieve the desired goals, motivated people have energy and effort to express themselves to achieve the goal. If there is an incentive to motivate the person in the job, he will be dedicated and work hard. The motivation is subtle and changeable. The management must have knowledge and understanding of motivating principles and techniques which will cause progress for the organization.

It can be concluded that motive refers to a driver that induces or motivates the expression of behavior in order to achieve the desired goals by taking various factors. This can be in the form of rewards, bonuses, positions, and penalties, which will trigger awakening. Motivation is necessary for the service provider to understand the management of people in the organization, employee work and performance, and career advancement. This motivation is a tool that executives or organizational leaders must focus on.

The importance of motivation

Klamrassamee (2010) has given the importance of motivation as follows:

1. Motivation enhances the work force. Energy is a vital driver of human action or behavior in any work. If a person is highly motivated to work, it surely makes diligent enthusiastic about getting the job done. In contrast to people who work in the “morning bowl, dinner bowl” type who work just to pass the day.

2. Motivation increases work effort in a person's persistence. Makes a person persevere and think of ways to lead their knowledge, abilities, and experience to make the most of their work. Not giving up or giving up effort easily. Even though the work has obstacles and when the work gets results well, they tend to think of ways to improve and develop even better.

3. Motivation helps changing a person's work style. Change variability form of work or how to work sometimes. The discovery of a better or more successful way to operate. Some psychologists believe change is a sign of a person's progress. It shows that an individual is seeking to learn something new. Giving a person a highly motivated life when struggling to achieve any objective. If not successful, a person is always trying to find out what went wrong and try to fix it in every way. This resulted in a change in work that eventually led to a suitable approach which may be different from the original.

4. Working motivation helps to strengthen the value of a complete human being to be a person who is motivated to work. It will be a person who strives to work towards progress and is determined to work in which he or she is responsible for progress and classified as person with a work ethics. They will be a person who has a responsibility, stable in duty, and has a work discipline, in which such characteristics show the completeness. People who have such characteristics is often no time left to think and do bad things.

Organizations with highly motivated individuals will inevitably results in achieving the desired goals. Employees who are motivated to work will devote their energy and fully capable in order to achieve results according to the policy and goals of the work.

Related research

Korphadung (2008) has studied employee motivation of auto parts manufacturing company, a case study of Amata Nakorn Industrial Estate, found that personal factors (age, education level, job position, average monthly income) have different motivating factors for work. Personal factors (gender, age, education level, job position, work experience, average monthly income) have different supporting factors in the work. The level of motivation factor in work is very high in the success of the job. Acceptance nature of work, accountability, and the importance of motivation factors for work was at a moderate level in progress. In terms of the importance of supporting factors in the workplace, it was high in relation to the co-workers, career status, working conditions, privacy security in work, and the method of governance and command. The importance of working incentives was at a moderate level in terms of welfare and compensation, future opportunities, policy, and administration

Research conceptual framework

A study of the relationship between personal factors and employment motivation of auto parts manufacturing company, a case study of Amata Nakorn Industrial Estate, Chonburi Province, researchers have set the following conceptual framework.

1. Personal factors were gender, education level, and length of work.
2. Motivation in work, researchers have adopted the theory of reinforcement (Skinner, 1953), including positive reinforcement, negative reinforcement, punishment, and extinction.

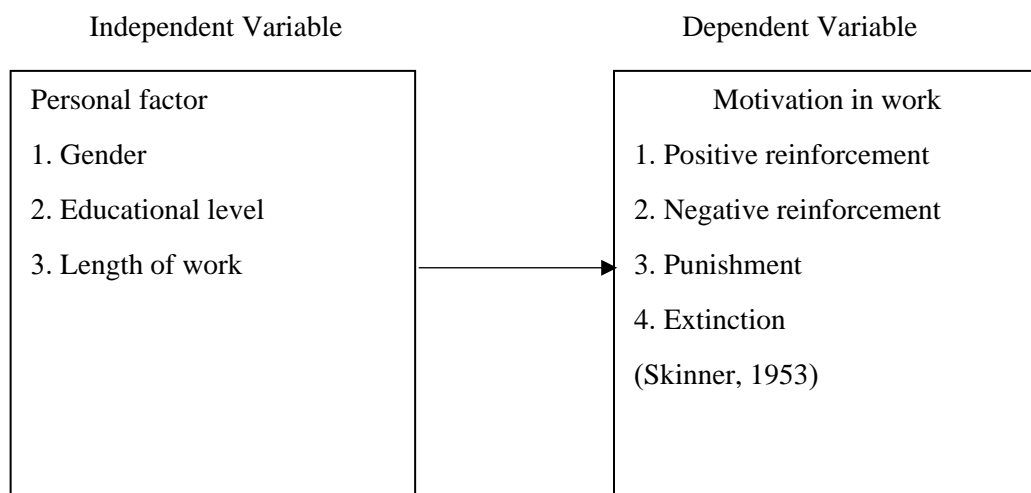


Figure 1 Research conceptual framework

Research results

The research hypothesis is personal factors affecting work motivation of respondents in Auto Parts Company, Amata Nakorn Industrial Estate, Chonburi Province.

Hypothesis 1.1 Employees of different genders have different effects on their positive reinforcement in their work.

H₀: Employees of different genders have no different effects on their positive reinforcement in their work.

H₁: Employees of different genders have different effects on their positive reinforcement in their work.

Table 1 The results of a comparative analysis of the positive reinforcement for work classified by gender of employees.

Gender	n	\bar{X}	SD	t	P-value
Male	207	3.87	0.54	2.69*	0.008
Female	94	3.69	0.56		

* P-value < 0.05

From Table 1, the results of the comparative analysis of positive reinforcement in the workplace classified by gender of employees. The independent sample t-test was used in the hypothesis test at 95% confidence level. The results showed that the P-value was 0.008, which was less than 0.05. Employees of different genders have different effects on their positive reinforcement in their work.

Hypothesis 1.2 Employees of different genders have different effects on negative reinforcement in the workplace.

H₀: Employees of different genders have no different effects on negative reinforcement in the workplace.

H₁: Employees of different genders have different effects on negative reinforcement in the workplace.

Table 2 The results of comparative analysis of negative reinforcement in work classified by employee gender.

Gender	n	\bar{X}	SD	t	P-value
Male	207	3.28	0.64	-1.541	.124
Female	94	3.40	0.56		

From Table 2, the results of comparative analysis of negative reinforcement in the workplace classified by gender of employees. The independent sample t-test was used to test the hypothesis at 95% confidence level. The results showed that the P-value was 0.124, which was greater than 0.05. The employees of different genders had no different effect on negative reinforcement in the workplace.

Hypothesis 1.3 Employees of different genders have different effect on punishment motives for work.

H_0 : Employees of different genders have no different effect on punishment motives for work.

H_1 : Employees of different genders have different effect on punishment motives for work.

Table 3 The results of a comparative analysis of the punishment motive for work classified by gender of employees.

Gender	n	\bar{X}	SD	t	P-value
Male	207	3.35	0.61	-1.11	0.267
Female	94	3.43	0.62		

From Table 3, the results of comparative analysis of the punishment motive classified by gender of employees. The independent sample t-test was used to test the hypothesis at 95% confidence level. The results showed that the P-value was 0.267, which was greater than 0.05. The employees of different genders have the same effect on punishment motive in work.

Hypothesis 1.4 Employees of different genders have different effect on extinction in the workplace.

H_0 : Employees of different genders have no different effect on extinction in the workplace.

H_1 : Employees of different genders have different effect on extinction in the workplace.

Table 4 The results of the analysis compare the incentive for extinction in work classified by employee gender.

Gender	n	\bar{X}	SD	t	P-value
Male	207	3.29	0.66	-1.27	0.204
Female	94	3.39	0.69		

From Table 4, the results of the comparative analysis of the extinction of work classified by gender of employees. The independent sample t-test was used in the hypothesis test at 95% confidence level. The test results showed that the P-value was 0.204, which was greater than 0.05. The employees of different genders have the same effect on extinction in the workplace.

Hypothesis 1.5 Employees of different educational levels have different effects on the positive motivation of work.

H_0 : Employees of different educational levels have no different effects on the positive motivation of work.

H_1 : Employees of different educational levels have different effects on the positive motivation of work.

Table 5 The results of comparative analysis of the positive reinforcement in work classified by educational level of employees.

Educational Level	n	\bar{X}	SD	t	P-value
Bachelor	248	3.80	0.53	-0.83	0.411
Higher than Bachelor	53	3.88	0.67		

From Table 5, the results of comparative analysis results of positive reinforcement in the workplace classified by educational level of employees. By using the independent sample t-test at a significance level 0.05, it was found that the P-value was 0.411, greater than 0.05. The main hypothesis H_0 could not be rejected. The motivation of positive reinforcement in work is no different.

Hypothesis 1.6 Employees of different educational levels have different effects on negative reinforcement in their workplace.

H_0 : Employees of different educational levels have no different effects on negative reinforcement in their workplace.

H_1 : Employees of different educational levels have different effects on negative reinforcement in their workplace.

Table 6 The results of comparative analysis of negative reinforcement in work classified by educational level of employees.

Educational Level	n	\bar{X}	SD	t	P-value
Bachelor	248	3.25	0.60	-3.96*	0.000
Higher than Bachelor	53	3.62	0.64		

* P-value < 0.05

From Table 6, the results of comparative analysis of negative reinforcement in the workplace classified by educational level of employees. By using the independent sample t-test at a significance level 0.05, it was found that the P-value was 0.000, less than 0.05. The rejection of the main hypothesis H_0 meant that the employees with different educational levels had an effect on different negative reinforcement.

Hypothesis 7 Employees of different educational levels have different effects on job punishment motives.

H_0 : Employees of different educational levels have no different effects on job punishment motives.

H_1 : Employees of different educational levels have different effects on job punishment motives.

Table 7 The results of a comparative analysis of the work punishment classified by educational level of employees.

Educational Level	n	\bar{X}	SD	t	P-value
Bachelor	248	3.33	0.59	-2.57*	0.011
Higher than Bachelor	53	3.57	0.66		

* P-value < 0.05

From Table 7, the results of the comparative analysis of the incentive of work punishment classified by educational level of employees. By using the independent sample t-test at a significance level 0.05, it was found that the P-value was 0.011, less than 0.05. The rejecting the main hypothesis

H_0 means that the employees with different educational levels had an effect on different work punishment.

Hypothesis 1.8 Employees of different educational levels have an effect on different job extinction.

H_0 : Employees of different educational levels have no different effect on job extinction.

H_1 : Employees of different educational levels have different effect on job extinction.

Table 8 The results of the comparative analysis of the incentive on job extinction classified by educational level of employees.

Educational Level	n	\bar{X}	SD	t	P-value
Bachelor	248	3.32	0.66	0.25	0.802
Higher than Bachelor	53	3.30	0.71		

From Table 8, the results of comparative analysis of incentive on job extinction classified by educational level of employees. By using the independent sample t-test at a significance level 0.05, the P-value was 0.802 greater than 0.05, that is, the main hypothesis H_0 could not be rejected. The incentive on job extinction is not different.

Hypothesis 1.9 Employees with different lengths of work have different effects on positive reinforcement in their work.

H_0 : Employees with different lengths of work have no different effects on positive reinforcement in their work.

H_1 : Employees with different lengths of work have different effects on positive reinforcement in their work.

Table 9 The results of comparative analysis of the positive reinforcement in the workplace classified by the length of work of the employees.

	Length of work	n	\bar{X}	SD	F	P-value
Positive reinforcement	6 month-1 yr.	63	3.83	0.45	0.959	0.430
	1yr. - 2 yrs.	62	3.77	0.50		
	3 yrs. - 4 yrs.	70	3.91	0.50		
	5 yrs. - 6 yrs.	66	3.73	0.62		
	6 yrs. or more	40	3.80	0.69		

From Table 9, the results of the comparative analysis of positive reinforcement in the workplace classified by the length of work. Using the one-way ANOVA F-test statistic at a significance level 0.05, the P-value was 0.430 greater than 0.05. The main hypothesis could not be rejected. Meaning that employees with different length of work has no different effect on the positive reinforcement in the workplace.

Hypothesis 1.10 Employees with different lengths of work have different effects on negative reinforcement in their work.

H₀: Employees with different lengths of work have no different effects on negative reinforcement in their work.

H₁: Employees with different lengths of work have different effects on negative reinforcement in their work.

Table 10 The results of comparative analysis of the negative reinforcement in the workplace classified by the length of work of the employees.

	Length of work	n	\bar{X}	SD	Brown-Forsythe	P-value
Negative reinforcement	6 month-1 yr.	63	3.44	0.46	1.220	0.303
	1 yr. -2 yrs.	62	3.29	0.59		
	3 yrs. - 4 yrs.	70	3.24	0.74		
	5 yrs. - 6 yrs.	66	3.25	0.62		
	6 yrs. or more	40	3.39	0.64		

From Table 10, the results of the comparative analysis of negative reinforcement in the workplace classified by the length of work. Using statistics Brown-Forsythe at significance level 0.05, the P-value was 0.303 greater than 0.05, that is, the main hypothesis H₀ could not be rejected. Meaning that employees with different length of work had no different effects on negative reinforcement in their work.

Hypothesis 1.11 Employees with different lengths of work have different effects on punishment in their work.

H₀: Employees with different lengths of work have no different effects on punishment in their work.

H₁: Employees with different lengths of work have different effects on punishment in their work.

Table 11 The results of comparative analysis of the punishment in the workplace classified by the length of work of the employees.

	Length of work	n	\bar{X}	SD	F	P-value
Punishment	6 month-1 yr.	63	3.57	0.59	2.225	0.066
	1 yr. - 2 yrs.	62	3.33	0.62		
	3 yrs. - 4 yrs.	70	3.33	0.58		
	5 yrs. - 6 yrs.	66	3.29	0.57		
	6 yrs. or more	40	3.34	0.69		

From Table 11, the results of the comparative analysis of the work punishment classified by the length of work. By using the one-way ANOVA F-test statistic at a significance level 0.05, the P-

value was 0.066 greater than 0.05. The main hypothesis could not be rejected. The effect on the punishment the workplace is not different.

Hypothesis 1.12 Employees with different lengths of work have different effects on extinction in their work.

H₀: Employees with different lengths of work have no different effects on extinction in their work.

H₁: Employees with different lengths of work have different effects on extinction in their work.

Table 12 The results of comparative analysis of the extinction in the workplace classified by the length of work of the employees.

	Length of work	n	\bar{X}	SD	Brown-Forsythe	P-value
Extinction	6 month-1 yr.	63	3.52	0.70	2.175	0.073
	1 yrs. - 2 yrs.	62	3.21	0.64		
	3 yrs. - 4 yrs.	70	3.21	0.58		
	5 yrs. - 6 yrs.	66	3.29	0.56		
	6 yrs. or more	40	3.38	0.89		

From Table 12, the results of comparative analysis of incentive for job extinction classified by the length of work. Using statistics Brown-Forsythe at significance level 0.05, the P-value was 0.073 greater than 0.05, that is, the main hypothesis H₀ could not be rejected. Employees with different lengths of work had the same effect on job extinction.

Research findings

General information of respondents

The sample group is employees working in Amata Nakorn Industrial Estate, Chonburi Province. There were 301 respondents, of which were 207 males (68.80%) and 94 females (31%), bachelor's degree level of 248 people (82.40%), length of work between 3 yrs. – 4 yrs. for 70 people (23.30%).

Data analysis on job motivation of respondents in auto parts companies, Amata Nakorn Industrial Estate, Chonburi Province

The results from the analysis of the employee opinion questionnaire showed that the employees had a level of opinion on the motivation of the employees. In terms of positive reinforcement, there was a high level ($\bar{X} = 3.81$), negative reinforcement was at moderate level ($\bar{X} = 3.31$), the punishment was at moderate level ($\bar{X} = 3.37$), and the extinction was at moderate level ($\bar{X} = 3.31$).

The results of hypothesis testing showed that

1. Employees of different genders have no different job motivation in negative reinforcement, punishment, and extinction. For positive reinforcement, they were found different effect on job motivation.

2. Employees of different educational levels have different effects on negative reinforcement and punishment. It was found that there was no difference in distinction.

3 . Employees with varying lengths of work have no different effects on positive reinforcement, negative reinforcement, punishment, and distinction.

Discussion of research findings

From the study of relationship between organizational management and motivation of employees of auto parts manufacturing company, Case study: Amata Nakorn Industrial Estate, Chonburi Province refer to related research as follows:

Comparing employee motivation in auto parts companies, Amata Nakorn Industrial Estate, Chonburi Province classified by personal factors. There was found that different gender and education level have different in job motivation. When considered each category, it was found that the gender of the employees has different effect on a positive reinforcement, educational levels have different effect on negative reinforcement and punishment, monthly income has different effect on negative reinforcement and extinction in work.

This research result is consistent with the research of Khampadung (2008) in employee motivation of the automotive parts manufacturing company, a case study of Amata Nakorn Industrial Estate. The research found that the personal factors were education level and average monthly income have different job motivation. The personal factors in gender and average monthly income have different supporting factors in the work.

Also, the research result is in line with the research of Yoosuk (2018) that studied motivation affecting the performance of truck drivers among registered transport operators in Bangkok and its vicinity. The research results were found that Truck drivers with different educational level have different job motivation.

The result also consistent with the research of Dusida Khumsawat and Krisada Muhammad (2020) in factors affecting the performance motivation of employees of Honda Automobile (Thailand) Co., Ltd. The research results were found the personal factors in educational levels and average monthly income affect different job motivation.

Suggestions for the next research

There should be a study of the relationship between corporate management and job motivation of the employees in an auto parts manufacturing company to enable entrepreneurs to adjust their business strategies according to the current situation.

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THE EFFECT OF EMPLOYEE WELFARES MANAGEMENT ON EMPLOYEE PERFORMANCE OF AN ANONYMOUS ELECTRONIC COMPANY IN THAILAND 4.0 ERA

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Abstract

This research aimed at 1) comparing employee performance categorized by personal factors including gender, education, age, position, employment status, and monthly income, and 2) investigating the effect of employee's welfare management on employee performance of an anonymous electronic company in Thailand 4.0 era. The samples used in this research were of 300 employees working in an anonymous electronic company. Questionnaire was used to collect data. The statistics used for data analysis included frequency, percentage, mean, standard deviation, t-test, One-Way ANOVA and multiple linear regression at the statistically significant level as of 0.05. The results showed that the employees had opinion towards employee welfare in terms of recreation and learning aspects in moderate level and accommodation and economics aspects in high level. In addition, they had opinion towards employee's performance in terms of personal performance and work performance in high level. The hypothesis testing resulted that employees with different educational level, age, working status, working position and monthly income had different opinion towards employee performance. Moreover, the multiple regression analysis showed that the employees' welfares in terms of recreation, education, accommodation, and economics affected work performance at the statistically significant level as of 0.05. The result of this study can help the managerial committee members of the organization to manage the welfares for the employees in order to increase the organizational performance.

Keywords: Recreation Welfares, Education Welfares, Accommodation Welfares, Economics Welfares, Employee Performance

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Introduction

Organizational welfare is a process of human resource management that aims to provide comfort, satisfaction, and peace of mind for employees and gives employees the work morale and confidence in the organization. The organizational welfare is very important for the organization that every organization essentially considers arranging for their employees. Although it is not the main task of the organization, it can be one of various matters affecting the success or failure of the organization (Tiwari, 2014; Keitany, 2014). The organization needs to find a way to encourage all employees to have a sense of security and happiness in their work; when employees can feel that, they can then work effectively and lead to achieve the organizational objectives and goals. In facts, not only welfare can give the motivation and inspiration for employees, but it can also help employees to feel relaxation. When employees spend time in working for some period, they perhaps feel that they are bored and exhausted. As a result, the organizational welfare therefore is considered as one of many factors to build employees work performance in terms of effective time consumption, work quality, and work volume (Chaimongkol, et al., 2018; Chienwattanasook, Onputtha, & Fugkum, 2018) that can finally link to better the organizational performance both in terms of financial and non-financial aspects. In addition, it is also implemented to reduce employees' turnover and increase number of potential employees (Chen, Wang, & Chu, 2010; Gallie et al., 2012).

In line with this, it is essential that there should be a study to understand about what organizational welfare can build employees work performance. The study hereby focuses on manufacturing and service companies in Phatum Thani, Thailand. The result of this study can be advantageous for the higher level of organizational members such as managers and executives that they can put high attention in order to create effective welfare that can build employees work performance because the right welfare for employees' demand can give the right results.

Objectives

- 1) To compare employee performance categorized by personal factors including gender, education, age, position, employment status, and monthly income
- 2) To investigate the effect of employee's organizational welfare on employee performance in an anonymous electronic company in Thailand 4.0 era.

Hypotheses

Hypothesis 1: Employees with different personal factors had different degree of employee performance.

Hypothesis 2: Organizational welfare had an effect on employee performance.

Conceptual framework

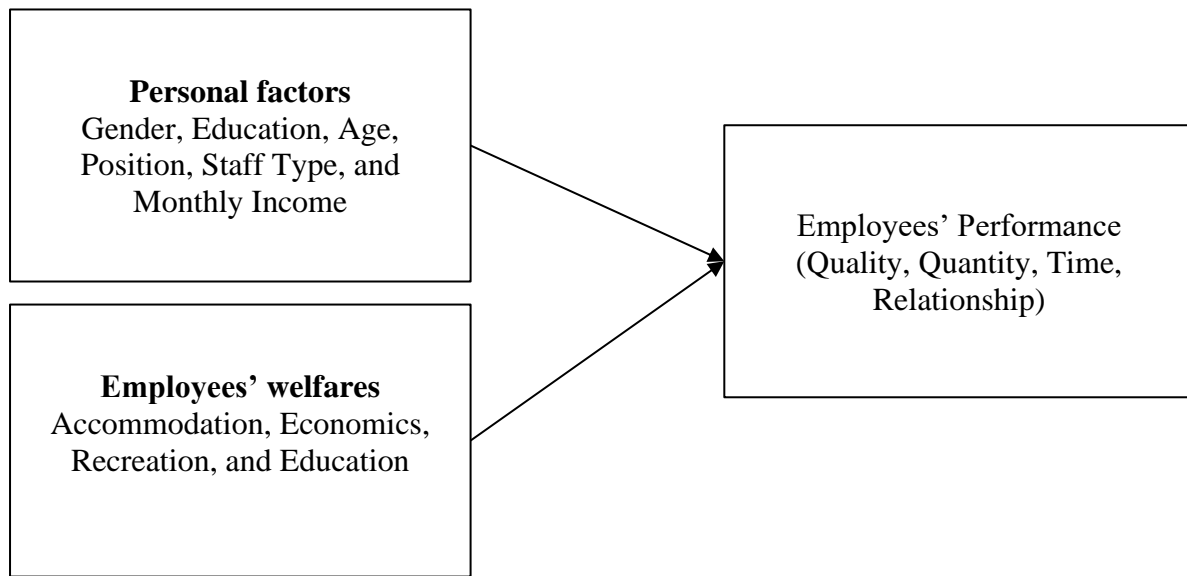


Figure 1 Conceptual framework

Literature reviews

Organizational welfare

Welfare refers to any service or activity, besides salary or wages received on a regular basis, that a government agency or private organization provides for the civil servants, employees or persons working in that organization in order that they can feel comfortable and secured in their work, career, and life. In addition, welfare is an incentive for workers to have good morale (Hassan, 2014), so that they can use their physical strength, encouragement and intelligence, and their ability to perform their work fully (Tiwari, 2014; Keitany, 2014) without feeling worried about any difficult problems (Chandola, 2010), in personal matters, family side or organization aspect leading finally to less job satisfaction, less happiness, and less organizational performance. It also creates high rate of employee' turnover (Elci et al., 2012). The elements of organizational welfare can consist of four main dimensions related economic, accommodation, education, and recreation aspects. The related economic welfare aims at supporting the employees to feel secured life by mostly focusing on related-to-finance matters such as bonus, allowance, provident fund, health check-up, and others. Meanwhile, the related accommodation welfare provides places to live and facilities such as work equipment, transportation, medical assistance, and others for employees to smoothly work. In addition, the related education welfare attempts to achieve knowledge and skills related to work for employees by providing in-site and on-site trainings, workshops, and seminars. This also includes the opportunity to further having higher educational level. Lastly, related recreation welfare arranges fun and relaxing activities such as sports, exercises, dancing, party, and others aiming to strengthen employees' physical attributes and tie stronger relationship among employees. Accordingly, Hassan (2014) studied employee welfare

programmes: panacea towards improving labour productivity in the service sector In Nigeria and found that at employee welfare benefits and services have positive effects on labour productivity. They are capable of attracting and holding employees, assisting employees in meeting their needs, better helping in lowering unit cost of production, improving morale, increasing employee security and blunting the sharp edges of managerial autocracy. Also, Gallie et al. (2012) studied about teamwork, skill development and employee welfare and found the relationship among them. In pharmaceutical sector, Parvin, & Kabir (2011) studied about the factors affecting employee job satisfaction of pharmaceutical sector and found that the welfare provided by the organization can link to create job satisfaction. IN addition, Hanaysha, & Tahir, (2016) studied about the effects of employee empowerment, teamwork, and employee training on job satisfaction and found that the welfare in terms of training can create positive effect for employees.

Employees performance

Employee performance means the ability of employees to work according to the time setting, numbers of works determined by the organization, and work quality (Chaimongkol, et al., 2018; Chienwattanasook, Onputtha, & Fugkum, 2018). Regarding this, the employees must finish the work as assigned by higher authorized persons, or job description within the timeframe. At the same time, the work that has been done by employees should be highly qualified as customers' command as well as the volume of works should reach the set objectives. In addition, some researchers advocated that employee performance is also related to relationship building in the organization. When employee can achieve both matters related to work and society surrounded in the workplace can be then called as employee performance. Indeed, employee performance is very important point for the organization because it can lead to organization success both in terms of financial and non-financial views. For example, the organization can reduce cost of production, increase customer satisfaction, increase organizational internal improvement, enhance organizational innovation, organizational network, organizational profits as well as organizational reputation. Therefore, the organization is required to oversee the factors affecting the employee performance as well as find the way how to create it. The factors that can influence the employee performance can include personal characteristics such as gender, age, education, marital status, attitudes, and others (Chaimongkol, et al., 2018; Chienwattanasook, Onputtha, & Fugkum, 2018). The organizational management such as welfare, recreation, training, compensation, work environment, and others can be also considered as influential factors (Hameed, & Waheed, 2011; Shahzadi et al., 2014; Pawirosumarto, Sarjana, & Muchtar, 2017). Moreover, the factors derived from outside organization such as technology changes, political issues, economic concerns, as well as industrial competition can be taken as the issues for employee performance.

Methodology

Population in this study are employees working at an anonymous electronic company developing, designing, producing, and assembling electronic circuits and finished electronic products

as well as searching and supplying raw materials for a wide range of customers and manufacturers, such as the medical industry, automotive industry or telecommunication industry. There were 200 employees being randomly selected through judgmental sampling to collect the data (Silpcharu, 2005).

In terms of research tool, the researcher used close-ended questionnaires divided into 3 parts. The first part consisted of check-list questions asking about the personal factors including gender, education, age, position, staff type, and monthly income. The second, third, and fourth part consisted of rating scale questions (1-5 Likert's scale) asking about organizational welfare and employee performance.

For validity check, the researcher had experts in related fields to inspect the accurate and consistency of contents and questions used in the questionnaires and recommend for improvement and edition. For reliability check, the finding discovered Cronbach's alpha coefficient as of 0.954 for organizational welfare and 0.885 for employee performance. This meant that the data derived from this survey questionnaire can be proceeded to have further study (Hajjar, 2014).

Researchers analyzed the data derived from samples by using descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics consisting of independent sample t-test, One-way ANOVA, and stepwise multiple regression model analysis. The study results were presented in tabulated description.

Results

Personal factors of respondents

The results showed that most of respondents were female (65.7%), graduated lower than bachelor's degree (68.0%), aged between 21-40 years old (74.7%), worked in operational staff (93.7%), were temporarily staff (72.0%) and earned lower than 10,000 baht per month (47.0%).

Organizational welfares and employee performance

Table 1 Mean, Std. Deviation, and Interpretation of organizational welfares and employee performance

Variables	Mean	Std. Deviation	Interpretation
Accommodation	3.88	0.55	High
Economic	3.53	0.70	High
Recreation	2.82	0.97	Moderate
Education	2.99	0.90	Moderate
Overall	3.31	0.78	High
Employee Performance			
Individual Aspect	4.08	0.51	High
Working Aspect	4.14	0.52	High
Overall	4.11	0.48	High

From the Table 1, it is found that the study related to the overall organizational welfare revealed the high level. However, when considering into each aspect, the accommodation and economic aspect were rated in high level with mean scores as of 3.88 and 3.53, respectively. These implied that employees highly agreed on facilities: provided hygiene and qualified canteen, clean restrooms, drinking-water service points, health checkup, as well as accidental insurance and economic motivation: life insurance, provident fund, bonus, free t-shirt, lunch coupon, accommodation, and diligence allowance. Meanwhile, recreation and education were rated in moderate level, with mean scores as of 2.82 and 2.99, respectively. This implied that the employees moderately agreed on recreation: annual travelling, annual party, relaxing places like coffee café, company sport day and corporate social responsibility and education: reading room, seminar and workshop, further education, knowledge exchange room, and learning encouragement competition. In addition, the study related to overall employee performance was also revealed in high level with mean score as of 4.11. When considering into each aspect, both aspects, individual aspect and working aspect, were rated in high level with mean scores as of 4.08 and 4.14, respectively. This meant that the employees highly agreed on personal aspect: personal skills and capability and working aspect: proper time completion, less mistake, high standardized products, as well as saved company resources.

Hypothesis 1: Employees with different personal factors had different degree of employee performance.

Table 2 Study results related to independent sample t-test and One-way ANOVA analysis

Personal Factors	Employee Performance		
	Overall	Personal Aspect	Working Aspect
Gender	t = 1.96 p = 0.05	t = 1.85 p = 0.07	t = 1.81 p = 0.07
Age	F = 3.40 p = 0.04	F = 4.39 p = 0.01	F = 2.03 p = 0.13
Education Level	F = 15.50 p = 0.00	F = 8.78 p = 0.00	F = 18.93 p = 0.00
Position	F = 4.78 p = 0.04	F = 5.94 p = 0.01	F = 2.72 p = 0.13
Staff Type	t = -6.51 p = 0.01	t = -4.26 p = 0.00	t = -7.43 p = 0.07
Monthly Income	F = 11.23 p = 0.00	F = 10.16 p = 0.00	F = 9.25 p = 0.00

From the Table 2, the study revealed that employees with different age, education level, position, staff type, and monthly income had different degree of employee performance in terms of overall, individual and working aspects because p-value is lower than 0.05; but, employees with different age and position did not have different degree of employee performance in terms of working aspect because p-value is higher than 0.05. In addition, employees with different gender did not have different degree of employee performance in terms of overall, individual, and working aspects because p-value is higher than 0.05.

Hypothesis 2: Organizational welfare had an effect on employee performance.

Table 3 The result of stepwise multiple regression model analysis of organizational welfare and employee performance

Organizational Welfare	Overall employee performance				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.04	0.15		13.38	0.00
Accommodation	0.37	0.06	0.42	6.18	0.00
Economics	0.19	0.05	0.27	3.50	0.00
Recreation	-0.17	0.04	-0.35	-4.17	0.00
Education	0.16	0.05	0.29	3.37	0.00

R = 0.67; R Square = 0.45; Adjusted R Square= 0.44; S.E.E. = 0.36,

Durbin-Watson = 1.86, Tolerance = 0.25 - 0.40, VIF = 2.45-3.98

From the Table 3, the multiple regression model analysis was conducted to study the effect of organizational welfare on employee performance by stepwise method. The result indicated that 4 variables including accommodation, economics, recreation, and education have appropriate tolerance, VIF and Durbin-Watson. As a result, it can be concluded that the 4 variables including accommodation, economics, recreation, and education can be employed to predict the dependent variables. After using stepwise multiple regression models to explore the most appropriate values for model prediction, the result indicated that there were 4 variables including accommodation, economics, recreation, and education that have an effect on the customer's satisfaction at the significant level as of 0.05. Overall, the model has correlation coefficient (r) as of 0.67 and adjusted R square as of 0.44 this means that the model can accurately predict the employee performance as of 52%. In addition, the model has the unstandardized coefficients (b) ranging from -0.17 to 0.37 and standardized coefficients (β) ranging from -0.35 to 0.42. Align with these values; the first is accommodation can most significantly affect the

employee performance with weight as of 0.42 or accounted for 42%. Then, the second is education can significantly affect the employee performance with weight as of 0.29 or accounted for 29%. The third is economics can significantly affect the employee performance with weight as of 0.27 or accounted for 27%. Lastly, recreation can reversely significantly affect the employee performance with weight as of 0.35 or accounted for 35%. Consequently, the model can generate the equation as of follow.

$$Y = 2.04 + 0.37(\text{Accommodation}) + 0.16(\text{Education}) + 0.19(\text{Economics})$$

Discussion

From the investigation of the first hypothesis, the study revealed that employees with different age, education level, position, staff type, and monthly income had different degree of employee performance. This is because that employees' performance: both in terms of (1) individual aspect referring to individual skills and capabilities and (2) working aspect referring to proper time completion, less mistake, high standardized products as well as saved company resources requires knowledge varying on educational degree, maturity varying on age and experiences, responsibility varying on type of staffs and position, and income leading to work motivation. When employees had higher knowledge can also link to get higher position and responsibility which they have to consider more about the outcome and outputs after they spend their time in working. However, the study revealed that employees with different gender did not have different degree of employee performance. This is because the employees with any gender need to reach the work quality and quantity at the right time setting (Balouch, & Hassan, 2014; Chaimongkol, et al., 2018; Chienwattanasook, Onputtha, & Fugkum, 2018).

From the investigation of the second hypothesis, the study revealed that the organizational welfare including accommodation, economics, and education had an effect on employee performance in the same direction, meaning that the higher degree the organization manage and provide the welfare for their employees, their employees will then work more in order to create work quality and quantity. This is because that the employees who are desiring to reach the set goals related to work quality and quantity within the timeframe as well as to gain good relationship with other colleagues within the organization needs to feel secured and relaxed life as well as to receive enough work knowledge and skills which can be provided by the organization from their welfare program designed for their employees (Tiwari, 2014). This matched with the study done by Gallie et al. (2012) who study about teamwork, skill development and employee welfare and found that employee welfare had relationship with teamwork and skill development. In addition, welfare organized by the organization can reduce employees' stress towards life difficulty, which can be one of many factors ostracizing employee performance. Therefore, the organization should attempt to increase the degree of welfare management because it can link to increase the higher degree of employee performance. However, from the study, recreation was revealed to give the reversed outcome of employee performance, meaning that the higher degree of conduction recreation for employees, the less the outcome and outputs will be. This is because the employees feel only relaxed from the work does not directly link to create employee performance

because the time that has been set for recreation activities negatively affect the outcome and outputs, the organization is required for the day-off for that. Nevertheless, the recreation can reduce the employees stress, which also highly negatively affect the work quality and quantity (Shahid et al., 2011).

Recommendations from the study

The results of this research can be used in the management of employee welfare, which the details are portrayed as follows.

1. The organization should consider providing more accommodation welfare for employees, which they can include hygiene and qualified canteen, clean restrooms, drinking-water service points, health checkup, as well as accidental insurance.
2. The organization should consider providing economic welfare to motivate employee performance, which they can include insurance, provident fund, bonus, free t-shirt, lunch coupon, accommodation expense, and diligence allowance.
3. The organization should consider providing education welfare including reading room, seminar and workshop, further education, knowledge exchange room, and learning encouragement competition because these can give enough knowledge and skills for employees to achieve the organization objectives and goals.

Recommendations for future researches

From the study, it is found that there are still some limitations which there should be some suggestions in the future, guiding the future research as follows.

1. The future study should focus on studying the employees' perception towards welfare provided by the organization in order that the company can then communicate with the employee in the right direction.
2. There should be a comparative study related to other companies' welfare regulations and specifications in order that there can be an appropriate welfare programs providing right to the employees.
3. There should be a study on organizational members' participation, this participation should include from the operational staff and managerial level, because the more participation can link to receive the mutual understandings and ideas which finally can result in creating the right welfares for employees.
4. The future study can also employ the qualitative approach by using in-depth interview to conduct the study. This can assist the study to obtain the deep information about the employees' needs towards the right welfares, which it can finally result in having good employee performance as well as organizational performance.

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SERVICE MARKETING MIX AND SERVICE QUALITY INFLUENCING CUSTOMERS' SATISFACTION IN USING 7-ELEVEN CONVENIENT STORES IN BANGKOK AND METROPOLITAN AREA

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Abstract

The research aimed to study (1) effect of service marketing mix strategies (7Ps) on customer's satisfaction and (2) effect of service quality on customer's satisfaction of 7-Eleven Convenience Stores in Bangkok and Metropolitan area. A survey questionnaire was a tool for data collection. 400 samplings were collected from the customers using 7-Eleven Convenience Stores in Bangkok and Metropolitan area. Data analysis was based on descriptive statistics including frequency, percentage, mean and standard deviation; and inferential statistics including stepwise multiple linear regression. The results indicated that service marketing mix strategies including product, price, place, promotion, personnel, physical and process had an effect on customer's satisfaction. Lastly, the service quality including tangibles, responsiveness and assurance had an effect on customer's satisfaction at the significance level of .05. The study proves that marketing mix strategies and service quality are the keys to drive 7-Eleven Convenience Stores successful. The implications related to this study results is recommended for similar retail businesses.

Keywords: Service Marketing Mix, Service Quality, Customer's Satisfaction, Convenience Stores

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Introduction

Recently, all people are demanding and like to spend their lives with comfortability, especially, buying household things, foods, and beverages. Therefore, the concepts of using the services from various types of convenient stores happened and expanded into different areas with the purposes to cover all people's wants (Hood, Clarke, & Clarke, 2016). One of several convenient stores in Thailand includes 7-Eleven convenient stores. It is an international chain of convenience stores, headquartered in Dallas, Texas and was founded in 1927. However, in 1991, it was reorganized as a wholly owned subsidiary of Seven-Eleven Japan Co., Ltd in 2005, and is now held by Chiyoda, Tokyo-based Seven & I Holdings Co., Ltd. For Thailand, 7-Eleven convenient stores was launched by CP All Public Co.Ltd. the 7-Eleven in Thailand is a one-stop convenient store that offers fresh and a wide variety of products, ready-to-eat meals, and beverages. There were 10,268 branches broken down into 4,556 franchises in Bangkok Metropolitan Region, which is accounted for 44% and 5,712 franchises in provincial areas of Thailand, which is accounted for 56%. Stores are clustered into 3 types: Company Stores (44%), Store Business Partner (49%), and Sub-Area License Stores (7%). There is currently an average of 11.8 million customers entering 7-Eleven stores daily.

After 7-Eleven was bloomed in Thailand, the other Thai traditional retailers were very much suffering. The competition among the modern trade retailers like 7-Eleven and Thai traditional retailers was so tuff. This is due to lack of proper management of service marketing mix dealing with the process how the products and services are able to deliver to proper customers with the right time, place, price, and process. For service marketing strategy (7Ps), it is a sub field of marketing, which can be split into the two main areas of goods marketing and services marketing. In addition, some Thai traditional retailers lack the knowledge to provide the service quality to serve properly customers (Feeny, Vongpatanasin, & Soonsatham, 1996; Schipmann, & Qaim, 2011; Gen, 2013). These two areas are important for service businesses (Gianie Abdu, 2013).

Though 7-Eleven is successful in doing business in Thailand and completes the need of Thai people, therefore, there is significance to study about the how it run the business as well as what the factors are driving their success. This study aimed to focus on proving the service marketing mix and service quality can be applied to create customers' satisfaction and customers loyalty which can keep customers to visit and revisit to buy the products and services. The study gained from this can prove the study and see the guidance on how the 7-Eleven stores run their business, which can be applied to Thai traditional retail shops.

Objectives

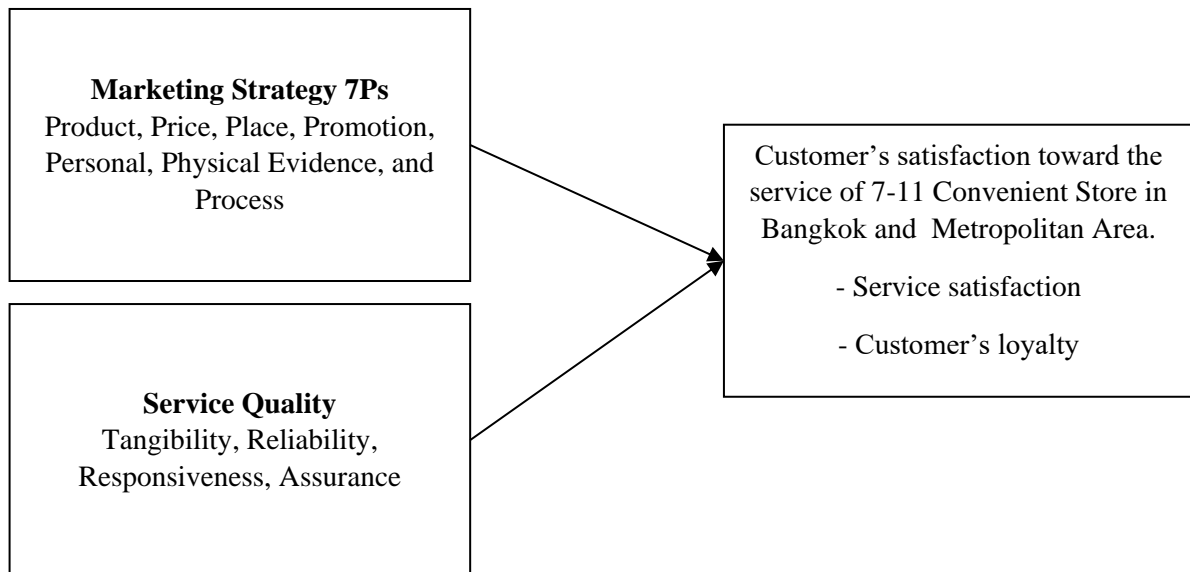
1. To study effect of service marketing mix strategies (7Ps) including product, price, place, promotion, personal, physical and process evidence on customer's satisfaction.
2. To study effect of service quality including tangibility, reliable, responsiveness, and assurance on customer's satisfaction.

Hypotheses

Hypothesis 1: Service marketing mix strategy (product, price, place, promotion, personal, physical, process) affected customer's satisfaction toward service of "7-11" convenience stores.

Hypothesis 2: Service quality (tangibility, reliable, responsiveness, and assurance) affected customer's satisfaction toward service of "7-11" convenience stores.

Conceptual framework



Theories, concepts and related researches

Service marketing strategy (7Ps)

Service marketing strategy (7Ps) is a sub field of marketing, which can be split into the two main areas of goods marketing and services marketing. Service marketing includes telecommunications services, financial services, all types of hospitality services. The range of approaches and expressions of a marketing idea developed with the hope that it could be effective in conveying the ideas to the diverse segments of people who receive it (Abdulnabi, Hameed Al-Debi; Ashraf Mustafa, 2014). The service marketing strategy (7Ps) can include 7 sub-dimensions including as follows. The first is the product, which is defined as the extent to which the organization develops a comprehensive service offer to satisfy the guests and customers' needs and requirement in highly competitive industry or market. The second is the price, which is defined as the extent to which the organization practices pricing policies and activities in setting a products or services prices. The third is the place, which is defined as the extent to which the organization uses distribution strategies, channels and activities in setting products and services distribution strategies. The fourth is the promotion, which is defined as the extent to which the organization uses the components of promotion activities and elements in formulating products and services promotions strategies. The fifth is the personnel, which is defined as the extent to which the organization is customer oriented in practicing its business, putting the guests

and customers at the heart of activities. The sixth is the physical evidence, which is defined as the extent to which the organization is interested in creating a guest and customer friendly, safety, secure and green atmosphere in their environment. The last one is the process, which is defined as the extent to which the organization servicing customers who come to receive the services. Regarding this, there were many researches applying the service marketing strategy to prove its significant (Jain, 2013; Yoon, 2010; Amofah, Gyamfi, & Tutu 2016; Chienwattanasook, & Onputtha, 2018). For example, Andreti et al. (2013) studied about the analysis of product, price, place, promotion and service quality on customers' buying decision of convenience store: A survey of young adult in Bekasi, West Java, Indonesia by using 300 questionnaires to collect data from customers buying the products and services from the convenience store in Bekasi. The data were analyzed with SPSS statistics including frequency, descriptive statistics, validity and reliability test, multi regression analysis, correlation analysis, F- Test and Analysis of Variance (ANOVA), generating the result that the most of customers comes to convenience store because of the price offered, kind of promotion, and also service quality provided. In addition, Khatab, Esmaeel, & Othman (2019) studied about the dimensions of service marketing mix and its effects on customer satisfaction: a case study of international Kurdistan Bankin Erbil City-Iraq with the objectives to investigate the relationship between the service marketing mix of banking services and customer satisfaction from International Kurdistan Bank. The data were collected by using questionnaires from 131 customers who used the services from international Kurdistan Bankin Erbil City-Iraq and were analyzed by covariance structures (structural equation modeling) confirmatory factor analysis and process analysis. The result indicated that there is a significant positive impact on customer satisfaction by all the dimensions of service marketing mix and advises that more focus should be on physical evidence and process, in their service delivery in order for International Kurdistan Bank to be able to satisfy its customers.

Service Quality

Service quality also found that customer satisfaction strongly mediated the effect of service quality on behavioral intentions (Dabholkar, Shepherd, & Thorpe, 2010). It can consist of 4 dimensions. The first is tangibles, which is distinct and separate from other research data and intellectual property such as patentable or copyrightable works, and trademarks. Intellectual property that develops from research activities and/or data is subject to a separate policy. The second is reliability, which is the degree to which an assessment tool produces stable and consistent results. The third is responsiveness, which it, in the context of a system, can be defined as the outcome that can be achieved when institutions and institutional relationships are designed in such a way that they are cognizant and respond appropriately to the universally legitimate expectations of individuals. The last one is assurance, which is all the planned and systematic actions implemented within the quality system, and demonstrated as needed, to provide adequate confidence that an entity will fulfil requirements for quality. The service quality has its importance in service business. Andreti et al. (2013) mentioned that most of customers

comes to convenience store because of the price offered, kind of promotion, and also service quality provided. In addition, Solimun and Fernandes (2018) studied about the mediation effect of customer satisfaction in the relationship between service quality and the result found that the service quality provided by the organization is very much important for making customer feel satisfied and loyalty.

Customer's satisfaction

Service satisfaction is at the core of human experience reflecting the interests of the business activities of our company's high level of customer satisfaction with a pleasurable experience as predictors of strong customer retention, customer loyalty, and repurchase the product (Abdulnabi, Hameed Al-Debi; Ashraf Mustafa, 2014). When satisfaction happens to the customers, it can also link to create customer loyalty, it resulted from a consumer committed to the store through an explicit and extensive decision-making process. Customer loyalty is frequently operated as a conscious evaluation of the price/quality ratio or the willingness to pay a premium price, or alternatively price indifference (Anderson, Fornell, & Rust, 1997). Solimun, & Fernandes (2018) mentioned that customer satisfaction can be defined as pleasure perceived by customers when evaluating a particular product or service which they have used.

Research methodology

Population in this study are customers visiting and buying the products in 7-Eleven convenience stores in Bangkok and Metropolitan area. With sampling computation employing unknown population (Silpcharu, 2005) at the confident level as of 95%, therefore, the samples were of 400 customers. The random sampling method hired convenience sampling to collect the data.

In terms of research tool, the researcher used close-ended questionnaires divided into 4 parts. The first part consisted of check-list questions asking about the personal factors including gender, age, marital status, occupation, income, and education level. The second, third, and fourth part consisted of rating scale questions (1-5 Likert's scale) asking about service marketing mix, service quality, and customer satisfaction.

For validity check, the researcher had experts in related fields inspect the accurate and consistency of contents and questions used in the questionnaires and recommend for improvement and edition. For reliability check, the finding discovered Cronbach's alpha coefficient as of 0.913 for service marketing mix, 0.931 for service quality, and 0.880 for customer satisfaction. This meant that the data derived from this survey questionnaire can be proceeded to have further study.

Researchers analyzed the data derived from samples by using descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics consisting of stepwise multiple regression model analysis to oversee the effect of independent variables on dependence variables.

Results

Personal characteristics

In terms of general characteristics, the results indicated that most of were female (227 persons or 56.8%), aged between 21-30 years old (242 persons or 60.5%), were single (349 persons or 87.3%), graduated in bachelor's degree (298 persons or 74.5%), were students (311 persons or 77.8%) and has income less than 10,000 baht (264 persons or 66.0%).

Service marketing mix factors, service quality and customer satisfaction

Table 1 Mean, Std. Deviation and Interpretation of service marketing mix factors, service quality and customer satisfaction

Variables	Mean	Std. Deviation	Interpretation
Service Marketing Mix			
Product	4.22	0.46	Highest Level
Price	4.02	0.54	High Level
Place	4.31	0.58	Highest Level
Promotion	4.15	0.53	High Level
Personnel	3.96	0.61	High Level
Physical Evidence	4.04	0.52	High Level
Process	4.02	0.61	High Level
Overall of Service Marketing	4.10	0.41	High Level
Service Quality			
Tangibility	4.03	0.53	High Level
Reliability	4.01	0.56	High Level
Responsiveness	3.98	0.58	High Level
Assurance	4.02	0.56	High Level
Overall of Service Quality	4.01	0.50	High Level
Customer Satisfaction			
Service Satisfaction	4.06	0.53	High Level
Service Loyalty	4.16	0.55	High Level
Overall of Customer Satisfaction	4.11	0.50	High Level

According to the Table 1, the study of service marketing mix factors indicated that product and place were rated in the highest level, which mean scores were of 4.22 and 4.31, respectively. This reflected that the customers highly agree on various kinds and brands of products as well as easy-to-access location. In the meantime, price, promotion, personnel, physical evidence, and process were rated in the high level, which mean scores were of 4.02, 4.15, 3.96, 4.04, and 4.02, respectively. This

reflected that the customers highly agreed on clearly price information, advertisement on social media and discount, professional and well-groomed staffs, and good interior decoration. In the meantime, the study of service quality indicated that all dimensions of service quality including tangibility, reliability, responsiveness, and assurance were rated in high level, which mean scores were of 4.03, 4.01, 3.98 and 4.02. This implied that the customers highly agreed on good location, high quality of products and services, problem solution and care, as well as service assurance. Lastly, in terms of customer satisfaction, the study also revealed that service satisfaction and service loyalty were also rated in high level, referring that the customers were satisfied with services provided from the 7-11 and intended to revisit the store.

Hypothesis testing

Hypothesis 1: Service marketing mix strategy (product, price, place, promotion, personal, physical, process) affected customer's satisfaction toward service of "7-11" convenience stores.

Table 2 The result of stepwise multiple regression model analysis of service marketing mix on customer satisfaction

Service Marketing Mix	Customer Satisfaction				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.81	0.18		4.47	0.00
Process	0.19	0.04	0.23	4.66	0.00
Promotion	0.17	0.05	0.19	3.92	0.00
Physical evidence	0.16	0.05	0.17	3.20	0.00
Product	0.19	0.05	0.18	3.63	0.00
Personnel	0.10	0.04	0.12	2.53	0.01
Place	-0.10	0.04	-0.11	-2.54	0.01
Price	0.10	0.04	0.10	2.17	0.03

R = 0.72; R Square = 0.52; Adjusted R Square = 0.51; S.E.E. = 0.35,

Durbin-Watson = 2.05, Tolerance = 0.43 - 0.64, VIF = 1.54-2.30

From the Table 2, the multiple regression model analysis was conducted to study the effect of the marketing strategy toward customer's satisfaction by stepwise method. The result indicated that 7 variables including process, promotion, physical, product, personal, place and price have appropriate tolerance, VIF and Durbin-Watson. As a result, it can be concluded that the 7 variables including Process, Promotion, Physical, Product, Personnel, Place and Price can be employed to predict the dependent variables. After using stepwise multiple regression models to explore the most appropriate values for model prediction, the result indicated that there were 7 variables including process,

promotion, physical, product, personnel, place, and price that have an effect on the customer's satisfaction at the significant level as of 0.05. Overall, the model has correlation coefficient (r) Process, Promotion, Physical, Product, Personal, Place and Price toward Customer's satisfaction as of 0.72 and R square as of 0.52 this means that the model of Process, Promotion, Physical, Product, Personal, Place and Price can accurately predict the Customer's satisfaction as of 52%. In addition, the model has the unstandardized coefficients (b) ranging from -0.10 to 0.19 and standardized coefficients (β) ranging from -0.11 to 0.18. Align with these values; the first is Process can most significantly affect the Customer's satisfaction with weight as of 0.23 or accounted for 23% Then, the second is Promotion with weight as of 0.19, or accounted for 19%. The third is Physical with weight as of 0.17, or accounted for 17%. The fourth is Product with weight as of 0.18, or accounted for 18%. The fifth is Personal with weight as of 0.12, or accounted for 12%. The sixth is Place with weight as of -0.11, or accounted for 11%. The last one is Price with weight as of 0.10, or accounted for 10%. Consequently, the model can generate the equation as of follow.

$$Y = 0.812 + 0.190(\text{Process}) + 0.178(\text{Promotion}) + 0.161 (\text{Physical}) + 0.193(\text{Product}) \\ + 0.096(\text{Personnel}) + 0.09(\text{Price})$$

Hypothesis 2: Service quality (Tangibles, Reliable, Responsiveness, and Assurance) affects customer's satisfaction toward service of "7-11" convenience stores.

Table 3 The result of stepwise multiple regression model analysis of service quality on customer satisfaction

Service Quality	Customer Satisfaction				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.84	0.14		6.07	0.00
Responsiveness	0.37	0.04	0.40	8.48	0.00
Assurance	0.26	0.05	0.27	5.05	0.00
Tangibility	0.18	0.05	0.18	3.66	0.00

R = 0.77; R Square = 0.60; Adjusted R Square= 0.59; S.E.E. = 0.34,

Durbin-Watson = 2.80, Tolerance = 0.35 - 0.45, VIF = 2.21-2.84

From the Table 3, the multiple regression model analysis was conducted to study the effect of the quality of service toward customer's satisfaction by stepwise method. The result indicated that 3 variables including Responsiveness, Assurance and Tangibility have appropriate tolerance, VIF, and Durbin-Watson. As a result, it can be concluded that the 3 variables including Responsiveness, Assurance and Tangibles can be employed to predict the dependent variables. After using stepwise multiple regression model to explore the most appropriate values for model prediction, the result

indicated that there were 3 variables including Responsiveness, Assurance and Tangibility that have an effect on the Customer's satisfaction at the significant level as of 0.05. Overall, the model has correlation coefficient (r) responsiveness, assurance, and tangibility toward Customer's satisfaction as 0.77 and R square as of 0.60. This means that the model of responsiveness, assurance and tangibility can accurately predict the Customer's satisfaction as of 60%. In addition, the model has the unstandardized coefficients (b) ranging from 0.18 to 0.37 and standardized coefficients (β) ranging from 0.18 to 0.37. Align with these values; the Responsiveness can most significantly affect the Customer's satisfaction with weight as of 0.37 or accounted for 37%. Then, it was followed by the Assurance with weight as of 0.26, or accounted for 26%. The last one is Tangibility with weight as of 0.18 or accounted for 18%. Consequently, the model can generate the equation as of follow.

$$Y = 0.836 + 0.37(\text{Responsiveness}) + 0.26(\text{Assurance}) + 0.18(\text{Tangibility})$$

Discussion

For the study related to the effect of service marketing mix strategy on customers' satisfaction, the result indicated that all aspects of service marketing mix strategy including product, price, place, promotion, personnel, physical and process had an effect on customers' satisfaction. This is because the customers wanted to have good services as well as good physical evidences which they can be seen from all dimensions of service marketing mix strategy including product, price, place, promotion, personnel, physical and process. The service operators provided various kinds and brands of products as well as easy-to-access location. In addition, they provided good location, high quality of products and services, problem solution and care, as well as service assurance. As the result, the convenience store that applied service marketing can be successful in creating the satisfaction for the customers. This study had related to the study related to the analysis of product, price, place, promotion and service quality on customers' buying decision of convenience store: A survey of young adult in Bekasi, West Java, Indonesia, done by Andreti et al. (2013), and the result that the most of customers comes to convenience store because of the price offered, kind of promotion, and also service quality provided. Moreover, this study also matches with Abdulnabi, Hameed Al-Debi and Ashraf Mustafa (2014) find the significance of service marketing mix on customer satisfaction. Lastly, the study was matched with Khatab, Esmaeel and Othman (2019) studied about the dimensions of service marketing mix and its effects on customer satisfaction: a case study of international Kurdistan Bankin Erbil City-Iraq with the objectives to investigate the relationship between the service marketing mix of banking services and customer satisfaction from International Kurdistan Bank. The result indicated that there is a significant positive impact on customer satisfaction by all the dimensions of service marketing mix and advises that more focus should be on physical evidence and process, in their service delivery in order for International Kurdistan Bank to be able to satisfy its customers.

For the study related to the effect of service quality on customers' satisfaction, the result indicated that service quality in terms of responsiveness, tangibles and assurance had an effect on

customers' satisfaction. It is because 7-11 convenient store had the policy to service the customers with quick response and assure the quality of service. In addition, 7-11 convenient stores also provide the services in terms of both tangibles and services with it can be seen from the beautiful shop decoration. This reason matches with Innis and La Londe (1994) who mentioned that the customer service: the key to customer satisfaction, customer loyalty, and market share. In the meantime, Kotler (2000) indicated that satisfaction can be created when the customers' need can be responded. Furthermore, this research result corresponded with the study by Andreti et al. (2013) mentioning that most of customers comes to convenience store because of the price offered, kind of promotion, and also service quality provided. Also, Solimun and Fernandes (2018) studied about the mediation effect of customer satisfaction in the relationship between service quality and the result found that the service quality provided by the organization is very much important for making customer feel satisfied and loyalty.

Recommendations from the study

After this study, the research result can be implemented by the related managers of 7-11 convenient store in order to set the service marketing mix strategies including product, price, place, promotion, personal, physical and process for the business in order to increase the satisfaction of customers who have used the services from them. Also, the managers and other business owners who have service business can use the result gain from this study to set their strategies related to result of service marketing mix strategies. In addition, the study result also shows the relationship of service quality toward the customer satisfaction. Therefore, the managers of 7-11 convenient store can implement the service quality including responsiveness, tangibles, and assurance in order to improve the customer's satisfaction.

Recommendation for the future research

Further studies should be done to extend the scope of the study. The first is that the research should find the appropriate sampling method in order to gain the appropriate study samples. With careful selection of the method, the research can then gain more reliable data. Secondly, the research should find and add more variables such as business strategies, internal and external business environment such as government policy, business economic, culture and recent technology in order to find out the factors that can also influence the customers' satisfaction. Thirdly, the future research should expand the study area further 7-11 convenient stores that are located near the schools or universities in order to set the strategies right to the group of people.

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BOOK REVIEW

SUCCESS IS DELIGHTED FOR ONLY ONE DAY



Author: Dhanin Chearavanont

Reviewed by: Dr.Chanakarn Chavaha¹

This book is the experience of Thailand's most successful businessman. Dhanin Chearavanont is a senior chairman of Charoen Pokphand Group (CP). Therefore, this book presents the personal and family history of magnates Dhanin Chearavanont and the established history of CP. Including, CP's strategies, philosophies, and methods that have made the company successful today.

After I finished reading this book, the first feeling was some business strategies from this book should be added to the business administration curriculum. This book provides content from the real experience of experts. Good learning is learning from experience and then apply in the way you are. Opportunity and obstacle analysis of a business operation is an important thing provided in this book. If you want to create a new business, it not an obstacle but it is a new opportunity. However, it needs to have the results of correct business analysis insight. The key principles of business operation in this book given to be comprehensive. For example, the key principles of business operation consist of building leaders in the organization and managing people in the organization.

This book is highly recommended. Not only the executive, manager, and employees in the organization, but entrepreneurs who are going to start their business should learn from this book. Readers will see the arts of how to manage a business, an initial of how to become a businessman, how to invest, how to success, and how to make a change your idea from experience one richest businessman in Thailand.

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