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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.

Asst. Prof. Suraporn Onputtha, Ph.D.
Editor-in-Chief

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15 YEARS OF "AFTER YOU DESSERT CAFÉ", WHAT MAKES CUSTOMERS REPURCHASE: A QUANTITATIVE APPROACH

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ABSTRACT

"After You", a café that provides various desserts and beverages, has been in business since 2007, and recently become a public company. Thus, it is interesting to investigate personal factors, brand equity, and service marketing mix factors that influence customers repurchase decision. Questionnaires were used as the research instruments and passed the reliability test with coefficient above .80. Convenience sampling was employed, and the total sample size was 387 respondents who bought desserts and beverages from "After You". To analyze the data, frequency, percentages, averages, and standard deviations, analysis of variance, and multiple regression were utilized.

The study found that 1) personal factors including income influenced repurchase decision, 2) brand equity, including brand awareness and perceived quality of brand influenced the repurchase decision, and 3) service marketing factors, including personnel, promotion, service process, and price influenced repurchase decision with statistical significance at 0.05. Due to the image, quality of products, and services provided by After You, customers find the products of this dessert café worth paying. In addition, the marketing mix that focuses on employee service, service process, and physical environment that are more outstanding than other competitors lead "After You" to run the business more efficiently.

Keywords: Brand Equity, Service Marketing Mix, Decision to Repurchase

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Introduction

Dessert café is a business that provides similar services to restaurants. The main products available in the café are various types of desserts, such as toasts, cakes, tarts, pies, and cakes that are popular among customers today (Jenchangkol, 2015) with 10,172.3-million-baht market value. "After You", a market leader, has continued to expand its branches. Currently, there are hundreds of thousands of members in the system. The average payment of each customer who comes to café is 140-170 baht/person (Naiwaen Investment, 2018).

"After You" was founded by Kulphat Kanokwatanawan and Maetap T. Suwan, whose business was born out of a passion for baking. They opened their first branch in Thonglor. The highlight of this cafe is the wide selection of ingredients and a variety of Japanese style shaved ice. After You is so popular that customers have to wait in line for hours every day. It became a new trend among pastry shops and bakeries in Thailand market (Phong-ngoy, 2016). After You's reputation spread quickly thanks to the variety of delicious desserts and drinks that attract customers to visit the café. The atmosphere of the store has a very pleasant effect on customers due to its modern appearance and warm colors. With 74 stores, it is easy for consumers to find and enjoy the colorful and beautiful desserts of this cafe. The most famous desserts of After You are Bingsu and Honey Toast. This café not only offers affordable products but also promotions to attract customers (Tritipwittayakorn, 2018).

Based on the trend described above, it is important to study the factors that influence consumers' decision to repurchase desserts and beverages at After You in Pathum Thani. The result of this study would help entrepreneurs to understand the reasons why consumers visit After You. In addition, the result can be used as a guideline to develop strategies and improve marketing strategies to become more competitive. New entrepreneurs can also use the results of the study to plan their business investments.

Research Objectives

1. To study personal factors that affect consumers' decision to repurchase desserts and beverages at After You café in Pathum Thani.
2. To study the brand equity that affects consumers' decision to repurchase desserts and beverages at After You café in Pathum Thani.
3. To study service marketing mix factors that affects consumers' decision to repurchase desserts and beverages at After You café in Pathum Thani.

Research Hypothesis

1. Personal factors affect the decision to repurchase desserts and beverages at After You café in Pathum Thani.

2. Brand equity affects the decision to repurchase desserts and beverages at After You café in Pathum Thani.

3. Service marketing mix factors affect the decision to repurchase desserts and beverages at After You café in Pathum Thani.

Conceptual Framework

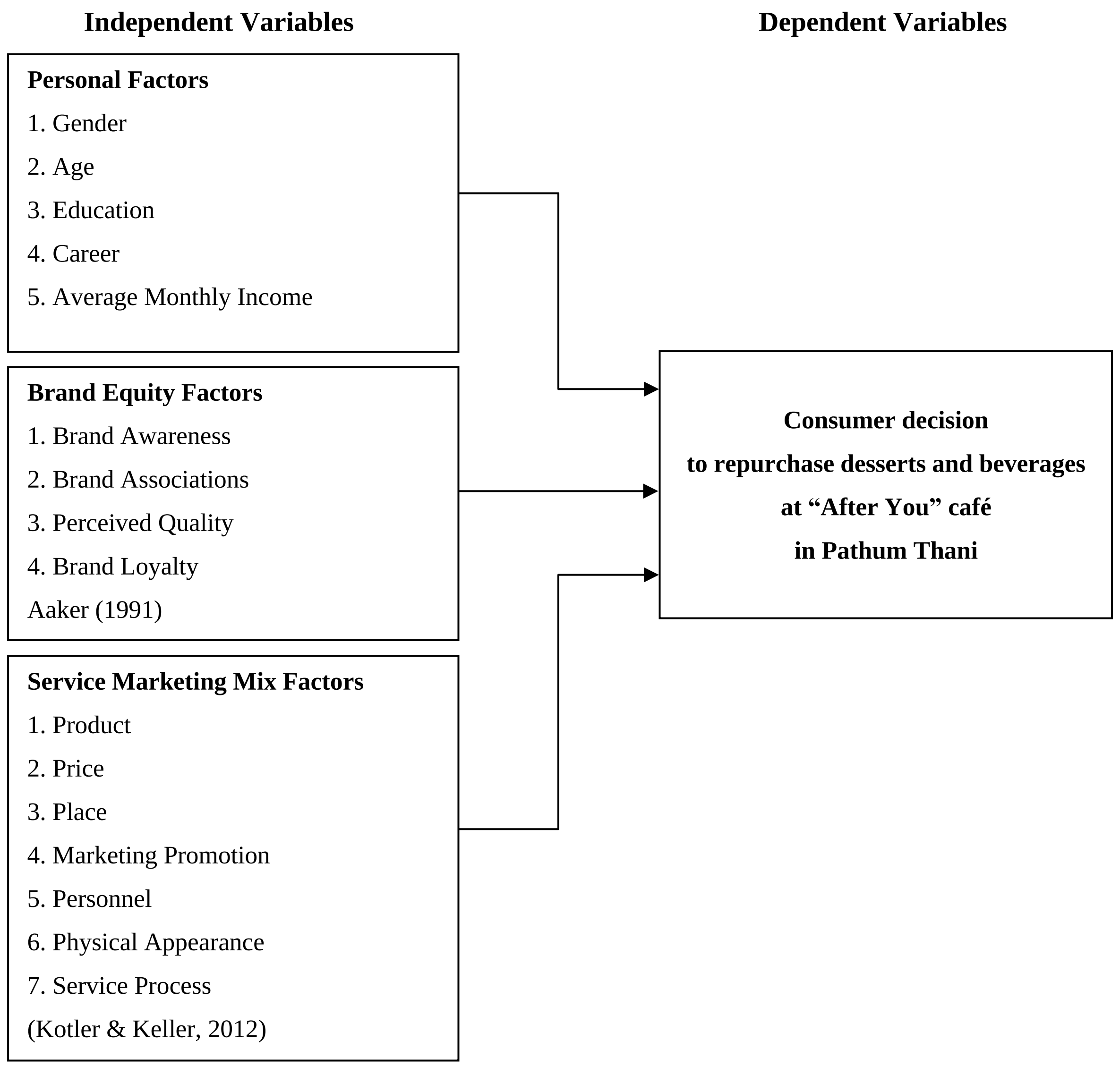

Figure 1 Conceptual Framework

Literature Review

Brand Equity. Brand equity was first introduced in the 1980s by the marketers who focused on advertising and public relations. Aaker (1991) conducted a study on this issue and found that brand equity is the relationship between consumer's behavior and the brand. It helps increase brand recognition in terms of reputation to gain an advantage over competitors in the market. Brand equity consists of brand awareness, brand associations, perceived quality, brand loyalty and other proprietary assets (Fayrene & Lee, 2011).

Service Marketing Mix factors. Service Marketing Mix, developed from traditional marketing mix, consists of 7 elements: 1) products, which refers to what a company offers to consumers, 2) price, which refers to the value that consumers have to pay in order to receive goods and services, 3) place, which refers to a distribution channel and/or a place that is used to move goods and services to the target market, and 4) promotion, which refers to marketing communication to disseminate news or advertisements to encourage purchase (Kotler & Keller, 2012), 5) people, which refers to the personnel with a duty to satisfy customers, 6) physical environment, which refers to is equipment and various facilities the company provides to customers, and 7) process, which refers to the step towards effective marketing operations to facilitate customers (Samerjai, 2008).

Repurchase Decisions. Repurchase is the intended re- purchase of goods and services from the same seller (Singsom, 2012). It can be divided into four types. First, repurchase willingness: consumers are willing to repurchase when they have the opportunity. Second, repurchase opportunity: consumers tend to buy the product again and again in the future. Third, higher purchase volume: repeat buyers' behavior depends on the original seller. Finally, buying the same type of product from the same seller (Panthura, 2013). This is consistent with other empirical concepts. According to Hansemark and Albinson (2004), repurchase is determined by satisfaction with the service provider. In addition, Kim and Stoel (2004) found that customers will only repurchase the same product if they are happy and satisfied with the experience of consuming that product.

Research Methodology

1. The population in this study were consumers at After You, Future Park Rangsit branch, Pathum Thani. Since the exact number was unknown, the sample size was determined based on the Cochran (1977) formula to obtain a sample size of 384. To prevent discrepancies in data collection, the data were collected from 400 respondents by using purposive sampling to select consumers visiting After You café. After collecting the data, there were 387 complete questionnaires, which was sufficient for statistical estimation.

2. The instrument was a questionnaire developed from relevant concepts and theories. It consists of four parts: 1) general information about respondents, 2) brand equity factors, 3) level of service marketing mix factors, and 4) repeat purchase decisions. A 5-level rating scale was used. The data was interpreted in interval scale. The Index of Item Objective Congruence (IOC) was greater than .6. For Cronbach's Coefficient Alpha value, the sample size for pre-tests of questionnaire were 30 people with similar characteristics of the sample group. The reliability value was .80 in all aspects (Vanichbuncha & Vanichbuncha, 2021).

3. Descriptive statistics, such as frequency, percentage, mean, and standard deviation were used to analyze general characteristics of the samples. To test the hypothesis, inferential statistic, such

as t-test, One-Way ANOVA, and Multiple Linear Regression Analysis (MRA) were used. The statistical significance was set at the .05 level.

Results

1. The results show that most of the consumers were female (51.9%), aged between 26-30 years (29.7%), holding an undergraduate degree (60.2%), civil servants (22%), and had an average monthly income between 15,001-20,000 baht (28.2%)

2. In regards to brand equity, brand awareness, brand associations, perceived quality, and brand loyalty were at a high level ($\bar{X}$ = 3.94, SD = 0.75). It was found that the aspect of brand awareness ($\bar{X}$ = 3.96, SD = 0.76), and perceived quality had highest average ($\bar{X}$ = 3.96, SD = 0.75), followed by brand loyalty ($\bar{X}$ = 3.94, SD = 0.75). However, brand associations had the lowest average ($\bar{X}$ = 3.93, SD = 0.75).

3. the results of the study on service marketing mix factors show that the overall level was at high level ($\bar{X}$ = 4.01, SD = 0.70) 1) Product 2) Price 3) Place 4) Marketing Promotion 5) Personnel 6) Physical Appearance and 7) Service Process

However, physical appearance had the highest average ($\bar{X}$ = 4.10, SD = 0.75), followed by service process ($\bar{X}$ = 4.07, SD = 0.76), personnel ($\bar{X}$ = 4.05, SD = 0.77), product ($\bar{X}$ = 3.99, SD = 0.74), place ($\bar{X}$ = 3.99, SD = 0.71), promotion ($\bar{X}$ = 3.97, SD = 0.73), and price ($\bar{X}$ = 3.94, SD = 0.70), respectively.

4. The overall repurchase decision of consumers was found that the average value was at a high level ($\bar{X}$ = 3.96, SD = 0.78). It was found that all items had a high average level, i.e. you like After You and will definitely come back to repurchase in the future ($\bar{X}$ = 4.03, SD = 0.74), and you will come back and repurchase the products even though the price increases according to economic conditions ($\bar{X}$ = 3.99, SD = 0.78), After You is your first choice in terms of desserts and drinks ($\bar{X}$ = 3.98, SD = 0.80), you like and will be a regular customer of After You ($\bar{X}$ = 3.93, SD = 0.74), and repurchasing at After You in the future is a good decision for you ($\bar{X}$ = 3.91, SD = 0.75), respectively.

Hypothesis Test Results

Table 1 Results of hypothesis test on personal factors affecting repurchase decisions

Personal Factors	Statistics	Values	Sig.
1. Gender	t-test	-4.472	.927
2. Age	F-test	0.859	.508
3. Education	F-test	1.704	.148
4. Career	F-test	1.387	.228
5. Average Monthly Income	F-test	**2.909***	**.014**

*Statistically significant at .05

Table 1 presents that average monthly income had an impact on consumers' decision to repurchase desserts and beverages at “After You” café in Pathum Thani Province with statistical significance at the .05.

Table 2 Results of hypothesis test on brand equity factors affecting repurchase decision

Repurchase Decisions	b	Std. Error	β	t	Sig.
Constants	0.850	0.158		5.392*	**.000**
1. Brand Awareness	0.385	0.077	0.371	4.974*	**.000**
2. Brand Associations	0.168	0.066	0.170	2.570*	**.011**
3. Perceived Quality	0.102	0.074	0.099	1.372	.171
4. Brand Loyalty	0.133	0.077	0.128	1.735	.083
R = .717, R^2 = .515, Adjusted R^2 = .509, SE_{Est} = 0.440, F = 101.234, p = .000*					

*Statistically significant at .05

Table 2 presents that brand awareness (b = 0.385, t = 4.974, Sig. = .000) and Brand Associations (b = .168, t = 2.570), Sig. = .011) respectively affected consumers' decision to repurchase desserts and beverages at “After You” café in Pathum Thani, respectively. Both variables can explain the variation of repurchase decision at 50.9 (Adjusted R^2= 0.509), with a statistically significant level of .05.

Table 3 Results of hypothesis test on marketing mix factors affecting repurchase decisions

Repurchase Decisions	b	Std. Error	β	t	Sig.
Constants	0.351	0.152		2.311	**.021**
1. Product	-0.036	0.071	-0.034	-.503	.615
2. Price	0.191	0.064	0.178	2.964*	**.004**
3. Place	0.000	0.078	0.000	-.006	.995
4. Marketing Promotion	0.238	0.072	0.219	3.289*	**.001**
5. Personnel	0.258	0.066	0.264	3.904*	**.000**
6. Physical Appearance	0.042	0.081	0.041	0.519	.604
7. Service Process	0.209	0.071	0.205	2.938*	**.004**
R = .782, R^2 = .612, Adjusted R^2 = .605, SE_{Est} = 0.395, F = 85.353, p = .000*					

*Statistically significant at .05

Table 3 presents that personnel (b = 258, t = 3.904, Sig. = .000), marketing promotion (b = .238, t = 3.289, Sig. = .001), service process (b = .209, t = 2.938, Sig. = .004) and price (b = .191, t = 2.964, Sig. = .004) respectively affected consumers' decision to repurchase products and services of desserts and beverages at “After You” café in Pathum Thani, respectively. The four variables can explain the variation of repurchase decision at 60.5% (Adjusted R^2 = 0.605), with a statistically significant level of .05.

Discussion

1. The results of the study show that income has an impact on consumers' decision to repurchase desserts and drinks at After You Café in Pathum Thani Province because consumers have different income levels. Generally, people come to the café to enjoy the dessert while using the café as a work space. Therefore, there are different concepts, attitudes and values in choosing a dessert café. There are groups of consumers with different incomes who are loyal customers of the After You Café. Similarly, Chotthiniphat (2019), who investigated the factors influencing the decision to purchase desserts at After You Café in Pathumwan district, Bangkok, found that income significantly influences the decision to purchase desserts at After You shop in Pathumwan district, Bangkok. This is consistent with the findings of Trangkineenad et al. (2022), who found that income and beverage prices influence consumers' willingness to visit cafés in Bangkok, while prices and popularity of the café among friends and family members, as well as social popularity, influence consumers' willingness to revisit the café.

2. Brand awareness and brand associations significantly affected the decision to repurchase desserts and beverages at After You café in Pathum Thani. Brand awareness had the greatest effect on repurchases since After You café has been well-known among consumers and consumers are more familiar with this brand than others due to the logo of the café. Thus, consumers tend to think of After You café first when they think of dessert café. Brand Associations was found to be the second factor that affected repurchase decisions. Consumers preferred After You due to the taste and quality of its desserts and drinks. Furthermore, the café also pay attention to cleanliness, safety, and quantity. Thus, most consumers revisited the café. Similarly, Lamlertluksanachai and Vannavanit (2018) found that the factors influencing customer value were retention value, product value, and brand value. The results of this study differ from those of Aquinia and Soliha (2020), who found brand association not significantly affects repurchase intention at Starbucks cafés in Semarang, Indonesia, even though the store characteristics were similar to those of After You cafés. Consumer values and views, which may vary from country to country, should also be considered when applying the study results.

3. Personnel, promotion, process, and price significantly affected the decision to repurchase desserts and beverages at After You café in Pathum Thani. It was found that personnel had the most influence on repurchase decisions since consumers who visited the café needed hospitality, clear communication, and service etiquette with respect to customers. Promotion had the influence on repurchase decisions in the second place since consumers preferred finding news on online media. This

channel can persuade them to apply for membership, be apart of other activities to receive special privileges, and buy souvenirs at special events. Process had the influence on repurchase decisions in the third place. Equally services with the same standards and processes led to efficiency in serving all customers. Moreover, price had the influence on repurchase decisions in the last place. Even though consumers compared the value of the product and the price, the clearly specified prices of the products were reasonable with the quality of desserts, the atmosphere in the store, and a variety of products. Thus, consumers accepted the value of the products at the higher level than the prices, which lead to their repurchase decisions. This is consistent with Wongtip, Suwattanadilok and Rojniruttikul (2017), who found that product, price, place, promotion, personnel, process, and physical characteristics affected the decision to visit Bingsu café in Bangkok. Similarly, Thongcot, Aungvaravong and Sajja-areewat (2016) revealed that personnel, place, physical characteristics, price, promotion, products, and process affected the Khon Kaen University students' decision to choose an ice cream shop, respectively.

Contribution to Knowledge

In this study, it was obviously found that personnel, promotion, process, and price respectively influenced customers repurchase desserts and drinks at "After You Café" in Pathum Thani. The popularity of this café reflects the strength of the brand. Consumers recognize that this café is worth visiting and consuming its desserts because of its image and the quality of its products and services. In addition, "After You" stands out from other competitors because of its staff, service processes and physical environment, which allows it to run its business efficiently.

Suggestions

1. Regarding personal factors, income was found to influence consumers' decision to repurchase desserts and beverages at After You Café in Pathum Thani. Therefore, it is important to provide consumers with a wide range of prices and ingredients to choose from.

2. In terms of brand awareness and brand associations were found to influence consumers' decision to repurchase desserts and beverages at After You Café. Therefore, After You is a good example for all those who are in this business. "After You" has the advantage of connecting with the consumer's memory by combining various outstanding features. The more "After You" has a distinctive point that is different from competitors, the more the brand stands out. The distinctive features that consumers can clearly see are the list of products displayed on the menu and the quality of desserts in After You Café. Therefore, companies in this field must constantly improve the quality of their products and services. In addition, they must regularly and continuously advertise or publicize various activities through online media to expand consumer awareness.

3. In terms of service marketing mix factors, it was found that personnel, promotion, process and price influence the decision to repurchase desserts and drinks at “After You Café” in Pathum Thani. This results in the following suggestions:

3.1 Personnel: it is important to continuously monitor and review staff performance to know the strengths and weaknesses and design training to improve their performance and efficiency.

3.2 Promotion: it is important to promote publicity and news on the online platforms such as Facebook, Instagram and websites by introducing special seasonal desserts or drinks to promote consumer awareness. At present, social media plays an important role and enjoys great popularity among consumers whose purchasing decisions are based on social media.

3.3 Process: It is essential to organize a system to provide additional services to customers. Instead of offering services to customers who come to the cafe and queue up, there should be an online queuing and pre-ordering system.

3.4 Price: It is essential to set prices that reflect the quality of the product. Several respondents indicated that despite the high price, they were willing to pay it because they recognized the value and quality of the product and service. It is important that the price is not changed frequently, as frequent price changes could affect the reliability of the brand.

Recommendations for Future Research

1. A specific interview should be conducted to know in order to know the factors and needs that influence the decision to purchase products in a dessert café more accurately.

2. A specific survey should be conducted among consumers who use online services, as online services are becoming more popular. In this way, the opinions and factors that influence the decision to use online services can be revealed.

3. Differentiation strategies that affect the satisfaction of consumers who have ever visited a dessert café should be studied to determine the level of satisfaction and opinions of consumers.

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EXPLORING SUPERVISOR EXPECTATIONS OF HIGH-POTENTIAL EMPLOYEES: AN INVESTIGATION WITHIN THE CONTEXT OF THAI ORGANIZATIONAL CULTURE IN EASTERN THAILAND

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ABSTRACT

High potential employees are a valuable asset to any organization as they are viewed as potential future leaders. They possess high levels of skill, knowledge, and motivation and are often identified as a key talent pool for the organization. Therefore, it is crucial for organizations to understand the expectations of these employees towards their supervisors, who play an important role in developing and retaining this group of employees. To address this issue, this article presents a qualitative research study that aims to examine the expectations of high potential employees towards their supervisors. The study employs a grounded theory research strategy with a theoretical sample of high potential employees in private sector organizations. Data were collected through in-depth interviews using an interview guideline. The study collected data from 58 organizations and 63 informants, and data collection continued until data saturation was reached. This study found that high potential employees have five key expectations from their supervisors: clear expectations, opportunities for growth and development, regular feedback, support and guidance, and recognition and rewards. These expectations are crucial for enhancing the retention, job satisfaction, and overall performance of high potential employees in organizations. The findings of this research have broader implications for talent management practices, organizational development, and leadership strategies within private sector organizations. The in-depth exploration of high-potential employees' experiences offers valuable insights for organizations seeking to optimize the potential of their top performers and cultivate a culture of continuous growth and development.

Keywords: High Potential Employee, Expectation, Supervisor, Grounded Theory, Thai Organizational Cultural

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Introduction

In today's highly competitive business environment, the ability to attract and retain talented employees has become a key determinant of organizational success. Talent management is therefore a critical function for businesses, and a critical aspect of talent management is the ability of organizations to create an environment that attracts and retains talented employees (Dowling, Festing & Engle, 2020). In this research paper, we will explore the importance of talent to organizations and how organizations expect their leaders to manage and develop their employees' talent. Talent is a valuable resource for organizations, as talented employees bring innovation, creativity, and productivity to the workplace (Armstrong & Taylor, 2014; Beardwell & Thompson, 2014; Dessler, 2020). However, attracting and retaining talented employees can be a challenge for organizations, as they face intense competition from other employers. As a result, organizations have to go beyond offering competitive salaries and benefits to create a work environment that is attractive to talented employees. Talent also is a crucial asset for any organization that aims to succeed and thrive in a competitive business environment. Talented employees are essential for organizations to achieve success. They bring a unique set of skills and expertise, innovation and creativity, and contribute to a positive workplace culture (Kaliannan, Darmalinggam, Dorasamy & Abraham, 2023). Attracting and retaining talented employees can be challenging, but the benefits of having these employees on your team are clear. By investing in their professional development, recognizing their contributions, and providing a supportive workplace culture, organizations can reap the rewards of having talented employees (Bhaker, 2020). Moreover, a talented workforce can bring innovation, creativity, and expertise to an organization, which can help it achieve its goals and objectives. However, attracting and retaining top talent requires more than just offering competitive salaries and benefits. It also involves creating a supportive work culture that recognizes and rewards employee contributions, provides opportunities for growth and development, and fosters a sense of purpose and belonging (Beardwell & Thompson, 2014; Bhaker, 2020).

In this context, the role of a supervisor or manager is critical, as they are responsible for leading, guiding, and inspiring their teams to achieve organizational goals. Good supervisors understand the strengths and weaknesses of their team members, and provide support, feedback, and resources to help them perform at their best. They also create a positive work environment where employees feel valued, respected, and motivated to contribute to the organization's success (Collings, Mellahi & Cascio, 2019). Overall, a good boss plays a critical role in creating a work environment that attracts and retains talented employees. By creating a positive work culture, providing leadership and direction, offering opportunities for growth and development, and recognizing and rewarding employee contributions, a good boss can help organizations to attract and retain the best talent. Research has shown that effective supervision is a key factor in employee satisfaction, engagement, and retention (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Therefore, organizations need to invest in training and development programs to help their supervisors acquire the skills and knowledge necessary to lead and manage their teams effectively. By doing so, they can create a culture of high performance and attract and retain top talent in their organization.

Differentiation is a critical concept in the field of talent management that refers to the process of identifying high-potential employees and developing them for future leadership roles within the organization. This process involves a range of activities, including assessment, coaching, training, and mentoring, to help individuals realize their full potential and contribute to the organization's success (Dessler, 2022). Differentiation has become increasingly important in the modern business landscape, where the competition for top talent is intense, and organizations need to invest in their people to maintain a competitive edge (Kaliannan et al., 2023). However, the need for differentiation in talent management may be different in various cultural contexts, including Thailand. Thailand has a unique culture that emphasizes group harmony, respect for authority, and loyalty to the organization. In this cultural context, the concept of differentiation may conflict with these cultural values, as it may create a perception of unfairness or favoritism (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Employees in Thailand may view differentiation as a threat to their social cohesion and harmony and may resist the idea of singling out certain employees for special treatment. Furthermore, in Thailand, there is a significant power distance between managers and employees, and managers are expected to maintain a certain level of authority and respect. This cultural context may make it challenging for managers to engage in differentiation effectively, as it may require them to be more assertive and challenging with their employees (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Additionally, the cultural emphasis on loyalty may make it challenging to identify high-potential employees who are not part of the dominant group or have not been with the organization for an extended period.

The cultural context of Thailand plays a critical role in the expectations of high potential employees towards their supervisors. Understanding these expectations is crucial for organizations to effectively manage and develop their talent. As a result, it is important to conduct research on high potential employees' expectations towards their supervisors in the Thai cultural context. This research will provide insight into the unique challenges and opportunities for organizations operating in Thailand and help them create a work environment that attracts and retains high potential employees.

Research objectives

The purpose of this research was to study the expectations of high potential employees towards their supervisors.

Literature review

Using a Grounded theory strategy for doing a qualitative research

Grounded theory is a popular qualitative research method that seeks to develop a theory or explanation of a phenomenon through the collection and analysis of data. According to Glaser and

Strauss (1967), the creators of grounded theory, the approach involves collecting data and then developing a theory or explanation based on the patterns and themes that emerge from the data. However, some researchers have suggested that reviewing the literature and research variables in advance can be overwhelming and may bias the researcher's thinking.

Some researchers argue that approaching qualitative research with a “blank slate” can have several benefits. For example, according to Charmaz (2006), starting with an open mind and without preconceived notions can lead to a deeper understanding of the phenomenon being studied. This approach can also help the researcher to identify patterns and themes that may not have been apparent if they had been guided by prior research. While some researchers argue that a “blank slate” approach can be beneficial, it is important for researchers to remain reflexive throughout the research process. According to Strauss and Corbin (1998), reflexivity involves being aware of one's own biases and assumptions and how they may impact the research. By remaining reflexive, researchers can ensure that their findings are grounded in the data and not influenced by their own biases.

For the role of literature and research variables in a qualitative study, the study found that while some researchers argue that a “blank slate” approach can be beneficial, it is important to acknowledge the role that literature and research variables can play in the research process. According to Glaser and Strauss (1967) and Glaser and Holton (2004), while grounded theory does not start with a theory, researchers may still draw on previous research to inform their data collection and analysis. Additionally, researchers may need to consider research variables such as participant demographics or context to ensure that their findings are applicable and relevant.

In conclusion, the decision to review literature and research variables in advance when conducting qualitative research using grounded theory is a complex one. While some researchers argue that a “blank slate” approach can lead to deeper insights and a more open-minded approach, it is important to remain reflexive throughout the research process and to acknowledge the role that literature and research variables can play. Ultimately, researchers must carefully consider their approach based on the research question and context.

The importance of talent employees for organization

In today's highly competitive business environment, talent is considered a key driver of organizational success. According to Armstrong and Taylor (2014), talent is a critical factor in the achievement of business objectives, as it refers to the individuals with the skills, knowledge, and abilities that are essential to the organization's success. In this literature review, we will explore the importance of talent for organizations.

1) Attracting and Retaining Talent: one of the primary benefits of having talented employees is that they can help an organization achieve its goals. According to Phillips and Connell (2003), attracting and retaining talented employees is critical to the success of an organization. Organizations often compete to attract the best talent by offering competitive salaries and benefits packages, as well as opportunities for career advancement and professional development. Additionally,

creating a positive workplace culture that values employee input and recognizes their contributions can help to retain talented employees.

2) Skills and Expertise: Talented employees bring a unique set of skills and expertise to an organization. These employees often possess advanced education, certifications, and experience that make them highly valuable to the organization. According to Mankins and Garton (2017), talented employees are often able to learn quickly, adapt to new situations, and find creative solutions to problems. This can help the organization to be more productive and efficient, leading to a competitive advantage.

3) Innovation and Creativity: Talented employees often bring fresh perspectives and innovative ideas to an organization. Talented employees are more likely to be creative and innovative, as they possess the necessary knowledge and skills to come up with new ideas and approaches. This can lead to new products, services, or processes that can help the organization grow and succeed (Amabile,1998; Dowling et al., 2020).

4) Positive Workplace Culture: Having talented employees can also help create a positive workplace culture. According to Gelfand, Erez, and Aycan (2007), introducing new talent to an organization can have a positive impact on its culture, as these employees bring new ideas and approaches that can help to improve the organization's overall performance. Additionally, when talented employees feel valued and supported, they are more likely to stay with the organization long-term, leading to increased employee retention and a positive workplace culture.

"The War for Talent" is a renowned article authored by Michaels, Handfield-Jones, and Axelrod, which was published in the Harvard Business School Press in 2001. This influential article delves into the intensifying competition among organizations to acquire and retain exceptional talent, aptly termed as "the war for talent." The authors assert that to emerge victorious in this battle, companies must adopt a comprehensive talent management approach that centers around the identification, cultivation, and retention of high-performing individuals. The article emphasizes the significance of a long-term, strategic perspective, integrating talent management seamlessly into the organization's overarching business strategy. By doing so, companies can gain a competitive edge in securing and maximizing the potential of top talent in their respective industries.

In conclusion, talented employees are essential for organizations to achieve success. They bring a unique set of skills and expertise, innovation and creativity, and contribute to a positive workplace culture. Attracting and retaining talented employees can be challenging, but the benefits of having these employees on your team are clear. By investing in their professional development, recognizing their contributions, and providing a supportive workplace culture, organizations can reap the rewards of having talented employees.

Expectations of high potential employees to their supervisors

High potential employees are individuals who demonstrate a strong potential for future leadership roles within an organization. These individuals often have high levels of motivation, ambition, and a desire to learn and grow in their careers. As such, they have specific expectations of their supervisors to help them reach their full potential. One of the primary expectations of high potential employees is for their supervisors to provide them with challenging and meaningful work assignments. High potential employees often have a strong desire to take on new and difficult tasks that will stretch their skills and knowledge, and they look to their supervisors to provide these opportunities (Michaels, Handfield-Jones, & Axelrod, 2001). High potential employees also expect their supervisors to provide them with ongoing feedback and support, regular feedback, support and guidance, and recognition and rewards (Dries, Marescaux, & Zelderen, 2021; Jabri, 2004). They want to know how they are performing and what they need to do to improve, and they look to their supervisors to provide this guidance. They also expect their supervisors to provide them with opportunities for training and development to help them acquire new skills and knowledge (Beardwell & Thompson, 2014; Bhaker, 2020; Charan, 2017). Finally, high potential employees expect their supervisors to provide them with opportunities for visibility and recognition within the organization (Armstrong & Taylor, 2014). They want their accomplishments and achievements to be recognized and rewarded, and they look to their supervisors to provide these opportunities. They also expect their supervisors to help them build strong networks within the organization that will help them advance their careers (Collings et al., 2018).

In summary, high potential employees expect their supervisors to provide them with challenging and meaningful work assignments, ongoing feedback and support, opportunities for training and development, and opportunities for visibility and recognition. By meeting these expectations, supervisors can help high potential employees reach their full potential and become effective leaders within the organization.

Thai Organizational Cultural Context

Hofstede, Hofstede, and Minkov (2010) asserted that the working cultures in different countries exhibit significant variations, leading to distinct differences between Western and Asian countries. These authors support the notion that Western countries and Asian countries have contrasting working cultures. In Thailand, Thai Organizational Cultural Context is shaped by various factors such as Buddhism, hierarchy, collectivism, and face-saving culture. Buddhism is deeply ingrained in Thai culture, which emphasizes the importance of harmony, respect, and non-confrontation. Thus, Thai organizational culture tends to be less confrontational and more indirect in communication. Hierarchy is also a critical aspect of Thai culture, and it is reflected in the way organizations are structured and how decisions are made. Collectivism is another cultural trait that is highly valued in Thai society. It prioritizes the group over the individual and emphasizes the importance of building and maintaining strong interpersonal relationships (Chaisilwattana & Punnakitikashem, 2017; Panphae & Phoewhawm, 2021). Finally, the face-saving culture is a crucial aspect of Thai organizational culture, which means that individuals avoid causing embarrassment, losing face, or disrespecting others. Understanding the Thai organizational cultural context is crucial for businesses and organizations that operate in Thailand. It helps them to build strong relationships with their employees, partners, and customers and to avoid misunderstandings and conflicts. Therefore, it is essential for foreign companies to adapt their management style to the local cultural context and to develop a deep understanding of the Thai cultural values and norms (Gelfand et al., 2007).

Related research

Additional reading on the topic of high-potential employees and the expectations of their managers can be found in the following articles: the study of Rebeťák and Farkašová (2014) highlights the importance of a strategic and comprehensive approach to managing high-potential employees. By implementing the recommended practices, companies can effectively identify, nurture, and leverage the potential of their top talents. It is crucial for organizations to recognize that managing high-potential employees requires ongoing evaluation and adjustment based on the evolving circumstances.

Collings et al. (2018) conducted a study that delves into the correlation between global talent management and performance within multinational enterprises (MNEs). Their research aims to explore how different talent management strategies and practices implemented by MNEs can influence employee performance and, ultimately, contribute to the success of the organization. By conducting an extensive review of existing literature and analyzing empirical data, the study emphasizes the importance of aligning talent management practices with the global context in which MNEs operate. It underscores the significance of comprehending the unique challenges and intricacies faced by MNEs when managing talent across diverse locations and cultures. The research also investigates the impact of leadership, clear expectations, human resource practices, and organizational culture on shaping talent management outcomes and performance within MNEs.

The research conducted by Bhaker (2020) focuses on exploring the relationship between talent management and motivation within two sectors in the National Capital Region (NCR). The study's results shed light on the importance of implementing appropriate talent management practices to foster a motivated workforce within the NCR's two sectors.

The research conducted by Chaisilwattana and Punnakitikashem (2017) focuses on the influence of Thai culture on organizational engagement in privately held companies in Thailand. The study aims to explore how various cultural factors impact employees' engagement levels within the Thai organizational context. The researchers examine the relationship between Thai cultural values, such as respect for authority, hierarchical structure, and collectivism, and their effects on employee engagement. The study utilizes a quantitative approach, collecting data from employees working in Thai privately held companies. The findings shed light on the significant role of Thai culture in shaping employee engagement, providing valuable insights for organizations operating in Thailand. The research contributes to the understanding of the complex dynamics between culture and employee engagement, particularly in the context of Thai privately held companies.

The article titled “Talent management and career development: What it takes to get promoted” by Claussen, Grohsjean, Luger, and Probst, published in 2014, examines the relationship between talent management practices and career development opportunities within organizations. The article contributes to the understanding of talent management and its impact on career development. It emphasizes the need for organizations to implement effective talent management practices, including performance appraisals, training and development, and succession planning, in order to create a conducive environment for employees' professional growth and advancement.

The article titled “Talent Management and Career Management” by Dries et al. (2021) examines the relationship between talent management and career management. the article provides insights into the interconnectedness of talent management and career management. It highlights the importance of integrating these two areas to optimize employees' career development and organizational success. The findings contribute to the broader understanding of talent management practices and offer valuable guidance for organizations seeking to effectively manage and support their employees' careers.

The article “Cross-cultural Organizational Behavior” by Gelfand et al. (2007) provides a comprehensive review of the field of cross-cultural organizational behavior. The authors explore the impact of cultural differences on various aspects of organizational behavior and offer insights into how organizations can effectively navigate and manage cross-cultural challenges. The article provides a comprehensive overview of the field and serves as a valuable resource for researchers and practitioners interested in understanding the influence of culture on organizational behavior. The article's insights contribute to a deeper understanding of how cultural factors shape various aspects of organizational dynamics and provide guidance for effectively managing cross-cultural challenges in diverse organizational contexts.

The article “What Do Talents Want? Work Expectations in India, China, and Germany” by Walk, Schinnenburg, and Handy (2013) explores the work expectations of talented individuals in three different countries: India, China, and Germany. The study aims to shed light on the unique cultural and contextual factors that shape the expectations and preferences of talented employees in these countries. The authors emphasize that understanding the expectations and motivations of talented individuals is crucial for organizations to attract, retain, and effectively utilize their skills. The researchers examine various aspects of work expectations, such as career advancement opportunities, work-life balance, job security, compensation, and recognition. The article also discusses the underlying cultural values and societal influences that contribute to these variations in work expectations. It highlights the influence of collectivism and long-term orientation in the Chinese culture, individualism and high power distance in the Indian culture, and individualism and a focus on quality of life in the German culture. The authors emphasize the importance of recognizing and accommodating these cultural differences in talent management strategies. They suggest that organizations need to tailor their practices, policies, and employee value propositions to align with the specific work expectations of talented individuals in different cultural contexts.

The article titled “In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance” by Gooty, Gavin, Johnson, Frazier, and Snow (2009) explores the relationship between transformational leadership, positive psychological capital, and performance in organizations. The authors examine the concept of transformational leadership, which is characterized by leaders who inspire and motivate their followers and including talent in organization, and its impact on organizational performance. They argue that transformational leaders have the ability to enhance employee well-being, job satisfaction, and overall performance. By employing a positive and supportive leadership style, transformational leaders create a conducive work environment that fosters positive psychological capital (PsyCap).

Conceptual framework of research

According to Creswell and Poth (2018), “a qualitative researcher does not start with a hypothesis to be tested or a theory to be verified, but rather with an open mind and an inductive orientation to the study”. In qualitative research, a conceptual framework is a theoretical structure that helps guide the research process by providing a framework for understanding the phenomenon being studied. However, some researchers argue that creating a conceptual framework for qualitative research can be problematic. Here are some reasons why: 1) Restricts the exploration of the phenomenon: Creating a conceptual framework may restrict the researcher's exploration of the phenomenon being studied by providing a preconceived structure for the research. This may limit the depth and richness of the data that is collected and may prevent the researcher from discovering new insights that do not fit into the framework. 2) May introduce bias: A conceptual framework may introduce bias into the research process by shaping the researcher's understanding of the phenomenon being studied. This may lead to a selective interpretation of the data that only supports the framework, rather than a more objective exploration of the data. 3) May be inappropriate for some qualitative research studies: A conceptual framework may be inappropriate for some types of qualitative research studies, particularly those that are exploratory in nature or that aim to develop new theories or concepts. In such cases, a more open-ended approach may be more appropriate. And 4) May not reflect the complexity of the phenomenon being studied: Creating a conceptual framework may oversimplify the phenomenon being studied and may not reflect the complexity of the data. This may lead to a superficial understanding of the phenomenon and may prevent the researcher from discovering important nuances and patterns in the data.

While conceptual frameworks can be useful in providing a structure for quantitative research studies, they may be less appropriate for some types of qualitative research studies. Qualitative research often aims to explore complex phenomena in depth and a more open-ended approach may be more appropriate for achieving this goal. Ultimately, the decision to create a conceptual framework for qualitative research should be based on the research question, the nature of the phenomenon being studied, and the goals of the research study. As mentioned above, this research does not present a research conceptual framework for validity based on qualitative research principles.

Research Methodology

This research used a grounded theory as a research methodology that aims to develop a theory or explanation of a phenomenon based on the data that is collected. The following is a general outline of the methodology for conducting the research:

Data collection and tool: The initial phase of this research involves gathering data through in-depth interviews. To ensure rigorous methodology, the study employs triangulation as a strategic approach, which includes the development of a data collection tool in the form of interview guidelines. These guidelines are created by drawing insights from tools utilized by three qualitative researchers in the fields of human resource management, as well as HR practitioners in leading organizations. By integrating these diverse perspectives with the researcher's own discretion and past experience, the interview guidelines aim to encompass a comprehensive range of viewpoints and experiences pertaining to supervisor expectations. The use of triangulation through interview guidelines enhances the study's credibility and validity by incorporating multiple perspectives and minimizing biases. By incorporating inputs from various experts and stakeholders, the research strives to provide a comprehensive and robust analysis of high-potential employees' expectations of their supervisors within the Thai organizational cultural context.

The data collection process involved the use of an in-depth interview guideline inspired by Patton's concepts (2002). The study devised seven types of questions to facilitate a comprehensive exploration, including 1) Grand tour question, 2) Opening question, 3) Follow-up question, 4) Probing question, 5) Clarifying question, 6) Reflective question, and 7) Projective question. These questions were thoughtfully crafted to extract rich insights and perspectives from the participants, ensuring a comprehensive examination of the topic at hand.

Participants: This study employed a targeted and theoretical sampling approach to select the participants. The sample group consisted of high-potential employees from private sector organizations, encompassing both service and general manufacturing sectors. These individuals were specifically chosen based on their demonstrated exceptional abilities, skills, and potential for future leadership and career growth. High-potential employees, referred to as HiPos, exhibit distinct qualities that distinguish them from their peers. These qualities include outstanding performance, strong problem-solving abilities, adaptability, and a commitment to continuous improvement. By focusing on this specific sample group of high-potential employees, the study aimed to provide valuable insights into their unique characteristics, challenges, and expectations within the private sector organizations in both service and general manufacturing sectors.

Data collection for the study involved gathering information from 58 organizations and 63 informants. The data collection process continued until data saturation was achieved, meaning that no new significant findings or insights emerged from the data. This approach ensured that the study captured a comprehensive and rich understanding of high-potential employees' experiences and perspectives.

Data analysis and data saturation: The researcher in a process of constant comparison. The following are the steps involved in data analysis of grounded theory in this study: 1) Initial coding 2) Focused coding 3) Theoretical note-taking 4) Constant comparison 5) Theoretical saturation, and 6) Writing the final report. In this research, the researcher pays great attention to data saturation. Since data saturation is an essential concept in grounded theory research, which Glaser and Strauss first introduced in 1967 and Strauss and Corbin later wrote about in 1998. It refers to the point at which no new data emerges from the analysis and the theory has attained its limit of applicability. In other words, data saturation occurs when sufficient data have been collected and analyzed to develop a comprehensive, data-based theory (Glaser & Strauss, 1967; Strauss & Corbin, 1998). Creswell and Poth (2018) notes that data saturation can be determined by a number of methods, which this study also discovered, such as theoretical saturation, redundancy, and confirmatory evidence. Theoretical saturation occurs when no new themes or concepts are revealed by data analysis. When the same themes or concepts emerge repeatedly across multiple participants or data sources, there is redundancy. When the emerging theory is consistent with existing research or theories, there is confirmation evidence.

In the context of this study, data saturation is achieved when the researcher has amassed a sufficient quantity of information that captures the essence of the investigated phenomenon. With a total population of 63 individuals, the researcher conducts interviews and collects data until he or she reaches a point where additional interviews or data collection would not provide new insights or substantially advance comprehension of the research topic. Saturation of data guarantees that the researcher has obtained a comprehensive and diverse range of participant perspectives, allowing for a comprehensive examination of the research topic. It indicates that the process of data collection has successfully captured the pertinent information and that additional data collection would not significantly contribute to the findings or deepen the understanding of the phenomenon. Attaining data saturation with a population of 63 individuals indicates that the researcher utilized an adequately representative sample size, allowing for a thorough examination of the research topic. It demonstrates that the researcher has assiduously collected information from a variety of participants, ensuring a comprehensive analysis and interpretation of the collected data. By recognizing the point of data saturation, the researcher can confidently conclude the data collection phase and move on to the phase of analyzing and interpreting the collected data. This ensures the rigor and credibility of the study, as it demonstrates that the researcher explored the research topic thoroughly within the limitations of the available sample size.

Research results

After collecting and analyzing the data until the data was saturated. All data received from 63 high-potential employees at 58 businesses in the eastern region revealed the following. There are some of the expectations that high potential employees have from their supervisors:

Table 1 The expectations that highly talented employees have of their supervisors.

Coding	Categories	Themes
Communication, Understanding	Communication and Understanding	Clear expectations
Objectives, Goals, Deadlines, Alignment, Focus, Direction	Goal-Setting and Direction	
Performance criteria, Metrics	Measurement and Evaluation	
Clarity, Specificity	Clarity and Specificity	
Accountability, Agreement	Accountability and Agreement	
Skills training, Personalized development plans, Continuous learning culture, Workshops and seminars	Learning and Development	Opportunities for growth and development
Mentorship and coaching, Advancement opportunities, Challenging assignments, Cross-functional exposure, Stretch goals, Career pathing and planning, Job shadowing and job rotations	Career Growth	
Feedback and evaluations	Feedback and Evaluation	
Access to conferences and industry events	Networking and Industry Exposure	
Evaluation, Assessment, Appraisal, Critique	Evaluation, Assessment, Appraisal, Critique	Regular feedback
Review, Check-in, Follow-up, Progress report	Review, Check-in, Follow-up, Progress report	
Performance review, Feedback session, Formal	Performance review, Feedback session, formal	
Modeling, Leadership	Role modeling	Support and guidance
Emotional Support, Professional Support	Support	
Help, Aid	Assistance	
Monitoring, Oversight	Supervision	
Motivation, Inspiration	Encouragement	
Enablement, Capacity-building	Empowerment	

Table 1 The expectations that highly talented employees have of their supervisors. (Cont.)

Coding	Categories	Themes
acknowledgment, acknowledgement, validation, respect, gratitude, thanks, thanks-giving	Recognition and acknowledgment	Recognition and rewards
appreciation, praise, commendation, accolade, honor, tribute	Appreciation and praise	
compensation, bonus, promotion, raise, incentive, perk, benefit, prize, award, gift, profit-sharing, profit-sharing plan, employee stock ownership plan, stock options, profit-based compensation, commission, salary increase, pay raise, performance-related pay, merit pay	Employee rewards and compensation	

The expectations of high potential employees towards their supervisors are crucial for organizations to understand in order to retain top talent. The findings from Table 1 suggest that high potential employees have clear expectations that:

1) Clear expectations: High potential employees expect their supervisors to clearly communicate their expectations and goals. They want to know what is expected of them, what their goals are, and how they will be evaluated.

2) Opportunities for growth and development: High potential employees expect their supervisors to provide them with opportunities to learn and develop new skills. They want to be challenged and given the chance to take on new responsibilities that will help them grow in their careers.

3) Regular feedback: High potential employees want regular feedback from their supervisors. They want to know how they are doing and what they can do to improve. They also want to know if they are on track to achieve their goals.

4) Support and guidance: High potential employees expect their supervisors to provide them with support and guidance. They want their supervisors to be available to answer their questions and provide advice when needed.

5) Recognition and rewards: High potential employees expect to be recognized for their hard work and achievements. They want to be rewarded for their contributions to the organization.

From the above discovered variables, it can be represented as a model as shown in Figure 1.

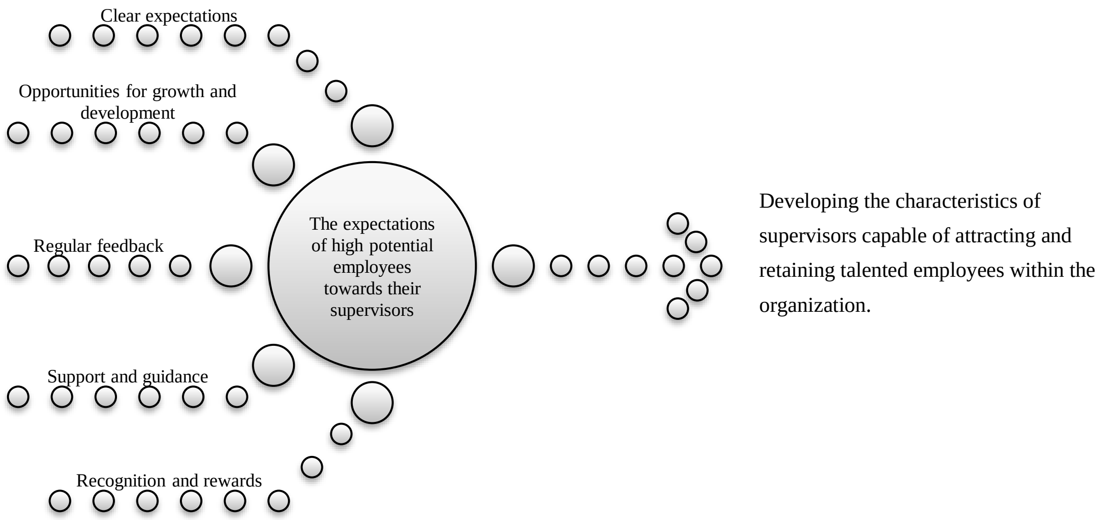

Figure 1 Model of the expectations of high potential employees towards their supervisors

Study discussion

High potential employees are critical assets to organizations as they are individuals who possess the potential to become future leaders. Thus, it is crucial for organizations to understand and meet their expectations to retain and develop them. In this research discussion, we will explore the expectations of high potential employees from their supervisors.

1) The establishment of explicit expectations is a fundamental expectation of talented employees from their supervisors. The research conducted by Collings et al. (2019) and Walk et al. (2013) supports this requirement. Supervisors of employees with high potential should communicate objectives and expectations openly. In addition, they require a detailed summary of their performance metrics and evaluation criteria. Clear expectations play an essential role in enabling high potential employees to comprehend their roles, responsibilities, and desired outcomes, thereby increasing their levels of job satisfaction and engagement.

2) Talented employees have higher expectations of their supervisors, particularly regarding opportunities for growth and development. Dries et al. (2021) research emphasizes the significance of effective talent management practices within organizations by highlighting the relationship between talent management and career management. Claussen et al. (2014) also support these findings, emphasizing the need for organizations to implement talent management practices such as performance evaluations, training and development, and succession planning to foster professional growth and advancement. Employees with high potential seek out assignments and projects that enable them to acquire new skills and knowledge. They anticipate receiving regular feedback from their supervisors in order to enhance their performance. In addition, they anticipate receiving opportunities for training and mentoring to enhance their abilities. Providing high potential employees with

opportunities for growth and development not only contributes to their professional advancement, but also increases their engagement and retention within the organization.

3) High potential employees have an additional expectation from their supervisors, which encompasses receiving regular feedback, support, and guidance. These employees actively seek a comprehensive understanding of their performance and eagerly anticipate guidance on areas where they can improve. Regular feedback can be provided through various channels, ranging from informal check-ins to more formal performance reviews. The importance of regular feedback for high potential employees is substantiated by respected scholars in the talent management field, such as Beardwell and Thompson (2014) and Dries et al. (2021). These scholars concur that high potential employees also expect their supervisors to provide ongoing feedback, support, guidance, and recognition and rewards. It is evident that high potential employees expect their supervisors to offer support and guidance to navigate organizational politics and culture effectively. Additionally, they desire a mentorship relationship with their supervisors, as it allows them to learn from their experiences and mistakes. Providing the necessary support and guidance can contribute to the development of high potential employees' leadership abilities and foster greater job satisfaction.

4) Recognition and rewards are crucial expectations that high potential employees hold for their supervisors. Armstrong and Taylor (2014) emphasize that high potential employees anticipate receiving acknowledgment and rewards for their exceptional performance. Recognition can take the form of verbal or written appreciation, while rewards can be either financial or non-financial, such as promotions or additional responsibilities. Providing recognition and rewards plays a significant role in boosting the motivation and engagement levels of high potential employees, thereby contributing to their retention and development. This aligns with the findings of Bhaker (2020), who suggests that organizations should implement effective talent management practices that include appropriate reward systems to cultivate a motivated workforce.

High potential employees in Thailand are valuable assets for organizations because they possess valuable skills, knowledge, and motivation. Due to the cultural context of the country, their expectations of supervisors may vary. The Thai organizational culture places a premium on harmony, respect for authority, and loyalty. High-potential employees in Thailand anticipate explicit expectations, a respectful relationship, and growth opportunities that align with the organization's core values. Understanding and meeting these specific requirements are essential to nurturing a positive work environment. Moreover, Thai employees frequently rely on their supervisors for guidance and support, whereas recognition and rewards may be valued differently. Effective administration of high-potential employees in Thailand necessitates meeting their specific needs.

Recommendations for future research

Here are some recommendations for future research on the expectations of high potential employees from their supervisors:

1) Investigate the relationship between high potential employees' expectations from their supervisors and their retention in the organization. This research can use statistical analysis, such as logistic regression, to identify the significant predictors of high potential employees' retention and the extent to which meeting their expectations can influence their decision to stay in the organization.

2) Compare the expectations of high potential employees from their supervisors in different industries or sectors. This research can utilize an analysis of variance (ANOVA) to compare the means of high potential employees' expectations in different industries or sectors and identify the factors that can influence their expectations.

3) The Impact of Remote Work on the Expectations of High Potential Employees from Their Supervisors: The COVID-19 pandemic has forced many organizations to adopt remote work arrangements. Future research can explore how remote work has impacted the expectations of high potential employees from their supervisors. For example, how can supervisors provide clear expectations and feedback to high potential employees who work remotely? How can organizations provide growth and development opportunities and mentorship relationships to high potential employees who work remotely?

4) Generational Differences in the Expectations of High Potential Employees from Their Supervisors: Different generations have different expectations and preferences when it comes to work. Future research can explore how the expectations of high potential employees from their supervisors vary across different generations. For example, how do the expectations of millennial high potential employees differ from those of baby boomers? How can supervisors adapt their leadership styles to meet the expectations of high potential employees from different generations?

5) The Role of Organizational Culture in Meeting the Expectations of High Potential Employees: Organizational culture can play a significant role in meeting the expectations of high potential employees from their supervisors. Future research can explore how different types of organizational cultures impact the expectations of high potential employees. For example, how do high-performance cultures impact the expectations of high potential employees? How can organizations create cultures that value and retain high potential employees?

These suggestions are grounded in the results of the current study and can help pave the way for future work in the area. Insightful information for companies that want to attract, retain, and develop their high potential talent can be gained from conducting additional research in these areas, which will help us better understand the expectations of high potential employees from their supervisors.

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TOURISM BEHAVIOR FACTORS AFFECT THE DECISION TO CHOOSE TOURIST ATTRACTIONS IN PATHUM THANI PROVINCE THROUGH THE USER GENERATED CONTENT FACTOR

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ABSTRACT

The objectives of this research were 1) the demographic characteristics of the population who visit tourist attractions. 2) Study tourism behavior, and 3) Analyze the factors affecting the decision to choose tourist attractions in Pathum Thani Province. The researcher used a convenient sample selection method. The data were collected from 400 samplings who had visit tourist attractions in Pathum Thani province, aged 18 years and over. Questionnaires were used as the research instrument and passed the content validity test and the reliability. The statistics used in the data analysis consisted of percentage, mean, standard deviation, t-test, one-way analysis of variance, model analysis, and multiple indicators through the analysis of structural equations model (SEM). The research results showed that the demographic factors affecting the decision to choose tourist attractions in Pathum Thani province in all aspects as gender, age, occupation, and income. Only the income factor that affects the decision to choose a tourist attraction in Pathum Thani province through the user generated content. Tourism behavior in travel activity affects decision-making in choosing tourist attractions in Pathum Thani province through user generated data at statistically significant level. Research shows that the use of traveler-generated content plays an important role in travelers' decision-making to travel in all forms. Tour operators should use tourist-generated content to promote tourism in each location.

Keywords: E-Tourism, User-Generated Contents, Smart Tourism, Mobile Social Tourism

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Introduction

Taking advantage of Smart Mobile Devices (SMDs) is one of the key guidelines. The Ministry of Digital will push all sectors to adjust the paradigm (Paradigm Shift) to make Thailand step into the development of a society of wisdom or Smart Thailand for the tourism sector. The concept of Smart Tourism has been introduced, which will make information linking to present tourists effectively. The focus is on presenting information in a format that is appropriate in accordance with the Bring Your Own Device or BYOD concept and the installation of a wireless connection (Wi-Fi) in various tourist spots (Chaowu, Jiangchi, & Morrison, 2022). Tourism industry is the main source of income for most of the country and is a catalyst for economic growth because tourism is associated with many sectors. Both businesses that directly or indirectly receive benefits such as hotels, restaurants, souvenir shops, transportation and many more in the service business. Tourism activities that occur in the area will be a by-product of the arrival of tourists which generate income enabling people to have jobs and produce good results in terms of economy and society. Therefore, to upgrade the development of tourist attractions for the competitiveness of the tourism business, it is necessary to develop continuously and to meet the needs of tourists to provide services that are ready in many aspects such as impression, safety, convenience.

Studying tourism behavior, characteristics, and user-generated content is crucial for understanding the dynamics of the tourism industry and its impact on destinations, businesses, and travelers. In today's digital age, user-generated content, such as reviews, photos, and videos shared by travelers, has become an influential factor in destination choice and decision-making. Analyzing UGC provides valuable insights into tourists' perceptions, experiences, and preferences. Destination marketers can leverage UGC to enhance their promotional efforts, engage with travelers, and build trust and credibility among potential visitors. The studying is vital for informing decision-making, shaping marketing strategies, promoting sustainability, and enhancing the overall visitor experience in the tourism industry.

The research proposed an idea to study the factors affecting the choice of tourist attractions in Pathum Thani Province. The interstitial variable was studied in the presentation of information from travel service users via the Internet. To allow tourists to access, share and present information from the point of view of tourists themselves. This will be a part of promoting sustainable tourism. Operators can use the information to improve tourist attractions and present information to meet the needs of users. Government agencies involved in tourism promotion can use the information to plan for tourism promotion in Pathum Thani Province.

Research objectives

1. Study the demographic characteristics of the population who visit tourist attractions in Pathum Thani province.
2. Study tourism behavior in Pathum Thani province.

3. Analyze the factors affecting the decision to choose tourist attractions in Pathum Thani Province.

Literature Review

Tourism means temporary travel of a person from his or her place of residence to another place. The trip is not for direct occupation but with the purpose of relaxation. There are factors driving tourism such as income, opportunities, time, interests and desire for new experiences. Swarbrooke (2007) outlined the following objectives of tourism as visiting friends and relatives, business, religious, health, social, educational, cultural, scenic, hedonistic, activity, and special Interest Tourism.

By examining the conceptual constructs of “Post-visit Destination Image” and “Perceived Meaningfulness,” this study investigated the cognitive and affective components of destination image in the perception of international visitors visiting Indian places. A multi-dimensional structure was confirmed by the exploratory factor analysis of responses from foreign tourists (n = 242) to items relating to the main constructs important to tourist behavior, such as destination quality, perceived meaningfulness, and post-visit destination image. Furthermore, the theoretical framework based on the principles of the stimulus-organism-response paradigm and the constructs was empirically validated using structural equation modeling, which established substantial linkages useful to comprehend many new travel motivations (Rejikumar, Ajitha, Jose, & Mathew et.al., 2021).

Tourism user-generated content (UGC) refers to any form of content related to tourism experiences, opinions, recommendations, or feedback that is created and shared by individual travelers or tourists. This content can take various forms, including written reviews, ratings, photos, videos, blog posts, social media posts, and online discussions. UGC has gained significant importance in the tourism industry due to the widespread use of social media platforms, travel review websites, and online booking platforms. Travelers now have the ability to easily share their personal experiences and opinions with a wide audience, influencing the decisions of other potential travelers. UGC provides an authentic and firsthand perspective on destinations, accommodations, attractions, activities, and other aspects of the tourism experience. It offers valuable insights into the quality, value, and overall satisfaction of a particular tourism product or service (Boksberger, 2018).

The importance of tourism user-generated content (UGC) lies in its influence on traveler decision-making, destination marketing, and the overall tourism experience. The importance of user-generated content are as follows. Trust and authenticity: UGC is perceived as more authentic and trustworthy compared to traditional marketing messages. Travelers often rely on the experiences and opinions shared by fellow travelers in UGC to make informed decisions about destinations, accommodations, attractions, and activities. UGC provides real-life perspectives, increasing trust and credibility in the eyes of potential tourists. Social proof and influence: UGC serves as social proof, demonstrating that others have had positive experiences at a particular destination or with a specific tourism product. People tend to be influenced by the experiences and recommendations of others, and

UGC provides a platform for travelers to share their positive experiences, which can motivate and inspire others to visit a destination or try a particular experience. Engagement and interaction: UGC encourages engagement and interaction between tourists and destination marketing organizations, businesses, and fellow travelers. Travelers actively participate in sharing their experiences, asking questions, and seeking advice from others. This engagement fosters a sense of community and facilitates the exchange of information and recommendations (Xiang, Du, Ma, & Fan, 2017; Buhalis & Foerste, 2015).

Tourism behavior refers to the actions, decision-making processes, and patterns of behavior exhibited by individuals or groups of people in the context of tourism activities. It encompasses the various aspects of how tourists interact with destinations, engage in travel-related experiences, and make choices throughout their journey. Tourism behavior can be studied from different perspectives, including the motivations behind travel, decision-making processes, travel preferences, destination choice, information-seeking behavior, consumption patterns, and post-travel behavior. Understanding tourism behavior is crucial for tourism researchers, destination managers, and businesses to effectively meet the needs and expectations of travelers (Pizam, & Mansfeld, 2017).

Tourism activities encompass a wide range of experiences and engagements that tourists can participate in during their travels. Here are some common types of tourism activities (Weaver & Lawton, 2014; Hall & Page, 2014).

1. Sightseeing and Cultural Exploration: Sightseeing involves visiting landmarks, monuments, historical sites, natural wonders, and cultural attractions in a destination. Cultural exploration involves engaging with local traditions, customs, art, music, festivals, and cuisine to gain insights into the local culture and heritage.

2. Nature-Based and Adventure Tourism: Nature-based tourism involves activities centered around natural environments, such as hiking, wildlife safaris, birdwatching, camping, and nature photography. Adventure tourism includes thrilling activities like rafting, zip-lining, bungee jumping, rock climbing, and trekking in challenging terrains.

3. Beach and Coastal Tourism: Beach and coastal tourism revolves around enjoying seaside destinations, including swimming, sunbathing, snorkeling, scuba diving, surfing, sailing, and relaxing on sandy beaches. Coastal tourism also involves exploring coastal ecosystems and marine wildlife.

4. Wellness and Health Tourism: Wellness tourism focuses on promoting relaxation, rejuvenation, and well-being. It includes activities like spa treatments, yoga retreats, meditation, wellness workshops, holistic therapies, and wellness-focused vacations.

5. Cultural and Heritage Tourism: Cultural and heritage tourism emphasizes immersing oneself in the history, traditions, and arts of a destination. It involves visiting museums, heritage sites, archaeological sites, cultural festivals, and engaging in cultural experiences like traditional music and dance performances.

6. Culinary and Food Tourism: Culinary tourism involves experiencing local and regional cuisine, food markets, cooking classes, food and wine tours, and dining at renowned restaurants to explore the culinary traditions and flavors of a destination.

7. Sports and Event Tourism: Sports tourism involves participating in or spectating sporting events, such as attending major tournaments, marathons, golf tournaments, or engaging in adventure sports like skiing, snowboarding, or fishing. Event tourism encompasses attending festivals, concerts, conferences, exhibitions, and other special events in a destination.

8. Educational and Learning Tourism: Educational tourism focuses on gaining knowledge and learning experiences in a destination. It includes activities like visiting educational institutions, attending workshops, cultural exchange programs, and language immersion courses.

From the review of all literature can be used to create a conceptual framework as follows.

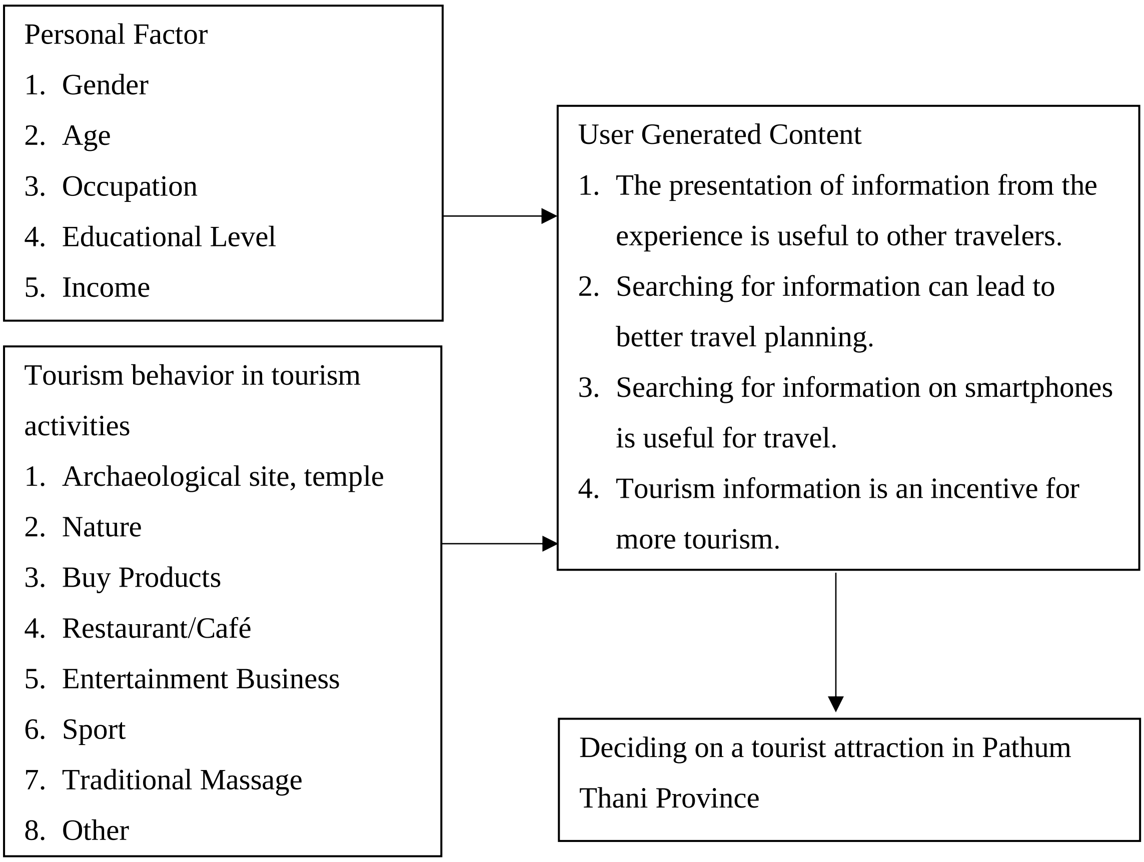

Figure 1 Conceptual framework

Research Hypothesis

1. Demographic factors affecting the decision to choose tourist attractions in Pathum Thani province.

Theories: Tourist characteristics encompass a wide range of factors, including age, gender, income, education, personality traits, travel motivations, past travel experiences, and interests. These characteristics influence how individuals perceive and evaluate destination attributes, experiences, and offerings, ultimately influencing their destination decision-making process. Research has shown that different tourist characteristics can have varying effects on destination decision-making. For example, younger travelers may prioritize destinations with vibrant nightlife and adventure activities, while older travelers may be more interested in cultural attractions and relaxation. Income levels can influence the perceived affordability of a destination and the range of options available for consideration. Psychographic factors, such as personality traits and travel motivations, can also shape destination preferences. For instance, travelers seeking relaxation may prefer beach destinations, while those seeking cultural immersion may lean towards historical cities (Kim & Agrusa, 2018).

2. Demographic factors affect the decision to choose tourist attractions in Pathum Thani province through user generated content.

Theories: The study examines the psychological processes underlying the impact of UGC on destination choice. While not specifically focusing on demographic factors, it sheds light on the overall influence of UGC on travelers' decision-making processes (Hu, Lin, Huang & Li, (2018). This study compares major online review platforms (e.g., TripAdvisor, Yelp, and Google) and examines the influence of user-generated reviews on destination choice. It highlights the significance of UGC in shaping travelers' perceptions and decision-making processes (Xiang et. al., 2017).

3. Tourism behavior factors affect the decision to choose tourist attractions in Pathum Thani province through the user generated content.

Theories: This research investigates the factors that influence travelers' information search behavior, which is a significant aspect of tourism behavior. While it does not directly examine the interaction with UGC, it highlights the factors that may affect the use of UGC in the decision-making process (Gursoy, Chi & Lu, 2013).

Research Methodology

The population used in the study was people who had used different types of tourist attractions. In Pathum Thani Province aged 18 years and over. The mathematical formula for calculating the sample population uses the Cochran formula (Israel, 1992). The calculation formula uses 95% confidence and has an error of ±5% with the Cronbach's alpha value of 0.75. It can be shown as follows:

$$n_0 = \frac{Z^2pq}{e^2} = \frac{(1.96)^2(.5).5)}{(.05)^2} = 385$$

The result of the calculation was a sample population of 385 people and to prevent errors in data collection. A total of 400 questionnaires will be distributed. In this research, the study tool was a questionnaire. A quantitative method was used which was obtained from the data in all four parts of the questionnaire as follows: The first part of the questionnaire contains demographic factors such as gender, age, occupation, educational level, and income. The second part of the questionnaire is the behavior of tourism in tourism activities such as archaeological site, temples, nature, shopping, restaurants/cafes, entertainment business, sports, and traditional massage using the Likert Scale on 5 scales, starting from 1 meaning the lowest and 5 the highest. The third part of the questionnaire is a question about the information generated by the user. Including the presentation of information from the experience is useful to other travelers, searching for information can lead to better travel planning, searching for information on smartphones is useful for travel and tourism information is an incentive. Using the Likert Scale on 5 scales, 1 is the least opinion and 5 is the most opinion. The fourth part is about deciding where to visit, using the Likert Scale's 5-level scale, starting with 1 meaning the least opinion and 5 being the most opinion.

Data analysis

1. Data analysis using descriptive statistics: Frequency distribution and Percentage is used to analyze the general characteristics of the population of the respondents. The analysis of mean and standard deviation was used for tourism behavior factors, user generated contents, and selection of attractions.
2. Data Analysis by Inference Statistics: Structural Equation Modeling (SEM) was analyzed using AMOS21 program to test whether demographic factors and tourism behavior affects the decision to choose tourist attractions in Pathum Thani Province through interstitial variables that are data generated by users. Structural equation analysis is a hypothesis analysis technique between multiple latent factors. To assess the harmony of the model with the overall empirical data. The statistical values used to assess the harmony were: Chi-square statistic, Fit index, Root Mean Square Error of Approximation: RMSEA and Root Mean Square Residual: RMR.

Research results

The results showed that most of the respondents were female (65.5%), age between 18-25 yrs. (91.3%), student (91.2%), and income less than 15,000.00 Baht (91.2%).

The analysis of data on tourism behavior in tourism activities can be divided into 7 activities as follows: Archaeological site/temple, Natural, Buy products, Restaurant/Café, Entertainment business, Sports, and Traditional massage. The data analysis results are as follows.

Table 1 Shows the average of Tourism behavior in tourism activities

	$\bar{X}$	**Assessment**	**Order**
Archaeological site/temple	3.28	High	1
Natural	3.26	High	2
Buy products	3.25	High	3
Restaurant/Café	3.20	High	4
Entertainment business	3.20	High	5
Sports	3.17	High	6
Traditional massage	3.04	High	7
Total average	**3.20**	High	

Table 1, summarizing the tourism behavior in terms of overall tourism activities in each activity, it was found that the overall average score at 3.20. The level of opinion of visiting because various activities were at a high level, especially activities that attract respondents to travel in Pathum Thani province. The first place was archaeological site/temple, followed by a natural place, and came to buy products, respectively. The activity that the respondents gave the least opinion was to travel because of traditional massage.

Table 2 Shows the average of user generated content

	$\bar{X}$	**Assessment**	**Order**
The presentation of information from the experience is useful to other travelers.	3.27	High	3
Searching for information can lead to better travel planning.	3.36	High	1
Searching for information on smartphones is useful for travel.	3.19	High	4
Tourism information is an incentive for more tourism.	3.28	High	2
Total average	**3.27**	**High**	

Table 2, the data factors generated by the overall tourism service users in each data showed that the average score of at 3.27. Indicating the level of opinions about the information generated by the travel service users at a high level. In particular, the search for information has resulted in better travel planning as the first, followed by tourism information as an incentive for more tourism, and the presentation of information from the experience is useful to other tourists, respectively.

Research results for answering research **Hypothesis 1:** Demographic factors affecting the decision to choose tourist attractions in Pathum Thani province. The researcher tested with t-test and one-way analysis of variance. The results are as follows:

Table 3 The decision to choose tourist attractions in Pathum Thani province when classified by personal factors.

	Gender	**Age**	**Occupation**	**Income**
Choose tourist attractions	0.001*	0.02*	0.008*	0.040*

*There is a statistically significant level of 0.05.

Demographic factors affecting the decision to choose tourist attractions in Pathum Thani province was found that there were statistically significant differences by all four factors which are gender, age, occupation, and income at the 0.05 level.

Analysis of Structural Equation Modeling (SEM) found the relationship of the variables that can analyze many variables at the same time. The researcher has formulated the following assumptions.

Hypothesis 2: Demographic factors affect the decision to choose tourist attractions in Pathum Thani province through user generated content.

Hypothesis 3: Tourism behavior factors affect the decision to choose tourist attractions in Pathum Thani province through the user generated content.

To test these hypothesis, SPSS for Windows program and AMOS (Analysis of Moment Structures) for Window program were used to analyze the causal relationship structure. To check the correspondence between the hypothesis model and the empirical data by analyzing the direct influence, indirect influence, and the total influence of the variables. The Maximum Likelihood Estimates (ML) was used to analyze the assumption-based model and there were important statistical values used to verify the coherence of the assumption-based model with the empirical data. The details of the research results are as follows.

(1) A full causal relationship path analysis model (over identified model). The researcher has defined the abbreviations used in the analysis as follows:

- sex means sex
- age means age
- occupation mean occupation
- income mean income
- act_merit means tourism activity on visiting ancient sites / temples
- act_natural means tourism activity on visiting natural site
- act_shopping means tourism activity on shopping behavior
- act_restaurant means tourism activity on restaurant/cafe
- act_entertain means tourism activity in entertainment business
- act_sport means tourism activity in sports
- act_massage means tourism activity in traditional massage
- Activity Travel means tourism activity
- ugc_experience means the presentation of information from the experience is useful to other travelers
- ugc_search means searching for information can lead to better travel planning
- ugc_phonesearch means searching for information on smartphones is useful for travel
- ugc_share means tourism information is an incentive for more tourism
- UGC means user generated content
- decision means deciding to choose a tourist attraction in Pathum Thani Province.
- e means the error value

The results of the study factors can be presented as follows.

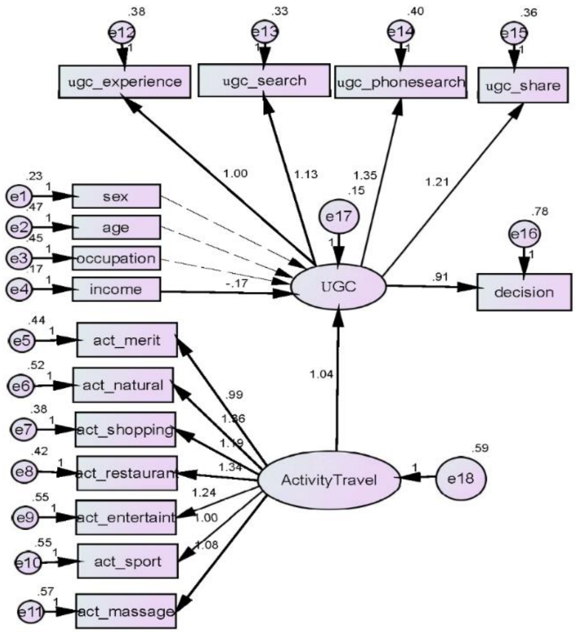

Figure 2 Show correlation paths of statistically significant and insignificant models before adjustment.

From the full causal relationship coefficient analysis, it was found that three path coefficients were statistically insignificant, indicating that the relationship between the variables used in the analysis was inappropriate. As shown in Figure 2, statistically insignificant paths must therefore be removed from the full correlation model in order to refine the correlation model by adjusting the new model.

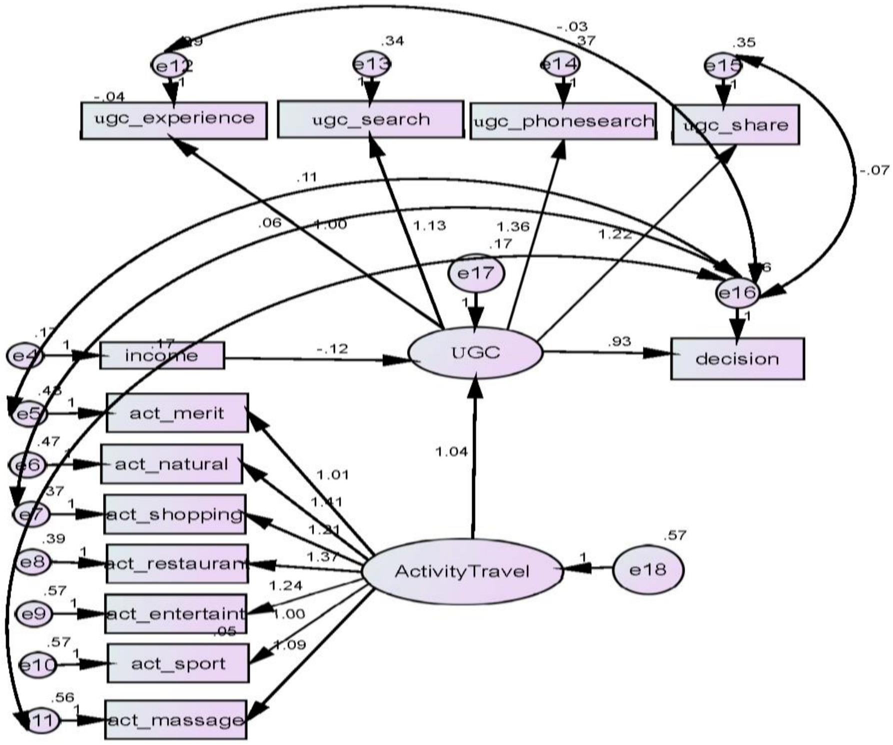

Figure 3 Display model parameter estimation results of various coefficients after model adjustment.

Developing a model to be consistent with empirical data is called "Model fit". This is an analysis of whether the empirical prototype model is consistent with the theoretical model. By checking the coherence of the model, the relationship between the variables is checked whether they are consistent or not. If consistent, it can be analyzed. But if not consistent, the model will be adjusted until it is complete and reliable. Therefore, in the research, the model was adjusted based on the hypothesis test results and based on the modification indices until the model was complete, reliable, and consistent. The model evaluation criteria are as follows:

1) Relative Chi-square: CMIN/df is 2.950.
2) Goodness of Fit Index: GFI is .946
3) Root Mean Square Error of Approximation: RMSEA is 0.036.
4) Adjusted Goodness of Fit index is .904
5) Root Mean Square Error of Approximation: RMSEA equals .070
6) Comparative Fit Index is 0.974
7) Hoelter is 206

Based on the research results obtained, the consistency of the prototype model was examined with empirical data which is consistent. There is a conformity value through the criteria, so it can be considered that the relationship between the variables is the most appropriate relationship. Therefore, the modified correlation model is used to calculate direct effect, indirect effect, and total effect as shown in Table 4.

Table 4 Show the results of the analysis of direct influence, indirect influence, and the sum of the influences between variables.

Dependent Variable	**Effects**	**Independent Variable**		
		Income	**Activity Travel**	**UGC**
UGC	Direct	-.123	1.041	.000
	Indirect	.000	.000	.000
	Total	-.123	1.041	.000
decision	Direct	.000	.000	.933
	Indirect	-.114	.971	.000
	Total	-.114	.971	.933
ugc_share	Direct	.000	.000	1.216
	Indirect	-.149	1.266	.000
	Total	-.149	1.266	1.216
ugc_phonesearch	Direct	.000	.000	1.358
	Indirect	-.167	1.413	.000
	Total	-.167	1.413	1.358

Table 4 Show the results of the analysis of direct influence, indirect influence, and the sum of the influences between variables. (Cont.)

Dependent Variable	Effects	Independent Variable		
		Income	Activity Travel	UGC
ugc_search	Direct	.000	.000	1.131
	Indirect	-.167	1.413	.000
	Total	-.139	1.177	1.131
ugc_experience	Direct	.000	.000	1.000
	Indirect	-.123	1.041	.000
	Total	-.123	1.041	1.000
act_massage	Direct	.000	1.086	.000
	Indirect	.000	.000	.000
	Total	.000	1.086	.000
act_merit	Direct	.000	1.008	.000
	Indirect	.000	.000	.000
	Total	.000	1.008	.000
act_natural	Direct	.000	1.407	.000
	Indirect	.000	.000	.000
	Total	.000	1.407	.000
act_shopping	Direct	.000	1.213	.000
	Indirect	.000	.000	.000
	Total	.000	1.213	.000
act_restaurant	Direct	.000	1.374	.000
	Indirect	.000	.000	.000
	Total	.000	1.374	.000
act_entertaint	Direct	.000	1.242	.000
	Indirect	.000	.000	.000
	Total	.000	1.242	.000
act_sport	Direct	.000	1.000	.000
	Indirect	.000	.000	.000
	Total	.000	1.000	.000

The tourism behavior in travel activity has an indirect influence on the decision to choose a tourist attraction in Pathum Thani Province with sum of influence equal to .971. The income factor had no influence, both directly and indirectly, with the decision to choose a tourist attraction. Total Influence value is -.114 and User Generated Content (UGC) has direct influence on tourist attractions decision with a sum of influence equal to .933.

The results of this research reflect that tourism behavior in travel activity has an indirect influence through the data generated by users (UGC) on the decision to choose a tourist attraction in Pathum Thani province. The user generated content on searching for information on smartphones is useful for travel (ugc_phonesearch) had a direct influence on the decision to choose a tourist attraction with a sum of influence equal to 1.358, followed by tourism information is an incentive for more tourism (ugc_share) had a direct influence on the decision to choose a tourist attraction with a sum of influence equal to 1.216, and searching for information can lead to better travel planning (ugc_search) had a direct influence on the tourist attractions decision with the sum of influence equal to 1.131, respectively.

Summary and Discussion

Summary of research results based on hypothesis was found that:

Hypothesis 1: Analysis of different demographic factors affecting decision-making in choosing tourist attractions in Pathum Thani province using t-test and One-Way ANOVA statistics found that

- Male and female decided to choose a tourist attraction in Pathum Thani province significant differently.
- Different ages have different decisions about tourist attractions in Pathum Thani. The sample aged between 18-25 years old, 26-35 years old, 36-45 years old, aged between 36-45 years old and over 60 years old were decided to choose a tourist destination with statistically significant difference at the .05 level.
- Different occupations have different decision-making on tourist attractions in Pathum Thani province. From the sample group that are students, officer in government or state enterprises, and employees of private companies. It was decided to choose a tourist attraction in Pathum Thani province with statistically significant at the .05 level.
- Different incomes have different choices of tourist attractions. The respondents with incomes less than 15,000 baht and those with incomes ranging from 15,001 to 25,000 baht decided to choose a tourist destination in Pathum Thani province with statistically significant at the .05 level.

The demographic factors affecting the decision to choose tourist attractions in Pathum Thani province in all aspects as gender, age, occupation, and income.

The analysis of tourism behavior in tourism activities positively correlated with decision to choose tourist attractions in Pathum Thani province using Pearson Correlation. It was found that tourism behavior was positively correlated with decision to choose tourist attractions in Pathum Thani Province. Tourism behavior in all aspects of activities have relationship in the same direction at moderate relationship with the decision to choose tourist attractions in Pathum Thani province.

Hypothesis 2: Demographic factors affect the decision to choose tourist attractions in Pathum Thani province through user generated content. The analyzing the structural equation model (SEM), it was found that

- Gender, age, and occupation do not affect the decision to choose a tourist attraction in Pathum Thani province through user generated content.
- Income significantly affects the decision to choose tourist attractions in Pathum Thani province through user generated content.

The result can be concluded that only the income factor that affects the decision to choose a tourist attraction in Pathum Thani province through the user generated content. Tourism operators can take advantage of content creation by tourists. Content may be classified in order to reach target groups with different income, which may make it possible to increase tourism in that place.

Hypothesis 3: Tourism behavior factors affect the decision to choose tourist attractions in Pathum Thani province through the user generated content. The analyzing of the structural equation model (SEM) found that: Tourism behavior in travel activity affects decision-making in choosing tourist attractions in Pathum Thani province through user generated data at statistically significant level.

Research shows that the use of traveler-generated content plays an important role in travelers' decision-making to travel in all forms. Tour operators should use tourist-generated content to promote tourism in each location. This is consistent with research by Marchiori and Cantoni (2015) that travelers use information found online about other travelers' travel experiences in deciding on a tourist destination.

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BRAND EQUITY AND SERVICE MARKETING MIX FACTORS INFLUENCING CONSUMERS' DECISION TO REPURCHASE STARBUCKS COFFEE IN PATHUM THANI PROVINCE DURING THE POST COVID-19 ECONOMIC SLOWDOWN

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ABSTRACT

This research aims to investigate the influence of brand equity on consumers' decision to repurchase Starbucks coffee in Pathum Thani province and to investigate service marketing mix factors to affect consumers' decision to repurchase Starbucks coffee in Pathum Thani Province. The sample consisted of 400 consumers who used Starbucks coffee shops in Pathum Thani branches. The research instruments were questionnaires and statistics used to analyze the data consisting of frequency, percentage, mean and standard deviation. The hypotheses were tested by multiple regression analysis.

The results of the study show that brand loyalty, brand awareness, and perceived quality, which are components of brand equity, significantly influence consumers' decisions to buy Starbucks coffee in the province of Pathum Thani. These factors demonstrate statistical significance at the 0.05 level and possess a predictive power of 61.50 percent. Additionally, the service marketing mix factors, namely "product and price, also significantly affect consumers' decisions to repurchase Starbucks coffee in the province of Pathum Thani. These variables have a predictive power of 53.50 percent and statistical significance at the 0.05 level.

Keywords: Brand Equity, Service Marketing Mix, Repurchase Decision, Starbucks

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Introduction

Coffee is the most popular drink in the world. It becomes a popular drink and plays an important role in the daily life of Thai people. The trend of drinking coffee also becomes a popular business, and the value is changed by consumers. Coffee shops become meeting places, workplaces or reading corners for various consumers. (Food Industry Development Foundation, 2019). It was found that the coffee shop business is interesting for small and large entrepreneurs. From Euromonitor's report, the value of the coffee market in Thailand is 21,220 million baht, which is an increase of 10% compared to last year. Moreover, the amount of coffee drunk in Thailand has increased by 5-6% on average during 2015-2017. The amount of coffee beans is not roasted and was imported from overseas in 2017. In 2012, the percentage was 93%. In the last 5 years, these statistics have shown that the amount of coffee drunk is continuously increasing (Kasikorn Research Center, 2019)

Starbucks started its business in Thailand and opened its first store in July 1998, and nowadays there are 409 stores in Thailand. Starbucks Coffee Company was founded in 1771 in the USA and developed into a place of meeting. Thus, Howard Schultz tried to make Starbucks third place. Moreover, home, office and Starbucks can be the place to drink coffee, meet and relax (Starbucks, 2022).

This means that the marketing tool can keep up with the changing situation nowadays. Targeted stimulation is one of the marketing channels. Especially, the digital market is a strategy that can reach and connect with consumers' needs and stimulate consumers' decision to repurchase Starbucks coffee, which affects consumers' decision to repurchase. It is said that consumer behaviour is an alternative to access information, and at the same time it is associated with consumers (Poompruk & Erbim, 2021) It is related to brand equity, such as 1) brand awareness 2) perceived quality, which is related to consumers' decision to repurchase products and services, and in the same case, the service marketing mix. (Thiangmak, Jinpra, Inkhum, & Chienwattanasook, 2022) and it made quality in the business. These include 1) the quality of the specific service, 2) trust, 3) quality of service, 4) reliability, and 5) attention. It influences the consumer's decision to buy again. (Chienwattansook & Thungwa, 2019) Repurchase is related to brand loyalty. It encourages consumers to love the brand and identity of products and services and be proud of the brand of the product.

According to the holistic academic knowledge, research and trend in different situations, these reasons will show the results of the study on the factors of brand equity and service marketing mix that influence consumers' decision to repurchase Starbucks coffee in Pathum Thani province. Clarify the reasons for the decision to repurchase Starbucks coffee and the needs of consumers to be considered. This information is an important part for managers and business people. It can be used to guide marketing strategy and planning and increase competitive efficiency.

Research Objectives

1. To investigate the influence of brand equity on consumers' decision to repurchase Starbucks coffee in Pathum Thani province.

2. To investigate the service marketing mix factors influencing consumers' decision to repurchase Starbucks coffee in Pathum Thani province.

Literature Review

Concept and Theory of Repurchase

Repurchase refers to the process that occurs after the initial purchase of products or services. It involves consumers deciding to repurchase or seek renewed services from the same sellers or service providers (Gohary, Hamzelu, & Alizadeh, 2016). This repurchase behaviour has a significant impact on entrepreneurs, as it serves as an indication of consumer satisfaction and drives their efforts to improve and enhance the quality of their goods or services (Sohn & Kim, 2020). According to a study by Cronin, Brady, and Hult (2000), repurchase behaviour can be categorized into two distinct cases. The first case is repeated problem-solving, wherein consumers engage in repurchasing and continuously seek solutions to ongoing problems. This suggests that customers are actively evaluating their options and making conscious decisions based on their changing needs and preferences. The second case, as described by Ahmed, Shankat, Nawaz, Ahmed, and Usman (2011), is habitual decision-making. This involves repurchase habits driven by factors such as brand loyalty and inertia. In this scenario, consumers tend to exhibit a habitual pattern of repurchasing certain brands or services without actively considering alternative options. By understanding the different dimensions of repurchase behaviour, businesses can tailor their marketing strategies and customer retention efforts accordingly. They can focus on addressing ongoing problems and providing solutions for customers who engage in repeated problem-solving. Additionally, they can build brand loyalty and capitalize on inertia among customers who exhibit habitual decision-making tendencies (Lemon & Verhoef, 2016). Therefore, repurchase behaviour plays a vital role in shaping the relationship between consumers and businesses. It serves as an indicator of consumer satisfaction and provides valuable insights for entrepreneurs to improve their products or services. By recognizing the dual nature of repurchase behaviour, businesses can cater to both consumers engaged in ongoing problem-solving and those driven by habitual decision-making patterns.

Concept and Theory of Brand Equity

Brand equity encompasses the intangible value and reputation that a company's brand, including its name and symbol, holds. It represents the accumulated perceptions, associations, and experiences that consumers have with a particular brand. This value goes beyond the physical attributes of the products or services offered by the company. Aaker (1991) identified five fundamental aspects of brand equity that contribute to its overall strength. First, brand awareness refers to the degree to which consumers are familiar with a brand and its presence in the market. Second, brand associations encompass the mental connections and associations that consumers form with a brand, including its attributes, values, and positioning. Third, perceived quality refers to consumers' perception of the overall quality and reliability of a brand's products or services. Fourth, brand loyalty represents the degree of commitment and repeat purchase behaviour exhibited by consumers towards a specific brand. Finally, other proprietary brand assets include patents, trademarks, and unique features that distinguish a brand from its competitors. Haeruddin's (2021) research examined the relationship between brand equity and the decision to repurchase. The study validated Aaker's five aspects of brand equity and found that brand awareness and brand loyalty significantly influence the decision to repurchase. This suggests that when consumers have a high level of awareness about a brand and are loyal to it, they are more likely to repurchase its products or services. Furthermore, Thuy, Anh, and Binh (2022) conducted a study to explore the impact of brand equity on the repurchase decision. Their findings corroborated the importance of brand awareness and brand associations. The results indicated that these two aspects of brand equity have a statistically significant influence on the decision to repurchase. This implies that when consumers have strong associations with a brand and are well aware of it, they are more likely to choose it again for future purchases. In this study, the researcher aims to investigate the relationship between brand equity and the repurchase decision by analyzing the variance in brand equity as a variable of interest. By examining how different levels of brand equity impact consumers' decisions to repurchase, the study aims to provide valuable insights into the role of brand equity in driving consumer behaviour and fostering customer loyalty. Because of this, the researchers came up with the following hypothesis:

H1: Brand equity to affect consumers' decision to repurchase Starbucks coffee in Pathum Thani Province.

Concept and Theory of Service Marketing Mix

The service marketing mix serves as a crucial marketing tool for businesses, guiding their overall marketing strategy. It encompasses various factors that influence consumer behaviour. According to Kuntonbut (2014), consumer behaviour can be analyzed through seven key aspects: product, price, place, promotion, people, physical evidence, and process. In a research study conducted by Chana, Siripipatthannakul, Nurittamont, and Phayaphrom (2021), the focus was on the application of the service marketing mix within the business clinic group in Thailand. The findings revealed that the service marketing mix has a statistically significant impact on consumer satisfaction. This suggests that by effectively managing and integrating the various elements of the service marketing mix, businesses can enhance consumer satisfaction and potentially foster customer loyalty. Moreover, Jielong (2021) conducted a separate study that investigated the impact of the service marketing mix on customer satisfaction. The results further supported the notion that the service marketing mix has a statistically significant influence on customer satisfaction. This underscores the importance of carefully considering and managing the different elements of the service marketing mix to meet and exceed customer expectations. Taken together, these findings highlight the significance of the service marketing mix in shaping consumer behaviour and overall customer satisfaction. By strategically aligning and optimizing the product, price, place, promotion, people, physical evidence, and process aspects of the service marketing mix, businesses can effectively attract and retain customers, leading to long-term success. Therefore, the hypothesis was set as the following:

H2: Service marketing mix factors to affect consumers' decision to repurchase Starbucks coffee in Pathum Thani Province.

Research Concept Framework

The research concept framework aims to explore how brand equity and service marketing mix factors influence consumers' repurchase decisions regarding Starbucks coffee in Pathum Thani Province during the post-COVID-19 economic slowdown. Initially, the study will place a significant emphasis on brand equity, which encompasses the brand's value and reputation. Esteemed scholars like Aaker (1991) have identified crucial dimensions of brand equity, including brand awareness, associations, perceived quality, and loyalty. Through evaluating consumers' perceptions of these dimensions concerning Starbucks coffee, the study seeks to comprehend the impact of brand equity on their decisions to repurchase. Additionally, the research will examine the role of service marketing mix factors in influencing repurchase decisions. These factors, including product, price, place, promotion, people, physical evidence, and process (Kotler & Keller, 2016), collectively shape consumers' experiences and perceptions of the brand. By understanding the specific elements of the service marketing mix that significantly drive repurchase decisions, valuable insights can be gained to enhance customer loyalty and satisfaction for Starbucks. The study will be conducted in Pathum Thani Province, enabling the identification of localized factors that may influence consumers' repurchase behaviour during the post-COVID-19 economic slowdown. Analyzing the relationship between brand equity, service marketing mix factors, and consumers' decisions to repurchase Starbucks coffee in this specific region will provide actionable insights for Starbucks to navigate the challenges posed by the economic downturn and strengthen customer loyalty.

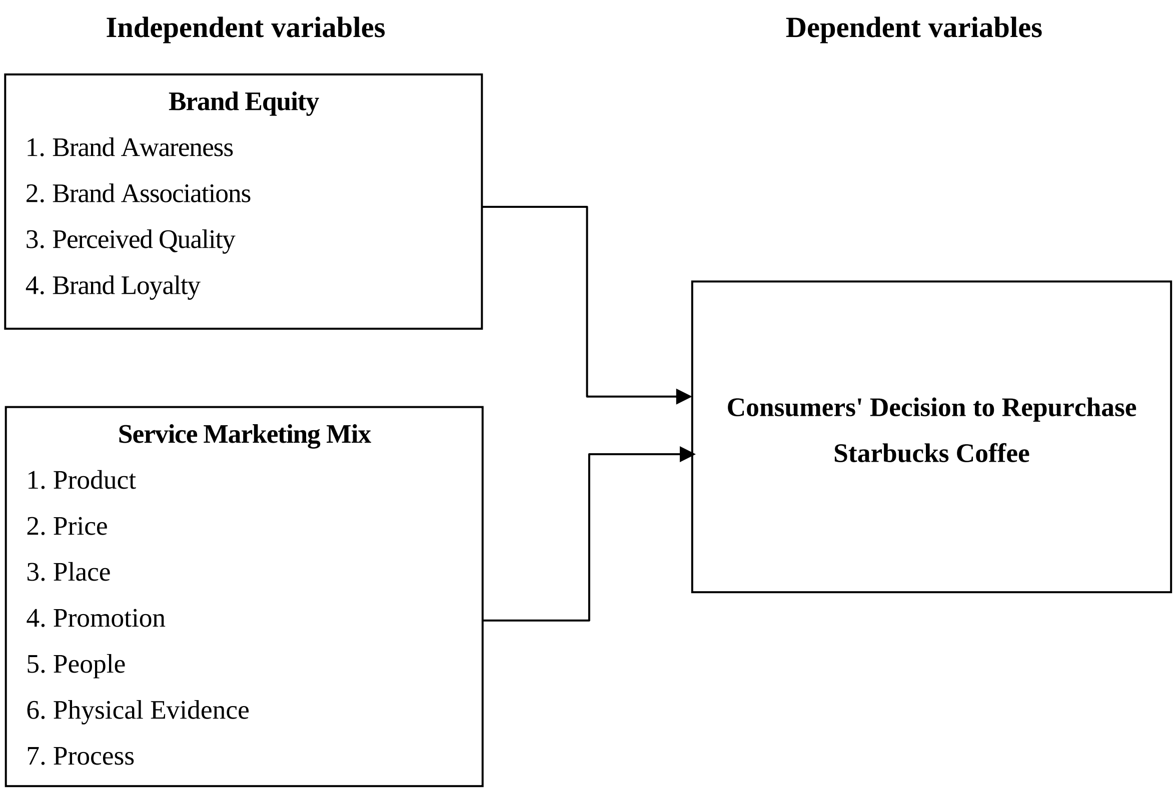

Figure 1 Research concept framework

Research Methodology

1. The population and sample in this study were consumers using the Starbucks service, in Pathum Thani province. The researcher was not able to determine dense populations. The formula of Conchran (1977) was used. The sample size was equal to 384 examples. The researcher kept the sub-examples to increase by 5% or 20 examples. The sample consisted of 400 examples selected from consumers who used Starbucks' services through purposive sampling. There are currently 15 different Starbucks locations spread out around Pathum Thani. There are three in the Mueang district, one in Lam Luk Ka, five in Khlong Luang, and six in the Thanyaburi area. The researchers targeted actual Starbucks consumers at each store until they had collected enough data. Each location serves an average of 26 customers.

2. The research instruments in this research were questionnaires that were developed and created based on concepts and theories related to different research. It consisted of 1) Information about the respondents' demographic characteristics, including their gender, age, educational level, occupation, and income; 2) A collection of 15 questions that assessed the brand equity factors of brand awareness, brand associations, perceived quality, and brand loyalty. These elements were adapted from Susanny and Kenny's (2015) research; 3) A collection of 35 questions examining the components of the marketing mix for services, including product, price, place, promotion, people, physical evidence, and process. These items derive from research conducted by Rahah, Sumarwan, and Najib (2018); and 4) five questions adapted from Alfonsius, Depari, and Huang's (2021) explicitly target customers' repurchase decisions. These research. All questions were rated on a 5-level rating scale.

To ensure the quality of the questionnaire items, the researchers sought the opinions of three experts who evaluated the item-objective brand associations congruence (IOC). The results showed that each IOC score was higher than 0.6, indicating sufficient consensus. Cronbach's coefficient alpha was calculated to assess consistency, and as can be shown in Table 1 (Vanichbuncha & Vanichbuncha, 2015), all factors had consistency levels over 0.7. Thirty people who were not a part of the sampling group were selected to reflect the population as a whole.

Table 1 shows the reliability assessment of the questionnaire.

Factors/Components	Number of questions	Cronbach's alpha
Brand Equity	15	0.913
- Brand Awareness	4	0.745
- Brand Associations	3	0.785
- Perceived Quality	4	0.718
- Brand Loyalty	4	0.767

Table 1 shows the reliability assessment of the questionnaire. (Cont.)

Factors/Components	Number of questions	Cronbach's alpha
Service Marketing Mix	35	0.952
- Product	5	0.763
- Price	5	0.785
- Place	5	0.796
- Promotion	5	0.770
- People	5	0.807
- Physical Evidence	5	0.782
- Process	5	0.781
Consumers' Decision to Repurchase Starbucks Coffee	5	0.840
Overall	55	0.969

3. In analyzing the information in this research, descriptive statistics were used to analyze the general information of the sample group. It consisted of frequency, percentage, mean and standard deviation and inferential statistics by Multiple Linear Regression Analysis (MRA).

Results

1. The consumers' factors revealed that most of the samples are female, 52%. Their ages ranged from 31 to 35 years which was 21.40%. Their education level was 57.70% (Bachelor's degree) and most of them were businessmen, 28%. The average income was between 35,001 bath, 27.40 %

2. The results of the study showed that brand equity consists of brand awareness, perceived quality and brand loyalty overall. As part of the aspects, perceived quality was found to have the highest mean ($\overline{X}$ = 4.10, S.D. = 0.68). Secondly, brand associations ($\overline{X}$ = 4.07, S.D. = 0.64). Thirdly, brand loyalty ($\overline{X}$ = 4.03, S.D. = 0.72). Lastly, brand awareness was the lowest mean ($\overline{X}$ = 3.99, S.D. = 0.68).

3. The results of consumers factors showed that price had the highest mean ($\overline{X}$ = 4.14, S.D. = 0.63). Secondly, product/service ($\overline{X}$ = 4.14, S.D. = 0.60). Thirdly, physical evidence ($\overline{X}$ = 4.11, S.D. = 0.64). Fourthly, place ($\overline{X}$ = 4.10, S.D. = 0.65). Fifthly, people ($\overline{X}$ = 4.07, S.D. = 0.66). Sixthly. process ($\overline{X}$ = 4.07, S.D. = 0.62). Lastly, promotion was the lowest mean ($\overline{X}$ = 3.99, S.D. = 0.64).

4. The results of the study on consumers' repurchase of coffee when considering part of the aspects found that people who admired and become continuous consumers of Starbucks coffee ($\overline{X}$ = 4.02, S.D. = 0.95). People returned to using Starbucks and its service even though the price would be increased by the economic crisis ($\overline{X}$ = 4.00, S.D. = 1.05). People who committed to Starbucks and needed repurchasing in the future ($\overline{X}$ = 3.94, S.D. = 0.95). And the lowest mean was the first-choice selection when needing to buy Starbucks coffee ($\overline{X}$ = 3.87, S.D. = 0.99) respectively.

The Result of Hypothesis Testing

Table 2 Results of hypothesis Brand equity Factor affecting Customers' repurchase decision

Repurchase decision	**b**	**Std. Error**	β	**t**	**Sig.**
Constant	0.150	0.189		0.794	0.428
Brand Awareness	0.328	0.069	0.295	4.717*	0.000
Perceived Quality	0.153	0.065	0.130	2.348*	0.020
Brand Associations	0.122	0.072	0.106	1.709	0.089
Brand Loyalty	0.350	0.060	0.343	5.832*	0.000
R = .788, R^2 = .620, Adjusted R^2 = .615, SE_{Est} = 0.488, F = 114.849, p = .000					

* Statistically significant at the level of .05

According to results of Table 2 found that the brand equity factor consisted of brand loyalty (b = .350, t = 5.832, Sig = .000), brand awareness (b = .328, t = 4.717, Sig = .000) and perceived quality (b = .153, t = 2.348, Sig. = .020). It affected consumers' decision to repurchase Starbucks coffee in Pathum Thani Province respectively. Even though 3 variables could explain vary that affected consumers' decision to repurchase Starbucks coffee with 61.50% (Adjusted R^2= .615). Statistically significant at the level of .05.

Table 3 Results of hypothesis service marketing mix factor affecting to repurchase decision

Repurchase decision	**b**	**Std. Error**	β	**t**	**Sig.**
Constant	-0.228	0.235		-0.972	0.322
Product/ Service	0.169	0.092	0.135	1.823	0.069
Price	0.303	0.083	0.257	3.649*	0.000
Place	0.114	0.078	0.101	1.466	0.144
Promotion	0.127	0.080	0.107	1.577	0.116
People	-0.099	0.085	-0.085	-1.163	0.246
Physical Evidence	0.038	0.083	0.032	0.459	0.646
Process	0.381	0.080	0.320	4.772*	0.000
R = .739, R^2 = .546, Adjusted R^2 = .535, SE_{Est} = 0.536, F = 47.788, p = .000*					

* Statistically significant at the level of .05

The results of Table 3 (next page) show the service marketing mix factor. Product (b = .381, t = 4.772, Sig = .000) and price (b =.303, t = 3.649, Sig = .000). They influenced consumers' decision to repurchase Starbucks coffee in Pathum Thani Province respectively. Although 2 variables can explain consumers' decision to repurchase Starbucks coffee at 53.50% level (adjusted R^2 = .535). Statistically significant at the .05 level

Discussion

Brand equity factors influence consumers' decision to repurchase Starbucks coffee in Pathum Thani province. It agreed with the hypothesis in terms of brand loyalty. It was the most effective decision of consumers to repurchase Starbucks coffee in Pathum Thani province. Based on consumers' tendency to drink Starbucks again next time, they recommend it to other people when they have the opportunity. Even though Starbucks is more expensive than other drinks in the economic crisis. Second, brand awareness found that Starbucks is a well-known beverage that consumers are familiar with and remember better than other coffee brands. The Starbucks symbol can also be remembered. Finally, perceived quality revealed that Starbucks' quality coffee beans are imported from overseas. This resulted in consumers receiving quality when purchasing Starbucks. In addition, the coffee preparation process was identical, and the taste was better than other coffees. This information was consistent with the research conducted by Saangsuphan and Chienwattanasook (2020) investigated the factors of brand equity and service marketing mix that affect the repurchase decisions of Café Amazon customers in department stores in Pathum Thani province. It was found that the factors of brand equity, brand loyalty, perceived quality, and brand associations had a statistically significant impact on consumers' decision to repurchase Amazon coffee in department store branches in Pathum Thani province, and were consistent with the research of Thiangmak, Jinphra, Inkum, and Chienwattanasook (2022) investigated the factors of brand equity and service marketing mix that affect consumers' decision to repurchase in Pathum Thani district and Khlong Luang district in Pathum Thani province. It was found that the factors of brand awareness and perceived quality had a statistically significant effect on consumers' decision to repurchase.

Service marketing mix factors influenced consumers' decision to repurchase Starbucks coffee in Pathum Thani province. It was consistent with the hypothesis in part of the process. It was the most effective consumer decision to buy Starbucks coffee again in Pathum Thani province. First, Starbucks is a well-known and diverse coffee beverage with good taste that is accepted by consumers. Second, Starbucks clarified the price and appropriateness and quality of the product. This information is consistent with the research of Wongtip, Suwattanadilok, and Rojniruttikul (2018), who studied the marketing mix for consumers' service decisions in a Korean Bingsu store in the Bangkok metropolitan area. It was found that the marketing mix for consumers' service decisions in a Korean Bingsu shop in Bangkok metropolitan area consists of product, price, place, promotion, people, process, and physical evidence. It agreed with the research of Sungsuwan and Srikumpon (2020), who investigated the service marketing mix factors that influence the decision-making process of selecting fast-casual restaurants in Bangkok and metropolitan areas. The results showed that the service marketing mix factors in the form of physical evidence and price have a statistically significant influence on the decision-making process of selecting fast-casual restaurants in Bangkok and the metropolitan regions.

New Knowledge

Examining the brand equity and service-marketing mix factors that influence consumers' decision to repurchase Starbucks coffee in Pathum Thani province, we found that brand equity in the form of brand loyalty, brand awareness, perceived quality, and service-marketing mix factors in the form of service and price have a statistically significant influence on consumers' decision to repurchase Starbucks coffee in Pathum Thani province. We found that these reasons have an impact on repurchase. Brand equity is a prominent identity. It consists of positioning; it is the highest in the coffee shop group. Starbucks has a better strategy than its competitors. Above all, it focuses on customer service, and the access to individual customers and members is easy to use. In addition, the excellent price reflects the quality of the products. Starbucks is more capable than its competitors.

Suggestions

1. The results of the study of brand equity influence consumers' decision to repurchase Starbucks coffee in Pathum Thani province. The researcher would like to suggest the following.

1.1 Brand loyalty was the most effective factor in consumers' decision to repurchase a coffee. It is a trend to motivate the purchase behaviour of coffee products, even if the price is quite high during the economic crisis. The recommendation is that other people who have the opportunity and trend to drink Starbucks coffee should do the same. Therefore, the business owner should take advantage of brand loyalty and apply it to the service so that the products are satisfactory and reliable. This will improve the image of the company and increase its respectability.

1.2 Brand awareness influences consumers' decision to buy coffee again because it tastes better than other coffee brands and because they have confidence in the coffee quality. The price is reasonable and offers good value for money. Therefore, the entrepreneur should develop quality and service. This includes planning marketing and advertising through online media, which plays an important role nowadays. This will increase the perception channel and stimulate more demand for purchase and service.

1.3 Brand associations affect consumers' repurchase decisions. Starbucks store is an excellent decoration and people are loyal to the brand. Therefore, the entrepreneur should make a connection between brand awareness and service. To create a relationship with consumers such as goods to be types of collection limited and circulation. It represents selling in daily life and the brand will be remembered. At the same time, the brand will be in conversation with the consumer and combined with the partner's service. Consumers can access different qualifications and have a good attitude towards the products. The impression will occur and the repurchase returned later.

2. The results of the study service marketing mix influence consumers' decision to repurchase Starbucks coffee in Pathum Thani province. The researcher would like to suggest the following.

2.1 Service process influences consumers' repurchase decision. It can predict the trend of consumer behaviour on Starbucks coffee. The service should be fast, especially during rush hour. The purchase should be made before work or after going home, and there should be a Starbucks Card in the form of an application. There will be a list of drink and food menus and stores and an e-wallet for payment. Thus, the entrepreneur should provide an important quality standard and impression to consumers. Teamwork and staff are the key people to provide quality service. Consumers can accept the service and quality. This will affect the subsequent repurchase.

2.2 Price: From the results, the overall price has an impact on consumers' repurchase decisions. In particular, the price should be clearly stated, payment by credit card should be possible, and the quality of the coffee and the atmosphere in the coffee store should be appropriate for the different products. Thus, the entrepreneur should keep the standard and indicate an important price factor. It should give importance to reasonable price and quantity. Consumers are paying a good value. Consumers always compare the brand value and price. Understanding the perception of consumers should be taken into account. It should encourage consumers to accept a more expensive price, which will affect the subsequent repurchase.

Suggestions for the Further Research

1. It should study the economic factors and equity to influence consumer demand and repurchase of coffee products, conduct a comparative study on the different types of coffee businesses to analyze the advantages and disadvantages, and later follow the development of the coffee business

2. Behavior and demand for the use of coffee services should be studied to support knowledge in this area. Further research should examine other brands to compare results. In addition, an obvious comparison group of consumers should be seen in person. These results should be used to improve and develop the strategy and should be linked to individual market share. Create satisfaction among people who use the service or increase market share.

3. Qualitative methods should be used in the future. Especially for the in-depth interview to explore consumers' needs. To obtain revealed information useful for developing the service model and meeting the needs of customers. Problems or limitations of coffee shop service should be researched to find out and overcome them in future research. These will enable managers to plan or provide a strategy for business operations to achieve successful goals.

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THE INFLUENCING EFFECT OF THE SERVICE MARKETING MIX (7PS) AND CUSTOMER SATISFACTION ON BRAND TRUST: HOTEL INDUSTRY IN THAILAND

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ABSTRACT

Thailand is one of the very famous tourist destinations for tourist around the world. Each year Thailand welcomes so many millions of tourists who visit the country and generate a lot of income for the nation. The hospitality industry is a very significant service sector, which included tourism, restaurant, hotel business, and other service businesses. These businesses are the main income of Thailand. The hotel business is the main business of the hospitality industry and it will be the area of study in this research. As the competition in the hotel industry in Thailand is very fierce then every hotel needs to provide the best service to satisfy their customers. The 2 factors between service marketing mix 7Ps and customer satisfaction were chosen to study and investigate the effect on customer brand trust. Data collection was done with the customers who stay at the hotel and use other services during their stay. The data was collected in 4 famous tourist destination cities in Thailand namely Bangkok, Chiang Mai, Pattaya, and Hua Hin. A sample of 435 customers participated in this research and the data was analyzed by using structural equation modeling (SEM). The conceptual framework was designed and presented in this study to explain the relevant factors on hotel customer brand trust. The result shows that both factors (service marketing mix and customer satisfaction) influence customer brand trust of the hotel that they chose to purchase and stayed but customer satisfaction has a higher level of influence than service marketing mix. However, both factors are very important for the hotel's performance, which owner and management need to seriously focus on and monitor to bring success to their business.

Keywords: Service Marketing Mix 7Ps, Customer Satisfaction, Brand Trust, Hotel Industry in Thailand

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Introduction

Hotel industry is one of the very significant industries of Thailand and also other countries that promoted tourism as their main business and sort of the income of the country. According to information from the Ministry of Tourism and Sports presented that there were 39.9 million tourists visited Thailand in 2019 before it was dropping during the spreading of Covid 19 pandemic (Ministry of Tourism and Sports, 2021). While World Travel and Tourism Council (WTTC) (2021) reported that travel and tourism generated nearly USD 106.5 billion or 21% GDP for Thailand in 2019. Krungsri's research presented that Thailand has around 784,000 hotel rooms in 2019 and 1,800 hotels are located in Bangkok. The rest of the hotels are located in every part of the country, especially in the big and famous tourist attractions cities for example Phuket has the second highest number of hotels or Chiang Mai, Samui, Pattaya, Hua Hin, and so on. The service sector, become one of the very important industries of the world. Travelers and tourists around the world desire to visit a new place that they have never seen before. Nowadays, people traveling is very much easier than before because of the high technology such as the internet, mobile phone, GPS system, and so on. The security issue that most travelers were quite worried about in the past time was solved by new technology such as GPS systems or cameras in the mobile phone (Timothy, 2006). Event some events or crises sometimes could bring the negative effect on the hotel industry same as other businesses, for instance, Covid 19 pandemic, war, and economic crisis. Since 2019 when Covid 19 was spread in almost every part of the world including Thailand. The hotel industry in Thailand also received a huge negatively effected (Laparojkit & Suttipun, 2022). However, since the vaccine was invented and used, the situation is getting better and most of the hotels could open and run their business again.

In Thailand, there are many types of hotels for customers to choose from star until 5 stars hotels, lower-budget hotels, and other luxury accommodations. The legal hotels in Thailand are required to register as a member of the Thai Hotel Association and The Tourism Authority of Thailand (TAT), therefore the good standard policy could be investigated and controlled (Thai Hotel Association, 2022). In the new and modern world, where the majority of the world's population always uses social media and mobile phones everywhere and almost every time. The information and news of event complaints are spreading so fast. Sometimes just one negative news could destroy some business. The hotel industry is also one of the sensitive businesses which deal with the expectation and desires of their customers. If the service of the hotel could meet the needs, requirements, and desires of their customer, those customers tend to give great feedback to the hotel. They will try to come back to stay again and maybe they will help to promote the hotel to their family, friends, and other people that they meet. This positive word of mouth about your hotels is one of the best marketing as hotel could perform. It could increase the motivation and influence of new customers to come to the hotel and enlarge the performance of the hotel.

For these reasons, hotel owner needs to be aware and put their effort to provide great service to their customers. However, there are quite a few studies in the literature and other academics about the effect of service marketing mix strategy (7Ps) and customer satisfaction to brand trust especially the brand trust of the hotel in Thailand and this will be the area of this study.

Research Objective and Research Question

The main objective of this research is to find the effect and influence of service marketing mix 7Ps (product, price, place, promotion, people, process, and physical evidence) and customer satisfaction on the brand loyalty of hotel customers in Thailand. As both factors, service marketing mix 7Ps, and customer satisfaction could influence the level of brand trust but they mostly be independently separated, then this research aims to find the different effect levels between these factors. In this research, the effect of service marketing mix 7Ps and customer satisfaction will be tested and perceive their effect that leads to the brand trust. The structural equation modeling (SEM) will be used to analyze the data. Finally, the relationship of each variable will be presented in the conceptual framework according to the topic.

Literature Review and Theoretical Background

There are many researches that studied the effect of marketing mix strategy and the satisfaction of customers which influence brand trust among their customers (Pourdehghan, 2015; Lee, 2019). As these 2 factors are playing an important role to increase the trust of the brand which could lead to and enhance opportunities for success in their business. As mentioned earlier the service sectors are the intangible products that customers evaluate their satisfaction and trust by using their emotions and expectation but the good quality of service could be one of the keys to success that induce customers to meet their needs and anticipations (Schönsleben, 2019). The good service marketing mix strategy (7Ps) could be able to help the company to provide a great service via their seven elements and stimulate the trust of their customers while the satisfaction of their good services could also arouse customers to trust their service (Lee, 2019).

Service marketing Mix 7Ps

Kotler (1972) defined marketing as the activities or tasks of producing creating, and offering value to serve the needs and desires of their target customers. Originally, marketing studied was found as a branch of applied economics but later on, it become to be a principle of management in order to help the company to increase its sales and performance. The American Marketing Association (AMA) has defined marketing as “the activity, set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and also the society at large.” This association also defined the definition of marketing research as “the systematic gathering, recording and analyzing of data about problems relating to the marketing of goods and services” (American Marketing Association, 2017).

The concept of marketing mix occurred during 1964 by McCarthy, and since then the marketing mix became one of the core concepts of marketing theory. Originally, the marketing mix by

McCarthy (1964) consists of 4 factors (product, price, place, and promotion). After the marketing mix strategy 4P has been used for a while, some authors found that only using 4P might not be enough for the service sector because service is an intangible product that customers can not see or touch what they have purchased. To solve this problem and increase the potential of the marketing mix, Booms and Bitner presented their new framework which expands the marketing mix to be 7Ps by adding another 3 factors namely people (or participant), process, and physical evidence (Booms & Bitner, 1981). This marketing mix 7Ps become the widespread marketing concept in the service industry (Somocor, 2017).

Product: Davies and Brush (1997) defined product as all necessary elements that the company needed to do their service which generate value for their target customers. Mostaani (2005) proposed the product as one of the important elements in the marketing mix which corporate with other elements in order to satisfy their customers and could help to increase the sale of the company (Jain, 2013). Lewis and Chambers, (2000) added their opinion of products in the service sector, especially in the hospitality, tourism, and hotel industry are perceived as high-risk purchasing as the customer comes with high expectations and makes a decision on their emotion. Loo and Leung (2018) studied the service failure of hotel service in Taiwan and mentioned that products in the service sector defined the product of hotel as facilities and amenities available in the hotel rooms including breakfast which customers already paid for. This research product will focus on both tangible and intangible objects in the hotel area such as hotel building, guest room, facilities, and amenities inside and outside the guest room, including the service that the hotel offer to their customer during their stay.

Price: This is the second factor that also plays an important role in the marketing mix model and it is identical or equivalent to the amount of money that customers need to purchase in order to receive the products and services that they desire (Somocor, 2017). Loo and Leung (2018) included monetary cost and time that customers spent during using the service as a price factor. Teng, Wu and Chou (2020) studied the price and convenience to book the 5 stars hotel in Taiwan and suggested that price is the amount that customers pay for their goods and services. They found that the lower and more sincere price that the hotel reveals to the customers will have an important effect on the customer's satisfaction and it could stimulate the intention to purchase and return to the hotel. In this study, the price will refer to the amount of money including other monetary costs that customers have to pay to receive the good service they expect before purchasing.

Promotion: According to the original marketing mix 4P from McCarthy, promotion is the last factor and it is the factor that helps to stimulate the customer's intention to purchase products and services (McCarthy, 1964). Khan (2014) stated that promotion for marketing mix is the marketing communication that companies use to communicate with their customer via several channels such as personal selling, advertising, public relation, sponsorship, sale promotion, or direct sale, in order to promote their products and services. Magatef (2015) found that good promotions have the strongest effect on customer satisfaction. Matura, Mbaiwa and Mago (2021) studied the service marketing mix of the tourism industry in Zimbabwe and mentioned promotion as a method that a company attempted to pursue and remind the customer about products, services including the brand that they sell, and the promotion will be successful via promotion mix. For this research, promotion refers to the marketing channels that companies use to communicate with their customer via several promotion mix channels in order to promote and stimulate the intention to purchase from their target customers.

Place: The word "place" is counted as the fourth "P" factor in the marketing mix by focusing on the geographical location in that the company is situated (Somocor, 2017). Widyastuti, Pujiharto, Tubastuvi and Santoso (2020) presented that place and location are the same things and a well location means a place that accessible and convenient to visit, which good location plays a significant role in the enjoyment of their customers. Kotler and Gertner, (2007) added place is the activities in which a company transfer its products and service to the customers to meet their need and help to enhance business opportunity. In the normal product-centric company, the word place could refer to the distribution of goods to their customers via different channels. However, the place or distribution in the service sector such as the hotel industry could refer to the process of bringing service to the customers (Anh, 2019). In this research, place is referred to as the good and convenient location that the hotel is located and it must be easy for the customer to reach and travel, simultaneously it is also easy for the hotel to provide and proceed with their great services to the customers.

People: In the service marketing mix, people means the employee who is involved in service production, which requires direct communication and interaction with the customers (Magatef, 2015; Lovelock & Wirtz, 2007). Loo and Leung, (2018) added that people are also included in the attitude and skills of the employee. Booms and Bitner (1981) called people a participant. Magatef, (2015) studied a hotel in Jordan and mentioned that the success of service products for the hotel business depends on the quality and efficiency of workers who prove good service to the customers. Moreover, this factor become must more important factor to satisfy the customers for a higher star hotels and high-end customers group. Many authors that found the service quality of employee affect overall customer satisfaction with the hotels and it is very important for the owner to improve the quality of their staff for this issue (Choi & Chu, 2001; Mucai, Mbaeh, & Noor, 2013). In this research, people will refer to the quality and efficiency of hotel employees who are both, directly and indirectly, contact or interact with the customers in order to bring a great service to satisfy the target customers.

Process: This factor is the new and extended factor from the original marketing mix 4P which focuses on the directorial and routine functions of the service business (Salman, Tawfik, Samy, & Artal-Tur, 2017). The process is also including the area of service transfer procedures, mechanisms, and flow of activities to the customers (Ziethamel, Bitner, & Gremler, 2006). To create and maintain a good process for service factor, the company needs to provide effective process management and technology because having a good process means a good service could be provided and maintained before passing to the customers (Matura et al., 2021). Bisht, Belwal and Pande (2010) added about the process of service is not so different from the process of normal products. However, in the service business, the process would be embarked on before customers arrive by making a reservation until the time that they use the service and this process will last until after service to check with the customers to receive a good service as they expected (Magatef, 2015). In this research, a process referred to the directorial and routine functions of the service company, which are controlled by effective management and technology to be sure that every procedure, mechanisms and activities are flown efficiently to the customers.

Physical Evidence: Since 1981, Booms and Bitner suggested about the physical evidence in the service marketing mix is the environment where the company delivers its service and interacts with the customers including any other tangible components which facilitate the performance and communication of the services (Booms & Bitner, 1981). The physical evidence referred to the external environment or sometimes called the service environment (Teng et al., 2020). Mucai et al., (2013) studied the service marketing mix 7Ps of the hotel in Kenya and stated that physical evidence is the implicit factors comparing with other factors in 7Ps. Xie (2020) has done his research on the budget hotel in Bangkok suggested that the physical evidence of the hotel are the hotel facilities, the hall decoration, the front desk staff personality, the decoration of the guest room, and etc. Chow (2018) added privacy protection to the physical evidence because this is one of the important factors that customers concern about before deciding to book and stay at the hotel (Teng et al., 2020). For this research, the physical evidence refers to the external environment and appearance of the hotel, which the customer could see and perceive when they visit the hotel.

Customer Satisfaction

Customer satisfaction in the service sector is one of the top priorities that owners and managers need to concern (Rao & Sahu, 2013). It is the results and experiences that customers received after the company delivered their service. Customer satisfaction could have occurred in every state of service such as before, during, or after the customer received, used, or took the services (Day, 1977). Nowadays, the service sector or service market plays an important role than other businesses in the world market (Asian Development Outlook, 2007). Choi and Chu, (2001) stated that if the company could satisfy their customer well, then there is more opportunity for these customers to return and use the service again in the future. For hotel business, the satisfied customer tends to return to stay at the same hotel again or sometime they will prolong their stay at their favorite hotel (Rao & Sahu, 2013). Customer satisfaction is a personal estimation of customers to the function of services that they received by dealing with the emotion and expectations of the customers (Abbasi, Khalid, Azam, & Riaz, 2010). It is the psychological state of the customer to ensure their desirable needs and expectation of the products and services (Rather, Tehseen, Itoo, & Parrey, 2021).

In this research, customer satisfaction focuses on the level of value, enjoyment, and fulfillment that customers expressed after receiving the service. It is a personal psychological state, emotion, and expectation of the customer to the hotel and it could lead to the intention to revisit, repurchase and become loyalty.

Brand Trust

Branding is one of the very famous topics among companies and business owners around the world (Maurya & Mishra, 2012). As branding is the marketing word, which referred to anything that could identify the products or services of the company to their target customers (Moore & Reid, 2008). Brand could be done by either tangible or intangible identity objects such as a logo, slogan, or even the company's name (Anholt, 2005). While, "Trust" is an individual emotional aspect of humans willing to rely on someone in that we have confidence and this emotion could lead to highly valued exchange relationships (Morgan & Hunt, 1994). Brand trust is playing a role as one of the key determinants of customer behavioral intention to purchase because customer who trusts in some brands are more likely to maintain their reuse intention of that particular brand that they like and they tend to give a positive word of mouth to the other (Dehdashti, Kenari, & Bakhshizadeh, 2012).

For hotel business, the topic of brand trust plays an important role for the customer because many times that customers will stay at the hotel when they need to travel to some places that they have never been to are or not familiar with. Then, these customers tend to choose the hotel that they trust in the quality of service such as good location, good security control, good price, and so on (Maghzi, Abbaspour, Eskandarian, & Hamid, 2011). In this research, brand trust referred to the psychological factor that determines behavioral intention to purchase from customers. It is the relationship between the customer and their favorite hotel. Customers expected and have a feeling of good service and security to come and stay at the hotel. Lastly, these customers desired to return to the hotel again and were ready to give a positive word of mouth about the hotel to others. Moreover, these customers tend to become loyalty customers in the future.

Hypothesis and Conceptual Framework

According to the research background, research objective, and literature review, the hypothesis and conceptual framework were formed accordingly

Relationship between service marketing mix 7Ps and brand trust

The high quality of products and services is one of the main characteristics of success for the business because customers have expectations of receiving good and worthy products and services. The marketing mix is the marketing concept that focuses on the controllable variable to produce good quality products and services. In the hotel business widely used service marketing mix 7Ps of Booms and Bitner, (1981) to provide good services to their customers. Brand trust is the desire and eagerness of the customers to purchase or use the service of some company (Sahin, Zehir, & Kitapç, 2011). Many researchers have a positive relationship between these service marketing mix 7Ps and brand trust (Loo & Leung, 2018). Pourdehghan (2015) studied the satisfaction of mobile phone customers, and found that service marketing mix especially product factors has a high impact on the brand trust of the customer. On the other hand, Kuo, Zhang and Cranage (2015) found that the low quality of the service marketing mix especially product, promotion, and people could lead to the lower level of brand trust but the marketing mix strategy could meet the desire and expectation then it could help to increase the brand trust of their customer. Following these literature reviews, the hypothesis was proposed:

- H1: There is a positive relationship between service marketing mix 7Ps and brand trust

Relationship between customer satisfaction and brand trust

Several previous studies about customer satisfaction indicated that this factor is very significant and has a high effect on the success or failure of the business (Sim, Mak, & Jones, 2006). A high level of customer satisfaction could help the company to receive positive performance and make more profit; conversely, a lower level of customer satisfaction could destroy the business and lead to the loss of the company (Rather & Sharma, 2017; Kandampully & Suhartanto, 2003). Trust is a psychological factor of the willingness to use, purchase, and return to the place or company that they trust. It is one of the important tasks of owners and managers to create develop and improve the positive relationship with their target customers, which will lead to the brand trust of their company. Maghzi et al. (2011) studied the hotel service in Dubai and expressed that customer satisfaction has a direct positive on hotel brand trust, and high satisfaction could increase customer fulfillment, an expectation that finally will provide more revenue and profit for the company. Rather et al. (2021) added customer satisfaction could drive brand trust and influence customers' patronage, word-of-mouth intention, and intentions to revisit. According to these empirical studies, the second hypothesis was presented:

- H2: There is a positive relationship between customer satisfaction and brand trust

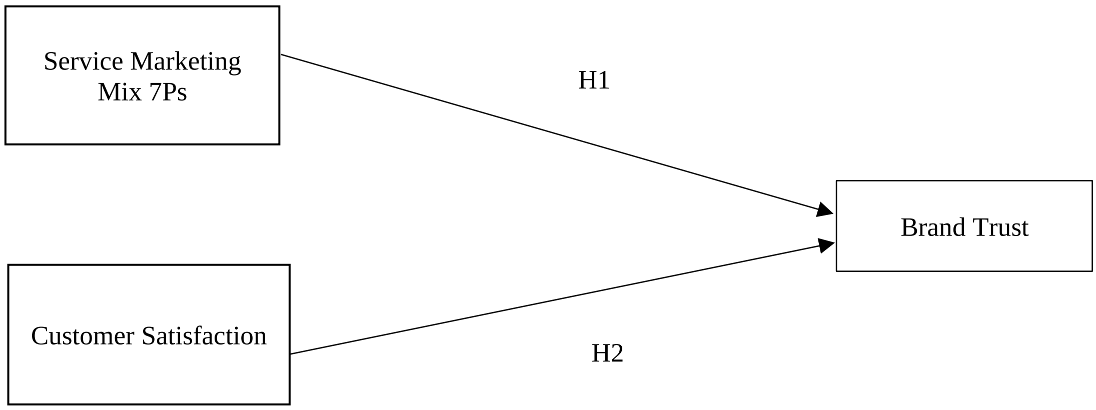

Figure 1. The conceptual framework of this research

Research Methodology

Population Sample Size and Data Collection

This research uses quantitative methods by using a research questionnaire to collect the data. After that, the data was analyzed by using the structural equation modeling (SEM). The conceptual framework was designed and presented in this study to explain the relevant factors on customer brand trust. The population that participated in this research are the customers who stay at the hotel and use other services during their stay such as restaurants, swimming pools, spas, bars, etc. These customers could be both Thai and foreigners. The total number of populations is 435 customers from 3 to 5 stars hotels in 4 famous tourist destinations in Thailand namely Bangkok, Chiang Mai, Pattaya, and Hua Hin. Before collecting the data, the researcher contacted the hotel manager or human resources manager and explained the reasons and benefits of doing this research in the means time researcher asked permission of collecting the data. During the data collection process, the participants have been interviewed by our research teams. Firstly, our research team will ask for permission and intention to give their opinions. If some customers do not want to give information, then the researcher team will apologize and not ask more questions. The demographic information of participants is descripted in Table1 accordingly.

Table 1. Demographic Profile of Samples (n = 435)

Demographics	Frequency	%
Sex		
Male	210	48.3
Female	225	51.7
Age		
Less than 20	0	0.0
21 – 30 years old	81	18.6
31 – 40 years old	150	34.5
41 – 50 years old	111	25.5
51 and over	93	21.4
Education Level		
Less than high school	0	0
High school	0	0
Bachelor’s Degree	260	59.8
Master’s Degree	163	37.5
Doctoral Degree	12	2.8
Other……………………………	0	0
Salary Rate or income per month:		
Less than 20,000 THB	0	0
Between 20,000 – 30,000 THB	35	8.05
Between 30,000 – 40,000 THB	104	23.91
Between 40,000 – 50,000 THB	155	35.63
Between 50,000 – 80,000 THB	121	27.82
More than 80,000 THB	20	4.59
Frequency of stay at the hotel:		
Less than 1 time per year	0	0
Between 1 to 2 times per year	32	7.36
Between 2 to 3 times per year	225	51.72
Between 4 to 5 times per year	140	32.18
More than 5 times per year	38	8.74

Table 1. Demographic Profile of Samples (n = 435) (Cont.)

Demographics	Frequency	%
Career and job:		
Hotel Business	8	1.8
Restaurant Business	12	2.8
Tourism Business	24	5.5
Government	71	16.3
Private sector	172	39.5
State Enterprise	43	9.9
Own Business	105	24.1
Other……………………………..	0	0
Position in the company:		
Business owner	110	25.29
Management team	133	30.57
Manager or Supervisor	126	28.97
Staff or Employee	66	15.17
Status:		
Single	196	45.1
Married	239	54.9
Divorced	0	0
Other……………………………..	0	0

Descriptive Statistics Result

The demographic profiles of the 435 sample respondents were females accounting for 225 (51.7%) and males accounting for 210 (48.3%). In addition, the majority average age was between 31-40 years old 150 (34.5%), the second biggest group was between 41 and 50 years old, accounting for 111 (25.5%), aged more than 50 years old accounted for 93 (21.4%), aged between 21-30 years old was 81 (18.6%), lastly aged less than 20 years old was not found in this research. The education level was bachelor's degree (260: 59.8%), master's degree (163: 37.5%) and doctoral degree (12: 2.8%). An average salary or income per month describes as between 20,000-30,000 THB (35: 8.05%), between 30,000-40,000 THB (104: 23.91%), between 40,000-50,000 THB was the most average salary per month in this study (155: 35.63%), between 50,000-80,000 THB (121: 21.82%), last one was more than 80,000 THB (20: 4.59%). The frequency of stay at the hotel was between 1 to 2 times per year (32:7.36%), between 1 to 2 times per year, between 2 to 3 times per year (225:51.72%), between 4 to 5 times per year (140:32.18%) and the customer who stay at the hotel more than 5 times per years was (38: 8.74%). Career or job of the participants showed that most of the customer in this research was working in the private sector (172: 39.5%), the second career in this research was a business owner (105: 24.1%), and the rest of the careers were a hotel, restaurant, government and state enterprise. Most of position were business owner (110:25.29%), management (133:30.57%), manager or supervisor

(126: 28.97%) and last one was staff or employee of the company was (66: 15.17%). The most status of participant was married (239: 54.9%) and single was (196: 54.9%).

Result

The findings of this research have been reported in Table 2 Construct Reliability and Convergent Validity Result, Table 3: Discriminant Validity, Table 4: Absolute Model Fit Indices, Table 5: Hypothesized Relationship Results, and Table 6: Total effect, direct effect and indirect effect from The SEM in term of how service marketing mix 7Ps impact on brand trust. Moreover, how does customer satisfaction affect the brand trust of the hotel customer in Thailand

Construct Reliability, Convergent Validity, Discriminant Validity

In principle, the average variance extracted (AVE) and composite reliability (CR) of all measurement scales should be higher than 0.50 and 0.70, respectively. According to Fornell and Larcker, (1981), the discriminant validity is used to test the discriminant validity and it should be lower than the square root of AVE. Hair, Black, Babin, and Anderson (2010) presented that standardized factor loading for all variables should not be lower than the recommended value of 0.50. The construct reliability and convergent validity of the content of service marketing mix 7Ps have shown in Table 2 (α = .741, AVE = .575, CR = .640), customer satisfaction (α = .738, AVE = .563, CR = .632), and brand trust (α = .719, AVE = .646, CR = .694). According to the result, all factor loadings were between .67 and .86. Eventually, the reliability of all variables and the convergent validity were accepted. Moreover, the discriminant validity result of this research was presented in Table 3

Table 2 Construct Reliability and Convergent Validity Result (n = 400)

Construct and Items	Factor Loading	Cronbach's Alpha	AVE	CR
Service Marketing Mix 7Ps		**.741**	**.575**	**.640**
P1 Product	.67			
P2 Price	.76			
P3 Place	.65			
P4 Promotion	.79			
P5 People	.83			
P6 Process	.78			
P7 Physical Evidence	.80			
Customer Satisfaction		**.738**	**.563**	**.632**
SAT1	.79			
SAT2	.71			
Brand Trust		**.719**	**.646**	**.694**
BT1	.86			
BT2	.74			

Table 3 Discriminant Validity

Constructs	7Ps	SA	BR
Service Marketing Mix 7Ps	**0.6521**		
Customer Satisfaction	0.689	**0.7042**	
Brand Trust	0.663	0.658	**0.7105**

Structural Equation Model (SEM Report)

Structural equation modeling or SEM was applied to test the overall fit of the structural model, which examined the outcome of the hypothesis testing. According to Hair et al. (2010), the criteria of model fit should have $\chi 2$/df ≤ 3.00, GFI ≥ 0.90, CFI ≥ 0.90, NFI ≥ 0.90, AGFI ≥ 0.90, RMSEA ≤ 0.07, and RMR ≤ 0.08. This is a criterion of good model fit value that can statistically accepted (Hair, Sarstedt, Ringle, & Gudergan, 2017), In Table 4 the model fit indices were demonstrated following; firstly, the initial model showed moderate fit (χ^2=502.338, χ^2/df=11.960, p=.000, GFI=.850, CFI=.821, NFI=.809, AGFI=.765, RMSEA=.165, RMR=.173). After modification the model showed good fit (χ^2=45.553, χ^2/df=1.380, p=.000, GFI=.980, CFI=.995, NFI=.983, AGFI=.960, RMSEA=.031, RMR=.016). The results shown in Table 4 and Figure 1 present the structural equation modeling model results.

Table 4 Absolute Model Fit Indices

	Absolute Model Fit Indices							
Model	χ^2	χ^2/df	GFI	CFI	NFI	AGFI	RMSEA	RMR
Criteria	-	**≤ 3.00**	**≥ 0.90**	**≥ 0.90**	**≥ 0.90**	**≥ 0.90**	≤ 0.07	≤ 0.08
Initial model	502.338	11.960	.850	.821	.809	.765	.165	.173
Final model	45.553	1.380	.980	.995	.983	.960	.031	.016

Note: χ^2 = chi-square, χ^2/df = relative chi-square, GFI = goodness of fit index, CFI = comparative fit index, NFI = normed fit index, AGFI = adjusted goodness of fit statistic, RMSEA = root mean square error of approximation, RMR = root mean square residual

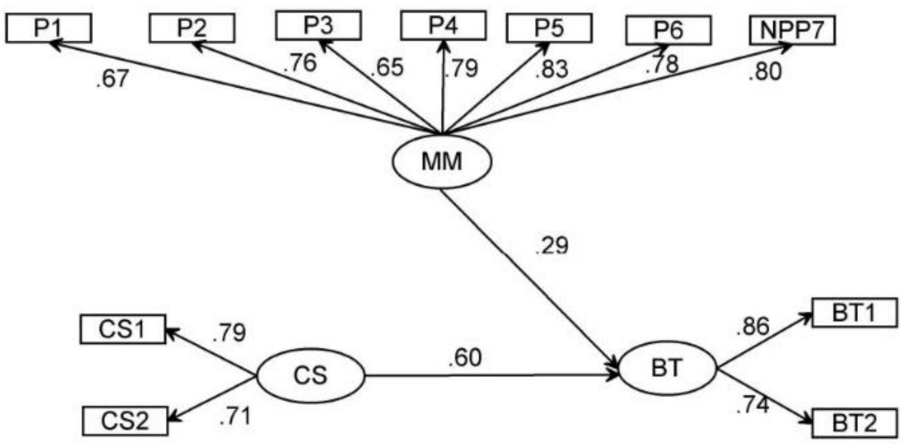

Figure 2 Structural Equation Model Result

Hypothesis Results

Two hypothesis results are presented in Table 5 and the total effect (direct effect) of this model was presented in Table 6. The first hypothesis proposed that there is a positive relationship between the service marketing mix 7Ps and brand trust. The first hypothesis is significantly supported, which can be descripted that the service marketing mix 7Ps which consists of 7 factors namely product, price, place, promotion, people, process, and physical evidence have an influence on the brand trust of the customer of the hotel. People, physical evidence, and promotion played an important role and strongly influence brand trust. This result could be explained if the hotel could provide a high quality of products and services via these 7 controllable factors. It will be able to increase the customer brand trust in the hotel. The second hypothesis was, there is a positive relationship between customer satisfaction and brand trust. This hypothesis was also significantly supported by SEM analysis. It could express that customer satisfaction could have a strong influence on customer brand trust. If the hotel could satisfy their customers very well or could able to provide a good service that meets with their needs and expectations. These customers tend to trust the hotel brand and will return to use and stay at this hotel again. Moreover, according to the result which shown that customer satisfaction has a stronger influence than service marketing mix 7Ps, but both factors are important to increased brand trust which owner and management need to focus on and monitor in order to increase a chance to receive a higher brand trust level.

Table 5 Hypothesized Relationship Results

Hypothesis relationship	**Results**	**P-value**
H1: There is a positive relationship between service marketing mix 7Ps and brand trust	supported	0.05
H2: There is a positive relationship between customer satisfaction and brand trust	supported	0.001

Table 6 Total effect, Direct effect and Indirect effect

Path	**Path coefficient**	**SE**	**t-value**	**P-value**
Direct effect				
7Ps → BR	**0.29**	.088	**2.05**	.017
SA → BR	0.60	.053	6.43	.000

Conclusion And Discussion

The hotel business is a promising business, especially for Thailand where most of the revenue of the country was generated from the hospitality industry and hotel is one of the major businesses of this industry. As the hotel business is a service business that deals with the emotion and expectations of its customers. Producing good hotel services to satisfy their customers and increase hotel brand trust would be the main conclusion of this research.

The first variable is the service marketing mix 7Ps which described 7 controllable factors for the success of hotel service. Great service could be done and performed by using the service marketing mix 7Ps by Booms and Bitner (1981) because this model was accepted and applied by several authors and markets to bring success to their organizations. Many found successful results in service business by using the service marketing mix 7Ps (Loo & Leung, 2018). This research found a similar result that the service marketing mix 7Ps is a considerable factor to support the creation of good quality service of hotels in Thailand. Especially of some hotels could focus, balance and develop all 7Ps factors (product, price, place, promotion, people, process, and physical evidence) to perform to their full potential. It could be able to help the hotel to provide a great service for their customers and according to the literature review shown that happy customers tend to spend more money for other services of the hotel during their stay and have an intention to return to the hotel again in the future. Baker (2000) stated that the variables in the marketing mix should be balanced with each other because the lower level of one factor could tarnish the other variable and destroy the image of the hotel. For example, if the luxury hotel lowers the price to get more customers, then they might receive more new customers but the existing loyalty customers could be negatively affected and dissatisfied with this promotion (Kandampully & Suhartanto, 2003). The result of this research clearly identified that the service marketing mix 7Ps is very important and strongly affected the brand trust of the hotel customers.

Customer satisfaction is another variable that is very important to produce customer brand trust because if they can satisfy their customers, it could be indicated that their services could meet the needs and expectations of the customers. The satisfied customers are not just returning to the hotel again but they are also ready to give a positive word of mouth to other people and tell them to visit the hotel. This positive word of mouth could be a very powerful marketing method to promote the hotel and increase the opportunity for success and profitability. Lastly, the variable in this research is brand trust. The results indicated that brand trust is a positive feeling of customers visiting and staying at the hotel. Customers that have a high level of brand trust in some hotels will always come and visit the same hotel. This brand trust customer will inform other people to come because they are confident that the people that they loved and informed will receive the great service and experience that they always got. Moreover, if the hotel had any negative images, these brand trust customers will always protect the hotel and help to make an excuse for the hotel. Finally, this research concluded that customer brand trust is very important for the hotel business and also for other service businesses, and brand trust could be built and influenced by the strong effects of service marketing mix 7Ps and customer satisfaction.

Limitations and future research studies

According to the outcome of this study, even the result showed a positive relationship between service marketing mix 7Ps to brand trust and a positive relationship between customer satisfactions to brand trust, which adhered to our hypothesis that was received from several literature reviews of the previous studies in this field. However, they still have more dimensions, which the next research should focus on and test to increase the robust information of this research field. The limitation of this research is, the data was collected from the only hotel business and doing only in Thailand but there are still more other service businesses that the next researchers could study. The main suggestion for the next researcher is to replicate this framework in other service businesses and in other countries in order to increase the robust this information and expand the area of this study. Finally, it might be some more valuables which still missing in this research and future studies could identify other determinants such as customer engagement, service quality brand loyalty (Priyo, Mohamad, & Adetunji, 2019).

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DECISION-MAKING FOR USING FOOD ORDERING APPLICATIONS ON SMARTPHONES BY PEOPLE IN THE PROVINCE OF RATCHABURI

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ABSTRACT

The research sought to accomplish the following goals: 1) To examine the demographic factors influencing the decision of people in Ratchaburi province to use smartphone applications for food ordering, and 2) To study the marketing mix factors, as perceived by consumers influencing customers' decisions to use smartphone applications for food ordering in the province of Ratchaburi. This study employed a quantitative research methodology and collected a convenience sample of 313 participants. The statistical analysis included a variety of methods, such as percentage calculation, determination of mean and standard deviation, t-test, one-way ANOVA, and application of the Multiple Indicators and Multiple Causes Model (MIMIC model). The decision of consumers in Ratchaburi province to place their food orders via smartphone applications was influenced by a variety of demographic factors, including gender, age, education level, and average monthly income. At the 0.05 level of statistical significance, these factors were found to be significant. In addition, the opinions of customers regarding the aspects of the marketing mix that were considered in the decision-making process were taken into consideration. These aspects of the market were referred to as Consumer Wants and Needs (CWN), Convenience to Buy (CTB), Communication that Connects (CTC), and Consumer's Cost to Satisfy (CCS). It was determined that these parameters had a predictive value equivalent to 76.30 percent.

Keywords: Purchase Decision, Application for Ordering Food, Marketing Mix from Consumers' Viewpoints, MIMIC model

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Introduction

The consumption of food is an essential component in maintaining and improving the quality of human life (Office of The Royal Society, 2020). It is generally acknowledged as one of the primary requirements for human survival and has a significant role in the formation of our way of life. The current era is increasingly characterised by urbanisation, chaotic schedules, strong competitiveness, and constant traffic congestion. More and more people, therefore, try to find some technology that could help make their life as easy as possible. It found that in today's society, many people consider using applications for ordering their food and services online. This is to reduce the time-making queues in food shops which helps save a lot of their time and allows them to order their food in advance. Ordering food through online applications, thus, becomes one of the most preferable trends and ways done by many Thai people these days. Research by Saichana and Srinuan (2018) found that most of the consumers of online food applications were a group of students and they were satisfied with the online food applications as they use a very short response time and meet consumers' needs.

Besides, the report showed that Thais have adopted the practice of purchasing food and beverages using app-based platforms that offer home delivery services. This trend has grown in popularity due to the convenience it provides in obtaining meals. Furthermore, these platforms frequently provide great discount programs, making the food more reasonable when compared to purchasing straight from physical retailers. As a result, online platform entrepreneurs can observe and change their delivery services to match the individual needs of customers who use their online applications for food orders. This shift toward online meal ordering matches Thai people's current lifestyles and delivers various benefits to consumers, including convenience, lower pricing, and appealing marketing campaigns. The KBank Research Centre made a prediction that by the year 2019, the food delivery sector in Thailand will reach a value of 33,000-35,000 million baht, representing an increase in value of 14 percent when compared to 2018. This suggests that there is great potential for growth as well as investment within the sector. This industry is growing as a result of the growing popularity of applications that deliver food, which has contributed to the rise of this sector. Businesses are working hard to tap into the enormous food market networks. The fact that all of these elements are working together makes the Thai food delivery sector an attractive proposition. (Foundational Information: KBank Research Centre, 2019) Ordering food through a mobile application requires a platform intermediary that puts together various food establishments and facilitates the delivery and presentation of food to customers. This practice is widely recognized and popular among a large number of Thai businesses. Foreigners dominate this industry, which offers a wide variety of products, including food and beverages. To reach their target demographic, these businesses rely heavily on modern technology, which has become intricately intertwined with consumers' lifestyles. In Thailand, 93.7% of consumers use smartphones for a variety of purposes (Brand Age Online, 2022). This can be determined by scrutinizing the overall landscape and delving into the specifics. According to Marketing Oops (2015), this emphasizes the significance of accessing the internet via mobile devices. Given that 70.3% of Bangkok's population predominantly uses smartphones to access the internet, businesses operating in this sector must prioritize smartphone accessibility.

Research Objectives

1. To examine the demographic factors influencing the decision of people in Ratchaburi province to use smartphone applications for food ordering, and
2. To study the marketing mix factors, as perceived by consumers influencing customers' decisions to use smartphone applications for food ordering in the province of Ratchaburi.

Literature Review

Concepts and Theories Related to Consumer Behaviour

Sameajai (2007) analyzed marketing behaviour in 7 aspects. It is called 6Ws and 1H. It must consider its marketing characteristics and the details are shown as follows:

1. Who is the target market?
2. What does the market buy?
3. Why does the market buy?
4. Who participates in the buying?
5. When does the market buy?
6. Where does the market buy?
7. How does the market buy?

When determining the marketing characteristics of consumers, the 6W 1H framework can be utilized to generate a condensed summary of the answer keys that can be employed. The following categories make up this structure: "who," "what," "why," "who," "when," "where," and "how." For searching the answer to 7 aspects 7 or 70s, it consists of Occupants, Objects, Objectives, Organizations, Occasions, Outlets and Operations. It is applied and used for making questions and giving answers 7 to aspects of consumer behaviour and marketing strategies that are agreeable to consumers' needs.

Concepts and Theories Related to The Marketing Mix from the Consumer's Point of View

The idea of the marketing mix, which was first presented by Kotler (2012), is quite well-known. According to Kotler (2012), the marketing mix, which is also known as the 4Ps, is comprised of controllable marketing variables that businesses exploit to cater to the needs of their respective target audiences. It consists of tools as follows:

1. Product means things to present to the market and respond to consumers' needs and satisfaction.

2. Price means the product's value as a form of money.
3. Place or Distribution means place structure, and it consists of institution and activity. It is used for movement the of products and services out of the organization to market.
4. Promotion means the market communication process. It uses people or media to remind, inform, and persuade. But this new concept is presented from the original start of consumer's need, it is developed to the marketing mix of consumer's viewpoint. It consists of details as follows:

1) Consumer Wants and Needs
2) Consumer's Cost to Satisfy
3) Convenience to buy
4) Communication that Connects

Marketing mix of consumer's viewpoint is emphasized and solves problems of customers or consumers "4Cs". It is a fundamental principle in the field of marketing. Businesses in this day and age are unique, which is why they will be successful despite the intense competition. These businesses make a difference and provide important things to ensure the meet of the need of their consumers. The process of marketing viewpoint will be changed consumer's viewpoints. The original business gives importance to production, resource distribution, power, ability, and need of business organizations. This component is called Marketing Mix = 4Ps for adjusting concept: "Marketing Mix of Consumer's Viewpoint" (Panthutanasopon, 2015: Constantinides, 2006; Ali & Anwar, 2021). The idea of Marketing 5.0 in 2020 came about because robotic technology kept getting better and better. In this era of a super smart society, a collaboration between technology and humans is expected to increase efficiency for consumers in consuming company products or services. According to Lee and Trimi (2018), the two primary objectives of Marketing 5.0 are to place an emphasis on the significance of enhancing the quality of life of consumers via the use of automation technology and to enhance the quality of interactions that occur between consumers and service providers through the application of AI technology. This is the reason the 4Ps idea has given way to the 4Cs concept. (Wibisono & Pasulu, 2022; Yadav, Sota & Chaudhary, 2023)

Concepts and Theories Related to Consumer Buying Process

Schiffman and Kanuk (2007) said that the perception of the consumer buying process will support the marketer's understanding consumer buying process or services thoroughly from the start point to the end of the process. It will help marketers in planning products and services. the consumer buying process is known in 6 steps as follows:

1. Problem Recognition
2. Information Search
3. Evaluation of Alternatives
4. Purchase Decision

5. Purchase
6. Post-Purchase Evaluation

As they have a close relationship with products or consumer research, marketers can develop or improve the consumer purchasing journey by instilling this mentality in it. However, it appears to be more difficult to change consumers' preexisting unfavourable views than it is to shape new ones that consumers have never encountered. Positivity at the outset is advantageous and increases customer participation. According to research by Prasad and Jha (2014), customers are more likely to be open to new ideas and information when they are met with a positive attitude from the get-go.

Review literature can present the conceptual framework as follows:

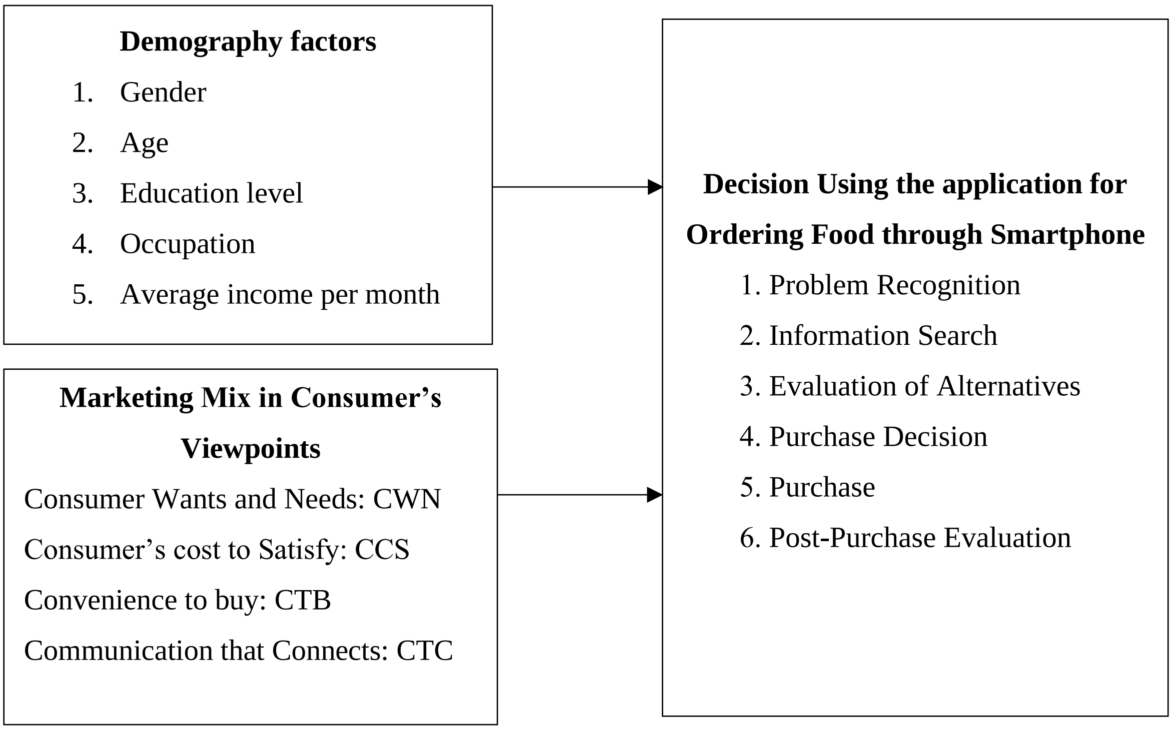

Figure 1: Concept Framework of Research

Research Methodology

Population and Sample: Because the population size was unknown, they estimated the sample size using the sample selection approach proposed by Hair, Black, Babin, and Anderson (2010). The optimal sample size for doing multivariate analysis, according to their criteria, should be at least ten times the number of indicators. As a result, the researchers used convenience sampling to acquire a sample of 313 people. The research arranged the processes as follows:

1. A questionnaire serves as the research instrument, and it is utilized to conduct data collection efficiently. The following is an outline of the steps involved in the process of developing and revising the questionnaire:

2. Examine the pertinent papers, ideas, and programs relating to the ordering of food, consumer behaviour, and research connected to design concept frameworks. Explain the meaning of the essential phrases and ideas.

3. Create a survey that addresses all of the variables that have been identified as being of interest.

4. Make sure the material is valid by getting feedback from three different experts, and make sure the questions are consistent with the variables that are being measured. To determine whether or not the material is genuine, the Index of Item-Objective Congruence can be applied.

5. Make adjustments to the questionnaire in light of the comments and suggestions made by the specialists. Check to see that each item on the questionnaire satisfies the requirements. Carry out a pilot study with the population you intend to survey using the questionnaire.

6. Collect data using the updated questionnaire, then use Cronbach's alpha coefficient to determine the reliability of the questionnaire (Cronbach, 1970: 161). Check to see that each variable has a dependability score of 0.70 or above. Conduct a thorough analysis of the data to evaluate the accuracy, validity, and level of confidence offered by the questionnaire. When seen from the point of view of the customer, the components of the marketing mix should have accuracy and validity scores in the range of 0.67 to 1.00, and their degrees of confidence should fall somewhere between 0.72 and 0.97. It is determined to be qualified if the questionnaire satisfies the standards for both the content validity and the confidence level.

7. Utilize the findings that were gathered to make any necessary adjustments and enhancements to the questionnaire to increase its capacity to collect precise data.

Data Collection Techniques: The following is how the researcher set up the data collection procedures:

1. Request consent from the sample group to distribute a questionnaire and gather data.

2. Distribute the questionnaire to a chosen number of participants to gather data, and verify that their answers are accurate. The Statistical Package for the Social Sciences is then used to analyze the data that has been obtained.

3. Apply statistical analysis to the collected data to address the study objectives and provide an answer to the research questions.

Data Analysis: In this study data analysis includes a wide range of statistical measures and procedures such as frequency, percentage, mean, standard deviation, t-test, One-way ANOVA, and the Multiple Indicators and Multiple Causes Model (MIMIC model).

Research Results: This study reports the following findings.

1. The majority of participants were female, accounting for 70.92% of the total. 34.50 percent of the total population was between the ages of 25 and 34, making this the greatest age group. A bachelor's degree was held by 65.81 percent of the population. 39.30% indicated a monthly income

between 15,001 and 25,000 Thai Baht. 36.74 percent of respondents were currently employed by the company.

2. The effect of marketing mix factors on how often people in Ratchaburi province use smartphone apps to buy food was found to be very high (mean = 4.185). Consumer Wants and Needs were found to be the most important factor (mean = 4.228), while the Consumer's Cost to Satisfy was found to be the least important factor (mean = 3.941).

Table 1 Marketing mix factors in consumer's viewpoint

Marketing Mix Factors	Mean	S.D.	Results
1. Consumer Wants and Needs: CWN	4.228	0.757	High
2. Consumer's Cost to Satisfy: CCS	3.941	0.840	High
3. Convenience to buy: CTB	4.185	0.809	High
4. Communication that Connects: CTC	4.205	0.735	Highest
Overall	4.185	0.732	High

3. Behavior of users who use food delivery through applications in Ratchaburi province found that the mean score for their behaviour was 4.060, which indicates that it was above average. After further categorization, it was discovered that the aspect with the greatest mean rating was Purchase: PC (mean = 4.129), whereas the component with the lowest mean rating was Information Search: IS (mean = 3.917).

Table 2 Decision using the application for ordering food through smartphones

Marketing Mix Factors	Mean	S.D.	Results
1. Problem Recognition: PR	4.083	0.791	High
2. Information Search: IS	3.917	0.840	High
3. Evaluation of Alternatives: EA	4.112	0.826	High
4. Purchase Decision: PD	4.129	0.781	High
5. Purchase: PC	4.010	0.766	High
6. Post-Purchase Evaluation: PE	4.112	0.789	High
Overall	4.060	0.725	High

4. The demographic factors that influence the decision to use smartphone apps for ordering food differ by gender, age, education, and average monthly income. These variables were found to be statistically significant at the 0.05 level.

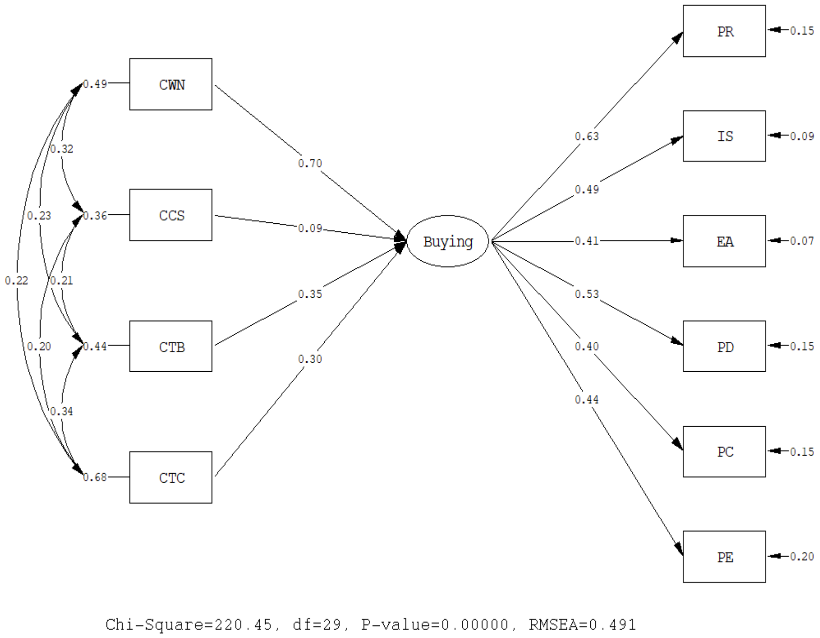

Figure 2: Marketing mix factors in consumer's viewpoint affecting decision using the application for ordering food through smartphones of people in Ratchaburi province (Model before adjusting)

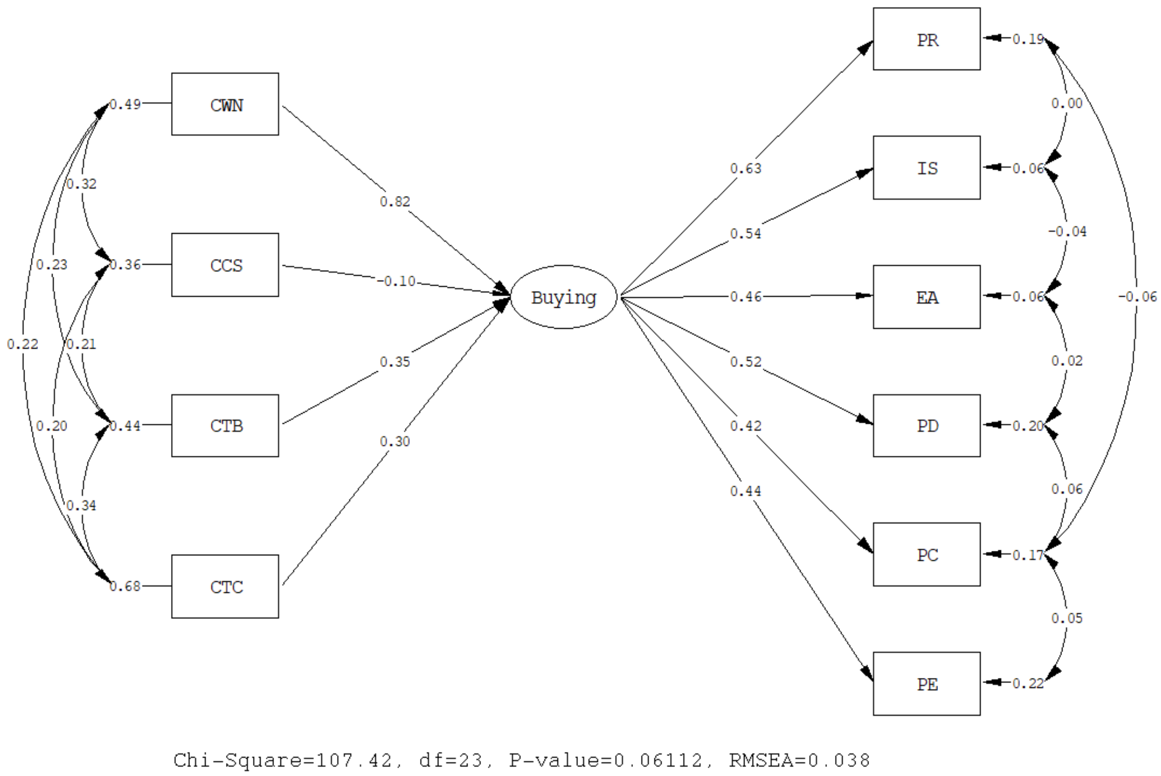

Figure 3: Marketing mix factors in consumer's viewpoint affecting decision using the application for ordering food through smartphones of people in Ratchaburi province (Model after adjusting)

Table 3 Analyzing the Model's Results: Various Marketing Mix Factors Influencing Consumer Decisions in Ratchaburi Province's Smartphone Food Ordering Application

Marketing Mix in Consumer's Viewpoints	Decision using the application for ordering food through smartphone (R^2=0.763)		
	β	S.E.	t
1. Consumer Wants and Needs: CWN	0.82	0.064	6.349**
2. Consumer's Cost to Satisfy: CCS	0.10	0.089	2.225*
3. Convenience to buy: CTB	0.35	0.084	3.118**
4. Communication that Connects: CTC	0.30	0.070	3.025**

The decision for using the application for ordering food on smartphones of people in Ratchaburi Province was based on their perceptions of the marketing mix, which consists of Consumer Wants and Needs (β = 0.82), Convenience to buy (β = 0.35) and, Consumer's Cost to Satisfy (β = 0.10) respectively. The equation's predictive power was 28.9 percent. The weight factor brought forth by the dependent variable is shown in Table 4.

Table 4 Confirmatory factor analysis latent variable, decision using the application for ordering food through smartphones

Matrix LAMDA – Y	λy	t-value	R^2
1. Problem Recognition: PR	0.63	-	0.611
2. Information Search: IS	0.54	19.141	0.608
3. Evaluation of Alternatives: EA	0.46	18.582	0.555
4. Purchase Decision: PD	0.52	17.454	0.564
5. Purchase: PC	0.42	14.790	0.473
6. Post-Purchase Evaluation: PE	0.44	14.282	0.450

Decisions using the application for ordering food through smartphones consisted of Problem Recognition (λy1 = 0.63), Information Search (λy2 = 0.54), Purchase Decision (λy4 = 0.0.52), but the lowest factor was Purchase (λy5 = 0.42) respectively.

Summary and discussion

1. The decision of people in Ratchaburi province to use the smartphone application for ordering meals was influenced by a variety of demographic parameters, including gender, age, education level, and average monthly income. These factors displayed considerable fluctuations, and a significance level of 0.05 was determined to be necessary for statistical analysis. The findings are consistent with Rittiboonchai's research from 2021, which found statistically significant correlations

between gender, age, education, monthly income, and how frequently and consistently youth in Nakhon Pathom make online purchases (Rittiboonchai, 2021). These results also corroborate Laohasamphantaporn's research from 2022, which found that age was a key demographic variable impacting the choice to utilize the Food Panda app. However, there were differences seen in post-purchase behavior and information search. The cutoff point for statistical significance was 0.05.

2. Several marketing mix aspects are significant in the context of customer choice when it comes to ordering food via smartphones in Ratchaburi region. Consumer Needs and Wants, Buying Convenience, Connective Communication, and Consumer Cost to Satisfy are among these factors as viewed by customers. Three crucial steps - Problem Recognition, Information Search, and Purchase Decision - were found by a study that examined how users of food ordering apps on smartphones made decisions. These results are particularly interesting since they concur with other studies by Dhevakul (2020) on consumer decision-making for Grab Food in Bangkok and Petpradubsook (2020) on the variables affecting the behavior of customers utilizing food ordering services using smartphone applications in Bangkok. Additionally, the research conducted by Laohasamphantaporn (2022) on the impact of marketing mix variables on consumer decision-making about the Food Panda Application in Hatyai District, Songkhla Province, validates the aforementioned conclusions. Quality, services, and the marketing mix were discovered to have a substantial impact on consumer behavior in this study. In particular, the Hatyai District, Songkhla Province customers' use of the Food Panda Application was seen to be influenced by the elements of Communication that Connect, Consumer Wants and Needs, Consumer's Cost to Satisfy, and Convenience to Buy. It is advised that they make use of the gathered data and implement it into their marketing plans and service development procedures in Hatyai District, Songkhla Province, to maximize the benefits for both customers and service providers of the Food Panda application. According to Neamsri's (2017: 64) research on the decision to deploy the LINEMAN application service in Bangkok, this strategy will assure alignment with consumer wants and preferences. Neamsri discovered that, in Bangkok, promotional activities through digital media, simplicity of use, perceived benefits, and digital media commercials all had a statistically significant impact on people's decisions to use the LINEMAN application service.

Practical implications

1. Targeting the prescription of the target market should be a priority for entrepreneurs, as it enables them to effectively address consumer requirements. It is essential when offering food distribution via an application, to provide superior products and a variety of services that appeal to consumers' interests and preferences.

2. Entrepreneurs in the province of Ratchaburi should consider the marketing mix components that influence consumers' purchasing decisions when developing an application for smartphone-based food ordering. In this context, consumer wants and requirements play a central role.

Entrepreneurs face a significant challenge, however, in understanding and effectively stimulating decision-making via the application.

3. Problem recognition is a crucial aspect of the use of the application for purchasing food via smartphone. Consequently, the initial phase of the purchasing decision process entails identifying the problem.

Suggestions for further study

1. It is encouraged to research the various applications that are utilized in day-to-day living and to look into the benefits and basic aspects associated with the growth of online food distribution via smartphone applications.

2. Further research ought to concentrate on quantitative approaches, and it ought to be considered whether or not a mixed-method approach ought to be utilized to acquire findings that are exhaustive and in-depth.

3. This research has a narrow scope and will only look at samples from the province of Ratchaburi. Those who are interested in broadening the scope of the investigation have to give thought to carrying out research in a number of different provinces since the findings are likely to vary in accordance with this.

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ATTRACTION EFFECT AND ITS EMPIRICAL EVIDENCE IN HUMAN RESOURCE MANAGEMENT REVIEW

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ABSTRACT

The attraction effect or sometimes called decoy effect, which is one of the most mysterious context effects, has attracted significant interest from scholars in different fields. Numerous studies have tried to replicate the effect in different circumstances including the human resource management context, however, the findings are sometimes inconsistent. Considerable mechanisms and factors have been proposed to explain its occurrence and variance in the research findings. Despite such lucrative empirical evidence, its relevance and practicality to the real business world is still questioned. By systematically reviewing the current literature, this study aims to synthesize mechanisms underlying the attraction effect and factors moderating its magnitude. The review suggests a careful choice setting and comprehensive consideration of individual and organizational differences are required when replicating or explaining the attraction effect. By focusing on empirical research in human resource management context, the study reveals potential applications of the attraction effect in achieving some important goals of human resource management such as improving gender equality or accuracy of performance evaluation system as well as ethical issues associated with these applications for practitioners. The review also suggests that the attraction effect might present another form of optimal decisions under uncertainty and limited resources.

Keywords: Attraction Effect, Decoy Effect, Human Resource Practices, Human Resource Management

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Introduction

Decision making means evaluating and selecting a choice from a set of alternatives (Robbins & Coulter, 2018). It can be perceptual (quick decisions with low cognitive level) such as guessing traffic lights, or preferential (goal-oriented decisions with higher cognitive level and deliberate consideration) such as stock investment or job selection (Dutilh & Rieskamp, 2015). It is considered to be an essential part of individual and organizational activities and success. Therefore, understanding what influences decision making, how people process information and make a trade-off between alternatives has attracted numerous studies. Normative theories assume that people select a choice that maximizes their utility – happiness, welfare or satisfaction - within their limited resources (Corr & Plagnol, 2019). This choice remains unchanged over time regardless of decision making environment such as choice context under consideration (Angner, 2011). In contrast, descriptive theories indicate that people's choices are unstable and influenced by choice context (Angner, 2011) and individual factors at the time of making decision (Corr & Plagnol, 2019).

Choice context means the composition of a choice set (Dhar, Nowlis & Sherman, 2000). Descriptive theories suggest that the addition of a new alternative to a choice set can decrease or increase the selection probability of an original alternative in the set (Angner, 2011). In decision making literature, this choice or context effect on people's decision is often categorized into three main types: attraction, similarity and compromise, of which the attraction effect is considered to be most mysterious (Tsetsos, Usher & Chater, 2010). Although the attraction effect has been found in many circumstances, in both perceptual and preferential decisions (Trueblood, Brown, Heathcote, & Busemeyer, 2013), the failure to replicate the effect in recent research such as Frederick, Lee and Baskin (2014), Padamwar, Dawra and Kalakbandi (2021), Izakson, Zeevi and Levy (2020), Rafai et al. (2022), Kubalová and Klepek (2022) indicates that the attraction effect does not occur unconditionally. Numerous studies (i.e Abe & Kaneo, 2022; Marini, Sapienza & Paglieri, 2022; He & Sternthal, 2023, Banerjee, Chatterjee, Mishra & Mishra, 2020) have not only investigated how but also when it happens. Although the study about the attraction effect and its implications has gradually transcended the marketing field (Huber et al., 2014), its number is still quite limited in non-marketing domain. Highhouse (1996) is considered to be one of the initial studies reporting the attraction effect in the human resource management context.

Considering this background, the study aims to synthesize existing literature on mechanisms underlying the attraction effect, factors influencing the occurrence and the magnitude of the effect, and research status on the effect in human resource management context. The literature synthesis is organized into 3 parts: definition of the attraction effect, mechanism and moderating factors of the attraction effect, and empirical evidence of the attraction effect in human resource related context. The study concludes with a general discussion about practical and theoretical implications of the attraction effect, and areas for future research in human resource management context.

Methodology

Search strategy

In the study, the ESBCO Discovery Service (EDS) was used to search articles because it is connected to various online journal providers such as JSTOR, ScienceDirect, Wiley, Springer, Business Source Premier. In addition, this database is also linked to the full Web of Science dataset. Hanneke and O'Brien (2016) found that it slightly outperforms Primo and Summon in returning the number of relevant articles.

The article search process followed systematic literature review steps suggested by Tranfield, Denyer and Smart (2003). The study started with finding articles related to definition and mechanisms underlying the attraction effect by using keywords: decoy effect, attraction effect to search in titles and abstracts. These two terms are used because they are sometimes interchangeable in the literature. After that, empirical evidence about the attraction effect related to human resource management practices was sought by using keywords: human resource practice and attraction/decoy effect, employee performance evaluation and decoy effect/attraction effect, personnel selection and decoy effect/attraction effect, personnel recruitment and decoy effect/attraction effect, employee promotion and decoy effect/attraction effect to search in text. These specific areas of human resource management were chosen because they involve making decisions from a choice set. During the article search, quotation mark was used with key words related to decoy effect to increase matching rate.

The list of articles appearing after using the keywords was then filtered further by limiting to only those written in English language, with full text and peer reviewed. Since the proposed keywords may be unable to cover relevant articles, while reviewing some selected articles, the study adopted a new term - asymmetric decoy and referred to citations in other articles to seek out additional information.

Article selection

In order to ensure the transparency and reproduction of article selection process (Kraus, Breier & Dasí-Rodríguez, 2020), the filtered articles were then screened further for their relevance to the study’s objectives by the following selection criteria.

(1) Title needs to contain at least one key word “attraction effect” or equivalent for the first search, and one keyword related to human resource management areas for the second search.

(2) Abstract needs to contain at least one keyword “attraction effect” or equivalent.

(3) Articles whose full texts can be downloaded.

(4) The study has at least one empirical finding illustrating context effect of decoys that are asymmetrically dominated, not other types of decoys.

(5) The study has empirical data directly related to human resource management practices.

Table 1 shows the steps of the search process and the number of articles selected for final analysis.

Table 1 Literature search and selection process

Step	Database
Terms used: "attraction effect", "decoy effect", "asymmetric decoy"	1189
Terms used: human resource practice and "decoy effect", human resource practice and "attraction effect", personnel selection and "attraction effect", personnel selection and "decoy effects", personnel recruitment and "attraction effect" personnel recruitment and "decoy effect", employee performance evaluation and "attraction effect", employee performance evaluation and "decoy effect", employee promotion and "decoy effect", employee promotion and "attraction effect".	1628
Articles selected for title after removing duplicated articles	125
Articles selected for abstract	77
Articles selected from cross-referencing	7
Articles selected for final analysis	84

Apart from searching for the primary topic, articles about general concepts in human resource management activities: gender bias, relative performance evaluation, and forced ranking distribution, and factors influencing preference reversal and context effect in general were sought to provide more insights about empirical evidence of the attraction effect.

Definition of the attraction effect

The attraction effect occurs when adding an asymmetrically dominated option (decoy) to the choice set increases the selection probability of the dominating option (target option) (Reb, Li & Bagger, 2018). An asymmetrically dominated option is the option that is inferior to at least one option, but not to others in the choice set (Huber, Payne & Puto, 1982). A dominating option is the option that performs better than another on at least one attribute, and at least the same on all other attributes (Wedell & Pettibone, 1996). For example, Highhouse (1996) requested participants to select one from three final job candidates (A, B and C1 or A, B and C2) based on scores of two measures presented in Table 1 below; and he found that when decoy C1 was added, 80% of participants preferred candidate A and when decoy C2 was added, only 35% of participants selected candidate A.

Table 2 Information about job candidates

	Interview rating	Promotion ability rating
Candidate A	5	80
Candidate B	7	66
Candidate C1	4	80
Candidate C2	7	54

Source: Adopted from Highhouse (1996)

Asymmetrically dominated (AD) decoys are normally categorized into three types: range extension (R); frequency increment (F); and combination of both range and frequency (RF). See figure 1 for an illustration of these three decoys for option A (Wedell & Pettibone, 1996). Huber, Payne and Puto (1982), who is the first identified the attraction effect, examined three types of AD decoys and found that the attraction effect was only statistically significant for the range extension and range-frequency decoy, and the effect of the range extension decoy was much stronger than the effect of the range-frequency decoy. The authors attributed the weak influence of the range-frequency decoy to the lack of clear dominance in the choice set; and missing influence of the frequency decoy to other factors than the dominance or similarity level.

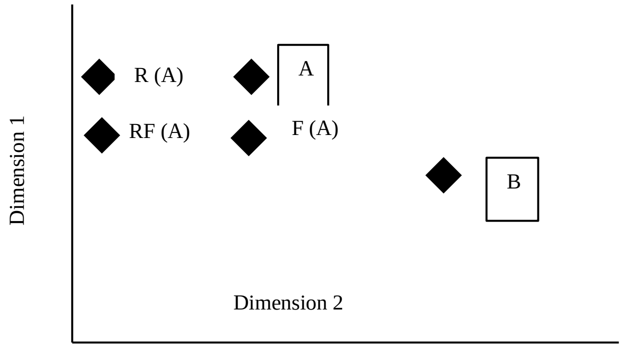

Figure 1 Illustration of three decoys (adopted from Wedell & Pettibone, 1996)

Moreover, the attraction effect is not always replicable. For example, Frederick et al. (2014) did not find the attraction effect when they represented choice stimuli in verbal description. Rafai et al. (2022) found that the introduction of decoy effect did not increase the probability of selecting targeted flight options. Although this failure can be explained by the difference in experiment conditions among studies, it still requires researchers to identify conditions when the effect occurs and what factors impact the size of the effect (Huber et al., 2014).

Mechanisms for the attraction effect

When facing a choice set, people make decisions by evaluating and comparing the objective value and psychological value of alternatives in the choice set on different dimensions. Objective value is the functional value of things quantified through metric such as price, cost, or speed (Corr & Plagnol, 2019), and influenced by people's cognitive capability. Psychological value is the perceived value of things revealed through people's belief or assumption, and influenced by people's psychological and biological factors (Kusev et al., 2017) such as mood, personality, feeling, experience (Corr & Plagnol, 2019), hormonal and other environmental factors (Kusev et al., 2017). Therefore, the study incorporates both cognitive and psychological mechanisms from the literature to establish a holistic explanation for why and how attraction effect occurs and varies in choice contexts. The study classifies the mechanisms into two broad categories: relational evaluation and attention (Tsetsos et al., 2010), and cognitive effort-accuracy trade-off (Dhar et al., 2000).

Relational evaluation and attention

According to prospect theory, the value of an option is often determined by its relation (either gain or loss) to a reference point (Kahneman & Tversky, 1979; Sivakumar, 2016), which can be either other available alternatives in the choice set (Dhar et al., 2000; Simonson & Tversky, 1992) or a neutral reference point (Simonson & Tversky, 1992). When one option in the choice set is superior to the other options on, at least, one dimension, direct comparison between them becomes difficult. Adding an asymmetrically dominated decoy to such a choice set can facilitate decision making process because the decoy can act as a neutral reference point from which relative value of original options is more easily determined (Tsetsos & Usher, 2010). For example, there is a choice set of two options that are compared only in terms of two attributes and an asymmetrically dominated decoy is added. Compared to the added decoy, the dominating option (target) offers overall net gain while the remaining option (competitor) provides some loss on one dimension (Highhouse, 1996). Consequently, the target is more likely to be selected than the competitor because people tend to be loss averse or risk averse (Corr & Plagnol, 2019).

However, instead of considering all alternatives equally and calculating the net loss or gain, decision makers may pay more attention to comparing the target to the decoy than to comparing the competitor to the decoy, which increases the likelihood of selecting the target option. This selective attention occurs due to lateral inhibition (Tsetsos et al., 2010), which means human visual attention focuses more on stimuli located near one another (Isaacson & Sxanziani, 2011) than a large surrounding area to reduce visual noise or distractions in natural scenes (Kim & Bertalmio, 2016). In the choice set, the target is located spatially closer to the decoy than the competitor; therefore, decision makers focus more on the target-decoy pair than on the competitor-decoy pair (Mishra, Umesh & Stem, 1993). The relational comparison or attentional process that influences the occurrence and magnitude of attraction effect may vary according to individual differences and decoy's perceived characteristics.

Individual differences

The stronger prior preference, knowledge, information or experience people have about the original options in the choice set, the more stable and clearer their decision-making criteria are (Mishra et al., 1993), the less necessary relative evaluation among alternatives is (Hsee, 1998), and the less likely the decoy generates impacts on their decision. For example, Slaughter, Sinar and Highhouse (1999) found that customer strong preference on quality weakened the decoy effect, while Kim, Park and Ryu (2006) reported the moderating role of customer's brand knowledge on the attraction effect.

The nature of relative evaluation and attention to the options in the choice set is also influenced by people's different cognitive styles, thereby impacting the magnitude of the attraction effect. Cognitive styles are generally categorized into two groups: holistic and analytic (Nisbett, Peng, Choi & Norenzayan, 2001). People with holistic thinking perceive meaning, and explain or predict behavior of an event by attending or seeking its relationship with the context. In contrast, people with analytic thinking perceive an event independent of its context. They tend to establish categories and seek a dominance relationship within the category to explain or make predictions about the event (Nisbett et al., 2001). Banerjee et al. (2020) indicated that the attraction effect was more likely to be found among Western people – who adopt an analytic mode of cognition than Eastern people – who adopt holistic style. Similarly, Abe and Kaneo (2022) and Khan, Zhu and Kalra (2011) found that people with high construal level were more vulnerable to the attraction effect than people with low construal level. People with high construal level focus on decontextualized, abstract and central features of options, whereas people with low construal level focus on contextualized, specific and incidental features of options (Trope & Liberman, 2010). High construal level people seek a dominance relationship rather than comprehensive relative comparisons of options (Khan et al., 2011). According to the proximity principle, the decoy and the target are more likely to form a category than the decoy and the competitor. Within the formed category, the dominance of the target over the decoy is more obvious than that of the competitor. These explain the findings aforementioned.

Decoy's perceived characteristics

For the attraction effect to occur, a certain degree of similarity between target and decoy is necessary (Marini et al., 2022) because similarity facilitates the formulation of a category between the decoy and the target from which the target appears better and is thus more likely to be selected (Izakson et al., 2020). However, if the decoy is too close to the target, the attraction effect may diminish or even disappear (Mishra et al., 1993) because decision makers may not be able to identify the dominance relationship (Fredick et al., 2014). For example, Padamwar et al. (2021) found that the attraction effect was absent when the range extension of the decoy was insufficient.

The influence of the decoy on people's comparison or attention also depends on how favorable or popular decision makers perceive it (Mishra et al., 1993). If the decoy is perceived undesirable, it is more likely to be ignored by decision makers and therefore cannot provide any additional boost for identifying the dominance of the target option. The attraction effect also vanishes when the decoy is perceived better than the original options because they pay attention to the decoy and select it instead of the dominating option (Huber et al., 2014). Ahn and Novoa (2016) and Slaughter (2007) found that participants selected the decoy as the best performing candidates in their experiments. In contrast, if the decoy is perceived popular in the market, it can enhance the selection probability of the target by causing decision makers to ignore their previous preference to conform to a social norm (Asch, 1955) and focus on options close to it as explained above.

Cognitive effort-accuracy trade off

According to rational choice theories, people are rational and choose items with the highest value or benefits (Angner, 2011). However, such choice is not always feasible because of their limited budget (Corr & Plagnol, 2019). Even when given a choice set within their budget, they do not always select the optimal option because they are unable to fully access proper information, to do sophisticated economic functions (Thaler, 2016), or to act like a perfect computer that processes information in an unbiased way (Corr & Plagnol, 2019) all the time. Therefore, a cognitive effort-accuracy trade-off offers another way to explain the attraction effect.

The introduction of the decoy to the original choice set increases the choice complexity (Dhar et al., 2000). Decision makers need to consider more alternatives and perform more comparisons on different attributes (Huber et al., 1982), thereby exerting more cognitive effort. To avoid this mental pressure, they tend to simplify the evaluation process by focusing and selecting the dominating option (Mishra et al., 1993). However, their willingness to invest effort or avoidance of mental pressure in decision making and then resort to simplified cognitive process can be moderated by their decision-making conditions and individual differences.

Decision making conditions

Since time pressure can influence people’s effort and thereby their decision making behaviors, it is expected to play a role in the occurrence or intensity of the attraction effect. Pettibone (2012) found that time pressure mitigated the attraction effect because under time limitation, participants were more likely to make a random choice than perform a careful consideration or seek a dominant option. However, Lin, Sun, Chuang and Su (2008) found the opposite and explained that under time pressure, respondents tend to use heuristic and focus on identifying the clearly dominating option. The inconsistency of these two research findings could be due to the different study settings. While Pettibone (2012) required participants to respond within predetermined time limits (2s,4s,6s,8s), Lin et al. (2008) did not set a time limit for participants, but asked them to record and report their time spent on making decisions. Another explanation could be the difference in participant’s perception of the difficulty of the tasks and the availability of cognitive ability. Wedell, Hayes and Verma (2022) found that greater perceived difficulty led to longer response time and greater decoy effects. In contrast, Lee, Chuang, Chiu and Lan (2016) indicated that perceived difficulty reduced response time and led to more random choice, thereby weakening the attraction effect when participants perceive their cognitive resources of participants less than cognitive requirement of the tasks.

People’s cognitive effort in decision making is also affected by the requirement to justify their decision. When the justification requirement comes from others such as managers, colleagues or spouses and decision makers do not know the preference or criteria of their evaluators, the attraction effect may be stronger because the explicit and objective superiority of the dominating option make it a more justifiable and convincing solution for others (Simonson, 1989). However, this is not necessarily the case when decision makers have meaningful information about the options in the choice set. For example, Malaviya and Sivakumar (2002) found that the requirement to justify their choice enhanced the attraction effect when participants received little information about products, but reduced the attraction effect when they received meaningful information. When the justification is their own requirement, the attraction effect can reduce or even disappear because they are more likely to suspect the dominance of the target and examine options in the choice set more thoroughly to avoid the feeling of regret later (Connlly, Reb & Kausel, 2013). Mourali, Bockenholt and Laroche (2007) found that justification requirement weakened the preference for dominant options when people activated their mode of prevention focus (mistake and loss avoidance). However, when the regret is interpreted as the result of choosing a worse option rather than as the result of deploying an low-quality decision making process (Reb, 2008), the feeling of regret actually enhances the attraction effect (Reb et al., 2018) because the attractiveness of the dominating choice is fairly obvious in terms of outcome justification.

Incentives or rewards for decision making outcomes is another factor that can influence people's willingness and cognitive effort investment in decision making. Incentives or rewards can make people think carefully or take necessary actions to get things right (Thaler, 2016); yet they also generate more stress for decision makers. Decision makers have to make a trade-off between confidence in their knowledge of the choice and their desire for accuracy in order to secure incentives or rewards (Siegel-Jacobs & Yates, 1996). Although Grether and Plott (1979) and more recently Berg, Dickhault and Rieyz (2010) found that incentives increase the intensity of preference reversal, Slaughter et al. (2006) reported an insignificant impact of rewards on the attraction effect in candidate selection decision making by individuals and groups. The failure of rewards in influencing people's making behaviors in the attraction effect can be attributed to the difference in their attitude towards rewards.

Individual differences

Kivetz (2003) found that although rewards intensified preference shifting among participants, their influence was different among extrinsic and intrinsic motivation people. This finding suggests that if people have high expectations for rewards, they are more likely to invest effort and trade off certainty for the magnitude of rewards by selecting the dominating option. Therefore, the absence of the reward's influence on the attraction effect in the findings of Slaughter et al. (2006) could be explained by the participants' low expectations for rewards.

Recent research suggests that the magnitude of the attraction effect can be moderated by age because age is considered to be correlated with cognitive ability. For example, Zhen and Yu (2016) only found the decoy effect among children aged 5 and older, not among younger children because the latter group has limited cognitive ability to make judgements. Koscielniak, Rydzewska and Sedek (2018) found that older adults were more resistant to the attraction effect than young adults in the grocery shopping task. The authors explained that declining cognitive ability and unwillingness to invest effort in decision making may prevent older people from recognizing the dominance relationship in the choice set and they simply make a random choice. Pocheptsova, Amir, Dhar and Baumeister (2009) found that depletion of cognitive resources enhances reliance on intuitive thinking, and increases the attraction effect.

Empirical evidence of the attraction effect in human resource practices

The attraction effect has been studied in a few non-marketing fields (Huber et al., 2014), yet the number of research on its relationship or applications in the human resource management field is still limited. The review is able to find only six articles related to four areas of human resource practices:

job benefit, selection, gender discrimination and performance evaluation. Before describing the influence of the attraction effect in detail, some insights about each area are given.

Job benefit package design

Employees are increasingly seeking work-life benefits. According to a Forbes survey (2022), 90% of 620 surveyed employees considered work-life balance to be an important aspect of their jobs. This is due partly to the increasing number of dual-career couples. According to Chen, Huang, Obeid and Zucker (2022), as of 2021, 81 percent of women and 63 percent of men reported being dual-career couples. As a result, many organizations have provided various family friendly programs to ensure organizational attractiveness and employee retention. When having limited resources and facing competitive offerings from other organizations, the question is to what extent organizations can communicate and influence employees' decisions without having to offer more benefits.

Reb et al. (2018) studied the attraction effect on the choice set of two job benefits: dependent care support and flexible working arrangement. They found that participants' preference changed toward the targeted choice after an asymmetrically dominated decoy was added. Interestingly, the decoy effect was found stronger than the influence of the role centrality (work versus non-work life) that normally defines employee's preference for family friendly benefits: higher work centrality is associated with lower preference for family friendly benefits (Reb et al., 2018). This finding provides some important implications for organizations to answer the above question.

Gender discrimination in selection

Highhouse (1996) and Slaughter et al. (2006) found that the attraction effect influences people's personnel selection decisions. Slaughter (2007) went further and examined the attraction effect in the first and last phase of the selection process. The author found that the attraction effect occurs in both phases and indicated that the attraction effect in final selection round is influenced by how candidates are evaluated and ranked in the previous round. It tends to be stronger when previous evaluations favor the target candidate, and weaker when previous evaluations favor the non-targeted candidate.

Gender discrimination remains a challenging issue in employment selection around the globe, although it is considered to be illegitimate and unlawful in some countries such as the United States, the United Kingdom or Hungary. According to the European Institute for Gender Equality (2022), as of 2020 the employment rate for single men aged 15 and older is 54%, compared to only 31% for women. Occupations are also highly segregated and segmented by gender. According to the International Labour Organization (2008), at least 80% of workers in the same occupations are of the same gender. Women have little opportunity to work in traditionally considered male jobs such as leadership positions, or engineering jobs (Keck & Tang, 2019). More than 80% of home workers are women (International Labor Organization, 2008). Therefore, addressing gender bias in selection is still an on-going task for organizations, which requires an understanding of multidisciplinary science such as psychology or behavioral economics. Recent research have examined the attraction effect in the context of gender equality context, and found both negative and positive results.

Attraction effect reduces gender bias

Physical attractiveness can provide job applicants an advantage because attractiveness is associated with positive qualities (Langlois et al., 2000) that are desirable for jobs such as confidence, intelligence, trustworthiness, or competence (Murphy, Murphy, Kelly & Roche 2021). However, unlike men, it can become a hindrance for women when they apply for traditionally masculine jobs because their attractiveness is more likely to be associated with less qualification (Johnson & Chan, 2019). Johnson and Chan (2019) found that adding an asymmetrically dominated decoy (equally attractive but less qualified) to the choice set of unattractive and attractive female candidates with the same qualification reduced the decision makers' bias against the attractive candidates and increased the selection probability of the original attractive candidate. In other words, the presence of the attractive decoy diverted decision makers' attention to attractive candidates and looked for a dominance relationship among them.

Attraction effect enhances gender bias

In contrast, Keck and Tang (2019) found that the attraction effect reinforced gender bias in hiring decisions. For male positions, after the introduction of a male decoy, male target with female competitor was more likely to be selected than female target with male competitor. The same pattern was found significant for female positions. The authors also pointed out that the attraction effect was stronger when the candidate pool consisted of different genders than the same gender; and female target benefited much less from the addition of decoy than male target. Gender stereotypes can provide a reasonable explanation for this finding. In the gender-diverse group, gender unconsciously becomes a criterion that helps decision makers shorten their choice list or form a category before seeking a dominance relationship to make decisions. However, this role disappears when the pool consists of candidates of the same gender.

Performance evaluation

Performance appraisal systems can be described as either "absolute" or "relative" (Duffy and Webber, 1974). In an absolute system such as a behaviorally anchored rating scales, behavioral observation scales or graphic rating scales, employee performance is compared against predetermined criteria. In contrast, a relative system such as alternative ranking, paired comparison or forced distribution evaluate their performance relative to one another (Roch, Sternburgh & Caputo, 2007). Although each system has its own advantages and disadvantages, research have focused more on demonstrating the superiority of the relative system over the absolute system (Chattopadhayay & Ghosh, 2012) than on examining employee's perceived fairness of the system - an important component of the evaluation system (Roch et al., 2007).

The nature of each evaluation system indicates that the relative system can be more susceptible to the attraction effect than the absolute system. However, despite the call for more research, the number of studies on the attraction effect and performance evaluation is still limited (Ahn & Novoa, 2016). Jiang, Fehrenbacher & Schulz (2016) are among a few researchers who have investigated how an asymmetrically dominated decoy influences evaluators' decisions. The authors found that the addition of a decoy increased the likelihood that the targeted subordinate was rated as the best performer. However, as the number of subordinates under consideration increased, the decoy lost its role as a reference point; raters had to make broader comparisons among candidates to select the best qualified, which weakened the decoy effect.

Discussion and conclusion

The expansion of a choice set by adding an asymmetrically dominated decoy can increase the likelihood that the dominating option (target) is selected. This phenomenon is called the attraction effect or sometimes the decoy effect - one of the most mysterious context effects (Tsetsos et al., 2010). By incorporating both cognitive and psychological mechanisms, the study categorizes the mechanisms for the attraction effect in the current literature into two broad groups: relational evaluation and attention, and cognitive effort-accuracy trade off. The first mechanism indicates that the attraction effect occurs because the decoy facilitates evaluation process by serving as a reference point against which the value of available options is compared and determined. The presence of the decoy also causes decision makers to develop selective attention to the options. They pay more attention to the option that is spatially close to the decoy to minimize visual noise or to form a category from which they can infer dominance relationship and derive their decision. In either case, the decoy and the target are more likely to attract their attention than the remaining option (competitor) and the decoy, thereby increasing the selection probability of the dominating option. The higher attention paid to the comparison of the target and decoy than other options can also be explained by the trade-off between decision makers' cognitive constraints and requirements for justifying decision. The clearer and objective dominance relationship found with the target and decoy pair provides a safer and more justifiable choice while avoiding unnecessary mental pressure for decision makers.

The findings of mechanisms also suggest that the attraction effect is unstable and sensitive to characteristics of choice composition, individual differences, and decision making conditions. This explains the failure to replicate the attraction effect in some research. For the attraction effect to occur, there must be a certain level of similarity between the decoy and the target that allows decision makers to form a category. At the same time, similarity levels need to be adequately controlled so that decision makers can still recognize the dominance relationship. However, even if the degree of similarity is sufficient, the attraction effect may not occur because decision makers simply prefer the decoy to the original options. Therefore, the study and explanation of the attraction effect should take into account individuals' prior preference, knowledge, experience, age or cognitive styles because these factors influence decision makers' perception of the options in the choice set and their decision making criteria. People who have strong prior preference, knowledge or experience about the options are more likely to know what to choose and therefore, less likely to be influenced by the attraction effect (Mishra et al., 1993). People who adopt an analytic thinking approach are less likely to rely on the dominance relationship to make decisions, and are therefore more likely to be resistant to the attraction effect (Banerjee et al., 2020).

The unsuccessful replication of the attraction effect is also due to the fact that people have no motivation to make right decisions (Huber et al., 2014). However, even when they are interested in making decision, the magnitude of the attraction effect also varies according to their decision making conditions and objectives. The attraction effect increases when they are required to justify their decisions to other people whose preference is unknown to them (Simonson, 1989) or when they aim to lower their anticipated regret for the selected option (Reb et al., 2018), because they are more likely to choose the dominating option for its clearer and objective justification compared to other options. Similarly, the attraction effect is intensified when highly extrinsic motivated people are provided with rewards for their decision. However, the attraction effect may disappear when people aim to minimize their post decisional regret by making sure that their decision process is careful and well-justified, not simply relying on the superficial dominance of the targeted option (Connlly et al., 2013). It may also be impossible to find the attraction effect in the decision making circumstances with time pressure or task difficulty where decision makers cannot manage to identify the dominance relationship in the choice set.

Research implications and limitations

The synthesis of mechanisms and moderating factors of the attraction effect suggests another way to interpret decision making behavior under the influence of choice context. The decision can be considered optimal under the condition of cognitive and psychological constraint rather than a simple deviation from normative rules (Farmer, Warren, El-Deredy & Howes, 2016). This interpretation is closely related to the term “bounded rationality” proposed by Simon but previously ignored by other economists and researchers (Thaler, 2016). Moreover, attentive consideration of individual differences and careful manipulation of the composition of the choice set and environment is needed if researchers expect to produce or replicate the attraction effect.

The review also shows potential applications of the attraction effect in helping organizations to achieve their human resource management goal such as gender equality (Keck & Tang, 2019; Johnson & Chan, 2019) or job benefit package attractiveness (Reb et al., 2008) by influencing employee’s preference. For gender segregated occupations, a careful introduction of an asymmetrically dominated candidate to the candidate pool can increase the chance that the candidate of opposite gender are selected. The attractiveness of a job benefit package can be assured if organizations spend time learning about employees’ experience and expectation before designing, and then communicate it in a way that allows relative comparison and emphasizes the superiority of their package to other organizations. However, the application of the attraction effect in human resource practices should be proceeded with high consciousness because it poses some ethical issues. Practitioners may implicitly use the decoy to rectify their biased choice in personnel selection (Reb et al., 2008) or relative performance evaluation (Slaughter, Kausel & Quinones, 2011). To mitigate negative impacts of the attraction effect in these cases, organizations should ensure the number of candidates under consideration (Jiang et al., 2016) be large enough and unbiased and meaningful information about candidates be provided to evaluators so that evaluators do not experience cognitive constraints and resort to selective attention or comparison. It is also helpful to provide evaluators with some awareness trainings about the attraction effect along with selection and evaluation technical courses.

Despite the attention paid to methodological requirements, the study's findings may not be exhaustive. First, although the EDS database has a large research coverage, it is still impossible to have access to all possible studies. Second, literature from articles written in non-English language and inaccessible to full text may contain additional information that is not covered in the study. Third, keywords and subjective selection criteria may have defined relevant articles in ways that other researchers may not. Therefore, other researchers may expand the number of relevant articles by using additional databases, selection criteria, and keywords, and including articles written in another language.

Future research needs

The practicality of a huge number of publications about the attraction effect in the marketing field is questionable (Gomez, Martínez-Molés, Urbano & Vila, 2016) because most of them utilized laboratory environment that differs or excludes important factors in the decision making process in the real world. The review found the same problem with studies in the human resource management field. Moreover, majority of studies focus on individual decisions rather than group decisions. The review found only one study by Slaughter et al. (2006) considering the attraction effect in group decisions. They found that under the condition of process accountability, the attraction effect was stronger in selection decision made by groups than by individuals. Additional accountability for justifying the group decision together with the minimal disagreement between the selected group members could explain this result. Therefore, future research on the attraction effect in human resource practices context should involve more real decision makers and explore more group-based decisions in real business situations to enhance its relevance and practical implications for the organizations and practitioners.

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BOOK REVIEW

CONDUCT YOUR DREAMS

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Reviewed by: Sarakul Sukortprommee[1]

The book titled “Conduct your dreams” by Bundit Ungrangsee in my ideal is such a good book. It's possible that the book was inspired by anyone that wants to improve their skills and build a great dream after they read it. This book has specific topics, 39 details or content from the book, I’m able to provide a good topic review. If you could provide yourself with more information about the book and learn about the author, I would be happy to help in any way I can.

The first topic is Imagination is power, Albert Einstein famously wrote, “Imagination is more powerful than knowledge.” Someone once taught me a valuable lesson. If I aim for the stars, but only make it to the top of the highest mountain, at least I’ve ended up higher than I began. The second topic is as a man thinks, he is. If you learn just one thing from this book, please let me ask that it be this; You only progress as far as you think you can. Everything begins with your thoughts. The third topic is the 4-minute mile, People believed that it was beyond the physical capacity of the human body to run that fast. The impossible becomes possible. Get out there and change the impossible to the possible. The fourth topic is to do what you love, and the money will follow. Most people will spend more time at work than on any other single activity, except sleep. Do what you love, and the money will follow. The next topic is super-learning from the master. Do you want to know the secret to my own personal success? Here it is in a nutshell. Learn from the best. The last topic in my review is setting goals. A great goal is one of the most important elements of success at any level and any field. Having clear

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goals helps us know exactly what we want to accomplish. In what time frame? Goals can also inspire us and get us excited and motivated. This book contains 39 main topics to inspire readers. A book is useful to those who want to be inspired. It makes big dreams come true, encouragement in life's struggle to overcome various obstacles. The book is translated into two languages both Thai and English using terms that are easy to understand and able to develop good reading in both languages. In summary, this book is good for everyone, you should own it for self-improvement both encouragement and for building dreams for yourself and the whole.