NCAM 14

National Conference on Administration and Management

FACULTY OF MANAGEMENT SCIENCES
PRINCE OF SONGKLA UNIVERSITY

AACSB Business Education Alliance Member

SUSTAINABLE DEVELOPMENT GOALS

14 MAY 2022

Virtual Conference via Zoom

Business Transformation to Achieve the Sustainable Development Goals (SDGs)

PROCEEDINGS

INTERNATIONAL SYMPOSIUM

Faculty of Management Sciences, Prince of Songkla University

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NCAM 14

National Conference on Administration and Management

The 14th National Conference on Administration and Management

Saturday, May 14th, 2022

at Research and Knowledge Development Building,

Faculty of Management Sciences, Prince of Songkla University

By

Faculty of Management Sciences, Prince of Songkla University

Contents

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Rational Criterion

Faculty of Management Sciences, Prince of Songkla University was established in 1974 with the aim of fostering academic excellence in the areas of business administration, accounting, and public administration, among high quality graduates who adhere to the importance of being the soul for the benefit of mankind.

The faculty offers modernly designed courses, striving for internationalization, supported by a diverse group of highly skilled personnel and other enriching resources. The courses aim to promote and advocate the creation of professional association networks that cooperate in solving problems within the society and community of the southern economic center with the vision of becoming **"the national leading educational institution in management"** along with a mission to cultivate graduates, executives and entrepreneurs with leadership skills and digital creativity for the benefit of mankind. The curriculum and research activities are accredited according to international standards, developed in innovation management and academic services to drive the community and society towards sustainable development.

To reach the vision and mission, we encourage lecturers, staff and graduate students to generate research that can be used in business administration and management development and can be adapted in organizations, communities and in the national level.

The Faculty of Management Sciences consistently hosts business and management academic conferences as a channel to promote research development and disseminate knowledge. This is also a platform for exchanging experiences and building networks or cooperation among participants from educational institutions, government agencies and business organizations from all over the country.

In 2022, it will be the 14th National Conference on Administration and Management under the theme of **"Business Transformation to achieve the Sustainable Development Goals (SDGs)"**. The researchers will focus on the issues concerning organizational survival and adaptation in an era of rapidly changing society and technology. Profit can no longer be the only indicator of business success. Organizations should place importance on society and environment by creating sustainable business growth and long-term support that benefits all parties, namely consumers, employees, suppliers, shareholders and society as a whole.

Objectives

1. To provide a research presentation platform for researchers and disseminate research results in business administration and management at a national level.
2. To promote research development that could lead to innovations in business administration and management and adapt research results to benefit businesses and organizations to help in social development.
3. To be a channel for participants to meet and exchange academically and promote cooperation or research networking to academics or professionals in the field.

Expected results

1. Participants can present and publish articles in the field of management.
2. Participants are able to coordinate between researchers, commentators, academics and those who are interested in academic exchange.
3. Researchers have a chance to develop their potential and generate management research topics following the needs and contexts of the current economy, social and administrative environment changes.
4. Researchers develop a network from different institutes for building future research collaborations.

Responsible Department

Innovation Research and Social Mission Division, Faculty of Management Sciences, Prince of Songkla University.

Date, time and place of the meeting

The 14th National Conference on Administration and Management 2022 will be held on Saturday, May 14th, 2022 at Research and Knowledge Development Building, Faculty of Management Sciences, Prince of Songkla University

Contact Information

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Schedule
14th National Conference on Administration and Management (NCAM) 2021
Faculty of Management Sciences, Prince of Songkla University
Saturday, 14th May, 2022

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08.00 - 08.30	Registration
08.30 - 08.35	Welcome speech by Assistant Professor Theerawat Hungsapruek, Dean of Faculty of Management Sciences
08.35 - 08.40	Presentation of the background and objectives of the National Conference on Administration and Management (NCAM) by Assistant Professor Dr. Kulwadee Lim-U-Sanno, The President of NCAM Conference
08.40 - 08.45	Opening speech by Assistant Professor Dr. Niwat Keawpradub, the President of Prince of Songkla University
08.45 - 09.00	Best Paper Award announcement
09.00 - 10.30	Special Talk (Keynote Speech) by Dr. Suleeporn Bunbongkarn Director of International Relations Division, Chaipattana Foundation
10.30 - 11.30	Special Talk (Keynote Speech) by Professor Dr. Achara Chandrachai Prince of Songkla University Council
11.30 - 12.30	Lunch break
12.30 - 13.00	Presenters prepare for presentations
13.00 - 16.30	Presentation

Note: The schedule is subject to change as appropriate.

List of article reviewers

1. Assistant Professor Dr.Wanamina Bostan Ali
2. Dr.Ben Anwyl
3. Dr.Patcharaporn Bunlueng
4. Miss Duangthida Pattano

List of article commentators

1. Assistant Professor Dr.Watit Intuluck
2. Assistant Professor Marko Novak
3. Dr.Songsin Teerakunpisut

List of editorial team

1. Assistant Professor Dr.Wanamina Bostan Ali
2. Mr.Arno T. Immelman
3. Mr.Joseph Blanchard
4. Miss Thamonwan Dankittikul
5. Miss Pimpaka Sripaiboon
6. Mr.Wutthipong Whandee

Agenda

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PRESENTATION OF ACADEMIC ARTICLES IN SUB-CONFERENCE ROOMS

14 May 2022	
Time	Program
13.00 onward	International Business Administration Room 1. Assistant Professor Dr.Watit Intuluck 2. Assistant Professor Marko Novak 3. Dr.Songsin Teerakunpisut
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Proceedings

MICRO INNOVATION PERSPECTIVE ON THE ROLE OF INNOVATION AND TECHNOLOGY IN OVERCOMING CONSTRAINTS IN CONSTRUCTION

Trishik Shrestha [1]

Abstract

A vast chasm of operational differences exists between the developed and developing construction industries. Economies with established construction industries have been known to produce ingenious, innovative and technologically superior concrete marvels while developing construction industries such as Nepal have only kept up doing the bare minimum. This varied attitude towards innovation has created a significant gap in the industry.

Therefore, the aim of this dissertation is to identify the role of innovation and technology from a micro perspective in overcoming issues and constraints in construction to identify the commonalities and differences among the variables (drivers of innovation, barriers to implement innovation and enablers of innovation) between international construction cases and local micro innovation cases.

A conceptual framework was formulated through the analysis of construction innovation literature identifying drivers, barriers and enablers as key variables. A case study approach was adopted to identify and analyze drivers, barriers and enablers of innovation in internationally renowned and local micro innovation cases. Through a cross case analysis of variables, it was concluded that in economies where technologically advanced innovatively constructed structures have been erected, drive to improve leads to innovation, which in turn leads to issues and constraints solved. Whereas in the context of Nepal, rise of issues and constraints lead to adoption of innovative solutions.

Therefore, a proactive approach towards innovation was identified through the analysis of international cases and a reactive approach was identified through the analysis of local micro innovation cases.

Keywords: Micro Innovation, Drivers of Innovation, Barriers to Innovate, Enablers of Innovation

[1] MIBM Graduate, Lecturer, Department of Business Administration

Introduction

The Engineering & Construction (E&C) industry strongly affects the economy, the environment and society as a whole. The construction industry serves almost all other industries, as all economic value creation occurs within or by means of buildings or other “constructed assets”. As an industry, moreover, it accounts for 6% of global GDP (World Economic Forum, 2016). It is also the largest global consumer of raw materials, and constructed objects account for 25-40% of the world’s total carbon emissions (World Economic Forum, 2016). By building infrastructure and productive facilities and creating employment the construction industry makes a major contribution to socio-economic development and is a large bon fide sector of the economy (Wells, 1986; Hillebrandt, 2000).

The World Economic Forum (2016; 2017; 2018) further acknowledge that the construction industry is affected by multiple megatrends- climate change, resource scarcity, demographic shifts, automation and digitalization. These megatrends primarily impact in four domains- markets and customers, sustainability and resilience, society and workforce, and politics and regulation. The industry needs to identify and implement optimal responses to these megatrends – both with respect to the opportunities they offer and with respect to the challenges they pose. The construction industry can no longer afford to stand still. Players along the construction industry need to prepare strategically and make the right moves to thrive amid the disruptions these trends could cause.

Construction Industry in Nepal

Digital technologies have launched the Fourth Industrial Revolution, transforming entire industries. However, the construction industry has not kept up. There exist ample differences in the method of operation of developed construction industries and the construction industry of Nepal. For instance, in Singapore the Building and Construction Authority (BCA) is in charge of the Innovation Development Schemes in construction related projects (BCA, 2004). In Singapore the construction related companies, which are interested to undertake innovations in their upcoming projects, are provided assistance through the grants to cover a percentage of the qualifying cost of the project that is based on the different level of support for each component of allowable cost. Major allowable costs include: (a) Manpower-related Costs, (b) Equipment & Materials, (c) Professional Services, and (d) Intellectual Property Rights.

Nonetheless, innovation is such a pervasive concept that it can address the economic development agenda of a developing country as well. The scarcity, weakness, or inadequacy might also demand innovation of its own kind in the context of developing countries – scarcity induced innovation (SII) might also have potentials in providing upward thrusts in such countries (Srinivas and Sutz, 2008). More importantly, with an absence of research at the micro innovation scale for local construction projects, this dissertation aims to fill a vital gap in the knowledge of innovation in construction at a micro scale.

Purpose

The researcher identifies the significance of studying the role of innovation in the context of construction. As important as the construction industry is to the Nepalese economy, any study conducted with the objective to better understand its development is fundamental to the overall construction literature as well as future practical implications. The purpose of the research is to understand the process of identification and implementation of innovation in order to overcome the constraints that are encountered on construction projects. The objectives are to critically analyze the literature and develop a process model of implementation of innovation, to identify the drivers, barriers and enablers that affect the success of innovation, to critically analyze the international and local cases for drivers, barriers and enablers that arises in construction.

The benefit of this study

The result of this study contributes to the body of knowledge of innovation and construction industry as the research is conducted in the context of Nepal- a developing nation. As no prior research has been conducted similar to this, the cross analysis of drivers, barriers and enablers of innovation through international and local cases with the identification of differences in construction innovation between the developed and developing (Nepal) economies is the first research of its kind. The combination of variables and the context in which these variables are tested are crucial to fill gaps in the knowledge of construction innovation. These results provide players in the local construction industry valuable insight on how innovation varies in Nepal from other nations as it was identified from the internationally successful cases that- **Drive to improve leads to innovation which in turn leads to problems solved whereas** an alternate conclusion was reached through the analysis of local micro innovation cases that suggested**- Rise of problems leads to adoption of Innovative solutions**. With the reflection of the current situation revolving around construction innovation, local players may equip themselves with innovation centric strategies to become internationally competitive. Furthermore the results have identified drivers, challenges and enablers of innovation within the construction industry, all key data to any player in the industry.

Literature Review

World Economic Forum (2016) identifies the construction industry as a pillar for humankind having significant sway on the society, economy and the environment. Data suggests that people spend 90% of their time indoors making the buildings and materials used in construction a significant part of the health and well-being of occupants. The construction industry accounts for 6% of the global GDP with more than $10 trillion in annual revenues. In developing countries like Nepal the contribution to the GDP is more than 8%.

Innovation

Schumpeter (1950) defined innovation as the creation, development and introduction of new products, processes, systems and organizational form. This definition of Schumpeter grasps every aspect of business development from product creation to marketing to the manufacturing process required to manufacture the product or deliver the service. Schumpeter complements the study of innovation and entrepreneurship through his definition of innovation which he claims to be the creation, development and introduction of original products, procedures, systems and structures of the organization (Schumpeter, 1950). Schumpeter further goes on to introduce five means of transforming the pattern of production for greater financial outputs based on technological advancements which are, *introduction of a new product to the consumers, introduction of an innovative method of production, the exploration and utilization of a new market, the exploitation of a new source of supply of raw materials or partially manufactured products and lastly, the execution of new methods of combining resources for greater productivity* (Shumpeter, 1934).

Innovation in the Construction Industry

The innovation is considered successful if new ideas are implemented effectively that in turn improves organizational performance. These ideas need not necessarily be new to the world but to the organizational context under concern to generate innovation (Seaden, 2003; Sexton and Barret, 2003 and Dulaimi et al., 2005).

The World Economic Forum (2017) has identified through analysis of innovative construction projects, nine key success factors for innovation in the construction ecosystem- 1. Develop a vision and instill and innovation culture that challenges the construction industry's status quo, 2. Create talented and multi-disciplinary teams and devise and agile organization to accelerate innovation, 3.Take a customer centric approach to devising innovations, starting from the pain points of construction clients and asset end user, 4. Establish product platforms rather than taking an individual project perspective, to create the business case for innovation, 5. Develop pilot projects and prototypes to demonstrate the potential and provide proof of value, 6. Nurture the broader ecosystem necessary for implementing the innovation, by developing the local supply chain and partnerships, 7. Embrace business model innovation alongside technological innovation in engineering and construction, 8. Advocate new ways of contracting to enable and incentivize effective collaboration with project owners from the start and 9. Shape the regulatory environment proactively to enable and promote adoption of the innovation.

Drivers, Barriers and Enablers of Innovation

As important as innovative technology and innovative processes are for the long term sustainability and competitiveness of the construction industry, to understand the purpose behind implementation and the method to apply or implement them in the real world is far more crucial. The following are the key Drivers, Barriers and Enablers of Innovation identified through analysis of innovation literature.

Authors	Drivers
Tatum (1989); Arditi et al. (1997); Bossink (2004, 2007); Gann (2000); Ozorhon et al. (2010)	(client) demand-pull vs. (contractor) capability-push,
Tatum (1989); Arditi et al. (1997); Bossink (2004, 2007), Gann (2000), Ozorhon et al (2010)	Technology Push
Toole (1998); Gambatese and Hallowell (2011); Ozorhon et al. 2010; Thorpe et al. (2009); Slaughter (1998)	Increase performance and productivity (cost saving, desired duration, improved quality) Improve efficiency of your firm Desire to improve firm’s reputation
Gambatese and Hallowell (2011); Ozorhon et al. (2010); Dulaimi (2008)	Competitive advantage, Competition
Blayse and Manley (2004); Kulatunga et al., (2011); Thorpe et al. (2009); Ozorhon et al. (2010); Bossink (2004); Brandon and Lu (2008)	Clients, End-user requirement, Innovation brokers, Champions, suppliers, innovation leaders, Head contractor requirement

Authors	Drivers
Slaughter (1998)	Easier work process Improved ability to attract new employees
Blayse and Manley (2004); Kulatunga et al., (2011); Thorpe et al. (2009); Ozorhon et al. (2010); Bossink (2004)	Regulations/standards/government Manufacturing firms Procurement system Absorptive capacity
Bossink (2004)	Knowledge exchange: Stimulation of research, Creation of knowledge networks, Programs promoting collaboration, Broad view of risk, Integrated and informal R&D function, Effective information gathering, Training of workers on the site, Lateral communication structures Boundary spanning: Integration of design and build, Mechanisms for sharing financial risks and benefits, Coordination of participating groups, Explicit coordination of the innovation process, Strategic alliances and long term relationships
Ozorhon et al. (2010)	Environment/sustainability, Aesthetics/design trends

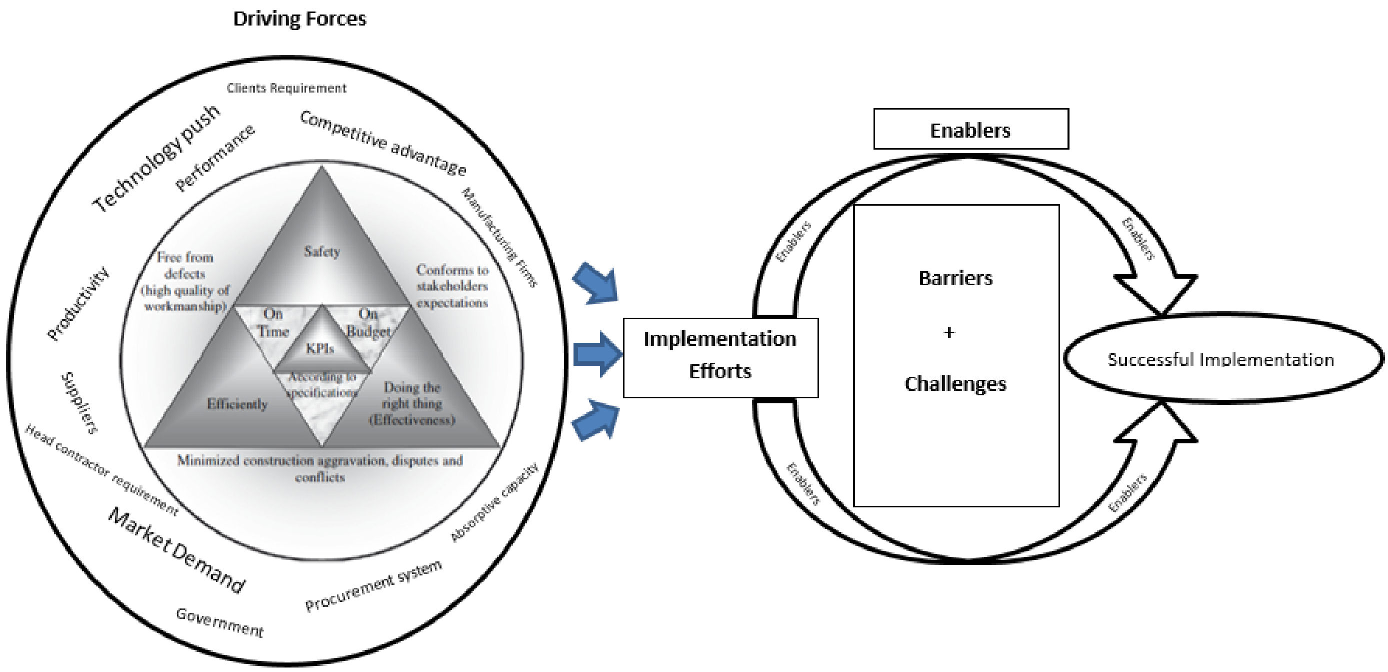
Authors	Barriers
Gambatese and Hallowell (2011)	Lack of technical capabilities, Long payback period, Lack of recognition of the value of the innovation, Risk of failure
Slaughter (1998); Gann (2000); Harty (2005); Manley and McFallan (2006); LePatner (2008); Miozzo and Dewick (2002); Manley and Blayse (2004)	Contracting issues: Contracting strategies resulting in a fragmented and disjointed design and construction process Choice of firms based on low bid Procurement system

Authors	Barriers
Gambatese and Hallowell (2011); Ozorhon et al. (2010); Manley and Blayse (2004)	Industry regulations and codes, Lack of government role model, Inappropriate legislation, regulations/standards
Gambatese and Hallowell (2011); Murphy et al., (2011)	Poor/Lack of communication between project participants
Dikmen et al. (2005); Ozorhon, et al. (2010) Gambatese and Hallowell (2011)	Characteristics of the construction industry: Project-based nature, Price-based competition, Temporary nature of construction projects, Adversarial approaches within the supply chain, Fragmented nature of construction business, Project delivery method
Ozorhon et al. (2010); Toole (1998, 2001); Mitropoulos and Tatum (1999)	Economic conditions, Availability of financial resources, Financial resistance
Toole (1998, 2001); Mitropoulos and Tatum (1999)	Technological and employee resistance risks
Hamel (2006)	Tight organisational controls that hamper pursuit of radical innovations with potentially large paybacks
Dikmen et al. (2005)	Political conditions
Blayse and Manley (2004)	Firms' innovation strategy, Lack of incentives Relationships with manufacturers, Knowledge codification
Murphy et al. (2011)	Lack of technical competency of innovation champion
Manley and Blayse (2004); Murphy et al. (2011)	Inappropriate culture and context
Gambatese and Hallowell (2011); Ozorhon et al. (2010)	Fear of change, Unwillingness to change
Ozorhon et al. (2010)	Risk in commercialising innovations, Extensive inter-organisational change required, Lack of awareness, Lack of end-user involvement, Lack of innovative investment procedure practices (R&D, training and

Authors	Barriers
	education), Lack of clear benefits, Belief that the industry is doing well without innovation
Toole (1998, 2001); Mitropoulos and Tatum (1999); Ozorhon et al. (2010)	Employees' resistance, Lack of qualified staff

Authors	Enablers
Gambatese and Hallowell (2011)	Support from upper management, Owner/client support, Organisation culture, Presence of an innovation champion, Communication
Ozorhon et al. (2010)	Leadership, Supportive work environment, Collaboration with partners, Deep understanding of the customer Education & training policy, Knowledge management practices, Encouraging staff to get involved with external networks, Use of problem solving techniques, Awards, grants, funds, Government schemes, Reward schemes, Emphasis on R&D

Conceptual Framework



(Lim and Mohamed, 1999; Toor and Ogunlana, 2010)

Research Method

The research approach is Deductive as the dissertation is based on deducing the hypothesis that innovation and technology has a positive impact on business development in the construction ecosystem. The primary research question- 'How can innovation and technology assist in overcoming constraints in construction?'depends on the hypothesis that innovation and technology do in fact positively affect the growth of the industry. Additionally, a deductive approach is adopted to express the hypothesis in operational terms in the form of a conceptual framework, test the operational hypothesis, examine the specific outcome of research and possibly modify the theory and framework in light of the findings.

A case study strategy with a mono-method (qualitative) data collection and analysis is adopted with multiple cases. Internationally renowned innovative cases along with local micro innovative cases are studied and interpreted. Since the research constitutes of cases related to not only to the researcher's construction company but to the industry as a whole, the cases are embedded in nature. Finally, since the research is depended on the analysis of the development of construction and micro-innovation cases, the time horizon is Longitudinal (Saunders, Lewis and Thornhill, 2009).

Data Analysis and Results

A total of eight innovation and micro-innovation cases were selected and analyzed. Data from four internationally renowned innovation cases mentioned in the World Economic Forum's report was gathered. The cases were selected based on their uniqueness and contribution to the construction ecosystem. In the local context however, innovative processes are used more frequently instead of technological advancements. The local construction industry is highly risk averse and bound to traditional thinking (Rogers, 2003). Data from four local micro-innovation cases were gathered from the Bagbazar College building construction project.

The Bagbazar college building is an 'A' grade 40 crore commercial college building project with a time duration of 18 months. Starting from June of 2017, the project completion was scheduled for December, 2019. The building stands on a land area of 1,573.39 square meters with the built-up area being 1258.7 square meters (80% of the land area). The brick/cladding facade building is set to be 8 story above ground level with 2 layer basement (double basement). The contractor is a highly reputed 'A' class builder. A lump sum payment system on the basis of running bills was decided at the beginning of the project. A sum of 2 crores was decided as mobilization fund for site operations. The contractor was responsible for the entire completion of the college building. Final payment was made after a liability period of 1 year.

A pattern was recognized by cross analyzing the eight cases. It was identified that there exists common elements in all the international innovation project cases and also a separate common element in the local process innovation cases. Despite having ample differences in context, commonalities was discovered between the international and local cases also. Additionally, level of success was analyzed only for the local cases from the project the researcher was involved in. Since it was not possible to analyze the international cases from a first person objective, the level of success could not be identified.

Through the analysis of Drivers, Barriers and Enablers of innovation, in the international cases it was identified that innovation occurs with and through the desire to improve the status quo, the standard and the existing technologies which is performed by teams formed by individuals that specialize in innovation working tirelessly to change the perception of the players of the industry i.e. **Drive to improve leads to innovation which in turn leads to issues and constraints solved (A Proactive approach towards innovation)**. Whereas in the local micro innovation cases it was identified that innovation occurs with the assistance of innovation champions if they are approved by the senior management or the contractor i.e. **Rise of issues and constraints lead to adoption of innovative solutions (A Reactive approach towards innovation)**.

Conclusion and Discussion

The study sheds light on the positive impact of innovation and technology on overcoming the constraints faced in the construction industry. The inescapable importance of the construction industry motivates the pursue of finding better solutions to existing or upcoming constraints. The research focuses on innovation as the answer to majority of the issues faced within the construction industry both in the international and local context. To understand the process of what leads to innovation and how innovation can be used to solve construction constraints, a framework was constructed highlighting drivers that lead to the adoption of innovation, the barriers faced and the enablers that assist in the overcoming of barriers leading to successful implementation of innovative solutions. The framework held true for both international and local cases as drivers, barriers and enablers were identified and cross examined. Although the international cases were the summary of entire projects whereas local cases were the accumulation of innovative problem solving instances, the framework and its variables were able to identify how innovation arises and works to solve construction constraints in both international and local context. Based on the cross case analysis of the differences and commonalities among the variables, a pattern was identified that lead to the conclusion that in economies where innovatively constructed structures have been erected, the approach towards innovation is **Proactive** i.e. Drive to improve leads to innovation which in turn leads to issues and constraints solved whereas in the context of Nepal, the approach towards innovation is **Reactive** i.e. Rise of issues and constraints lead to adoption of innovative solutions.

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AGREEMENT LEVEL OF SERVICE USERS DETERMINING SONGKHLA AS A SPORTS CITY

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Abstract

"Sports City" is a province or administrative area that is ready to develop and organize sports activities for the benefit, health, and quality of life of the people. Currently, various countries around the world have been developing their cities to be a sports city. Songkhla province in Thailand shows readiness and therefore has the potential to join other sports cities within the sports industry. In 2019, Songkhla Province was selected in the sports city category for "sports for excellence".

This study utilized a quantitative questionnaire using google forms. The surveying of the agreement level of service users in Songkhla's local sports industry was conducted during phase 1 of the sports city selection criteria from the Ministry of Tourism and Sports of Thailand. The total operation of this survey is 75,000 services users in Songkhla Province, although according to Kejcie and Morgan's theory, the sample size should be 382. The total sample size obtained was 300 people and then use SPSS Tools for data analysis and Cross tabulation.

The results of this research revealed that the service users agree to determine Songkhla as a sports city and accept the criteria for establishing a sports city because Songkhla province has followed the provincial action plan very well. And should follow

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the provincial action plan in the future. The results can support Songkhla Province as a sports city in the Ministry of Tourism and Sports of Thailand during phase 1, increasing the confidence of stakeholders to decide to choose Songkhla as a sporting destination.

Keywords: Sports city, Service users, Criteria for selection of sports city

Introduction

"Sports City" is a province or administrative area that is ready to develop and organize sports activities for the benefit, health and quality of life of the people creating excellence knowledge development in sports, training and sports competition (National reform steering assembly, 2017).

At present, countries around the world have developed countries or areas to become sports cities to be known and accepted in the world society as a guideline for the development of various structures within the country (Hongchumpear & Sripokangkul, 2020).

In Thailand the provinces to be selected as sports city it must pass the general basic criteria that all provinces must implement. Phase 1 is divided into 4 standards 1. Encouragement of sports and exercise 2. Sports development for excellence 3. Organizing international sporting events 4. Encouragement of the sports industry and sports business. According to the criteria in Phase 1, each subsection has details of operations in 5 sub criteria 1. Policies 2. Management 3. Stakeholder/Athlete 4. Sport Infrastructure and 5. Participation Phase 2 specific criteria / groups, including 6 groups that the province will propose to be a sports city in each aspect / group (Sports Authority of Thailand, 2019; Komchadluek, n.d.).

Sports industry in each province It will survive or grow depending on the service users in the sport industry which consists of 4 groups, namely Athletes, Clubs, General public and Sponsors These users will receive many benefits from the fact that the province has been selected as a sports city (Pakdeelee, 2017).

Songkhla Province is the center of southern Thailand because it is a province with potential in infrastructure, economic system, tourism, transportation, etc., including the potential to organize sports events (Rattanapan,Bunlueng & Phongchiewboon, 2017). In 2019, Songkhla Province was selected as 1 in 16 provinces of Thailand that has been upgraded to a sports city in sports for excellence from the Ministry of Tourism and Sports of Thailand (National news bureau of Thailand, 2019; Hatyai today, 2020).

So, research on the agreement level of service users in determining Songkhla as a sport city with the criteria of the Ministry of Tourism and Sports of Thailand in phase one will provide knowledge contributions to further support for Songkhla sports city following the standards given by the Ministry. This contribution to improve Songkhla sports city effectively in the near future.

Purpose

To identify the agreement level of service users in determining Songkhla as a sports city.

The benefit of this study

Initiate the evidence to support Songkhla as a sports city in criteria of the Ministry of Tourism and Sports of Thailand in phase one It will be a significant knowledge contribution in order to improve Songkhla sports city effectively in the near future. Increase stakeholder confidence level and convince them to make a decision in choosing Songkhla as a destination for sport events.

Literature Review

Songkhla Province has been selected as a sports city in 2019 (National news bureau of Thailand, 2019; Hatyai today, 2020). Therefore, there has been a study of the criteria for selecting sports city that have been established by the Ministry of Tourism and Sports of Thailand (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019). In phase 1 have 4 standards as follows:

1. Encouragement of sports and exercise: Can determine criteria for selecting provinces that demonstrate their characteristics providing sports services and creating quality of life (Sport for Life).
2. Sports development for excellence: Can determine criteria for selecting provinces that demonstrate the characteristics of creating and developing sports for excellence.
3. Organizing international sporting events: Can determine the criteria for selecting provinces that demonstrate the characteristics of hosting international competitions (Sport Event).
4. Encouragement of the sports industry and sports business: Can determine the criteria for selecting provinces that show the characteristics of the economy driving the sports industry and tourism.

A service user is a person, group of persons or organization that has interest and concern in an activity or organization and that can directly or indirectly affect the policies and activities in sports industry. Sports industry in each province It will survive or grow depending on the service users in sport industry (Pakdeelee, 2017).

As follows:

1. Athletes: Are persons trained or gifted in exercises or contests involving physical They use the Sport venues to practice or compete (Thesaurus, 2021).
2. Clubs: An organization that exists to promote and develop interest in a particular sport or physical activity (Dickinson College, n.d.).
3. General public: The ordinary people that benefit and impact the sports industry in that country or area (LDOCE, n.d.).
4. Sponsors: Corporations, organizations and entities to contribute equipment, Funding to sporting events (Gateyam, Panroad and Rattanapongpinyo, 2020).

So, these users will receive many benefits from the fact that the province has been selected as a sports city (Pakdeelee, 2017).

Conceptual framework

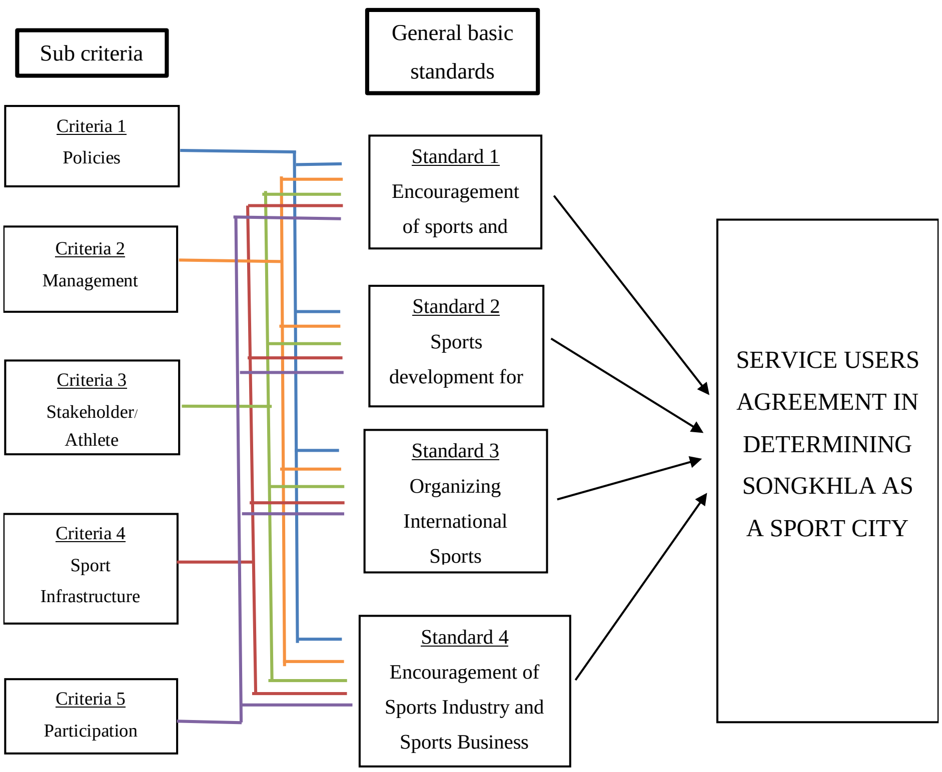

Figure 1 Conceptual framework of this study: The criteria for selecting a city to become sports city in phase 1 (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019).

Standard 1: Encouragement of sports and exercise (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019).

a) Criteria 1: Policies Stakeholder Perspective.

b) Criteria 2: Management Stakeholder Perspective.
c) Criteria 3: Stakeholder / Athlete Perspective.
d) Criteria 4: Sport Infrastructure Stakeholder Perspective.
e) Criteria 5: Participation Stakeholder Perspective.

Service users are the key in decision making towards all sub criteria in standard 1.

Standard 2: Sports development for excellence (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019).

a) Criteria 1: Policies Stakeholder Perspective.
b) Criteria 2: Management Stakeholder Perspective.
c) Criteria 3: Stakeholder / Athlete Perspective.
    - Athlete
    - Sports personnel (team manager, coach, referee and sports scientists).
    - People involved in sports (sports executives, working groups, volunteers, etc.).
d) Criteria 4: Sport Infrastructure Stakeholder Perspective.
e) Criteria 5: Participation Stakeholder Perspective.

Service users are the key in decision making towards all sub criteria in standard 2.

Standard 3: Organizing International Sports Competition (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019).

a) Criteria 1: Policies Stakeholder Perspective.
b) Criteria 2: Management Stakeholder Perspective.
c) Criteria 3: Stakeholder / Athlete Perspective.
    - Athletes participating in the competition.
    - Sports Personnel (Referee and personnel related to sports competitions).
    - People involved in the competition (executives, volunteers and participants).
d) Criteria 4: Sport Infrastructure Stakeholder Perspective.
e) Criteria 5: Participation Stakeholder Perspective.

Service users are the key in decision making towards all sub criteria in standard 3.

Standard 4: Encouragement of Sports Industry and Sports Business (Sports Authority of Thailand, 2019; Ministry of Tourism and Sports, 2019).

a) Criteria 1: Policies Stakeholder Perspective.
b) Criteria 2: Management Stakeholder Perspective.
c) Criteria 3: Stakeholder / Athlete Perspective.
    - Athletes participating in sports tourism activities.
    - Those involved in organizing the competition (Sports industry and sports tourism business operators).

d) Criteria 4: Sport Infrastructure Stakeholder Perspective.
e) Criteria 5: Participation Stakeholder Perspective.

Service users are the key in decision making towards all sub criteria in standard 4.

Research Method

This study used a quantitative method to gain a comprehensive understanding of agreement level of service users in determining Songkhla as a sports city. The population in this research are people of service users of sport industry in Songkhla Province approximately 75,000 people (Suwanlaong, 2021; Awapak, 2021; National Statistical Office, 2021). The population size calculation method to get the desired sample and reference, which could have been constructed using the Krejcie and Morgan formula. Although according to Krejcie and Morgan's theory, the sample size should be 382, but the total sample size obtained was 300 (Krejcie & Morgan, 1970).

The instrument used in this research is an online questionnaire via Google form. It is consistent with the concepts and theories used in the new research as follows:

- Part 1: Questioning the personal characteristics of the sample group by gender, age and occupation (Thanasapburachot1 & Samranchit, 2016).
- Part 2: The assessment model is a Likert scoring scale using the level of the quality category data measurement agreement level on service users in determining Songkhla as a sports city category of sports for excellence. The agreement level about the criteria of choosing a sports city includes 4 Standard in phase 1

After data collection, the researcher used the collected data to analyze the data. It starts with Exporting online data to Excel spreadsheet and converting Data coding. Next was the analysis of the data using the following tools:

- SPSS: The data from the questionnaire was analyzed with SPSS for Windows (Statistical Package for Social Science) (Kaew, n.d.; Keattiwongamol, 2019).
- Cross tabulation: Cross tabulation is a method used when creating graphs that show the relationship between items (Qualtrics, n.d.; Tanjai, n.d.).

After analyzing the data, the researcher will discuss the information obtained and draw conclusions in the next step.

Data analysis and results

In this research, the researchers attempted to study the agreement level of service users in determining Songkhla as a sports city. And analyzed data from service users within the Songkhla Province, Thailand. Based on the study, data collection and analysis of the agreement level of service users in determining Songkhla as a sports city.

Found that the respondents were demographic characteristics classified by gender, consisting of 65.33% males and 34.67% females. Classified by age consisted of 21-30 years 51.67% 31-40 years 28.67% 41-50 years 17.00% and 51-60 years 2.67% Classified by type of service users, consisting of Athletes 41.67%, Clubs 3.00%, Sponsors 5.33%, and General public 50.00%. From the data analysis of a sample of 300 service users, it was found that in each criterion of every standard There is an agreement level in the range of 3.78-4.12, which is at the level of "Agree". The group with the most influential survey participant of the criteria all 4 standard which has the highest agreement level was Male / 20 - 30 years old / General public

Research Model

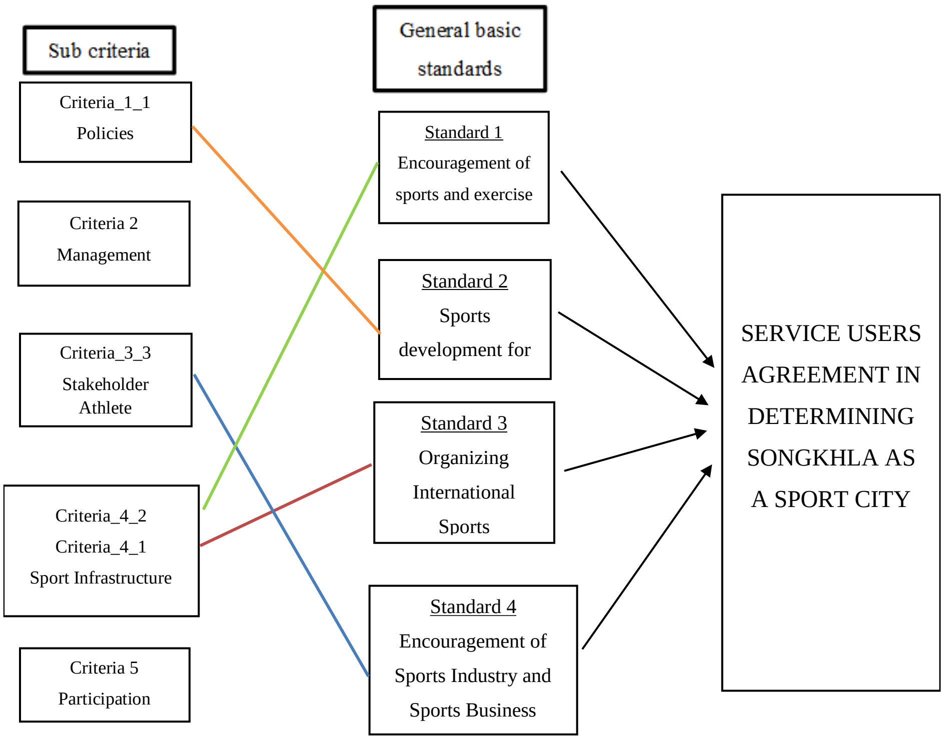

Figure 2 Research Model

From the modified model, it can be explained that the service users agree in determining Songkhla as a sports city. And the service users have the most level of agreement with are as follows:

- Standard 1: Encouragement sports and exercise

Criteria 4 (QS1_4_2): The province has created enough exercise facilities for people and tourists in the province area.

- Standard 2: Sports development for excellence

Criteria 1 (QS2_1_1): The province has policies and guidelines for overall sports development until receiving work at the national level continuously.

- Standard 3: Organizing International Sports

Criteria 1 (QS3_1_1): The province has the construction and development of sports fields for organizing the competition. To have international standards and to be impressed by those who take part in organizing the competition.

- Standard 4: Encouragement of Sports Industry and Sports Business

Criteria 3 (QS4_3_3): The province has created a network of cooperation with government agencies related to tourism in the area and various hotel and tourism business groups to promote sports tourism.

Conclusion

From studying and collecting data as well as analyzing the agreement level of service users in determining Songkhla as a sports city. The result indicated that the service users agree in determining Songkhla as a sports city. People in Songkhla Province accept the criteria for establishing a sports city because Songkhla province has followed the provincial action plan very well. And should follow the provincial action plan in the future.

The results can support Songkhla Province as a sports city in the Ministry of Tourism and Sports of Thailand in Phase 1, increase the confidence of stakeholders and convince them to decide to choose Songkhla as a sporting destination.

Recommendation

The results of this research would be more complete if the number of survey respondents were increased. And researchers should go to the area explore more areas in many areas and there may be more studies on Phase II studies that may continue to draw more definitive conclusions.

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CORPORATE SUSTAINABILITY THROUGH INTEGRATED REPORTING AND CSR

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Abstract

The purpose of this study is to identify if Corporate Social Responsibility (CSR) activities can pave a path for corporate sustainability via integrated reporting on a long term for a company. Therefore, the research firstly analyzes the relationship between the Corporate Social Responsibility (CSR) activities and the financial performance (FP) of companies by conducting a thorough analysis of the impact; on the basis of the type of industry and in accordance with the type of CSR activities with the FP of a company. Similarly, the paper analyzes the prospects of proactive CSR on the operations of an organization deriving benefits from proper ethical practices and strong corporate governance in the company. Likewise, using the components of proactive CSR and the Triple Bottom Line (TBL) theory, this paper showcases the pillars of sustainability and its mutual benefits. Finally, the paper demonstrates the way of incorporating the pillars of sustainability in financial performance reporting through Global Reporting Initiative (GRI) standards to create Integrated Reporting (IR) as they enable the annual report to be highly standardized and comparable worldwide and creates corporate sustainability in the long run. Hence, Corporate Sustainability is a rigorous procedure which starts from defining and implementing the types of CSR activities proactively and then report such activities in line with GRI initiatives incorporating the TBL theory.

Keywords: Corporate Social Responsibility (CSR), Financial Performance (FP), proactive CSR, triple bottom line, Global Reporting Initiative (GRI) initiatives, Integrated Reporting (IR).

Introduction

In recent years, the concept of Corporate Social Responsibility (CSR) has seen a wide acknowledgment by various companies worldwide evolving their CSR processes from being implicit to being more explicit and pioneering (Lee, Zhang, & Abitbol, 2019). Many studies have shown that consumer favor those companies conducting and reporting CSR activities compared with the companies with unsocial practices (Deborah

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J.Webb, 2008). Therefore, the stakeholders are quite concerned about the CSR activities of the company and pressurize the directors to derive decisions in accordance with ethical, social, and environmental awareness to maintain their reputation (Bernd Helmig, 2016). Thus, managers are spending considerable amount of time and proudly exhibit the impacts of their CSR activities in their financial reports (Thomas W. H. Ng, 2018).

Though a universally accepted definition of CSR is not available. Yet many scholars had widely accepted this traditional definition by (Carroll, 2016) for CSR as “the social responsibility of business encompassing the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”. However, the foresaid definition has been majorly criticized for its preference of economic benefits over legal and ethical responsibilities at the first place (Baden, 2016). Therefore, Carroll’s definition likely prioritizes profit over legal and ethical responsibility highlighting shareholder theory proposed by Milton Friedman (Kelabi, 2014).

Currently, the definition of CSR has evolved over time as the new definitions incorporate stakeholder theory by Edward Freeman (Stieb, 2009) which states that companies should comply not only with its shareholders but with its legitimate stakeholders as they majorly influence the corporation’s objectives achievement (Rakotomavo, 2012). Though, there has been wide research in the pros/cons of CSR where the promoters claim that CSR improves the company’s performance, enhances the brand image and reputation and increases customer loyalty. While the opposers argue that it wastes the company’s time and resources (R.K. Mittal, 2008).

In adopting CSR, as per (Kramer, 2006) firms should firstly focus on such social issues which have major impacts and then redesign their products and services accordingly. This enables the company to create generic social impacts for being a good corporate citizen and improving relationships with local agencies. Secondly, they should mitigate the negative impacts of their value chain activities to improve their citizenship. Thirdly, they should strive for innovation benefitting both society and the company with higher competitiveness as per strategic CSR. Overall, these above activities shall enable the company to create corporate shared value (CSV) integrating all three corporate, social and environmental values (Kramer, 2011) aligning with the TBL theory and paving path for sustainability ultimately.

Conceptual Framework

The Figure 1 below shows the way both CSR and strong financial performance ensure the sustainability for a company. With the strong FP the company can invest more in CSR activities which in time creates proactiveness in the firm. However, reporting such non-financial data is the crucial part as it needs to be presented cautiously which can be done through GRI initiatives incorporating TBL theory. Overall, through these steps a company can ensure corporate sustainability on long term.

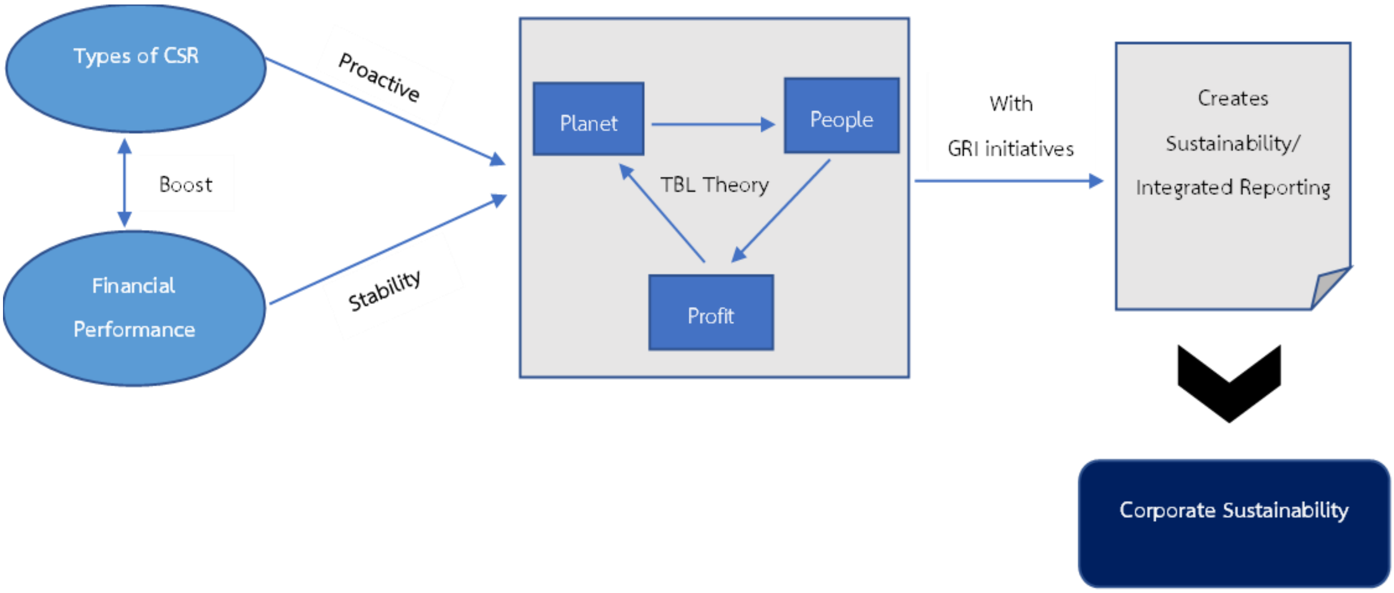

Figure 1. Conceptual Framework

Impact of CSR activities on the FP of the company

The financial performance (FP) is a non-exhaustive term as various scholars have different definitions for FP based on the evolving goals of organizations (Jacobo Gómez Conde, 2012). Traditionally, FP was only defined through numerical metrics like return on investment (ROI), return on asset (ROA), and earnings per share (EPS). However, with the increased acceptance for the contemporary concerns of companies towards their social actions (Marcelle Colares Oliveira, 2009), non-financial information like CO2 emissions, environment conservation initiatives, etc. are also added to measure FP (Paugam, 2018).

Over the years, many scholars have debated over the relationship between the CSR activities and the FP, where (Graves, 1997), (Sarkis, 2017) have claimed CSR and FP having a positive relationship, while (Ferris, 1997) and (Salomon, 2012) criticized it for increasing costs and hampering profits proving their negative relationship respectively (Sun, 2012). Upon these mixed opinions scholars have determined the impacts of various stakeholder related CSR practices on FP to re-examine the relationship (Joanna Ho, 2021) but the positivity/negativity depends upon the industry in which the company operates

(Mingming Feng, 2017). Therefore, the CSR practices has been classified into two categories i.e., internal, and external (Zhi Tang, 2012).

Internal CSR Practices

According to (Marc Vilanova, 2009), Internal CSR consists of five dimensions (Sun, 2012):

- "Vision" includes the ethics and values;
- "Community Relations" includes the collaborations with the stakeholders;
- "Workplace" includes human resources practices and work environment;
- "Accountability" includes the transparency of the financial reports and
- "Marketplace" inter-relationship between the CSR strategy and the core business operations (Jintao Lu, 2020).

Therefore, Internal CSR is inclined towards the internal factors of the company like employee-oriented CSR practices (Omer Farooq, 2017).

a) Employee oriented CSR practices:

According to the stakeholder theory, employees significantly influence the company's sustainability through their knowledge, abilities, and commitments (Eun Mi Lee, 2013) - having more legitimacy and power compared to the other stakeholders of the company (Greenwood, 2007). Similarly, practicing Employee oriented CSR; a company gains organizational efficiency via high motivation of employees resulting in better FP (Auruskeviciene, 2012). These practices include creating friendly employment policies with equal opportunity, providing higher remuneration, perquisites, quality training with healthy & safe working environment (Aliyu Baba Usman, 2015).

These employee-oriented CSR primarily benefits service industries like IT, Financials, Health Care, and Telecommunication Services than to utility industries as effective employee-customer relationship is vital for service industries (S. Douglas Pugh, 2002). For Example: Google being an IT company, initiated employee-oriented CSR activities generating high employee satisfaction of 84% (Scale, 2020) and being listed as the best working culture in the world (Peart, 2020) thus saving high costs of employee turnover and boosting productivity and the corporate image (Krapivin, 2018).

However, though excessive CSR practices may build high motivation, still employees may develop habits like self-sacrifice, stagnation and self-righteousness which creates work addiction - ultimately hampering their work-life balance leading to excessive trauma in their physical and mental health and disabling their career growth (Steven A.

Brieger, 2019). For Example: a study on Amazon Mechanical Turk has shown the negative impact of such CSR practices if conducted instrumentally leading to demotivation among employees (Cassar, 2018). Therefore, managers should be cautious while conducting such CSR practices as resource are scare and excessive investment in such practices may not only increase costs but also hamper the employees' motivation which again has a negative impact on the FP.

External CSR Practices

External CSR practices majorly include the actions relating to the society and the physical environment (Carroll, 2016). It is visible for public attention and helps firms to acknowledge their social responsibility (Vitaliano, 2007). Overall, it helps firms to build good image through high transparency and improved individuals' perceptions (Jiyoung Kim, 2014).

a) **Market oriented CSR practices:**

Market oriented CSR assesses the changing needs of the dominant stakeholders i.e., customer and the overall market (Mahmoud Abdulai Mahmoud, 2017) via market intelligence which helps in understanding competitor strategies and redefining the firm's products/services accordingly for maintaining its sustainability (Mamunur Rashid, 2013).

Primarily, the market's main forces are its suppliers and consumers. Likewise, Suppliers ensure the sustainability of operations of an organization. So, the supplier-oriented CSR primarily focuses on supply chain management, improving the quality/safety of products, fair pricing, and advertising (Mingming Feng, 2017). Also, studies have shown the positive effects of the above CSR activities on the FP of the company (Ruggero Golini, 2014). For example: Since 2000, Foxconn has been the major supplier of iPhones. Using supplier-oriented CSR practices, today Apple products are known for its quality and innovation. Although Apple is successful company today with 60% of its revenues are generated by iPhones, still the success of both iPhone and Foxconn is contingent to one another as these companies have practically integrated their operations maximizing both of their respective profits (KANEMATSU, 2017).

Contrary, on the consumers side the market-oriented CSR targets on corporate branding to affect the customers identification process (Sankar Sen, 2006) for enhancing the brand image (Mingming Feng, 2017). Many studies proved that CSR positively impacts the consumer behavior and has an "halo effect" on their judgements (Chin-Huang Lin, 2009). So, it can be stated that a firm's engagement in customer-oriented CSR boosts both FP and image (Misra, 2020). Hence, corporate's marketing efforts would derive better perceptions on the firm's stance on CSR (Berens, 2020)

For Example: Disney is popular for creating entertainment experiences for all age groups. It ensures supply of quality products, safety, and privacy with effective guidelines for good influence by ensuring cognitive and emotional maturity to its consumer i.e., majorly children (Company, 2019). Therefore, Disney is successful in creating a good brand image with its market-oriented CSR practices where its movies usually perform as highest grossers worldwide.

In a nutshell, market-oriented CSR relates positively to consumers discretionary firms providing luxury goods/services like automobiles, branded clothing, etc. to maintain differentiation and attract more consumers (Mbaye Fall Diallo, 2021). Whereas consumer staples firms do not require such CSR activities as they sell essential basic needs whose demand is always constant (Mingming Feng, 2017). Therefore, market-oriented CSR mostly depends upon the type of market.

b) Society/Community oriented CSR practices:

Society/Community exercise their power by reflecting upon the organizational CSR-related decisions through the evaluation of the social legitimacy of the firm upon their reactions against certain norms (Vashchenko, 2017). Society/Community oriented CSR practices includes the voluntary social actions like charitable donations, community services, philanthropic activities in its business operations (Omer Farooq, 2017).

In line with above activities, both society and business gain through a reciprocal benefit effect as the society is benefitted from the above activities, a good reputation of the company further helps to re-align its corporate strategy (David, 2012). Within this symbiotic relationship, researchers have found significant correlation between the societal growth and FP (Webb, 2008). For Example: Toms Shoes is popular for its philanthropic activities where it provides a pair of shoes for every pair sold to the needy children where they have already provided 86 million pair of shoes to needy children (Mulqueen, 2019). Within 8 years of foundation, the company was valued $625 million in 2014 through their publicity from the celebrities in social media (O'Connor, 2014). This shows the financial growth the company gained through such CSR activities. Further, this relationship brings enthusiasm in the companies to initiate, participate and contribute more towards social change activities replicating a positive impact to the community (Aliyu Baba Usman, 2015).

However, energy and utilities industries are negatively affected by such CSR activities as they produce and distribute the electricity, gas, water resources and other energy resources. As such industries are the backbone of the social and economic development therefore having low expectation of CSR activities by consumers (Omer, 2008).

c) Environment oriented CSR practices:

Environment related CSR practices are the initiatives made by a company to acknowledge and mitigate its negative environmental footprints by adopting more energy-efficient practices and generating lesser pollution (Maxwell, 2008). These activities are especially important for environment sensitive industries to mitigate the negative impacts of their business activities (Yakovleva, 2006).

In recent times, these CSR practices are significantly researched to determine its relationship with FP. Majorly the research have evidenced the positive relation between the Environment - CSR activities and FP (Ishak, 2012). Following this trend, more Environment - CSR activities are conducted by numerous profit-oriented businesses by initiating eco-friendly strategies to reduce their footprint (Raiborn, 2013).

Similarly, these CSR activities are more popular in energy, consumer discretionary and staples, and utilities industries as they are significant polluters and gain more public attention for their activities (Mingming Feng, 2017). Hence, fulfilling the stakeholder's concerns is more important for these industries to maintain profitability (Dafna M. DiSegni, 2015). For Example: General Mills, the reputed food company saved $600,000 by installing energy monitoring meters on several pieces of equipment at its Covington Plant (Epstein-Reeves, 2012). Therefore, above industries have positive relation between Environmental CSR and FP as they can decrease their environmental costs by effectively investing in environment-oriented CSR activities (Amama Shaukat, 2016). Besides this positive relation they can promote good practice in the field of environmental protection (Huang, 2016).

However, service sector industries like IT, Telecommunication, and Health Care Services have negative relation between environment-oriented CSR and FP as they get less public attention because they consume less energy and generate lesser wastage and pollution (Mingming Feng, 2017).

Developing Corporate Sustainability through Proactive CSR and Triple Bottom Line

With the different types of CSR activities significantly affecting and improving the financial performance of a company (B.S, 2018). Now, the major concern for the companies is to sustain such positive relationship of the FP and CSR (Murrell, 2016). However, the world is an ever-changing market making it harder to maintain sustainability (Elkafi Hassinia, 2012). Still, companies are able to maintain its sustainability by proactively initiating CSR measures gaining competitive advantage on their competitors (Nuttaneeya Ann Torugsa, 2012).

Proactive CSR encourages a company to develop innovative strategies creating unique ethical standards and practices and ensuring the strict implementation of such policies in all the factors affecting the business (Aragón-Correa, 1998). For example: Fuji electronics ensures compliance of its code of conduct by its suppliers for product quality and safety, human rights and labor, fair trade, and ethics etc. is a type of proactive CSR (Electric, 2020).

Proactive CSR has three dimensions for gaining sustainability i.e., economic, social and environment (ESE) development. Overall, it boosts the financial performance by creating long term value and goodwill for the company by reducing the probabilities of sustainability crisis which negatively impacts the company's revenues via employee strikes over hazardous working conditions, lawsuits, pollution costs. etc. (Fernando Gómez-Bezares, 2016). Yet in a nutshell, it enables the company to improve its position in the market by becoming the role model in the industry (Sanjay Sharma, 2007).

Similarly, strategic proactivity helps the company to acknowledge its basic ethical practices (EP). Where through EP a firm shapes its culture encouraging employees for ethical behaviors with humanity (Key, 1999). EP promotes CSR practices by reflecting the values and beliefs of organizational ethics to work ethically and ensure favorable working environment (Zhang, 2020). With EP arises the concept of corporate governance (CG) describing the ways companies' issues can be controlled and directed ensuring probity and proper accountability in the organization's conduct (Turner, 2009). Similarly, the stakeholder's governance significantly impacts firms' CSR engagement than managerial governance where CSR is only practiced for mitigating the agency conflicts (Hoje Jo, 2016).

Though discussing through all these concepts provide some basic insights of being proactive and encouraging the firm to initiate ethical practices and develop the concepts of stakeholders-corporate governance in the company (Kamal, 2021). In line with the stakeholder theory, the Triple Bottom Line (TBL) theory incorporates all the above factors for creating sustainability. Similarly, the three main pillars of proactive CSR are similar to pillars of TBL theory i.e., as profit, people, and planet (MacDonald, 2015). These pillars ensure corporate sustainability which are briefly explained below:

a) Profit: Economic Sustainability

Economic Sustainability is the business ability to make profits by benefitting both economic systems in local and international levels (Tribe, 2008). For Example: IKEA, the furniture company used its profits for waste management and recycling, resulting in the company being zero waste producer - saving pollution costs for the company (BBC, 2016). The economic dimension can be differentiated into three aspects (Carroll, 1979):

i. The multiplier effect.

This aspect shows the multiplying effects of company activities on the stakeholders and the diverse population. The higher the company performance the higher shall be its contribution towards the responsible activities from all stakeholders (Mohammed Belal Uddin, 2008). For example: In 2015 Netflix anticipated to commit 100% clean energy (FEHRENBACHER, 2015), where after 186% rise in its revenues (Fortune, 2020) it has now procured 100% clean energy which benefits everyone (Netflix, 2020).

ii. Taxes

Similarly, with the higher performance of the company the government is benefitted with higher tax payments. This shall help the government to build infrastructure for the public which itself is an CSR activity towards the society (Paulina Księżaka, 2017).

iii. Avoiding action damaging trust

Finally, this aspect deals with the license of the company to operate where the trust of the people should not be damaged through activities like bribery and corruption jeopardizing the company's sustainability (Mohammed Belal Uddin, 2008). For example: Enron lost its shareholders confidence after the frauded $74 million loss damaging the trust of public leading the company to bankruptcy (THOMAS, 2002).

b) People: Societal Sustainability

Social sustainability is concerned with the behavioral patterns, social interaction relations, and co-values between people (Tribe, 2008). A company majorly interacts with its customer, employees, and community at large. Where being responsible to these have a positive impact on the FP of the company like discussed earlier. However, the sustainability only comes if the above duties are well fulfilled by companies (Mohammed Belal Uddin, 2008). For e.g.: Levi's introduced worker well-being initiatives which benefitted 100,000 workers in 2011 and more than 300,000 workers in 2016 this led Levi's to receive "Engage for Good 2020 Halo awards" which proves its social sustainability (Gavin, 2019).

c) Planet: Environmental Sustainability

The major duty of every company is to measure the environmental impacts of its operations and creates a win-win strategy where both the business and the environment gets benefited through its operations ensuring sustainability for businesses (Paulina Księżaka, 2017). For Example: Lego, the Toy making company plans to produce its all-core products environment friendly by 2030 and is duly investing $164 million in its sustainable material center, where it condensed its product packaging size by 14% which saved 7000tons of cardboard reducing their overall cardboard consumption (Gavin, Business Insights, 2019).

Overall, measuring performance for TBL is quite hard. Although stakeholder's value activities are quite easy to quantify and such actions are easily copied by others, but social and environment performance are certainly unique and difficult to quantify and imitate (Nils M. Høgevold, 2015).

CSR/Sustainability/ Environmental Reporting

In recent years, CSR reporting has seen an upward trend, as good CSR image appreciates company's reputation and conversely disregards the one with bad image causing companies, striving for positive image on their stakeholder's and public views by exceeding their legal requirements in reporting (Schmeltz, 2012). With such appreciation for good image company, various researchers curiously study for the impacts of the CSR efforts on the stakeholder's and public perceptions (Mehmet Ali Koseoglu, 2021). Likewise, this trend has also resulted in growing pressure from the international stakeholders for Sustainability Reporting (SR) making it harder for MNCs as different countries have different regulations (Ortas, 2017). For example: In a comparison of reports of 2014 and 2018 of Cargill Inc., a major supplier of McDonalds in America, the sustainability reports from both years were significantly different as the company entered EU within these years and its compliance to regulation increased which led to the increase in paper length of sustainability reporting from 20 pages to more than 100pages. Though it may seem the better quality of reporting yet entering the new region has created new regulations for SR requiring more time and resources for its development (Irena Jindˇrichovská, 2020).

Sustainability Reporting

Sustainability Reporting (SR) includes non-financial information depicting the effectiveness and the influence of its basic operations on the sustainability factors based on the TBL theory (Hasan Fauzi, 2010). Such inclusion creates integrated reporting (IR) by inter- linking all the financial statements, compensation reports, management commentaries, and the overall sustainability reports (Klarissa Lueg, 2016). IR corelates these reports in line with company's business model and showcases the way CSR impacts the organizational goals set by stakeholders from short to long term (Roslender, 2015). Also, this performance measurement calculates the effectiveness of the board of directors, their risk and natural resource management practices and their overall sustainable development decision for the company (Nusirat Ojuolape Gold, 2020).

Similarly, the SR helps a company to acknowledge the strategy loopholes and efficiently improve their weaknesses. It helps the company to estimate its targets for sustainability and drive its efficiencies further helping the managers with stakeholder participation in long-term decision making (ACCA, 2013). For example: Upon preparing the SR, Coca-Cola realized that its massive fleet of delivery trucks contributed to 3.7 million tons of CO2 emission for which they proposed to reduce it by 25% in 2020 (Alex, 2016).

Likewise, CSR/SR helps the firms to enable decision making as the whole CSR spectrum determines the overall value of long-term relationships and the assets of the company (Ionica Oncioiu, 2020). Majorly, SR helps the company to acknowledge the efficient ways to reduce its costs in its operations thereby increasing its efficiency. It further helps companies to reduce risks and identify opportunities of new investments thereby building resilience towards their core business model (ACCA, 2013). For example: Nike's integrated reporting relating to transparency of its business practices and supply chain activities changed its negative public image forever (Rainer Lueg, 2015). Prior to Nike, company used to report elongated and overemphasize the short-term economic gains of CSR rather than combining the various stakeholder perspectives related to ethical, economic, legal, and philanthropic issues (Shabana, 2010) this only caused short term gains as such company lacked the vision of sustainability which destroyed the investors morale due to the lack of transparency.

However, SR is challenging for a company as it requires effective information manipulation skills that creates value and transparency to the readers because numbers can be correctly interpreted but TBL related information must be duly explained with management commentaries for clarity (ACCA, 2013). Consequently, management which thinks SR as an extra cost to the company are reluctant to provide more time for commentaries (Thurm, 2013). Conversely, critics have claimed that SR is secret tool for managers to hide the actual practices of the company (Siew, 2015). Also, for a newly established company it is difficult to ascertain their impact on the TBL factors and will require huge costs for the company for its calculation. Overall, though sustainability reporting might seem like a costly measure, but it is a long-term investment with its own future benefits (ACCA, 2013).

Integrated Reporting using GRI Initiatives

With all the above advantages and disadvantages of SR, it important for companies to have a certain authorized guideline or regulatory body to report the non-financial information properly else its misuse can portray wrong image to the investors. Therefore, to mitigate the above problems one of the emerging bodies i.e., Global Reporting Initiative (GRI) has formulated guidelines to regulate the sustainability reporting (Gray, 2006). The GRI has created formal guidelines for companies worldwide with uniform and comparable SR (Mutia Apriyanti Hamsir, 2021). Moreover, the compliance of the GRI results in better sustainability and greater stakeholder engagement (Dinithi Dissanayake, 2019). Yet SR also depends on various other determinants like language medium, financial leverage, firm’s capacity, profitability and firms’ size and age, where each of these factors either have a positive or negative relationship with SR (Mahmood, 2020).

However, GRI framework has also been criticized because all the indicators specified in the reporting guideline is not relatable for every company worldwide (Thiago Ferreira Quilice, 2018). Also, many of its adopters claim to have difficulty in the proposed processes like difficulty in finding stakeholders sample for developing the materiality matrix (Thiago Ferreira Quilice, 2018). Likewise, various MNCs claimed of having difficulty in processing large information into an attractive content for stakeholder satisfaction resulting in loss of time and resources (Milne, 2002). Similarly, the rating system of GRI was heavily criticized to preferring the CSR quantity rather than quality. Likewise, it has been widely used as a marketing tool by various companies (Matthew Haigh, 2006). Hence, by following GRI guidelines companies only report on the factors that positively impacts them for understanding their personal sustainability by forgetting and hiding the bigger picture of their problems (Alberto Fonseca, 2014).

Overall, GRI has its own pros and cons still with the surge of companies to provide SR, it has deeply impacted the credibility of reports because companies are crossing every limit by showing false information to gain a positive for sustainability (Timothy Coombs, 2013). Therefore, though criticized for the ratings however the reports published via GRI framework are rated with “+” indicating the external assurance of the report. Also, including external assurance in the report has improved transparency and credibility which has been a trend for companies as well (Best, 2017). Though a company may overstate/understate an information still external auditors ensure credibility of such reports, respectively. Hence, GRI should be implemented by every company.

Methodology

Theme 1: CSR and FP

In this topic, majority of the authors have used KLD data to analyze the relationship between CSR and FP. Where the sample size ranged from 80 observations to 17083 variables derived from 1,877 firms from the largest 3,000 US companies during years 1991 and 2011 (Aliyu Baba Usman, 2015). Likewise, they have analyzed the data using correlation and regressions analysis method to define the relationship of CSR and FP. Overall, they found the positive relationship between CSR and FP (Sun, 2012), however it depends upon the type of industry (Mingming Feng, 2017) and the reputation of the company respectively (Misra, 2020).

Theme 2: Sustainability and Triple Bottom Line

It is quite important for authors to conduct both quantitative and qualitative research to understand and analyze the concepts of any topic in depth. In this theme, some authors have used quantitative data and sampled around 125 Norwegian companies and conducted data analysis using univariate analysis (Nils M. Høgevold, 2015). Majority of authors have conducted qualitative research for an extensive literature review. Overall, they have found that proactiveness in CSR enables sustainable business practices by incorporating the TBL aspects effectively and efficiently (Mohammed Belal Uddin, 2008).

Theme 3: CSR/Sustainability Reporting

Majorly, authors have conducted a thorough qualitative research by extensively analyzing literature reviews (Nusirat Ojuolape Gold, 2020). They have primarily collected samples by conducting interviews and developing questionnaires for 320 managers (Ionica Oncioiu, 2020). Some authors have also analyzed sustainability reporting of 84 publicly listed companies (Dinithi Dissanayake, 2019). Likewise, an authors used pragmatic constructivism to interpret the collected data (Klarissa Lueg, 2016). Overall, they have found implementing GRI guidelines on CSR reporting shows positive outcomes.

Practical/Managerial Implications:

The main objective of this review is to enable managers to understand the value of CSR practices as it not only boost’s the financial performance but also helps the company to ensure its sustainability with a good corporate image. Whereby reporting such sustainable CSR practices through GRI guidelines creates standardized and comparable reports and boosts the investors’ confidence and trust towards the practices of company. Overall, this helps in the going concern of the company.

Firstly, by understanding the type of their industry, managers are recommended to understand the different types of CSR practices affecting their company both internally and externally. As internal CSR practices play a major role in successful execution of external CSR practices. The internal CSR practices include employee-oriented CSR which provides flexible working environment and equal opportunity policies to employees generating operational efficiency for the company. However, managers need to be cautious as excessively using such CSR hampers employees' work-life balance as stated in the above literature.

Similarly, the efficient workforce helps the company to execute external CSR activities like market-oriented CSR, society-oriented CSR, and environment-oriented CSR. Where market-oriented CSR includes both consumers and suppliers of a company. For companies, company can generate policies relating to safety and high quality of the products which shall benefit both consumers and suppliers, the former with value for money and latter with high price for the quality product. Similarly, society-related CSR can benefit the company by donating for more impactful causes like women empowerment, animal safety etc., which shall improve the corporate reputation. Moreover, environment-oriented CSR can be beneficial by using more environment friendly products significantly reducing the pollution costs. In a way all these CSR activities boosts FP by increasing the strengths and opportunities or by reducing the weaknesses and threats.

Secondly, though investing in the above CSR activities may benefit the company but it cannot reach its full potential because of companies being reactive to situations, causes time loss and the opportunity for damage controls. Therefore, the best way for a manger is to proactively implement CSR activities in the business processes. Like, if a manager can proactively implement employee related CSR activities, the company can easily instate ethical practices for strong corporate governance. Similarly, if a manager can implement the external CSR activities, it shall be benefitted good brand image by for being a role model in the industry. Also, TBL theory makes it easier for managers to understand their responsibilities more clearly. Therefore, an organization's vision, mission and strategy should be based on TBL theory for envisioning sustainability.

Thirdly, presenting the above CSR activities positively is quite important for financial heads as positive stakeholder and public views is the main goal of the financial statements.Therefore, sustainability reporting can be best done with the implementation of GRI guideline which itself is quite popular for MNCs as it makes the non-financial information more presentable and comparable worldwide impacting its international investors opinions.

Overall, sustainability is the primary goal of every company yet if it can be achieved easily through CSR activities and proper reporting then mangers must consider such opportunity as stakeholders' wealth maximization is their primary objective. Therefore, a CSR department must be formed by every company to determine the main areas of CSR that strengthens the internal practices and creates opportunities with external practices.

Research Gaps and Recommendation for Future Research

Firstly, the paper examines the relationship between the various CSR activities and FP. The papers majorly depend upon the articles which have quantitatively analyzed the relation between various CSR activities and FP. However, a full validation of the analysis cannot be confirmed as such activity require more time and skills. Likewise, the paper divides the CSR activities into internal and external practices, but it can also be divided into dimensions or responsibilities or characteristics which might provide different relationships accordingly. This paper excludes government from the list of stakeholders and the type of CSR related to government which might have significant value and an impact on the FP if the company is an MNC.

Secondly, the paper analyzes the CSR practices sustainability through the lenses of TBL theory yet there are many other theories for sustainability which could have explained the CSR activities better.

Thirdly, the paper proposes to use the GRI sustainability reporting practices yet the credibility of such reports can duly be questioned for false information in such reports as no specific standards or rules are specified by government or the governing bodies for violation of GRI practices.

Lastly, it is recommended to researchers to research more into supplier related CSR activities and government related as only few researches are available on such topics. Also, further researches showing the negative impacts of CSR should have more in-depth analysis as per the type of industry or market in future researches. Overall, the lump sum impacts of various types of CSR activities of companies have very few researches worldwide.

Conclusion

With various types of CSR affecting a firm's FP positively or negatively is highly dependent on the type of market (Mingming Feng, 2017). The employee-oriented CSR is an internal CSR practice which is the most effective yet least popular among utility industries whereas such CSR activities is highly benefits the IT and service industries requiring high employee-customer interactions. Similarly, the market-oriented CSR has both supplier and consumer related CSR activities which needs to be performed separately yet both have a similar purpose of providing better services therefore it is more applicable to consumer discretionary firms than with staple firms. Likewise, the social and environment related firms are also highly related to the consumer discretionary and service industries respectively. Though all these CSR activities are majorly impacted by the type of industry yet if analyzed properly, it shall boost the FP of the company with strong brand image and higher operational efficiency.

Similarly, indulging in proactive CSR provides more benefits to the company as it saves the opportunity costs and ensures sustainability through effective ethical practices formulation with strong corporate governance creating the footsteps for sustainability. However, with the incorporation of TBL theory a firm can pave the path for sustainability by redefining its activities in relation with the three pillars of sustainability. Yet, this sustainability achievement needs to be disclosed wisely to investors as non-financial data interpretation is a difficult task and requires high interpretation skills and time. Therefore, GRI guideline makes it easier to formulate the sustainability reporting with standardized format saving more time and resources, respectively. Hence, the journey from CSR practices to gaining sustainability and reporting require rigorous hard work and patience to gain maximum benefits.

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EXAMINING THE RELATIONSHIP OF HERZBERG'S TWO-FACTOR THEORY TOWARDS EMPLOYEES JOB SATISFACTION IN INSURANCE INDUSTRY: A MODERATING EFFECT OF WORKING TENURE

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Abstract

Today, many companies are faced with several challenges in retaining their employees. In order to increase the efficiency, effectiveness and productivity of employees, the business must satisfy the needs of their employees by providing job satisfaction. This paper aims to examine the relationship of Herzberg's (1966) two-factor theory towards employees' job satisfaction with moderating effect of working tenure. The study employed a quantitative design and data was collected through a self-administered survey questionnaire. Simple random sampling is used and a total of 137 questionnaires were returned out of 170, with a response rate of 81 percent. The target population consists of non-managerial employees from three insurance companies in Klang alley, Selangor, Malaysia. The finding of the study show that there is a significant positive strong relationship between motivation and hygiene factors towards job satisfaction. The finding also indicated there is a direct effect on moderating effect between working tenure towards motivation and hygiene factors towards employees' job satisfaction. Salary was found to have an indirect effect toward job satisfaction. This study will benefit insurance companies to compete well and drive towards sustainable growth. The insurance companies will have a clear picture of their employees' well-

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being in terms of what satisfies their employees in doing their job well and motivating them to work hard to achieve the companies' goals and objectives.

Keywords: Recognition, Salary, Environment and Job Satisfaction.

Introduction

Employees are the foundation of a company's success. Employees who are satisfied with their jobs are more dedicated, interested, and indirectly or directly loyal to the employers. Based on Herzberg's (1966) two-factor theory applied to the workplace, there are two types of motivating factors: (1) satisfiers (motivators), which are the driving forces of job satisfaction and include growth, achievement, recognition, responsibility, and job itself and advancement, and (2) dissatisfies (hygiene factors), which are the main causes of job dissatisfaction.

The three motivation aspects chosen for this study under Herzberg's (1966) two-factor theory are career growth, recognition, and advancement, followed by the three hygiene dimensions of salary, job security, and working environment. Working tenure as a moderating variable. For this study, the service industry selected are the insurance companies, American Insurance Association (AIA) Berhad, Etiqa Takaful Insurance (M) Berhad and Prudential Assurance Malaysia Berhad, located in Klang Valley. The respondents of the study are non-managerial employees from these three companies.

Problem Statement

Employee motivation is a topic of interest and concern for organization leaders across industries. Olafsen et al. (2017) proposed that some employees may be motivated by intrinsic factors (e.g., personal growth, and well-being), whereas others are motivated by extrinsic factors e.g., accomplishing a business goal and personal recognition. The key to success for a company does not depend solely on the profit that the company are making but is the ability of the company to appreciate and motivate their employees to achieve maximum job satisfaction for the benefit of the company (Mahadi et al., 2020). According to Randstad, Employer Brand Research (2018), 22 percent of Malaysian employees changed their employer in 2017 and 37 percent plan to change employer's within the following year.

Purpose

This study aimed to find out the job satisfaction and motivational factors among non-managerial employees based on motivation and hygiene factors of Herzberg's two-factor theory in three insurance companies. The target population consisted of non-managerial employees from three insurance companies in Klang Valley, Selangor, Malaysia.

The Benefit of this Study

The results of the study would add value to the Malaysia Life Insurance Industries to move forward and achieve sustainability in businesses. The insurance company would benefit to retain the employees as employees' satisfaction begins with a foundation of hygiene factors and motivation factors that relate to loyalty, productivity, and achieve the company's goals. Moreover, human resources professionals need to know more about the factors that can increase employees' satisfaction and how it fits an overall company's success. When employees feel the companies have their best interests, they often support its mission and work hard to achieve its objectives. This will lead to greater profit return that would be able to compete with the competitors and set a benchmark for other insurance companies.

Literature Review

Job Satisfaction

Job satisfaction has been regarded as critical in creating emotions of fulfillment via promotions, recognition, remuneration, and goal completion. In another study carried out by Boamah et al. (2017) demonstrates that job satisfaction may inspire employees and cause them to be loyal and stay longer. Employees will be more motivated if their managers acknowledged them.

Motivation Factors

Career Growth

According to Cedaryana et al. (2018*),* career growth is a formal and continuous effort with a focus on increasing and adding the abilities, skills, and expertise of an employee so that changes in values, attitudes, and motivation. Nasution et al. (2018) revealed that career development affects the performance of employees who work in, the better the career development system that can be implemented it is expected that employee performance will also be greater.

Recognition

Ndungu (2017) explained that reward and recognition are an effort by organization to appreciate employees or its members as a response for being a role model or for their certain actions and expected to boost employees' motivation as they will obtain something in return for their achievements or contributions to organization.

Advancement

Employees who have been promoted are more satisfied and have higher hopes for future advancement, which contributes to job satisfaction. Some companies offer career advancement programs that allow existing employees to move up within the company (Kinicki et al., 2017).

Hygiene Factors

Salary

Wang & Seifert (2017), salary can affect employees' morale. Salary is classified as compensation schemes or payment systems, a collection of salary scales, rules, and assessment techniques used by companies to compensate employees for their efforts.

Job Security

Job security has a greater impact on employee happiness during times of economic recession than during times of economic boom. According to Herzberg (1966) job security is a condition in which the organization provides stable employment to workers. Based on the two theories of job security, Herzberg (1966) proposed job security as a hygiene element and job security as a cause of satisfaction and contentment.

Working Environment

The work environment has a significant influence on employee performance in order to be able to produce positive job satisfaction. The higher the conditions for a comfortable work environment in providing employee satisfaction, the higher the results of achieving performance (Widyaningrum et al., 2019).

Herzberg's (1966) Two-Factor Theory

Herzberg (1966) highlighted two dimensions that would contribute to employee motivation in these hypotheses. The conceptual framework outlined in *Figure 2.1* below serve as a foundation for further investigation and exploration to show independent variables, dependent variable as well moderating variable.

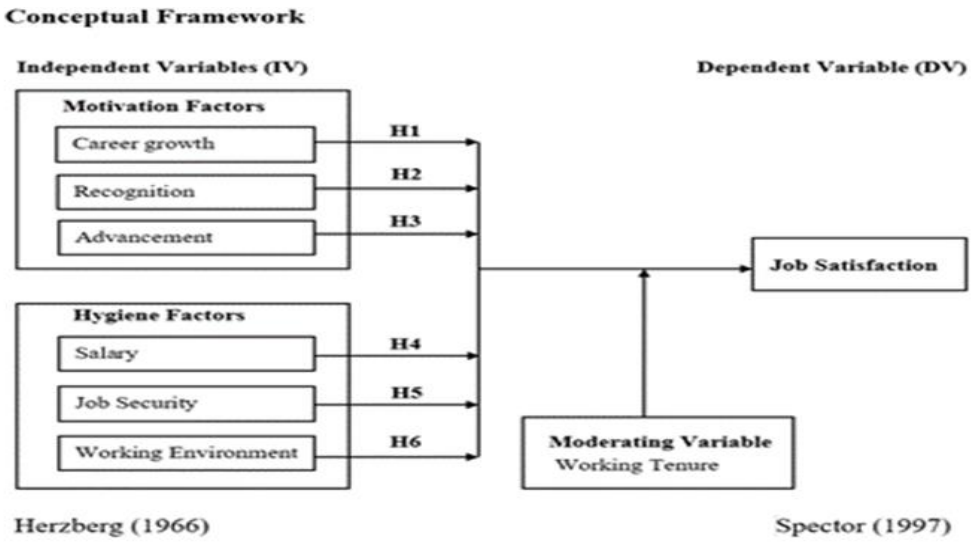

Figure 1. Conceptual Framework of the Proposed Study Indicating Independent Variables, Moderating Variable and Dependent Variable

Research Methodology

As for this study, the approach taken was by using a quantitative method that emphasizes the measurements to examine the relationship between variables (Salkind et al., 2020). The instrument for this study was an adopt and adapt questionnaire taken from the concept of adopt and adapt from various sources such as Spector (1997), and Kanapathipillai et al. (2020). A survey was conducted on the non-managerial employees with positions of executives, administrators, and telemarketers from three different insurance companies, located in Klang Valley, Selangor, Malaysia. The total population was 260, where the targeted employees were from three insurance companies including AIA, Etiqa Takaful Insurance (M) Berhad and Prudential Assurance Malaysia Berhad. From a given population of 260 and based on Krejcie & Morgan (1970), the sample size required was 155. The total number of questionnaires distributed was 170. A total of 137 questionnaires were received and that yields to 81 percent response return rate. Section A captures the demographic information of the respondents. Sections B, C, and D required them to rate motivation factors, hygiene factors and job satisfaction with 5-point Likert scale measuring from 1, being “Strongly Disagree” to 5, “Strongly Agree”. The method used to send the questionnaire to the respondents was through Microsoft Forms.

4.0 Research Findings

Hair et al. (2017) defined reliability as an assessment of the degree of consistency between multiple measurements of a variable. This study assesses the consistency of the entire scale with Cronbach’s alpha and the overall reliability of each dimension. The Cronbach’s alpha test of reliability showed that five variables are very good, and two variables are excellent. *Table 1 below* shows the score of Cronbach's alpha motivation factors for career growth was 0.86, recognition was 0.87 and advancement was 0.88. Results of the reliability analysis for hygiene factors for salary was 0.84, job security was 0.87 and working environment was 0.91. The alpha value for job satisfaction was 0.91 (Hair et al., 2017).

Table 1

Coefficient of Motivation and Hygiene Factors and Job Satisfaction for Actual Data Collection

Variables	Case Processing Summary	n	%	Cronbach's Alpha	No. of Statements
Independent Variables - Motivation Factors					
Career Growth	Valid	137	100.0		
	Excluded	0	.0	0.86	7
	Total	137	100.0		
Recognition	Valid	137	100.0		
	Excluded	0	.0	0.87	7
	Total	137	100.0		
Advancement	Valid	137	100.0		
	Excluded	0	.0	0.88	7
	Total	137	100.0		
Independent Variables - Hygiene Factors					
Salary	Valid	137	100.0		
	Excluded	0	.0	0.84	7
	Total	137	100.0		
Job Security	Valid	137	100.0		
	Excluded	0	.0	0.87	7
	Total	137	100.0		
Working Environment	Valid	137	100.0		
	Excluded	0	.0	0.91	7
	Total	137	100.0		
Dependent Variable					
Job Satisfaction	Valid	137	100.0		
	Excluded	0	.0	0.91	7
	Total	137	100.0		

Table 2 below shows the mean and standard deviation of the variables in the study. It was found that the standard deviation for all the variables indicated above 0.70 and this means that all the respondents agree with the statements stated for each variable (Pallant, 2016).

Table 2
Mean Score for Motivation, Hygiene and Job Satisfaction

	n	Mean	Std. Deviation	Std. Error Mean
Career Growth	137	3.0428	.79923	.06828
Recognition	137	3.2607	.78703	.06724
Advancement	137	3.2649	.81782	.06987
Salary	137	3.1470	.72924	.06230
Job Security	137	3.3201	.83345	.07121
Working Environment	137	3.4661	.91363	.07806
Job Satisfaction	137	3.3577	.88252	.07540

The correlation analysis for research questions examines the strength of relationship between independent variables for motivation factors (career growth, recognition, and advancement) and hygiene factors (salary, job security and working environment) towards job satisfaction as dependent variable. The correlation coefficient was measured between two variables and the values between -1 and +1. According to Ratnasari et al. (2016), Weak positive correlation ($r < 0.20$), moderate positive correlation ($0.30 < r < 0.50$), strong positive correlation ($0.60 < r < 0.80$), and very strong positive correlation ($0.90 < r < 1.00$). Table 3 below shows that there is a positive strong relationship between motivation factors (career growth, recognition, and advancement) and hygiene factors (salary, job security and working environment) towards job satisfaction as dependent variable since r value indicates $0.60 < r < 0.80$).

Table 3 below also illustrate the significant level is less than 0.05 for motivation factors (career growth, recognition, and advancement) and hygiene factors (salary, job security and working environment) towards job satisfaction as dependent variable, therefore, to conclude that there is a significant relationships between these variables and all alternate hypotheses were accepted.

Table 3

Correlation Analysis (Motivation, Hygiene and Job Satisfaction)

		Career Gwth	Recogn	Adv	Salary	Job Sec.	Working Env	Job Satis.
Career Gwth	Pearson Correlation	1	.709**	.749**	.673**	.718**	.685**	.703**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001
	N	137	137	137	137	137	137	137
Recogn	Pearson Correlation	.709**	1	.727**	.589**	.758**	.802**	.795**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001	<.001
	N							
Adv	Pearson Correlation	.749**	.727**	1	.698**	.779**	.699**	.748**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001
	N	137	137	137	137	137	137	137
Salary	Pearson Correlation	.673**	.589**	.698**	1	.717**	.662**	.655**
	Sig. (2-tailed	<.001	<.001	<.001		<.001	<.001	<.001
	N	137	137	137	137	137	137	137
Job Sec	Pearson Correlation	.718**	.758**	.779**	.717**	1	.869**	.876**
	Sig. (2-tailed	<.001	<.001	<.001	<.001		<.001	<.001
	N	137	137	137	137	137	137	137
Working Env.	Pearson Correlation	.685**	.802**	.699**	.662**	.869**	1	.849**
Job Satis.	Pearson Correlation	.703**	.795**	.748**	.655**	.876**	.849**	1
	Sig. (2-tailed	<.001	<.001	<.001	<.001	<.001	<.001	
	N	137	137	137	137	137	137	137

According to *Table 4* below, Career Growth *(B= .144, p= .065)* shows direct effect on job satisfaction (DV) by 0.144 (14%) if there is one unit increase in career growth, as it is significant since 14 percent is higher than 10 percent. Recognition *(B=.483, p= 0.001)* shows there is a direct effect toward DV by 0.483 (48%) as if there is one unit increase in recognition as it is significant since 48 percent is higher than 10 percent. Advancement *(B=.289, p= .001)* indicates direct effect toward DV by 0.289 (28%) with one-unit increase where it is significant as 28 percent is higher than 10 percent. Working tenure (*B= .001, p=.980*) shows indirect effect toward DV by 0.001 (>1%) with one unit increase where it is not significant since the beta percentage is lower than 10 percent. Jack (2019) mentioned that any beta percentage higher than 10 percent and above shows direct effect toward moderating variable.

Table 4

Regression Analysis of Motivation Factors (Career Growth, Recognition and Advancement), Working Tenure and Job Satisfaction

Coefficients[a]

Unstandardized Coefficients		Standardized Coefficients		Sig.
B	Std. Error	Beta	t	
.095	.267		.356	.722
.159	.085	.144	1.860	.065
.542	.083	.483	6.504	<.001
.312	.085	.289	3.650	<.001
-.002	.066	-.001	-.026	.980

Table 5 below, salary *(B= .026, p= .651)* has an indirect effect on job satisfaction (DV) by 0.026 (0.02%) if there is one unit increase in salary as it is not significant since 0.02 percent is lower than 10 percent. Job security *(B=.553, p= .001)* shows there is a direct effect toward job satisfaction by 0.553 (55%) with one unit increase as it is significant since 55 percent is higher than 10 percent. Working environment *(B=.355, p= .001)* indicates direct effect toward job satisfaction by 0.355 (35%) with one-unit increase where it is significant as 35 percent is higher than 10 percent. Working tenure (*B= .031, p=.437*) shows indirect effect toward job satisfaction by 0.031 (0.03%) with one unit increase as it is not significant as the percentage is less than 10 percent.

Table 5
Regression Analysis of Hygiene Factors (Salary, Job Security and Working Environment), Working Tenure and Job Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.021	.219		.096	.924
	Salary	.031	.068	.026	.453	.651
	Job_Security	.586	.091	.553	6.448	<.001
	Working_Environment	.343	.077	.355	4.482	<.001
	Working_Tenure	.043	.055	.031	.779	.437

a. Dependent Variable: Job_Satisfaction

Conclusion and Discussion

Employees that are devoted to and engaged in their jobs contribute to the company's productivity and survival. As for the companies, it is recommended that the findings are to be used as a guideline to improve employees' job satisfaction. It is also recommended that the sample size to be extended to middle level managers who oversee the job functions of the subordinates could be good recommendation for future studies as this group of managers would be able to provide in-depth understanding and will finally lead to job satisfaction.

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HOTEL STAKEHOLDERS DEMANDS TOWARDS MARKETING TECHNOLOGY OF HOTEL INDUSTRY IN SOUTHERNMOST PART OF THAILAND

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Wanamina Bostan Ali[3]

Abstract

The Coronavirus Disease 2019 (Covid-19) has spread all over the world and has negatively impacted the economy, including the tourism industry. Thailand is no exception to the negative impact on tourism of the hotel industry in Thailand. The Covid-19 epidemic and government lockdown measures to control the spread of the virus have directly affected the hotel industry and other related businesses. Some provinces developed measures to order the closure of places that are at risk of spreading Covid-19 which have resulted in tourists canceling travel and bookings with hotels, resulting in loss of revenue for hotels. The objective of the research is to identify the hotel stakeholders' demands towards marketing technologies in the southernmost part of Thailand. Marketing Technology is clearly useful and highly efficient in managing the automatic form process and save time. It increases comfort and creates opportunities for entrepreneurs to manage channels that easily diversify marketing.

This research was conducted using a survey with the objective of identifying hotel stakeholders' demand for hotel marketing technology. Therefore, the hotel industry must do marketing technology to meet the needs of hotel stakeholders but also need to develop technological capabilities because when tourism opens Hotels need to be more competitive in the hotel industry. It is important to provide customers with better hotel stake holders satisfaction and experience in marketing technology. The sample size should be 384 of the total sample size. Samples obtained were 305 people and then use SPSS Tools for data analysis and Cross tabulation.

The results revealed that hotel stakeholders demand towards having marketing technology of the hotel industry in the southernmost part of Thailand; the result

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indicated that website, social media, mobile application, and video are of great importance in helping to develop the hotel's marketing technology to be more attractive.

Keywords: Marketing Technology, Hotel Industry, COVID-19

Introduction

Since the discovery of the 2019 novel coronavirus, also known as "COVID-19", the number of infected people has increased, and the spread is widespread. Affecting people's health and lifestyles not only that, COVID-19 has also affected the country's economy in all sectors, especially the tourism industry that is most affected. The impact of related businesses has also been greatly affected, with one of the most clearly affected industries being the tourism business that aims to organize meetings (Meeting), incentive travel, organize international conferences (Conventions) and product exhibitions (Exhibitions) or collectively known as the "MICE industry", which is an activity that creates a gathering of people, therefore, all activities are suspended according to measures to reduce the spread of Covid-19 in each area Measures As a result, both domestic and foreign tourists during the past epidemic have decreased in number, as well as government policies that emphasize social distancing. The MICE industry is unable to operate normally, although the epidemic situation has been reduced in many areas, social distancing is still a necessity that society must follow, making the MICE industry unable to operate. fully leading to a lack of revenue to maintain and maintain the business, therefore, the adjustment for business operations to be able to survive in the Covid-19 era requires entrepreneurs to consider and take into account Adapting to understand the situation with the constraints of social activities has caused the MICE industry to lose more than 60 percent of its revenue or direct revenue (Somsawat & Tananpang, 2020).

Marketing technology (Martech) Tool, platform developed to be used to benefit marketing activities to manage marketing campaigns easier. Communication with customers can take many forms. and more accurate measurements, etc. In some cases, we may see integrated marketing technology called "Martech". Due to business operations. Whether it's selling products or services, nowadays, they tend to get involved with Digital in some way, whether it's a business that is a digital business with full income from digital, a business that sells products and services through digital channels Such as general e-commerce, and businesses that are blended, such as marketing on online media, but bringing people to generate sales at offline, etc (Lertpradit, 2021).

The hotel business is part of the hospitality industry and plays an important role in the tourism industry Because it is a business that provides convenience and services to travelers and tourists, developed or developing countries have a policy to support and promote tourism seriously. This is because tourism business benefits the general economy in terms of economic expansion. with a large amount of foreign currency imported employment local income distribution, the hotel business is therefore an important factor in the tourism business. Must provide services to international standards for guests to come back to use the service again in the future (Nakkerd, 2017).

For the success factor of the hotel business in addition to the factors of location and differentiation. The service factor is another factor that is important because the guests who come to stay in addition to comfort, relaxation and safety. It also attaches importance to service which is very necessary to attract more tourists to visit Thailand. and is an important factor in creating business opportunities for the country to grow steadily and generate enormous income for the country, especially 5-star hotels, which can be considered as outstanding in terms of facilities that be elegant the rooms are modern and decorated have high international standards Both rooms, restaurants, facilities and the service is accepted by high-income customers. The expectation of customer service is therefore high as well. which service recipients will expect a high star hotel will prioritize service quality Even if the hotel or organization has quality. Clients are expected to be serviced as soon as they arrive. Therefore, service providers need to respond immediately to the needs of their customers with quality services. The focus on service quality from the customer's point of view primarily leads to loyalty and repeat visits (Mongkolvanich & Chatwong, 2018).

Purpose

To identify the hotel stakeholders demand towards marketing technologies.

Benefit of the study

To study the marketing technology needs of hotel stakeholders in the Southernmost part of Thailand and to guide hotels or other operators in implementing market technology and applying the research data to their businesses.

Literature Review

Impact of COVID-19 on Hotel industry

Hotel business shrank in 2020, which was significantly affected by the contraction of the global economy and trade and being aggravated by the spread of the Covid-19 virus, causing many countries, including Thailand, to issue lockdown measures. To contain the epidemic that causes a sudden disruption to the global economy. which affects the employment, income and lifestyle of the people as a result, tourists decide to postpone or cancel all travel plans. This caused the hotel business operators to suddenly lack income and resulted in the inevitable contraction of the business overall, which some operators who could not bear the costs and liabilities had to stop. Business operation and announcement of business sale (Chalong, 2020).

Marketing Technology in Hotel industry

Marketing Technology is clearly useful and highly efficient. To manage the automatic form process and saves time increase comfort Create opportunities for entrepreneurs to manage channels Easily diversified marketing Today, there are many companies that are ready to invest in professional marketing strategies using Marketing Technology to help create opportunities. with a comprehensive set of tools to work smoothly like a well-developed machine What is noticeable for Marketing Technology is its marketing transformation into a more functional and cost-effective model. by helping to continuously analyze marketing data to help you decide quickly with a rational use of references. It is a marketing tool with technology as a strategy to manage marketing more effectively with a vast amount of data transformed into important information that stands out from the insights. collected from marketing operations of the target customer group continuously. Marketing Technology continues to evolve to constantly improve and change to be a marketing driven as a stimulus and increase engagement with customers efficiently (Somsawat & Tananpang, 2020).

Conceptual framework

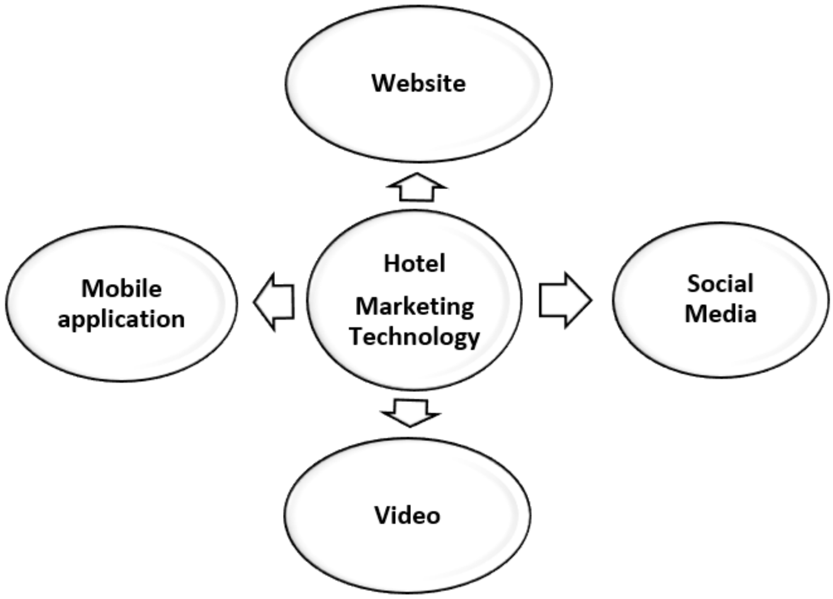

Figure 1 Conceptual framework of this study (Thielin, 2014)

Marketing Technology Tool 1: Website

From a study of concepts, theories and research related to hotel online marketing it was found that hotel online marketing refers to the management process of the hotel. A hotel that aims to make its products and services known and in demand through the Internet as a state-of-the-art medium. Able to distribute the number of views for each channel Detailed customer access to information and hotel reservations at any time Including the hotel can be used as a channel to send information. To create awareness, learn, advertise, publicize the hotel's services to the target audience. A study of Internet marketing found that the key factors for successful Internet marketing is that the website must be of good quality, beautiful, convenient, and fast processing. and has an uncomplicated payment method (Prasarnpanich, 2019).

A hotel website is the most important marketing tool as it can deliver relevant and interesting messages to potential customers. It should be designed to be user-friendly and neat that emphasizes the unique features of the property. The website strategy has two objectives: drive traffic to your website and convert as many visitors as possible to hotel customers.(Wittayakorn, 2020).

Marketing Technology Tool 2: Social Media

Social media marketing is a new trend and rapidly growing way in which businesses are reaching out to targeted customers easily. Social media marketing can be simply defined as the use of social media channels to promote a company and its products. This kind of marketing can be thought of as a subset of online marketing activities that complete traditional Web-based promotion strategies, such as e-mail newsletters and online advertising campaigns. By encouraging users to spread messages to personal contacts, social media marketing has injected a new term of exponential dissemination and trust to mass-communication and mass marketing. By this new approach of outreach and marketing, new tools are being developed and increased in turn for businesses. Social media marketers are now getting better and more effective insight through the introduction of analytic applications by official social network site platforms (Hafele, 2011).

Marketing Technology Tool 3: Mobile Application

A mobile application is a software used on mobile device. Application stores offer different kinds of applications, such as games, entertainment, or applications with information (Koljonen, 2016). Often the mobile applications are lighter software than the ones used on computers or other devices; therefore, applications usually offer one function, e.g., music service or location service (Koljonen, 2016). Mobile applications use the functions that the device offers, such as location, camera and contacts to offer better services for the user. Applications marketing has the same goal than marketing, to attract and to maintain customers. In applications marketing several approaches are used such as traditional marketing and digital marketing. Digital marketing is often used for applications marketing because the app itself is in the digital world, and because it offers less expensive options than traditional marketing (Koljonen, 2016).

Marketing Technology Tool 4: Video

Video Marketing has played a huge role in business growth. With the behavior of online users who prefer to watch video content more and more. Video Content is a medium used for dissemination. Information to tell who we are, what we do, and why. How useful is it? Content that is published in the form of Video to make it easier to understand. It consists of Content, Photos, Video, Infographic, Effect, Sound and Music for posting on various platforms. to attract the attention of the target audience by will focus on informative articles and is most beneficial to the reader (ForeToday, 2020).

Research Method

a) Analytical :

Due to the Assessing the Key factors in Customer's Demand Towards Marketing Technology of Hotel Industry in Southernmost Thailand. To identify the hotel customer demand towards marketing technologies with hotel customer in Southernmost Thailand.

b) Quantitative research :

Due to The Assessing the Key Factors in Customer's Demand Towards Marketing Technology of Hotel Industry in Southernmost Thailand, the data was collected through a survey method. Focus on collecting multiple numbers of data for mathematical calculations. To do the analysis which has a category as positivism is a type of research with many people it is a study for a large population. Want to find to identify the hotel customer demand towards marketing technologies.

c) Applied Research:

Applied research, in this research, the results of the questionnaire analyzed were used to determine the level of the hotel customer demand towards marketing technologies.

d) Inductive Research:

The COVID-19 virus outbreak caused a negative impact on the hotel industry causing the hotel to lose revenue to know the level of hotel customer feedback Therefore, there was a questionnaire on opinions and satisfaction levels. and the needs of hotel customers in the lower southern region, such as Satun, Songkhla, Narathiwat, Pattani, and Yala in terms of hotel marketing technology to be attractive and able to attract customers to use the service.

Data Analysis and Results

In this research the researcher attempted to study the level of hotel stakeholder demand for hotel marketing technology and analyzing data from users within Yala, Pattani and Narathiwat, Thailand. Based on the study, data collection and analysis of the level of hotel stakeholder demand for hotel marketing technology. Found that the respondents were demographic characteristics classified by gender, consisting of 57.00% female and 43.00% male. Classified by age consisted of 21-30 years 48.9%, 31-40 years 25.9%, 41-50 years 18.7% and 51-60 years 6.6%. Classified by type of hotel stakeholders, consisting of Transportation 2.6%, Hotel guest 13.4%, Security 1.3%, Suppliers 5.9%, Cleaning 3.3%, Tourists 21.00%, General public 28.9%, Organize 6.9%, Employees 7.9% and Restaurant 8.9%. From the data analysis of a sample of 305 hotel stakeholders, it was found that in each factor There is a demand level which is at the level of "Demand". The group with the most influential survey participant which has the highest demand level was Female / 21 - 30 years old / General public.

Conclusion

As the researchers assessed the key factors in hotel stakeholders demands towards marketing technology of hotel industry in southernmost part of Thailand, the result indicated that website, social media, mobile application, and video is of great importance in helping to develop the hotel's marketing technology to be more attractive.

From this study, the researcher has recommendations for those who are interested in studying the hotel stakeholders demands towards marketing technology of hotel industry in southernmost part of Thailand should increase the number of respondents and should study in other provinces more.

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IMPACT OF SOCIAL MEDIA MARKETING ON BUSINESS VALUE CREATION AT FINE-DINING RESTAURANTS IN THE JHAMSIKHEL AREA OF LALITPUR

Sadikshya Hamal [1]

Abstract

Social media has been a major tool for business marketing these days. Businesses, especially restaurants use it as a strong medium for informal communication through which people share their ideas, perception, and discretionary elements such as videos and photos that have significantly increased promotion amongst the right target market. Fine dining restaurants have developed a new model of food presentation that has appealed to every individual in this era of social media. Accordingly, the decision-making is affected by advancement, publicizing, and restaurant reviews, which is one key that influences a client's choice decisions. The study was guided by the following objectives; to investigate the usage of social media by fine-dining restaurants in the Jhamsikhel area in promoting their business; and, to assess the impact of social media on creating business value of fine-dining restaurants in the Jhamsikhel area of Lalitpur. This study adopted a mixed research design method targeting both the customers and restaurant management teams. The target population was customers visiting the five selected fine dining restaurants of the Jhamsikhel area. The sample size for the study was 100 respondents and primary data was collected using a questionnaire. Additionally, descriptive insights were exhibited through frequencies and percentages, while inferential insights were examined through correlation and regression analysis.

The report discovered that social media marketing has been on the rise and adopted by fine dining restaurants in the Lalitpur area which has led to the generation of immense business value. Furthermore, verdicts indicated that social media marketing has a substantial and positive impact on the social, functional, and economic value of restaurants.

Therefore, the research recommends that fine dining restaurants must use social media marketing as a tool more strategically to increase their coverage and generate immense values. Additionally, restaurants must utilize all the available social media as advertising channels so that the brand can reach people of all age groups.

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Keywords: Social Media Marketing, Customer Choices, and Decision-Making, Business Value Creation

Introduction

Social Media Marketing (SMM) has significantly increased business promotion amongst the right target market. This study is planned to distinguish the effect of SMM in identification with customer decisions regarding the choice of fine dining restaurants in the Lalitpur area of Nepal.

Fine dining restaurants have come up with a beautiful way of presenting their food variations to the masses, undoubtedly pleasing every individual in this modern society. With that, the decision-making is affected by social media presence, restaurant reviews, content creation, and Word of Mouth (WOM). The information age: economy, society, and culture are depicted by social inclusions passed down from the twentieth century (Castells, 2010). Further, the advancement of the digitalized time and correspondence drives the ascent of a social configuration in the framework, which, in general, has impacted all parts of human activity on an overall scale. According to Gracia (2015), change through technological advancement such as social media usage brings about a drastic improvement in the management of restaurants. What's more, the mounting development of this present reality, the external world with the exponential improvement of data besides the information gets to turn into a real issue (Virilio, 1991). Toffler (1994) also states that the ample amount of information triggers mental attraction of interference which leads individuals and societies to upgrade the outside world briefing the data decision that certifies preconception of past data, disregarding the present one.

The utilization of social media platforms has given restaurants the freedom and ease to make advertising just through the click of a button. The Internet today has permitted individuals to use social media platforms and interact with the masses without the necessity for physical get-togethers (Gruzd, 2011). According to Yang (2012), the online system gives a clear picture of customers information analysis which in return generates the leads causing benefits to the business. The information from conclusions and post experiences from this source sway the general decision choices (Kim, 2008).

Presently, restaurants have become the most famous business worldwide that clients routinely prefer to get high-end foods for remarkable occasions. Further, the clients search for information others share through social media platforms making choices deliberate and relentless if they can increase and fortify effectiveness from their decisions (Skouras, 2005). As per Shafir (2008), a customer settles on choice subject to various reasons identified with intrigue and want.

To understand SMM, customer decision has prompted various theoretical approaches. This study accepts that digital marketing regarding fine dining restaurants is reasonable to investigate and examine how these mediums influence the choice decisions.

In context to the Nepalese restaurant industry, SMM is a relatively advanced practice for sharing business information and being in touch with the general public daily. The restaurants have a good number of followers on their social page which is clear through the table presented in Table 3. Hence, the primary point of this research is to see the role of SMM on business value creation at fine dining restaurants in the Jhamsikhel area of Lalitpur. Likewise, the significant data generated from this research will help direct the restaurants for their tentative arrangements and activities.

Purpose

The first and the major purpose of this research was to study the impact of SMM on business value creation in the fine-dining restaurants of Jhamsikhel area. Second, to know how customers attend and select the records through social media before finalizing the restaurants. Last, the research aimed to know how restauranters use social media for advertisement to appropriately reach customers at some point of their selection decision.

The benefit of this Study

The findings of this study benefit the fine-dining restaurant management team in a significant manner. First, restaurants can consider the results of this study to plan their SMM in a way that attracts more customers daily. Further, they can also come up with reliable and valid procedures to engage with their followers in an appropriate manner which leads to a close, friendly and healthy relationship creating excellent business values. Second, this study analyzed the current scenario of SMM in fine-dining restaurants in the Jhamsikhel area and its effect on the way the customers attend and select the records through social media before finalizing the restaurants. Hence, the study contributed to the literature about how the fine-dining restaurants in Jhamsikhel can use SMM by providing practical outcomes for further use in further studies.

Literature Review

Ali (2011) sought to find the impact of social media advertising on consumer buying behavior with respect to the restaurant business in Islamabad using a mixed research method and non-probability sampling technique. The fundamental aim of the exploration was to discover the effect of online media promotion on customer purchasing conduct concerning restaurant business in Islamabad.

It found out that social media causes a great percentage of impact on brand trust and consumer buying behavior in restaurants.

The major recommendations were that the restaurants planning to advertise on social media need to create awareness and develop trust among their users and also encourage two-way communication for increasing business value.

Oyoo (2016) pursued to analyze the use of social media advertising to advance brand popularity: a case of fine dining restaurants in Nairobi. The report was based on a mixed research method with the objective to decide the degree and impact of social media promotion utilization in making the brand reputation of top-notch restaurants in Nairobi and to discover the difficulties of SMM in building brand popularity.

It found that SMM have been on the rise and used by numerous fine dining restaurants as a channel for meeting customers. Likewise, SMM was viewed as more dominant in extending brand pervasiveness than the acclimated media. Additionally, it exhibited that advertisements through these mediums have an essential and helpful impact on brand commonness.

The major recommendations were to set out upon internet- based life promotions to extend brand fame. It is moreover proposed that high-end eateries must utilize all the available channels to land at each class of individuals across different age gatherings.

Timilsina (2017) attained to identify the impacts of social media in restaurant businesses by using mixed research methods in the Oulu region. The main objective was to study the effects social media has on business and how these media are impacting business operations. Besides, this exploration gives a short data of social media usage and how productive promoting should be possible through it. Additionally, a reasonable clarification is shown to outline how social networking has changed the customary method for showcasing operations.

This study discovered that online networking and advertising through it positively affects restaurant business implying that it indicated an augmentation in deals and stream of clients. As per the examination, Facebook and Instagram are most ordinarily preferred social media platforms by restaurants. What's more, social networking sites have given the modest and open promoting platform to reach a huge number of clients in a split second.

The major recommendation was that there must be efficient utilization of this platform to attract more customers which are basically considered to be a well-organized tactic.

Research Method

This study is entirely based on mixed-method research that comprises both "Qualitative/ Inductive" and "Quantitative/ Deductive" methods. It focused on describing the variables that measure the impact of social media on business value creation for fine-dining restaurants in the Jhamsikhel areas of Lalitpur. Data were measured in quantities and qualities and collected using questionnaires and face-to-face interviews, and various journal articles, books, and websites.

The questionnaires were answered by the general public who dine at five selected fine-dining restaurants. Besides, a non-random/ convenience sampling technique was used for this study. The questionnaires were circulated to the selected 100 individuals which is also the total sample size. After collecting the data, it was edited, coded, and tabulated to organize it. Pre-testing was carried out by selecting 10 percent of the total sample size to check the validity and reliability of the questionnaires and make it easier to be referred for further analysis. The Cronbach's alpha is 0.959 which equals 95.9 percent greater than 70 percent, showing that the questionnaire developed was highly reliable. Most importantly, the result has been interpreted and made understood through the tools of Pearson Correlation Analysis and Multiple Regression with the reliability test of Cronbach's Alpha.

Besides, interviews were conducted with the managers/owners of two restaurants among the five selected restaurants in the Jhamsikhel area to understand their SMM experience better as the qualitative research approach.

The approach choices were relevant to the literature of the research method in such a way that a causal relationship established showed the cause and effect of the relationship between the impact of social media marketing on the business value creation of fine-dining restaurants at Jhamsikhel area of Lalitpur. The outcome likewise indicated how positive social media results are connected to restaurants.

Data Analysis and Result – Quantitative Method

The majority of the respondents are male (49 percent), while 48 percent are female, and the remaining 3 percent belong to another gender. Talking about age groups, the highest group of respondents fall under the age group 21 to 30 with 87 percent, and the rest are below 20 and above 30. As for the education level, most of the respondents have a bachelor's degree with a total of 63 percent, followed by 51 percent of respondents with master's degrees. The remaining 6 percent are Ph.D. and high school graduates in the ratio of 1 percent and 5 percent respectively. 44 percent of the respondents are private employees, 39 percent are students, 15 percent are self-employed, and only 2 percent are government employees. In terms of the income level, most of the respondents (62 percent) earn below Rs. 20,000, 10 percent of the respondents earn above Rs. 50,000; in comparison, the remaining 28 percent of respondents earn between Rs. 20,000 to Rs. 50,000.

The entire study was based on SMM, so the social site usage analysis was also conducted. Among 100 respondents selected for the survey, the highest percentage of respondents (74 percent) use Instagram, whereas the lowest rate of social media usage is seen on others, that is, only 10 percent of the respondents use social sites other than that mentioned in the questionnaire. As per the frequency and descriptive statistical analysis presented in Table 4, Instagram is the most used social site by the respondents as they fall under the age of 21-30 years. There is a 19.4 percent variance in terms of Instagram usage. The second highest used site is YouTube, with 72.0 percent usage and 20.4percent variance. Lastly, other social media sites apart from those mentioned in the questionnaires are used by the respondents with only a 10.0 percent usage rate and variance of 17.8 percent.

Further, to understand the relation between independent and dependent variables correlation and regression analysis has been conducted which are presented in the tables underneath.

Table 1

Correlation between Dependent and Independent Variables

n=100

	Value C	Popularity	Decision	Reliability	Brand	Participation
Value C	1					
	100					
Popularity	.676**	1				
	.000					
	100	100				
Decision	.887**	.651**	1			
	.000	.000				
	100	100	100			
Reliability	.788**	.802**	.778**	1		
	.000	.000	.000			
	100	100	100	100		
Brand	.805**	.636**	.777**	.667**	1	
	.000	.000	.000	.000		
	100	100	100	100	100	
Participation	.430**	.630**	.422**	.583**	.504**	1
	.000	.000	.000	.000	.000	
	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2019

Business value as perceived by the respondents (the dependent variable) is closely associated with all the five independent variables measured in this present study. There is a statistically significant and positive correlation between them all as shown in the above Table 1. It, therefore, is consistent with the established theoretical constructs. That is, a slightly negative reaction to the independent variables on social media creates a huge impact on the business value creation of restaurants.

Also, as we know that when r= +1, -1, and 0, there is a high degree of positive correlation, negative correlation, and no correlation respectively, while in this research all the coefficient correlations are positively correlated. However, decision (information evaluation and decision) an independent variable is highly correlated to business value creation with a coefficient of 0.887. Another independent variable, popularity, is moderately correlated with business value creation with a coefficient of 0.676. Lastly, customer participation shows a low degree of correlation with a coefficient of 0.430.

Table 2

Regression Analysis of Independent and Dependent Variables.

n=100

Dependent Variable: Business Value Creation (Value C)	
Value C: $a + \beta_1 P + \beta_2 D + \beta_3 R + \beta_4 T + \beta_5 C + e_i$	
Coefficients	
(Constant)	**7.114 0.000
Factor 1: Popularity (P)	0.043 (0.567)
Factor 2: Information Evaluation and Decision (D)	0.502 (0.000)
Factor 3: Reliability (R)	0.224 (0.010)
Factor 4: Brand Trust and Commitment (T)	0.279 (0.000)

Table 2

Regression Analysis of Independent and Dependent Variables.(*Cont.*)

n=100

Factor 5: Customer Participation (C)	-0.080 (0.149)
F-value	99.500 (0.000)
R-Square (R^2)	0.841
Adjusted R-Square (R^2)	0.833

[The numbers in the parenthesis are p-values] *p<0.01, **p<0.05

a. Dependent Variable: Value C

b. Predictors: (Constant), Participation, Decision, Popularity, Brand, Reliability

Source: Field Survey, 2019

As per the analysis, in the above table we can see that the constant value of 7.114 was found to be statistically significant at 0.000. It indicates the existence and influence of five different independent variables such as popularity, information evaluation and decision, reliability, brand trust, and commitment and customer participation on business value creation.

Correspondingly, the R-square statistic and adjusted r-square values are 0.841 and 0.833 respectively which indicate that business value creation is affected by different factors on the scale of 84.1 percent and 83.3 percent respectively. As mentioned, the adjusted R-square value is 83.3 percent, the remaining 16.7 percent of the variation in business value creation can be attributed to factors other than that not mentioned in this study.

Among the five independent variables, two variables have a statistically significant impact on each other with the statistical value of 0.000 as seen in Table 2. The remaining variables also have a positive impact but restaurants must slightly work on the three factors to create a strong business value creation. The restaurants must be involved in making the social media site more active and entertaining so that more individuals can be attracted towards the restaurants through involvement in different restaurant activities on social networking sites.

The regression of the variables was further analyzed through a chart as included in Figure 2. As per the chart, the x-axis represents observed regression probability and the y-axis represents the expected probability. As depicted in the chart, we can see the values are scattered in the line in between which represents the regression value between the dependent and the independent variables. Following the above Table 2, we can see that the values are positively statistically significant. So, the dots on the line of regression represents the value of information evaluation and decisions, brand trust and commitment, that are significant at 0.000 representing that there's a real association with business value creation of restaurants at Jhamsikhel areas of Lalitpur.

Data Analysis and Result – Qualitative Method

As this research is based on a mixed research method, a qualitative analysis featuring a survey of restaurant managers to access impact of SMM on business value creation of fine dining restaurants of Jhamsikhel area of Lalitpur was conducted. For this Purpose, interview was conducted with restaurant managers of two restaurants: GG Machaan and Tamarind among the five selected restaurants situated at Jhamsikhel. GG Machaan and Tamarind restaurants has been on service since eight/ nine years respectively. Since then, both the restaurants are doing really good in terms of business.

Through the qualitative analysis, it was also found that there's a real association of SMM in business value creation at fine dining restaurants. As seen from the study, youngsters between the age group 18 to late '20s are mostly involved in different activities and events that restaurants promote through social media. Henceforth, all the variables such as restaurant popularity, information evaluation and decisions, brand trust and commitment, reliability, and participation on social networking sites attract them towards the restaurant generating economic, social, and functional values for the business.

Conclusion and Discussion

Using a mixed method, the study has been able to identify that business value creation of fine-dining restaurants in the Jhamsikhel area is highly influenced and correlated to SMM. The correlation analysis proved that information evaluation and decision as an independent variable is highly correlated to business value creation, whereas, the regression analysis discovered that the value of information evaluation and decisions, brand trust and commitment, are positively statistically significant with business value creation of restaurants at Jhamsikhel areas of Lalitpur.

Ali (2011) found out that social media causes a great percentage of impact on brand trust and consumer buying behavior in restaurants which is very relevant to my discovery that states if the restaurateurs promote reliable content on social sites, it tends to create brand trust and loyalty helping customers to make right choice decision

Oyoo (2016) found that SMM has been on the rise and has been used by different fine dining eateries as a channel for meeting customers. Additionally, person-to-person communication ads were viewed as more dominant in growing brand prevalence than the acclimated media. In addition, it demonstrated that ads through these mediums have a noteworthy and beneficial outcome on brand prevalence. The result here is unquestionably proportional to my research finding which also portrays that SMM have a remarkable influence on creating brand value.

Timilsina (2017) discovered that online networking and advertising through it positively affects restaurant business implying that it indicated an augmentation in deals and stream of clients. As per the examination, Facebook and Instagram are most ordinarily utilized social media sites by restaurants. What's more, social networking sites have given modest and open promoting platforms to reach a huge number of customers in a split second. Here is another finding by scholar Timilsina that is utterly appropriate to my finding that through the medium of Facebook and Instagram, restaurants are looked into before making the final decision whether to visit or not. The flow of customers in different restaurants through social site referral has created a positive impact on social, functional, and economic values of the fine dining eateries.

This study recommends that the fine dining restaurants ought to set out via SMM to build their inclusion which consequently prompts producing business values. The utilization of SMM as observed in this study shows the connection between restaurateurs and the clients consequently, its application in fine dining eateries can influence client experience and by and large business value that is economic, functional, and social value. Henceforth, the restaurants must contribute more via SMM as an instrument for their services.

Besides, there is likewise a requirement for restaurants to work on strategies that cause them to use online networking all the more effectively. Using strategies causes them to expand their worth quickly, cut expenses and create customer retention.

Lastly, this investigation suggests that future examinations should concentrate on a particular social media tool and think about its qualities. Moreover, further investigations can analyze the expense of execution of SMM and its impact on restaurant performance overall.

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Annex

Table 3

To Show 5 Different Fine-dining Restaurants Selected in Jhamsikhel and It's likes on Facebook and Instagram

Name of Restaurants	Likes on Facebook	Likes on Instagram
Rave Restaurant	8494	722
Capital Grill	3865	854
Tamarind	14,000	1000
8 Degrees	15,474	1200
GG Machaan	7858	950

Figure 1 Depicting Conceptual Framework of the Research

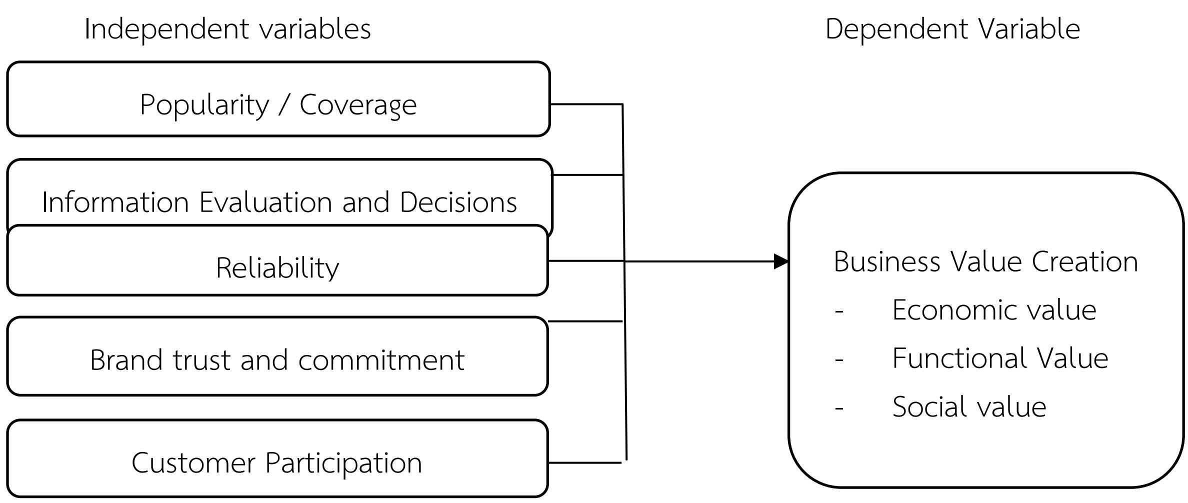


Table 4

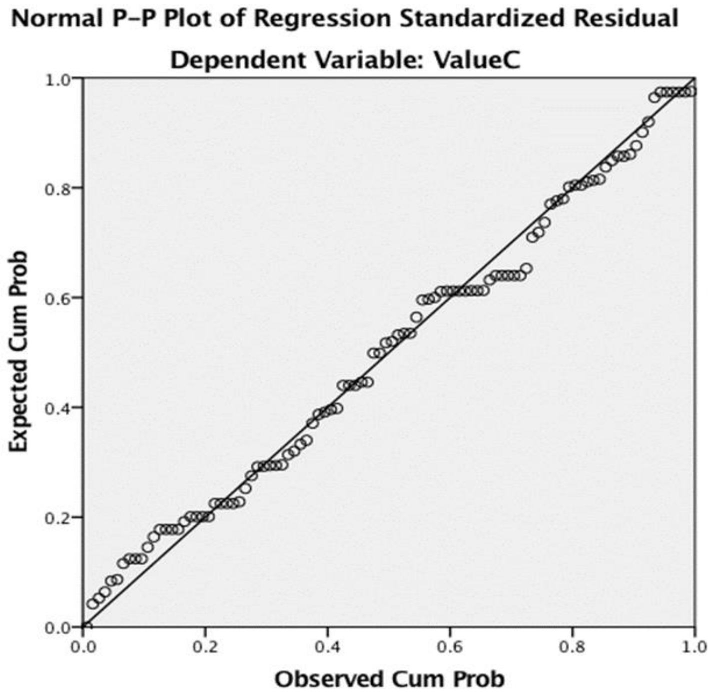
Frequency and Descriptive Statistics on the basis of Social Media Site Usage by Respondents

n=100

	Frequency	Percent	Mean		SD	Variance
			Statistic	St. Error	Statistic	Statistic
Facebook			0.57	0.50	0.498	0.248
Yes	57	57.0				
No	43	43.0				
Instagram			0.74	0.044	0.441	0.194
Yes	74	74.0				
No	26	26.0				
Twitter			0.12	0.033	0.327	0.107
Yes	12	12.0				
No	88	88.0				
LinkedIn			0.13	0.034	0.338	0.114
Yes	13	13.0				
No	87	87.0				
YouTube			0.72	0.045	0.451	0.204
Yes	72	72.0				
No	28	28.0				
Others			0.06	0.042	0.422	0.178
Yes	10	10.0				
No	90	90.0				

Source: Field Survey, 2019

Figure 2 Chart depicting regression between dependent and independent variables.



MANAGING DIVERSITY AND EQUALITY AT WORKPLACE

Kevin Joseph Basnet Gurung[1]

Abstract

The purpose of this paper is to provide a comprehensive analysis about the management of diversity and equality at workplace. As such, the paper draws on a synopsis of a conceptual framework that consists of existing literature, theoretical concepts, and incorporation of current practices and projections. The literature also recognizes the contextual nature of the study and consequently builds a conceptual framework that demonstrates how the management of diversity and equality at workplace can impact the overall organizational performance. The theoretical construct states that the role of Top Management Teams (TMT) and Lower Through Top Management (LTTM), along with the diverse workforce's involvement, is indispensable in constructing a sophisticated Diversity and Equality Management System (DEMS) that includes organizational practices, policies and initiatives which in turn will allow for building a Complex Adaptive Systems (CAS) that helps the diverse employees co-evolve with the internal and external factors supported by a framework of equal opportunity. The paper also recognizes its limitations imposed by the nature of the study, growing research, theoretical revelations, and the need to contextualize region, religion, and broader sexual orientation. Nevertheless, the paper concludes the area of study as being continuously evolving in nature and reserving greater potential.

Keywords: Diversity, Equality, Diversity and Equality Management Systems (DEMS), Complex Adaptive Systems (CAS)

Introduction

The intricacy of globalization is characterized by an ever-evolving world that has metamorphized to reflect the diverse demographic in the external market that it serves (Rajagopal, 2013). The modern diverse workforce is a complex structure that far surpasses the general identity of gender, as the spectrum has come to be more defined by the diversity in socio-cultural issues, cognitive abilities, and human capital factors (Mayo, 2019). Hence, such diverse workforce is comprised of individuals who belong to

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respective cultures that shape their characteristics, abilities, aspiration, and expectations (Saxena, 2014). Such diverse background will have different needs, factors of motivation and the drive to be respected and valued in the workplace (Wentling & Palma-Rivas, 2007). Therefore, workplace equality provides a framework of fairness and harmony in a diverse group of individuals to avoid potential discrimination and conflicts and improve organizational performance (Dahanayake, Rajendran, Selvarajah, & Ballantyne, 2018).

While they are both indispensable in a globalized organizational practice, it is imperative to understand both diversity and equality as separate entities that have a distinct yet interrelated function (Schreiber & Berge, 2019). Diversity management is an organization is an initiative about accepting and valuing the differences of the individuals' race, gender, social background among many variables (Jindra, 2014). Whereas equality is a right-based initiative by the organization to ensure that every individual is given equal opportunity and treated fairly without being discriminated against because of their race, gender, social background, or any other characteristics (Paraskevopoulou & McKay, 2015).

While organizations are legally bound to adhere to the legislative requirements like Sex Discrimination Act 1975, and Racial Discrimination Act in the UK, such programs cannot guarantee the underlying diversity and equality issues prevalent in and unique to each organizations (Mandy, 2008).

Background of the literature

In recent years, the globalization of the external market has elicited a monumental task for organizations to address the changing composition of their diverse workforce and the challenges and opportunities it presents (Sukalova & Ceniga, 2021). The organization-wide perspective to manage the diversity has signaled a systemic change with time as diversity in the workplaces increases, so does the need to comprehend the management approach of a newer and more diverse composition (Gower, 2011). This rise in diversity has also given rise to the effective implementation of equality, a policy that can provide structure and stability to a workforce to alleviate conflicts and eradicate discrimination while also providing equal opportunities to contribute, participate, and lead (OECD, 2018). As scholars reiterate, any workplace, diverse or not, should ensure equal opportunity to all the individual employees because equality is undistinguishable with diversity and synonymous with democracy (Hecht, 2020).

Organizations have to address how they manage a diverse workforce while ensuring equality as there are more complex issues that might need a comprehensive action (Healy, Kirton, & Noon, 2011). For example, an organization that operates in a cosmopolitan metropolis is bound to have employees from not just two genders, but that of a wider sexual orientation, ethnicity, religious group, cultural background, social background, or those with special needs (Young, Diep, & Drabble, 2006). Mismanagement in any of these factors might cause the organization to face possible legal ramification, but there are also intrinsic issues to be understood that might cause the organization to underperform without effectively managing diversity and equality in the workplace (David Knights, 2016).

Literature Review

The following literature review is based on an academic context to build a conceptual framework that provides a critical review of management of diversity and equality at workplace. Hence, the framework below briefly demonstrates that Top Management Teams (TMT) and Lower Through Top Management (LTMM) play an undistinguishable role in first, establishing a Diversity and Equality Management System (DEMS) at workplace which will build a foundation of diversity management and equality foundation in the organization. Constructing a sophisticated DEMS will then also allow for the development of a Complex Adaptive System (CAS) which are systems that help create and design a working environment where the employees and consequently the organization will not just adapt but co-evolve with any emerging complexities in the organization. Hence, CAS help improve the overall employee productivity through a High-Performance Work System (HPWS) while also improving the employees’ innovative abilities through an Open Innovation (OI) model. In conclusion this collective process will contribute to create a positive impact in the organizational performance.

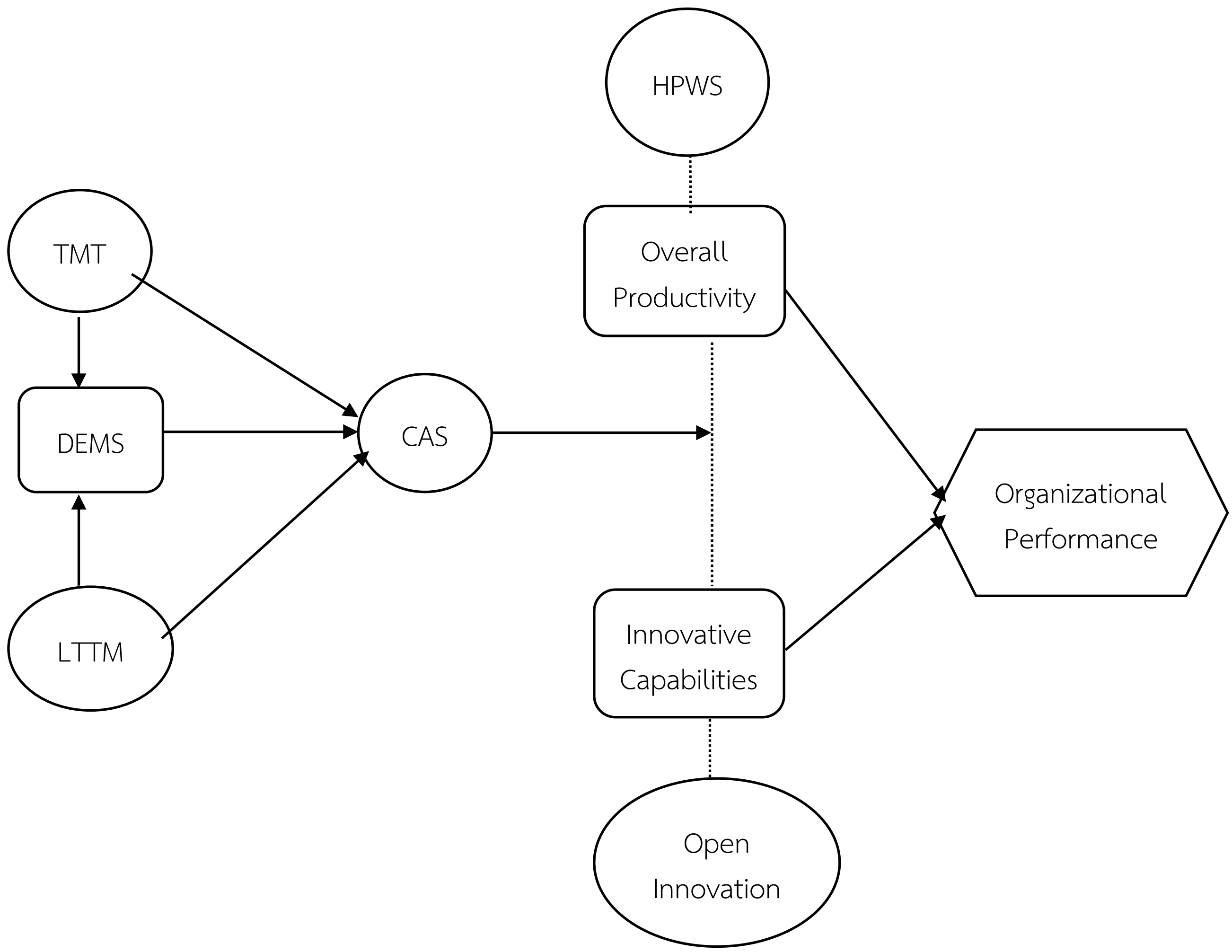

Figure 1. Conceptual framework

The relationship between DEMS and organizational performance

Increasing number of studies have unequivocally deduced that incorporating equality and diversity in a workplace will contribute to the overall productivity of the organization (Aas, 2019). A firm's ability to implement an effective Diversity and Equality Management System (DEMS) is intricately linked to an improved performance which is not just limited to the commercial criterion (Patnaik & Shukla, 2020). This rationale is best explained by organizations pursuing a growth strategy as a diverse workforce will give the firm access to a wider, diverse consumer base. However, such superficial perspective of diversity seldom helps such firms to realize the benefits gained from DEMS without equipping such workforce with the appropriate training and development required to succeed in such an environment (Ali & Konrad, 2017). As (Armstrong, et al., 2010) elaborate, DEMS contributes to an organizational performance that surpasses the traditional norm of high-performance work system (HPWS) that is comprised of a set of work practices and policies used widely in high performing organizations (Ali, 2015). This in turn results in positive business performance where the DEMS practices in particular were found to be significant contributors of higher workplace productivity and innovation, and lower voluntary employee turnover (Patnaik, Kumar, & Shukla, 2020). As such, many firms are adopting DEMS as an integral part of their business strategy, while some firms who practice it solely to meet the legal and regulatory requirements (Ali, Kulik, & Metz, 2011).

DEMS's relation with productivity and performance is supported by the AMO theory which states that an organization's overall performance is derivative of employees' (a) ability and competence, which can only be ensured through a non-discriminatory recruiting and training practices, (b) motivated, which can be ensured through a combination of meaningful work and workplace justice and (c) equal opportunity, where every employee is given an equal opportunity to contribute and succeed (Armstrong, et al., 2010). AMO's theoretical evidence is translated by (Cox & Blake, 1991) who postulate that managing workplace diversity was instrumental in giving firms a competitive advantage that focuses on cost, attracting able and qualified workers, innovation and creativity, positive market performance, and organizational flexibility. Hence, increasing number of firms are practicing DEMS with the expectations of improved communication among employees, responsiveness to social and demographic changes, faster resolution of problems, a climate of fairness and equality, improved performance on complex task, and increased financial outcome (Bergen, Soper, & Foster, 2002). However, it should be noted that AMO theory is still lacking in actual empirical testing with inconsistencies in definition and selection of variables (Kellner, Cafferkey, & Townsend, 2019).

The European Commission's investigation on DEMS policies and procedures in European companies found that 48% of responding firms were actively engaged in promoting workplace diversity and practiced an anti-discrimination agenda. The study outlined that 83% of the firms reported to have a sound business performance through a continued monitoring and consistent reporting of diversity targets and appropriate management accountability for DEMS (Armstrong, et al., 2010).

Innovative Workforce

An organization's innovative capabilities is indispensable in distinguishing itself apart from its competitors in a mature industry. A normal workplace that is not accommodating of equality and diversity does not enjoy the same benefits than a workplace with variations in diversity reinforced with equality (ILO, 2015). A workplace that is conductive to innovation is characterized as highly collaborative, nonhierarchical, and not just a willingness to experiment, but a tolerance for failure (Pisano, 2019). As growing studies have compelling evidence of diversity and equality unlocking innovative performance and driving market growth, organizational leaders and employees alike have started to embrace and embody a diverse workforce (Hewlett, Marshall, & Sherbin, 2013). This has led many firms to recruit more diverse directors in an effort to pave the way for a sustained diversity in the future to strengthen the organizational strategy of long-term innovation (Cheng & Groysberg, 2020). Evidently, firms with above average diverse workforce have apparently shown higher innovative workforce (Lorenzo & Reeves, 2018). This evidence is a compelling indicator of diversity as a proponent of innovative outcome in organizations. However, many organizations' attempt to foster an innovative culture through a diverse workforce will fail if this paradox is not mediated by a strong leadership that ensures an intolerance for incompetence, rigorous discipline, brutal honesty, and individual accountability (Pisano, 2019).

Equality Diversity and Inclusivity's contribution to innovative capabilities

People from diverse background also construe diversity in experience and thought. As such, this intersection of diversity leads people to perceive different problems differently which in turn leads to better and innovative approaches (Vorley, Smith, Coogan, Owalla, & Wing, 2020). Studies show that knowledge based and innovative organizations that disproportionately benefit from the highly sought flexibility and creativity from a diverse workforce (Nathan, 2014). As evident, the Research and Landscape (R&L) sector in the UK saw a positive performance with an EDI approach (Guyan & Oloyede, 2019). Furthermore, the complexities of markets have shifted the generative paradigm of competitiveness from simple improvements to radical innovation as a part of firm's long term growth strategy (Escrig, Broch, Alcamí, & Gómez, 2019). As such, EDI plays an indispensable role as radical innovation is reliant on the diverse skills and knowledge shared through interorganizational relationship (ÁngelaMartínez-Péreza, Elche, & Villaverde, 2019). Therefore, the more cognitively diverse the workforce, the more positively associated the intensity of the innovative performance of the firm (Bello-Pintado & Bianchi, 2018).

While EDI in Research and Development (R&D) teams generated specific dynamics that stimulated approaches for radical innovations, incremental innovation was not impacted and promoted in the same way (Díaz-García, González-Moreno, & Sáez-Martínez, 2013). As (Díaz-García, González-Moreno, & Sáez-Martínez, 2013) elaborate, the positive correlation between EDI and innovation occurred mainly under a specific condition of the work, especially when the degree of novelty was higher as two different innovations, radical and incremental, required skills for an accurate input and effective performance. Evidently, the type of innovation prevalent in academics, politicians, scholars, and practitioners have varying degree and implications as some innovations are best suited to capitalize the benefits of diversity due to the greater relevance of industry insight and personal interactions (Sastre, 2015). Hence, gender diversity in particular produces its greatest impact in product innovation than in service, organizational and process innovation. Notedly, gender diverse teams increase the innovating capability in R&D sectors for product and organizational innovation, especially with larger team size (Teruel, Parra, & Blasco, 2015). For instance, in R&D sector, teams with diverse functional expertise have more potential whereas in service innovation sector, teams with gender diverse labor force have greater potential and relevance (Sastre, 2015).

Human Capital and Open Innovation

The intricate ecosystem of globalization has paved the way for Open Innovation (OI) which is the use of purposive inflows and outflows of knowledge and resources to promote internal innovation and broaden the market for external use of innovation (Chesbrough, 2006).

Therefore, it is imperative that businesses not just rely on their internal knowledge, resources and capabilities but also utilize the external factors in their pursuit for open innovation model (Brant & Lohse, 2013). Diversity and equality play an important role in the co-creation of mutual value that helps in building an organizational culture of open innovation (Chu, Cheng, Tsai, Tsai, & Lu, 2019). An effective DEMS can help organizations enhance their open innovation model, minimize innovation costs, increase differentiation, gain easier access to the broader market, create new revenue pathways, more diverse R&D investments, and share any development risks concerning open innovation (Nunes & Abreu, 2020). These are the reasons companies are increasingly reshaping their fundamental business models based on open innovation, however, a widely cited drawback is the innovation not being in-house and reliant on external factors, dubbed “not invented here” syndrome (Fabbri, Manceau, & Moatti, 2016).

The positive correlation between diversity and open innovation is supported by the concept of human capital, that is the wealth of knowledge the employees bring like knowledge of skills, experience, social relations, norms, routines, attributes, etc. that gives them the ability to perform labor (Blanden & Machin, 2010). The underlying rationale is that a diverse background provides a dynamic basis for learning as it increases the potential that incoming knowledge will relate to the internal aspects, thus allowing to understand and acquire new knowledge (Bogers, Foss, & Lyngsie, 2018). As (Rosenkopf & Nerkar, 2001) further state, diverse knowledge background in particular allows employees to identify and integrate distant external knowledge that is essential for the organization's internal innovation process. Such diverse workforce can utilize their external networks, potentially elevating the organization's knowledge base and innovation capabilities. Notedly, the ability of such diverse individuals' ability to absorb and integrate external knowledge is specifically essential as it helps redefine the organization's overall absorptive capacity which is consequently important in their open innovation model (Naqshbandi & Kamel, 2017). As studies show, effective management of diversity at workplace will give the firm ability to access external knowledge sources that expand various domains of diverse backgrounds.

Organizational Culture for DEMS: TMT, LTTM

Compelling evidence support the role of management and leaders in shaping an organizational culture that is accommodating of a diverse workforce is consequential to the organization's performance (B.L.Donia, Carol-Ann, & Sirsly, 2016). Simply having a diverse workforce is not sufficient for the organization's success as the internal alignment between its Human Resources Management (HRM) systems and the business strategy is integral in leveraging real value of a diverse workforce mediated through a policy of equality oversight (Jiang, David P. Lepak, & Baer, 2012). As Strategic Human Resource Management (SHRM) theory takes both the employee performance and firm performance into consideration, it attempts to build a correlation between an organization's DEMS and management systems in place (Uysal, 2014). As such, diversity in Top Management Team (TMT) and Lower Through Middle Management (LTMM) contributes to building a sophisticated DEMS in an organization (Homberg & Bui, 2013). Diversity in TMT provides the senior leaders in organizations with the experience to comprehend the value provided by a DEMS to better assess the firm's underutilized talent pools who have the potential for better problem-solving skills and innovative capabilities (Kalinoski, et al., 2013). SHRM theory provides ample affirmation that the alignment of DEMS and LTMM diversity sends a clear and consistent message to the employees that the organization values diversity and equality (Way & Johnson, 2005). However, SHRM theory stresses that a DEMS in which LTMM is not equipped with adequate diversity training to help them understand and assess the value of diverse set of talent pools, the TMT will experience difficulty in finding a diverse set of employees (B. L. Donia & Sirsly, 2016). Furthermore, a diversity recruiting without any arrangement to develop and advance such diverse set of employees can potentially result in turnover, especially among diverse groups of employees who are considered unorthodox for the organization (Aparna Joshi & Jackson, 2006). Additionally, organizations will see better result if it integrates its DEMS into its business strategy instead of operating the DEMS in isolation as a separate set of programs (Wright & Nishii, 2013).

As equality is an integral component of DEMS in the TMT, the decision-making process has the prospect of either driving employee engagement or alienating the diverse pool of workforce (Lin Yang, 2014). As a result, if senior leaders accommodate such diverse views and voices, they will be more likely to construct a sophisticated DEMS which will be further reiterated and implemented by LTMM. A DEMS borne of such provision will create voice opportunities for the diverse workforce in which everyone will have the equal opportunity to present their views and contribute their voice (Nielsen, 2010). However, it should be noted that a meaningless diversity, in the TMT and LTMM had the potential to build a DEMS that is perceived as superficial and so will not guarantee positive result (Wright & Nishii, 2013). Alternatively, a LTMM with high degree of homogeneity was found to be inconsistent and, in some cases, even misleading in their communication approach with the employees that made the DEMS less effective (Dezso & Ross, 2012).

Complex Adaptive Systems for Diversity and Equality

Managing D&E at workplace is a unique undertaking as such a workforce would potentially comprise of a diverse coalition of employees who would be different not just in their gender and racial identity, but also human capital, cognition, and experience (Inegbedion, Sunday, Asaleye, Lawal, & Adebanji, 2020). Hence, this would require organizational leaders to manage such complexities of diversity and equality in their pursuit of success that is unorthodox in traditional firms (Kariippanon, Cliff, Okely, & Parrish, 2020). As such, the concept and application of Complex Adaptive System (CAS) is noteworthy as diversity was found to make fundamental contributions to firm's systematic performance (Karolidis, Vouzas, Kafetsios, & Bellou, 2020) (Crul, 2016). CAS in an organization are dynamic systems which help design and create an environment in which the employees are able to adapt and co-evolve with the emerging complexities (Niazi, 2013). CAS is particularly considered to be positively associated with an organization that is vying to accommodate D&E in their business model because of CAS's three defining characteristics (Karolidis, Vouzas, Kafetsios, & Bellou, 2020).

Firstly, CAS is comprised of a number of heterogenous agents that impact the organization's decisions making process, especially in organizational culture like how to behave, and these agents will only evolve with time (Karolidis, Vouzas, Kafetsios, & Bellou, 2020).

Secondly, those agents interact with each other, which only heightens the importance of interaction and interconnectivity of the diverse workforce in order to see positive outcome.

Thirdly, the aforementioned interaction leads to emergence which implies that the whole becomes greater than the sum of the individuals of parts (Sullivan, 2011).

Integration of CAS in DEMS has also shown a co-evolutionary component as the employees seemingly benefit from an environment that is not just accepting but nurturing of their diversity of differences (Rammel, Stagl, & Wilfing, 2007). Similarly, CAS also helps the organizational leaders to comprehend the different secular, cultural and social differences and help them reduces the nested hierarchies and uncertainties in pertaining to D&E (Rajaram & Castellani, 2020). However, CAS is challenging to implement and define its system boundaries for an effective outcome and its critics have also implied the potentially unrealistic expectations of the model as a discerning attribute (Karolidis, Vouzas, Kafetsios, & Bellou, 2020).

Practical Implications

The case for organizations embracing diversity and equality has been widely studied in the theoretical positions with overwhelming positive correlation for practical organizational case. Hence, this dissertation provides recommendations for practical implications for organizational leaders, TMT and LTTM who play a critical role in the management of equality and diversity in various capacity to build an effective and organization specific DEMS. As such, the first step should be towards addressing the organization wide issue pertaining to equality and diversity in both the management levels and workforce. While the diverse workforce is unequivocally one of the stakeholder groups, diversity in higher management levels is also equally, if not more important in the DEMS formation process. As elaborated and reiterated in the literature review above, TMT and LTTMS's role in developing a constructive DEMS is essential for the effective management of diversity and equality for organizational success (Karolidis, Vouzas, Kafetsios, & Bellou, 2020). Hence, organizations should ensure diversity in the TMT and LTTMS who are not just superficial representatives, but active policymakers in the organization to build a functioning DEMS. Findings suggest that a diverse TMT and LTTM was found to be imperative in building a sophisticated DEMS as they had higher potential to be accepting and understanding of the issues pertaining to diversity framework and equal opportunity (Ali & Konrad, 2017). Furthermore, TMT and LTTM should work on building a DEMS in a transparent process, as studies found their direct and apparent involvement to create an impactful awareness in the organization made diversity and equality more acceptable among the non-diverse employees (Crul, 2016). Likewise, TMT and LTTM should also make developing DEMS inclusive to the diverse employees whose participation and insight is imperative (Karolidis, Vouzas, Kafetsios, & Bellou, 2020).

Concurrently, an effective DEMS plays an essential role in supporting a CAS which further builds on the synergic relationship between the management and employees whose diversity is not just widely accepted but developed to evolve with any changes in either the external or internal environment (Niazi, 2013). Building a CAS is an important part in the management of diversity and equality because it ensures that employees co-evolve with the changes that is imperative to build their innovative capabilities, a factor positively associated with gaining competitive advantage (Rammel, Stagl, & Wilfing, 2007). While an effective DEMS will provide the employees with the appropriate training and development for an increased productivity, and effective CAS will build an organizational culture of open innovation that is required to succeed in a high-performance work system (Sullivan, 2011). Studies have found that organizational leaders play an influential and impactful role in building and shaping a CAS (Crul, 2016). Furthermore, a culture of employee engagement will build their ability to be better team players and leaders, motivate them to perform better due to an accepting organizational environment, and give them access to equal opportunity to contribute and succeed (Wright & Nishii, 2013).

However, it should be noted that any organization has diversity and equality issues that is unique upon themselves and so the construction of DEMS should have policies that are considerate of such circumstances. Therefore, in order to understand the policies and practices to be included in the DEMS, organizations can launch a firm wide programme that can help the management understand the reasons for the prevalence of such issues and accordingly formulate DEMS policies that address and assist the specific issues year (UKGOV, 2021).

A prominent example can be seen in the case of HM Revenue and Customs' (HMRC) career management programme called Embrace. The programme helped the managers realize diversity and equality issues like lack of BAME representation in first line management, perception of unjust treatment and support for equal opportunities for career development (UKGOV, 2014). As such, the managers worked closely with the BAME employees to help raise the diversity awareness in the management levels and non BAME employees and help them understand the cultural and career challenges faced by the BAME staffs. Finding shows that managers' participation in the program and active collaboration with individual BAME staffs helped them develop a career path specific to them (UKGOV, Leadership and Management, 2020).

Research Gaps and Recommendation for Future Research

Managing diversity and equality is an area of study that requires a profound investment of time and broader research methods and context (Healy, Kirton, & Noon, 2011). As such, the objective of this research to focus on diversity and equality issues pertaining to race, ethnicity, human capital, and gender in terms of male and female can potentially only serve as a first approximation of the area of study (Ortlieb, Rahimić, Hirt, Bešić, & Bieber, 2019). Hence, this research could be more inclusive of three primary diversity and equality avenues like context in terms of regions, religion, and wider gender category (Naqshbandi & Kamel, 2017). As stated in the literature review above, regional context is a complex issue that needs a more comprehensive analysis as there is wide societal and cultural barrier relating to workplace diversity (Ali, Kulik, & Metz, 2011). Similarly, religious context includes broader and delicate issues relating to legal framework subject to the particular country/region and qualitative research aspects that require longer time and exploration for an accurate interpretation (klarsfield, 2016).

Likewise, for a more holistic overview, future research should also include a study of a broader spectrum of gender identity or sexual orientation in the LGBTQ + non-binary community which researchers have stated needs an implementation of a more in-depth micro-level dynamics of measurement (Patel & Feng, 2021). Additionally, a specialized study on the workplace issues pertaining to the specially abled groups should also be conducted in a practical level since they too are an essential demographic of the community. Furthermore, studies have found that workplace diversity is seldom understood or appreciated, especially by non-HR managers whose contemporary practices and attitudes need more comprehensive insight (Davis, Frolova, & Caallahan, 2016). As this study focuses on the managements like TMT and LTTM, future research should be inclusive of HRM as well.

Conclusion

Over the past few decades workplace diversity and equality management has evolved to become an increasingly integral part of organizations which has only been fueled by the burgeoning force of globalization (Rajagopal, 2013). Such a global market requires an effective implementation of diversity and equality management policies to gain superior competitive advantage, increased business performance, higher levels of workplace satisfaction and employee loyalty, improved relationship with multicultural communities and the capability to attract competent and talented employees (Davis, Frolova, & Callahan, 2016).

As such, this brief anecdote has been demonstrated in the literature review's conceptual framework which shows how LTMM, and TMT play an indispensable part in building a DEMS at workplace that will help to develop a CAS. This has been demonstrated through the literature review in three parts, each elaborating how the diversity and equality management contributes to organizational performance.

The first part demonstrates the relationship between DEMS and organizational performance. As DEMS provides a system of workplace policies and initiatives that provides the appropriate training and development for the diverse employees that is required to succeed in a HPWS which can result in a higher workplace productivity, lower employee turnover and positive business performance (Armstrong, et al., 2010). This concept is further supported by the AMO theory which states that an organizations performance is reciprocated by the employees' ability, motivation and the opportunities provided by the organization through an equality framework (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013).

Likewise, the second part elaborates how a diverse workforce is comprised of diverse race, gender, social background, skills, cognitive ability, and knowledge, this provides higher flexibility and creativity that helps in radical innovation which is important for the organization's long term growth strategy (Lorenzo & Reeves, 2018). Furthermore, diversity and equality help create an organizational culture of open innovation model that helps in strengthening the organization's competitive advantage as it helps reduce innovation costs and risks, increase differentiation and R and D investment, gain access to broader market, and create new revenue models (Teruel, Parra, & Blasco, 2015). This model is supported by the human capital concept which states that the wealth of knowledge, skills and experience a diverse workforce brings is essential for the open innovation (Bogers, Foss, & Lyngsie, 2018).

Lastly, the third part demonstrates that diversity TMT and LTTM play an important role in helping create and adding value to a sophisticated DEMS owing to their ability and experience that helps them comprehend issues relating to diversity and equality management (Nakagawa & Schreiber, 2014). As such, the relationship between TMT and DEMS was shown to build a broader and diverse human capital that will allow them to be inclusive and advocative of voices and issues from the diverse workforce and also ensure equal opportunities (Akant, 2020). However, it also stressed that a solely representative TMT and LTTM will only create a DEMS that is superficial and less effective (Karolidis, Vouzas, Kafetsios, & Bellou, 2020). Furthermore, the importance of a diverse TMT and LTTM is further demonstrated in their potential to help design and develop a

CAS which creates an environment in which employees are able to adapt and evolve with the internal organizational and external environmental changes (Ali & Konrad, 2017). As such, CAS is positively associated with an organization that is inclusive of diversity and equality in their business model (Page, 2010). Hence, the integration of CAS and DEMS has shown a co-evolutionary trend as employees can benefit and grow from an environment that is accommodating and supportive of their diversity of differences (Rammel, Stagl, & Wilfing, 2007). However, research also emphasize that implementation of CAS is a challenging task as it requires different organizational components' synergy (Karolidis, Vouzas, Kafetsios, & Bellou, 2020).

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MICE INDUSTRY RESPONSE DURING COVID – 19 : A CASE STUDY OF MICE CITIES

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Abstract

Due to the current situation affecting a wide range of industries such as MICE industry. Studying response of MICE Industry during pandemic era is expected to be of great benefit to organizers and venues. However, the motivation in attending was varied and difference. For this reason, the purpose of this study was to assess MICE cities response during COVID-19 outbreak. The case studies focused on the event organizer in MICE city all 5 regions which be a quantitative research. There is a research tool used to google forms and a sample was selected from the event organizer living in MICE city all 5 regions, who have been to organize events about 400 examples. When able to know the agreeing level of examples, will result in the event organizer to take advantage to attract the visitors for the next events.

Keywords: Event Organizer, COVID – 19, Industry Response

Introduction

Ranasinghe stated that from April 2020 onwards, tourism in Thailand has come to a temporary standstill because of the coronavirus disease (COVID-19) pandemic. It stagnates the domestic economy. It affects every aspect. The shortage of inputs including raw materials is reported to be the second biggest problem for firms stemming from the lockdown and other restrictions because of the pandemic (Ranasinghe et al.,

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2020). The containment measures have led to disruptions of the supply chain from international border closures and domestic movement restrictions (Ranasinghe et al., 2020).

And this effect has affected the MICE industry. A lot of hotels have closed down. Most of the meetings were cancelled. Activities with more than 50 people are prohibited. This epidemic has made it more difficult for MICE tourists. Global tourism and hospitality sector is one of the strong pillars of the modern economy as well as the social system. Equally, the hotel industry is a significant income generating sector for many countries in the world. However, during a global crisis usually the tourism and hospitality industry is the first industry to take a severe hit (Ranasinghe et al., 2020). According to the March 2020 data published by the global hospitality data firm STR, it is indicating a sharp drop of occupancy rates nearly between 96% in the entire global hospitality industry due to the ongoing COVID-19 coronavirus pandemic (Ranasinghe et al., 2020). Since last year, both domestic MICE market and abroad are expected to gradually return next year at 25%, 2023 at 50%, 2024 at 70% and 2025 will return to normal 80% from 2019, which is the year that has not had COVID-19. TCEB will focus on the short-term market segments that are ready first, such as Singapore, China, Japan, India, Taiwan (Isarangkun Na Ayutthaya, 2021).

TCEB as an intermediary to drive the MICE industry It plays a key role in planning strategies for the development of the country's MICE industry (MICE modeling project for driving the country's economy, 2017). Create the image of Thailand as the center of MICE events in the region (MICE modeling project for driving the country's economy, 2017). Coordinate with various relevant departments to develop the MICE industry (MICE modeling project for driving the country's economy, 2017). Including carrying out various activities to promote MICE events, such as bringing potential MICE events into the country (MICE modeling project for driving the country's economy, 2017). Determining and giving benefits to those involved in the MICE industry and facilitating MICE organizers, in which the roles of TCEB must be clearly defined (MICE modeling project for driving the country's economy, 2017). From the defensive operation as a mentor and provide first aid to the proactive operation as an intermediary to assist in the operation or as a coordinating agent for the organizers The role of TCEB has 3 options: 1 Advisory Role, 2 Intermediate Facilitator, and 3. Authorized Body (MICE modeling project for driving the country's economy, 2017).

Purpose

To assess MICE cities response during COVID-19 outbreak.

The benefit of this study

As the coronavirus outbreak affects to Organizer of MICE city. As a result, Organizer of MICE city all 5 regions need to focus on responding to changes. During the situation COVID-19 in order to be able to continue business in a timely manner which is beneficial to readers and MICE operators, it will also benefit readers and Organizer of MICE city.

Literature Review

Impact of COVID-19

The COVID-19 outbreak affects all segments of the population and is particularly detrimental to members of those social groups in the most vulnerable situations, continues to affect populations, including people living in poverty situations, older persons, persons with disabilities, youth, and indigenous peoples (Social Impact of COVID-19, 2021). Early evidence indicates that the health and economic impacts of the virus are being borne disproportionately by poor people (Social Impact of COVID-19, 2021). For example, homeless people, because they may be unable to safely shelter in place, are highly exposed to the danger of the virus (Social Impact of COVID-19, 2021). People without access to running water, refugees, migrants, or displaced persons also stand to suffer disproportionately both from the pandemic and its aftermath – whether due to limited movement, fewer employment opportunities, increased xenophobia etc (Social Impact of COVID-19, 2021).

If not properly addressed through policy the social crisis created by the COVID-19 pandemic may also increase inequality, exclusion, discrimination and global unemployment in the medium and long term (Social Impact of COVID-19, 2021). Comprehensive, universal social protection systems, when in place, play a much durable role in protecting workers and in reducing the prevalence of poverty, since they act as automatic stabilizers (Social Impact of COVID-19, 2021). That is, they provide basic income security at all times, thereby enhancing people’s capacity to manage and overcome shocks (Social Impact of COVID-19, 2021).

Pandemic impact towards MICE industry

The impact of the MICE industry is not only on operators against accommodation and meeting facilities. But still has a widespread impact on other businesses Due to the closure of MICE, there are still many types of businesses. Many related, such as catering business booth construction business stage production business Light and sound equipment business event hosting company Including related freelancers such as MCs, Pretty, Photographers, Staff Runs, etc. Consistent with the results of the survey on the impact of the COVID-19 outbreak From those who work in the Division's MICE tourism and sports economy Office of the Ministry of Tourism and Sports (Information as of May 20, 2020) (Ministry of Tourism and Sports of Thailand, 2020) that the things that affect the MICE industry the most are decrease in the number of customers Decrease in income and decreasing financial condition and also predicted The turnaround time for most of all involved businesses, which is thought to be back to normal, takes longer 6 months. And recover in the form of the L. Shape graph is a graph that moves sideways. Buried cannot be ground with return to full point in the near term reflect the impact this time will have a huge impact on the industry and use the term. It took a long time for the MCE industry to resume normal operations or if some businesses are able to resume operations. There will be a change in the form of action against the new normal state of society at the moment. With the introduction of More communication and online activities are being used in MICE business (Somsawad & Thananpaeng, 2020).

MICE city / SMART city

MICE City

Wongmontha and team stated that Thailand has put efforts to make Thailand a MICE (meeting, incentive, convention, and exhibition) destination. Not only does MICE generate a huge volume of revenues, but it also contributes to the growth of other related businesses, such as hotels, restaurants, convention centers, and exhibition halls, etc. MICE is different from other types of tourism both its purposes and strategies. General tourists travel mainly for recreational purpose, while MICE tourists are businesspeople, employees, and members of associations travel with four different purposes, namely attending meetings, taking reward trips for high achievement, participating in conventions, and being exhibitors or exhibition spectators. The recreational tourism is secondary in nature for these groups of tourists. In addition, MICE businesses generate higher per head revenues than businesses in other types of tourism. Statistics show that general tourists spend at the average of 4,000-4,500 baht per day, while MICE tourists spend per day. As MICE is important to the economic development of the country, there is a need to develop Thailand’s potential to become a MICE destination (Wongmontha and team, 2021). MICE city in Thailand have Bankkok, Khon Kaen, Chiang Mai, Nakhon Ratchasima, Chonburi, Phuket, Songkhla, Udon thani.

Smart City

Nimngern said that Smart City is a form of digital technology application. or information and communication in order to increase the efficiency and quality of community services. to help reduce costs and reduce the consumption of the population by continuing to increase efficiency for people to live in a better quality of life. Smart City is a project that many cities around the world are trying to develop to be in line with the 4.0 era by combining technology with people's lives. whether in terms of transportation power consumption or infrastructure to make the city comfortable like a dream can actually happen It also makes people happy and well. The concept of Smart City coincides with the leaping development of Internet of Things (IoT) technology, which is the foundation for connecting devices or things around them to the Internet communication network. including smart city planning Support a comfortable life. Smart city management model is to create a city that will grow sustainably. Emphasis on balancing the environment energy saving and choose to use clean energy thereby reducing environmental problems The problem of air pollution, wastewater, garbage, and drainage helps to promote a good environment. good air quality adds green space (Nimngern, 2021).

Entrepreneur/business response

Somsawad & Thananpaeng said that MICE industry is a business that requires a place to hold meetings or exhibitions. and a meeting place for a wide variety of people But contrary to the epidemic prevention principles that require social distancing. The concept of online meetings has been applied and there is a tendency to use online channels more and more.Therefore, entrepreneurs should focus on adapting to using online channels. and must develop in the use of technology as a component of business operations by having to plan and act quickly to respond and respond to changes that occur Because not only can it be used during the COVID-19 situation only. After the situation returned to normal Online meetings will also become an alternative to hosting alternative meetings (Somsawad & Thananpaeng, 2020).

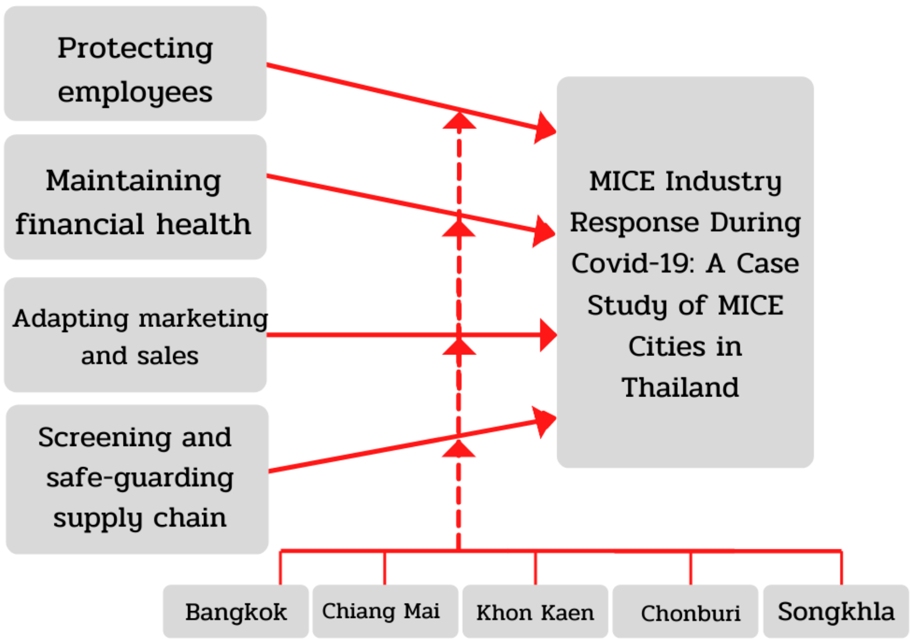

Figure 1. MICE industry response during COVID-19 (Baumgartner, Heid, Fleischmann, Freund & Luczak, 2020)

Data Analysis

Sample size

The researchers conducted interview with Khun Kesarin to identify the number of average employees in event organizer company among MICE cities stated. The average number is 25 members per company according to Kesarin stated (Kesarin2021). 327/5 → andom sample →)

Research Process

The researcher has developed a method to conduct the research in accordance with and achieve the research objectives as expected.

Step 1: Select a research topic that you are interested in studying. The researchers selected to study the responses of the organization group in MICE City to the COVID- 19 situation. The researchers saw the importance of MICE City in 5 regions: North, Central, Northeast, South, Northeast. under And the provinces chosen to study are as follows: (1) Chiang Mai (2) Bangkok (3) Khon Kaen (4) Chonburi (5) Songkhla

Step 2: Study research documents and gather relevant information.

1. Study of research documents and research materials on responses of MICE city operators in 5 regions in the situation of COVID-19.
2. Studying research documents and media supporting the behavior of MICE City entrepreneurs in 5 regions that in the situation of COVID-19 How many obstacles to operating the business?
3. Study the overview of opinions of MICE City entrepreneurs in 5 regions experiencing the COVID-19 situation.
4. To study in which direction to change the situation If you have to live with the COVID-19 epidemic and in what form will it change?
5. Study the factors and principles of the survey design at the level of opinions from various sources. both from the article Related research and documentation for the preparation of research tools.

Research Instrument

Part 1: Inquire about the personal characteristics of the sample group by gender, age, educational status or occupation. By using the level of measurement data of the nominal scale (Nominal Scale) number 3 items. (Wongrattana, 2006).

Table 1

Topic	Option
1. Gender	**Male / Female**
2. Age	**21-30 years / 31-40 years /41-50 years / 51-60 years and 61 years up**
3. Occupation	**Event organizer / Employees**

Part 2: The assessment model is a rating scale of the Liqerde using the level of the equality-type data measurement. There are 5 levels of the opinion level of MICE Industry response during COVID -19, five aspects about response of MICE Industry. Including opinion level of protecting employees, opinion level of Maintaining financial health during COVID-19, opinion level of screening and safeguarding supply chain, opinion level of adapting marketing and sales. This is the Rating Scale of the Liquors, dividing the scoring into 5 levels: strongly agree, strong agree, neutral, disagree and strongly disagree. In each text, the scoring criteria are as follows (Wongrattana, 2006) :

Opinion level 5 means being Strongly agree.

Opinion level 4 means being Strong agree.

Opinion level 3 means being Neutral.

Opinion level 2 means being Disagree.

Opinion level 1 means being Strongly disagree.

Table 2

Topic	Agreement Level				
	Strong disagree				Strongly agree
Protecting employees					
1. Employees need to be vaccinated	1	2	3	4	5
2. Employees must wear masks at all times, even with colleagues	1	2	3	4	5
3. Employees must wash their hands regularly	1	2	3	4	5

Topic	Opinion Level				
	Strong disagree				Strongly agree
Maintaining financial health					
1. Reduce equipment costs	1	2	3	4	5
2. Reduce part-time employees	1	2	3	4	5
3. Reduce scale of special event	1	2	3	4	5

Topic	Opinion Level				
	Strong disagree				Strongly agree
Adapting marketing and sales					
1. Make sure customers are safe from Covid-19	1	2	3	4	5
2. Show certifying that employees are safe from COVID-19.	1	2	3	4	5

Topic	Opinion Level				
	Strong disagree				Strongly agree
Screening and safeguarding supply chain					
1. Follow the government's compliance guidelines.	1	2	3	4	5
2. The supply chain is verified as safe.	1	2	3	4	5

After collecting the data and distributing the frequency, the average score of the sample group was used to determine the level of opinion, which has the following criteria for consideration. (Vanichbancha, 1997).

Which can interpret the score level of the comments as follows:

Width of the equidistant layer = Highest score- lowest score/ number of floors

= 5 – 1/5

= 0.80

The average score of 4.51 - 5.00 means that there is a highest level of agreement.

The average score of 3.51 - 4.50 means that there is a high level of agreement.

The average score of 2.51 - 3.50 means that there is a moderate level of agreement.

The average score of 1.51 - 2.50 means that there is a low level of agreement.

The average score of 1.00 - 1.50 means that there is a lowest level of agreement.

Coding Table

The researcher has collected data and checks the accuracy of the data to be analyzed processed with SPSS program from use coding are as follows:

Table 3

Topic	Code
Gender	**G001**
Male	1
Female	2
Age	**G002**
21- 30 years	1
31- 40 years	2
41- 50 years	3
51- 60 years	4
60 years up	5
MICE CITY	**G003**
Chiang Mai	1
Khon Kaen	2
Bangkok	3
Chonburi	4
Songkhla	5

Satisfaction level	G004
Strongly agree	5
Strong agree	4
Neutral	3
Disagree	2
Strongly disagree	1
Protecting employees	**Q001**
Employees need to be vaccinated	Q001_1
Employees must wear masks at all times, even with colleagues	Q001_2
Employees must wash their hands regularly	Q001_3
Maintaining financial health	**Q002**
Reduce equipment costs	Q002_1
Reduce part-time employees	Q002_2
Reduce scale of special event	Q002_3
Adapting marketing and sales	**Q003**
Promote COVID-19 measure policy for customer safety	Q003_1
Promote the company services policy	Q003_2
Screening and safeguarding supply chain	**Q004**
Follow the government's compliance guidelines	Q004_1
The supply chain is verified as safe	Q004_2

The frequency and percentage of data

The researcher has collected data of summary from SPSS program frequency and percentage of the data as follows : N = 400

Table 4

	Frequency	Percentage
Gender		
Male	278	69%
Female	125	31%
Age		
21 - 30 years	137	34%
31 - 40 years	111	27.5%
41 – 50 years	100	24.8%
51 – 60 years	50	12.4%
60 years up	5	1.2%

MICE CITY		
Chiang Mai	59	14.6%
Khon Kaen	53	13.2%
Bangkok	96	23.8%
Chonburi	66	16.4%
Songkhla	129	32%
Total	403	100.00

Limitation of the research

- Surveys can only be done online, thus generating a lot of unreasonable information.
- Most of the researchers in the team were not locals in five MICE cities making questionnaire distribution quite difficult.

Conclusion and recommendations

From studying and collecting data as well as analyzing various factors of the opinion level of event organizers to the attendees during Covid-19 by having to strictly adhere to the measures that the government has set for the safety and comfort of both parties. The results of this research would be more complete if researchers were able to tackle the questions and spoke directly to the operator. The number of respondents is increasing and the researcher should visit the opinion-level survey with the form and survey groups should be diverse and all groups belonging to area to know the clear results. And there may be more studies on the factors.

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THE EFFECTS OF STRATEGIC ORIENTATION ON INNOVATION CAPABILITIES AND MARKET PERFORMANCE: NEPALESE WOODCRAFT INDUSTRIES

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Abstract

In this research, the term strategic orientation is studied focusing on the context of the Nepalese woodcraft industries. Strategic orientation refers to the fundamental principles which is reflected in processes, activities and directions of a firm. They are vital resources that contributes to the competitive advantage and performance of business. Throughout this study, the dimensions of strategic orientations namely: market orientation (MO), entrepreneurial orientation (EO) and technology orientation (TO) aims on advancing existing knowledge and its effects on innovation capabilities and market performance. This study acknowledges the resource-based theory and explores resource complementarity in the dimensions of strategic orientations. The conceptual framework based on the resource-based view (RBV) aided in preparing the questionnaires for survey. The research method comprises of an exploratory and an explanatory quantitative study. The data collected through survey tests the strategic orientation dimensions, innovation capabilities and market performance of the woodcraft industries in Nepal. The outcomes of the data analysis showed that market, entrepreneurial and technology orientations are positively related with innovation capabilities. And innovation capabilities relayed a positive result on the market performance. Additionally, innovation capabilities depict a key role between strategic orientation dimensions and market performance.

Keywords: Strategic orientation, Innovation capability (IC), Market performance (MP), Resource-based view

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Introduction

Strategic orientation as stated by Venkatraman (1989) describes six dimensions namely: aggressiveness, analysis, defensiveness, futurity, proactiveness and riskiness. These six dimensions by means of managerial beliefs as well as insights of organizational processes are the constructs that also implies for the measurement of strategic orientation of a firm.

In this research, the strategic orientation is comprised of three components that is market orientation, entrepreneurial orientation and technological orientation. Market orientation is an important player in assessing the needs of the woodcraft sector. Entrepreneurial orientation checks the woodcraft sectors settings in respect to survival and development of the industries. Technology orientation provides higher benefit factor enabling competitive advantage by creating resources.

Within the context of the Nepalese woodcraft industries, innovation capability aids in achieving the target via creation, generation and formation of skills and ideas. Market performance measurement helps in understanding the markets, its effect, prospects and generalizing the future aspects as well.

Purpose

The aim of this study is to investigate the effects of innovation capabilities and market performance with the variables of strategic orientations of the Nepalese woodcraft sector. This study focuses on the innovation capability aspect and market potential of the firms, taking into consideration the three main cities that specializes on wood workings. It also aids in gaining idea on how the Nepalese woodcraft industries are performing and sustaining their business in the competitive market.

The benefit of this study

The results derived from the analyzed and interpreted data can benefit the Nepalese woodcraft industry and researchers to carry on further research works. The findings support the key purpose of this study. This study examined the hypothesis derived from the conceptual framework based on the model of previous literatures and its impact towards innovation and market performance. The outcomes gained provided positive relationship between the strategic orientations and innovation capabilities as well as firm performance. Hence, the study contributes to future references through observed results.

Literature Review

Strategic Orientation

Strategic orientation as briefed by Manu and Sriram (1996, p.79) relays to "how organizations use strategy to adapt and/ or change aspects of its environment for a more favorable alignment." In addition to this Teece, Pisano and Shuen (1997) has mentioned on how firms place themselves in attaining and maintaining competitive gain. Strategic orientation from a firm's perspective is described as "a market-driven company which is significant indicator of its performance" (Gatignon and Xeureb, 1997, p.77). The strategic orientations as stated by Schindehutte et. al., (2008) develops over time and results in various orientations. This study focuses on the following three components.

Market orientation is an investment in marketing people and activities along with a company's acceptance of customer orientation and common concept of marketing (Morris and Gordon, 1987). MO is generally acknowledged as one of the key contributions of firm success and performance (Grinstein, 2008; Cano et al. 2004; Kirca et al. 2005; Hunt and Lambe, 2000; Shoham et al. 2005). According to Narver, Slater and Tietje (1998), a market orientation relays four particular behaviors that are allied to the formation of higher value for consumers. Clarity on value proposition and discipline along with clarity on its market business definition, targeting and positioning is one of the behaviors cited by Treacy and Wiersema (1995); Webster (1994). Secondly, leading its customers (Ohmae, 1988; Prahalad and Hamel, 1994) not simply following them. Thirdly, as stated by Webster (1994) whatever the business, seeing it as a service business and fourthly, managing in terms of key employees and customers for life (Reichheld and Sasser, 1990).

Entrepreneurial orientation as described by Tutar et al. (2015, p.711) "is a firm's tendency towards being able to show marketing dynamism and its ability to react to the changes in the market." EO generates a constructive environment where firms can develop innovation capabilities and through those capabilities benefit in performance outcomes (Lisboa, Skarmeas and Lages, 2010). Entrepreneurial orientation by Covin and Slevin (1989) encompasses innovativeness, proactiveness and risk taking. Innovativeness in experimenting and creativity of product development, internal processes and adopting technology are highlighted by Baker and Sinkula (2009); Knight (1997); Li, Wei and Lui (2010). Proactiveness is a forward-looking and opportunity-seeking perception (Rauch et al. 2009; Ahuja and Lampert, 2001). Risk taking refers to taking lenient actions by speculating into the unknown (Rauch et al. 2009).

A technology-oriented firm as defined by Gatignon and Xeureb (n.d.) is a firm with the capability and determination to attain an extensive technological background and utilize it in the improvement of new products. A firm that's technologically oriented frequently influences human resources with extreme projects and even generates interest in creating something significantly new. TO is also able to utilize the firm's technical knowledge in putting together a new technical solution in response to the requirements of customers. Although, market orientation and technology orientation are viewed differently, both promote openness to new ideas. MO prefer ideas that accumulates to customer needs satisfaction whereas TO favors those that engage state-of-the-art technologies.

Innovation Capabilities

Innovation capability is the ability to continually change information and thoughts to new systems, processes and products for the benefit of the firm and its associated stakeholders (Lawson and Samson, 2001). Liao et al. (2009) explains innovation capability as the outcome of the project obtainable via various innovation kinds in attaining an overall improvement of its innovation capability. Product innovation, process innovation and management innovation are the kinds of innovation. Innovation capability is a business ability where collective skills, resources and knowledge to innovation activities linked to new processes, products, management or services, marketing or organization systems are applied so as to procure value added to its stakeholders or firms. The key innovation capabilities as prioritized by Atuahene-Gima (2005) are exploitation and exploration in the area of innovation. As cited from March (1991) the exploitative capabilities are related with the enrichment of skills and existing paradigms whereas the explorative capabilities refer to the search for new alternatives so as to benefit from unexplored opportunities.

Market Performance

Market performance under strategic management relays that researchers in their pursuit for establishing performance implications of strategic conduct of businesses measure firm performance through a wide range of operational schemes. According to Jaworski and Kohli (1993), market performance is conceptualized as the importer's judgement of comprehensive performance yields. Performance simply is an attainment of outcomes that facilitates the deliverance of desirable results for a firm's stakeholders.

Competitive Advantage and Resource-Based View

Competitive advantage is achieved when a firm acquires or develops a set of traits or performs actions that allows it to surpass the competitors. Mahoney and Pandian (1992) states competitive advantage as a function of organizational governance, industry analysis and firm effects (in the form of resource advantage and strategies).

The RBV is defined as a model that perceives resources as means to higher firm performance. This research studies the model of Jurevicius (2013) that states external opportunities are more feasible to exploitation using accessible resources in a novel way rather than trying to obtain new skills for each different opportunity. Peteraf and Bergen (2003) suggests that businesses strive on the bases of their capabilities and resources which is a core idea of RBV. According to Peteraf and Barney (2003, p. 312), RBV researchers prefer to "look within the enterprise and down to the factor market conditions that the enterprise must contend with, to search for some possible causes of sustainable competitive advantages" persevering all exterior environmental factors constant. In the study of several strategic concerns, the inward-looking approach has been verified as prominent and helpful, within that the settings for diversification and sustained competitive advantage is included as well (Foss and Knudsen, 2003).

This research also studies the conceptual framework of RBV by Bridoux (n.d.) that integrates both resources and competitive environment as basis of performance and drivers of strategy, principally competitive behaviors. Here, the resource-based is directed more towards the longer run and may allow more fine-grained competitor analysis which is useful in knowing the risks of future competitive imitation through an analysis of competitor's resources and capabilities.

This study has tried linking the strategic orientation dimensions with RBV. MO as a resource promotes systematic acquisition, propagation and use of knowledge to direct strategy improvement and implementation. Alvarez and Busenitz (2001) relays from an entrepreneurial perspective, identifying resources such as entrepreneurial knowledge, alertness, ability to coordinate resources and entrepreneurial insights as resources in their own rights contributes to resource-based theory. Bekkers et al. (2008) suggests a firm's technological capability aids in the demonstration and outcome of TO. Barney (1991) states that technological capability facilitates a business to generate and maintain a competitive advantage via product innovation and is a valuable resource in RBV.

Insert Conceptual Framework here

The framework for this study has been sourced from the paper presented on 11th International Strategic Management Conference 2015 by Tutar et al. (2015). Based on the framework, the following hypothesis are constructed:

H1: Market orientation mediates a positive relationship with innovation capabilities.

H2: Entrepreneurial orientation mediates a positive relationship with innovation capabilities

H3: Technology orientation mediates a positive relationship with innovation capabilities.

H4: Innovation capabilities mediate a positive relationship with market performance.

Research Method

The deductive approach of research is used in this study. This approach refers to development of a hypothesis based on prevailing theory followed by designing a research strategy to test the hypothesis. Exploratory research is incorporated as it favors to undertake new obstacles in which little or no prior research has been accepted (Brown, 2006). This study uses questionnaires as an instrument to collect data, which is a most common method of survey as stated by Malhotra (2008) in quantitative research. Previous literatures helped in developing the questionnaires that had been validated. There are 22 close-ended questions that is divided into six sections. First section contains the demographics such as respondents age, gender, educational qualification, work responsibility and workplace. The strategic orientation dimensions are covered in second, third and fourth section. The fifth and sixth section covers innovation capabilities and market performance. The measurement was done in the five-point Likert scale ranging from Strongly Disagree as 1 to Strongly Agree as 5. The sample size for survey is 200. The random convenience sampling was used as Dornyei (2007) signifies it as a kind of non-probability sampling where selected constituents of population is chosen as they accomplish criteria like keenness to partake and availability at the time of canvassing. The pilot test of 20 collected data were done in order to identify and address the imperfections of questionnaire design. The measurement of constructs that is MO, EO, TO, IC and MP are based on mean, standard deviation, Cronbach's alpha, correlation and regression analysis.

Data Analysis and Results

The survey was mostly done through face-to-face contact with the respondents. The population for this study is taken from the three main cities of Bagmati zone (Nepal). The response rate for the survey was 100%. Gliem and Gliem (2003) observed that while applying Likert-type scales it is important to analyze Cronbach's alpha coefficient. The Cronbach's alpha for all 22 items (questionnaire) is 0.839 that shows the test items are reliable. In the frequency measurement of various constructs, all constructs have a mean value above 3, this relays that the respondents feel positive about all the statements in the questionnaire. The standard deviation depicts the rankings of the orientations which means that each and every respondent do not have same perception.

Table 1 shows 1% level of significance for each dimensions depicting the p-value as 0.00<0.01. Hence, it can be asserted that there's a positive relation between independent variables (MO, EO, TO) with dependent variable (IC). The Pearson correlation coefficient values shown here relays positive correlation.

Table 2 shows the value of Sig. (2-tailed) is 0.000 which is less than 0.05 (level of significance). Here, it is significant at 1% level of significance as p-value is given as 0.00<0.01, representing that innovation capabilities positively affect the market performance. The Pearson correlation coefficient value of 0.479 results in a positive correlation between IC and MP.

Table 3 indicates the R square value having moderate strength in the level of satisfactory with 28%. This explains the variation in the degree of IC which is influenced by the independent variables.

Table 4 shows the Sig. value of 0.000 which is less than 0.05 depicting that the model is significant. Thus, linear regression model is used to analyze the data.

Table 5 statistics shows that individual strategic orientation dimensions relays positive effects on the dependent variable, however, jointly it has no affect on IC. In the collinearity section, the VIF of MO, EO and TO has values less than the conventional cut-off value of 10 as suggested by Hair et al. (2000). Here, VIF values signifies that the predictors are moderately correlated and has no adverse effects in regards to regression analysis. It also states no problem of multi collinearity.

Table 6 shows R square value of 0.229, which indicates moderate strength in the level of satisfactory. This relates to 22.9% of the variation explained for MP influenced by IC.

Table 7 provides innovation capabilities as an independent variable where Sig. value is 0.000 which is less than the value 0.05. The model is significant at 1% level of significance as the p-value is less than 0.01. Hence, linear regression model is applicable.

Table 8 signifies that innovation capabilities has a positive outcome on MP.

Conclusion and Discussion

This study examines the effects of strategic orientation on innovation capabilities and market performance of Nepalese woodcraft industries. The outcomes of this research discloses that strategic orientation dimensions persuade the behavior and tendencies of woodcraft sector in regards to innovation and market performance. It provides insights on strategic orientations and market performance that is mediated by innovation capabilities. This study delves into the RBV that focuses on refining present knowledge of resources, capabilities and complementarity. The complementary resources can be assumed to have synergistic effects on the performance but the experiential evidences for this purpose do not seem to have a conclusion and is often scarce. Firms that are able to successfully combine MO, EO and TO show the highest organizational learning capabilities in comparisons to those that integrate a few or a single strategic orientation (Hakala and Kohtamaki, 2011).

The research methods used in the study provided positive results. The SPSS tool for statistical measurements generated relevant and significant outcomes. However, the outcomes based on other factors such as confirmatory and exploratory factors analysis can be taken to further progress the study. The independent variables that are MO, EO and TO affirms a positive correlation with the dependent variable IC. Again, taking IC as an independent variable affirmed a positive correlation with the dependent variable MP. The practical analysis of the variables proved the hypothesis to be true.

Maldonado et al. (2009) stresses that innovation allows businesses to apprehend competitive advantage which aids in contributing to their firm performances. In addition to this, Tutar et al. (2015) convenes that innovation capabilities can help firms in developing successful strategies by focusing and implementing the determiners of innovation namely: process innovation, market innovation and product innovation. This study also focuses on competitive advantage theory. Businesses in order to gain competitive advantage must define themselves in an entirely different way, reinvent their main strategies in the form of innovative strategy and rediscover the sector. In brief, firms need to vie and differentiate themselves from their competitors as well as be creative in their products and services.

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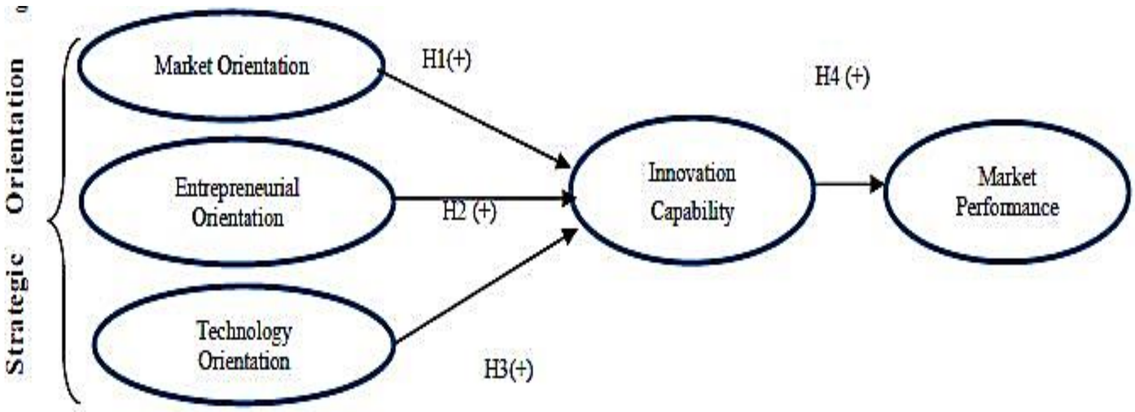

Figure 1. Conceptual framework of the study

Table 1

Correlation Analysis of Independent Variables (MO, EO, TO) with Dependent Variable (IC)

Variables	1	2	3	4
1. Market Orientation	1	.424**	.341**	.307**
2. Entrepreneurial Orientation	.424**	1	.464**	.498**
3. Technology Orientation	.341**	.464**	1	.372**
4. Innovation Capabilities	.307**	.498**	.372**	1

*Note: **. Correlation is significant at the 0.01 level (2-tailed).*

Table 2

Correlation Analysis of Independent Variable (IC) with Dependent Variable (MP)

Variables	1	2
1. Innovation Capabilities	1	.479**
2. Market Performance	.479**	1

*Note: **. Correlation is significant at the 0.01 level (2-tailed).*

Table 3

Model Summary of Independent Variables (MO, EO, TO)

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.529	.280	.269	.55991

Note: Predictors: (Constant), Technology Orientation, Market Orientation, Entrepreneurial Orientation

Table 4

Regression Analysis of Independent Variables (MO, EO and TO) with respect to Dependent Variable (IC).

ANOVA[b]

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	23.840	3	7.947	25.349	.000a
	Residual	61.445	196	.313		
	Total	85.285	199			

Note: a. Predictors: (Constant), Technology Orientation, Market Orientation, Entrepreneurial Orientation

b. Dependent Variable: Innovation Capabilities

Table 5

Coefficient Analysis with respect to IC

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.303	.325		4.013	.000		
Market Orientation	.104	.080	.088	1.294	.197	.793	1.261
Entrepreneurial Orientation	.439	.082	.385	5.327	.000	.705	1.419
Technology Orientation	.137	.058	.164	2.351	.020	.759	1.317

Note: a. Dependent Variable: Innovation Capabilities

Table 6

Model Summary of Independent Variable (IC)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479	.229	.225	.88539

Note: Predictors: (Constant), Innovation Capabilities

Table 7

Regression Analysis of Independent Variable (IC) with respect to Dependent Variable (MP)

ANOVA[b]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	46.160	1	46.160	58.885	.000a
	Residual	155.215	198	.784		
	Total	201.375	199			

Note: a. Predictors: (Constant), Innovation Capabilities

b. Dependent Variable: Market Performance

Table 8

Coefficient Analysis with respect to MP

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	.755	.373		2.024	.044
	Innovation Capabilities	.736	.096	.479	7.674	.000

Note: a. Dependent Variable: Market Performance

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