



## CAUSAL FACTORS AFFECTING THE CAREER SUCCESS OF TOURISM INDUSTRY ENTREPRENEURS IN THAILAND

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### ABSTRACT

This research aimed to analyze the influence of causal factors on an organization towards the success of the hospitality industry career by exploring Bangkok as a case study. The results of this research revealed that work strategy is found most influential on career success, followed by employee commitment to the organization, work competency, and demographic characteristics of employees, respectively. Upon overall consideration, every latent variable was able to describe a high variation in the career success of the employees. These findings further showed that the work strategy is critical to attaining career success. Therefore, such a factor shall be significantly observed in the organizational management to achieve effective and sustainable development. In addition, all other variables were also found to affect the success of the hospitality industry careers, implying their co-driving force with work strategy for organizational development.

**Keywords;** Organizational management; Business development for success; Organizational development goals; Causal factors; Tourism industry

### Introduction

The tourism industry is the main industry that flows income into the country. The industry is rapidly expanding and plays an important role in the country's social economy translating foreign currencies into Thai baht in a huge amount of money for Thailand. The international arrivals are hugely observed in Thailand, and the number is likely to increase. (Tourism Authority of Thailand, 2029; Sutthichaimethee, 2017)

According to the Tourism Authority of Thailand, Bangkok is found to be the most important spot for tourism; be it religious tourism, cultural tourism, ecotourism, or even creative and entertainment tourism. In addition, Bangkok is seen to be an important gateway building a tourism strategy. This self-formation helps in income distribution across the regions, as well as stimulates the circulation of domestic and foreign currencies. (Sutthichaimethee and Ariyasajjakorn, 2017; The World Bank: Energy Use (Kg of Oil Equivalent Per Capita) Home Page, 2023; Office of the National Economic and Social Development Council (NESDC, 2023; Sutthichaimethee and Dockthaisong, 2018) Due to rapid social,

economic and environmental changes, both internal and external dimension of the country, they greatly affect the adjustment of any organizations in coping with the changes timely occurred. However, various factors are important yet influence in different scales. Upon studying relevant research and works locally and internationally, it allows the development of this research exploring the influence of causal factors on career success in the tourism industry by investigating the case of Bangkok, which is believed to benefit any organizations in terms of application and adaptation. This research also believes that its findings could be used to benefit in the planning at maximal efficiency and effectiveness in the future bringing about the sustainable development of the organizations. (National Statistic Office Ministry of Information and Communication Technology, 2023; Department of Alternative Energy Development and Efficiency, 2023; Sutthichaimethee and Kubaha, 2018; Sutthichaimethee et al, 2015)

### Scope of Study

The research has defined its research scope as follows.

#### 1. Content scope

This research strives to study the impact of the causal factors on career success in service industry from Bangkok tourism sector. There are two types of variables used: latent variables and observed variables. The latent variables include demographic characteristics, work strategy, work competency, employee commitment to the organization, and career success. Each latent variable contains the following observed variables.

- 1.1 Demographic Characteristics
- 1.2 Work Strategy
- 1.3 Work Competency
- 1.4 Employee commitment to the organization
- 1.5 Career success

#### 2. Population and Sample Scope

As of the population, this research uses tourism service workers in Bangkok. They were randomly selected as a sample represented in the study for Leslie Kish analysis, where the criteria of minimal 25 times is set from the empirical variable (Pruethsan, 2016; Grace, 2008; Lindeman et. Al., 1980). Therefore, this research set a sample size of 500 samples.

#### 3. Time scope

The duration of implementation based on the research process is set from July 2023 to January 2024.

#### 4. Research Area

The studied area for this research is inclusive of Bangkok.

## Literature review

In this research, several relevant studies have been reviewed to support the research with existing findings. Some streamline studies are briefly discussed as follows.

Zakuan et al (2010) developed a causal model of the Total Quality Management (TQM) system built to support the organizational performance of the automotive industry in Malaysia and Thailand. The TQM has been widely accepted in the research community as it is basic infrastructure strategy to strive for excellence in organizational performance, including supply chain management, and technology management. Therefore, most organizations in both the manufacturing and service sectors tend to adapt this strategy in order to maintain the competitive advantage of the organizations. This research studied literatures by analyzing empirical findings. As of the analysis, eight components were found to compose the TQM, namely Quality Leadership, Customer Focus and Satisfaction, Quality Information and Analysis, Human Resource Development, Strategic Planning Management, Supplier Quality Management, Quality Result, and Quality Assurance.

Tapper et al (2014) studied the businesses relationship within the tourism supply chain, and later concluded with the following factors affecting the supply chain. The factors were customer, marketing and sales, tour management, food and beverage procurement, laundry services, food processing, waste disposal and recycling, electrical and water system, infrastructure and tourism resources, furniture and handicrafts, culture, social and sport events, short trips and attractions, ground transportation, and ground services. Karen Schwartz and Marianna Kornilaki (2014) explored the necessary factors in developing sustainable tourism in the UK and Europe. Their study has shown that supply chain management for sustainable tourism accounts for good relationship among stakeholders, and organizational culture that promotes the setting of environmental priority over socioeconomic and industrial concern, as well as supports the implementation of supply chain management for sustainable tourism. What hold a greater standpoint is that a quality implementation of a wide range of practices. This simply means that tourism operators should be concerned of the local environmental issues. Thus, the sustainable tourism is expected to focus on quality while controlling any problems relative to the environment that may arise within the tourism attractions. It further includes communication, good relationship building in sustainable tourism, as well as increases an awareness in the tourism market and the needs of travelers.

Zhang et al (2009) investigated different approaches for tourism development of the USA. Upon analysis, his study showed the patterns of the supply chain in each stage, and the management system of the tourism supply chain ranging from upstream, midstream and downstream. At the same time, his study further explained that the effectiveness of organizational management could be driven by different factors, such as the coordination and cooperation among stakeholders, purchasing planning and management, supplier

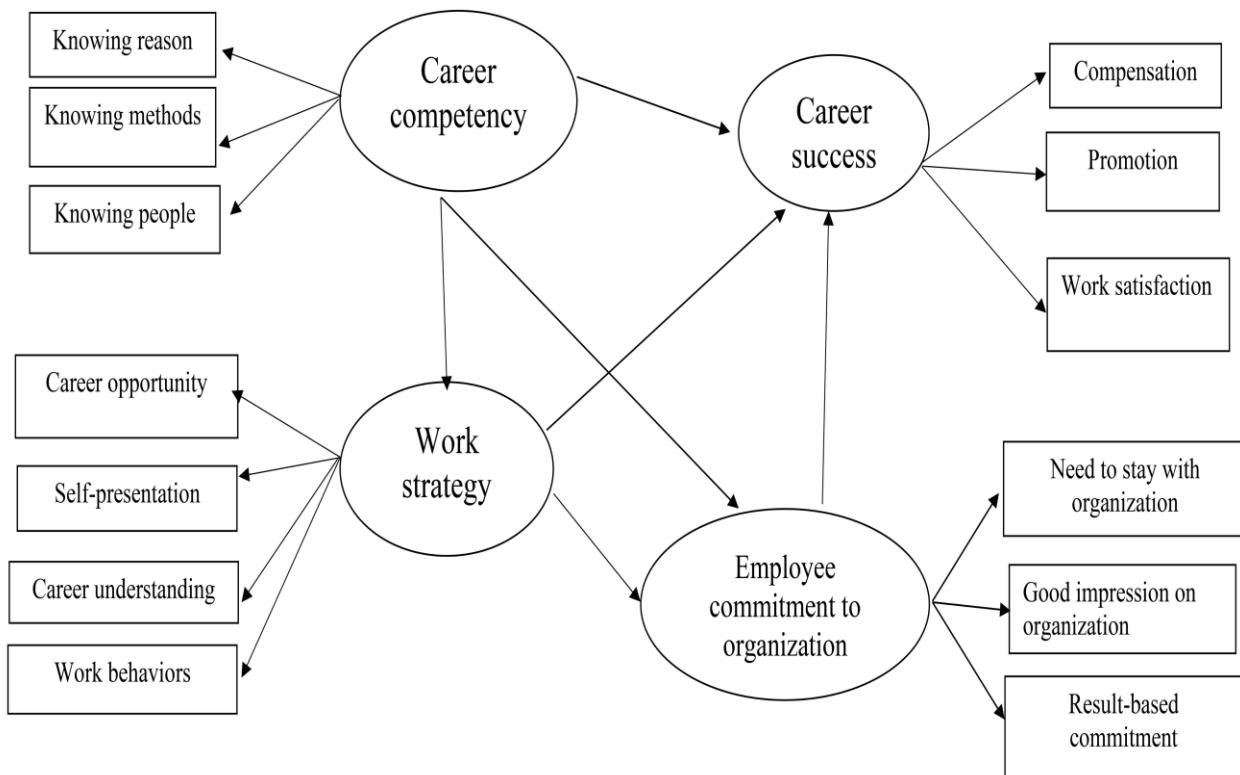
selection, logistics management, marketing channel, cooperation among involving parties, government support, timing, product quality, approach development, in order to keep attracting the travelers, such as new activities offering, and creative landscape, and many more.

As of this research, a conceptual framework is developed with latent and observed variables derived from literature review and relevant theories as shown in the following table.

Factors	Indicators	Concepts and Theories
1. Career success	1. Compensation 2. Promotion 3. Work satisfaction	1. Suthi Pasipol (2551) 2. Judge (1995) 3. Cheah, C.Y.J. (2007)
2. Employee commitment to an organization	1. Need to stay with an organization 2. Good impression on an organization 3. Result-based commitment	1. Kahn (1990) 2. Bunkeat Chiwatrakulkit (2559)
3. Work competency	1. Knowing reasons 2. Knowing methods 3. Knowing people	1. Arthur et al., (2002) 2. Hitt, M.A. & Ireland, D.A. (2002)
4. Work strategy	1. Career opportunity 2. Self-presentation 3. Career understanding 4. Work behaviors	1. Teerayout Wattanasupachoke (2556) 2. Gould & Penley (1984) 3. Yamamoto (2006)

**Table 1** Variable classifications and citations

## Conclusion and Discussion



**Figure 1** Research Conceptual Framework

1. Demographic characteristics and career success: The composition of demographic attributes affect career success, which is shown in consistency of the study done by Akrivos, et al. (2007), Eddleston (2004), Alizadeh et al. (2012), Vanderheijden (2009). The demographic characteristics have an impact on career success; be it directly and indirectly. From a perspective of direct impact, the demographic characteristics affect career success at a statistical significance level of 0.01 with a coefficient of 0.505. In addition, the demographic attributes directly affect work competency a significance level of 0.01 with a coefficient of 0.417, while they have a direct impact on employee commitment at a statistical significance level of 0.01 with a coefficient of 0.710.

2. Work competency affects career success: The work competency impacts career success, and this finding is in line with the study of Akrivos, et al. (2007), Eddleston (2004), Vanderheijden (2009). The work competency has both direct and indirect impact on career success at a statistical significance level of 0.01 with a coefficient of 0.501. Besides, the work competency was found to directly affect work strategy at a 0.01 significance level along with a coefficient of 0.255. Whereas such a work competency has a direct effect on employee commitment at a statistical significance level of 0.01 with a coefficient of 0.551.

3. Work strategy and career success: The work strategy and career success affect career success. This result is consistent with the study done by Ashby & Schoon (2010),

Bickle, Oerder, & Summers (2010). This research also demonstrates that work strategy and career success directly and indirectly affect career success. In terms of direct impact, career success is affected by work strategy by 0.01 significance level with a coefficient of 0.811. The work strategy was also found to directly impact on employee commitment at a statistical significance level of 0.01 level with a coefficient of 0.408.

4. Employee commitment has an impact on career success: The employee commitment affects career success, and that finding aligns with the study of Sutthichaimethee (2016) Akram (2010), Gruman & Saks, (2010) Yakin & Erdil (2012). This research explains that employee commitment directly and indirectly affects career success. Considering a direct impact, the employee commitment affects career success at a statistical significance level of 0.01 with a coefficient of 0.529.

### Suggestions for Future Research

1. The context should be overall analyzed as to identify its weaknesses and strengths for future strategic planning.
2. The mixed research method should be considered, including quantitative and qualitative models in order to understand the principles of organizational management strategies as to achieve sustainable development.
3. There should also be a combination of advanced statistics and a comparison of the analysis results, as well as a development process for sustainable development.
4. A comparison of studies between international works and Thailand's case studies should be taken into a consideration in order to optimize a policy planning.
5. More parallel structural models should be developed, while causal variables should be studied in depth.
6. Other statistics, including factors analysis, should be analyzed in order to provide more comprehensive elements.

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