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Panyapiwat Institute of Management
85/1 Moo 2, Chaengwattana Rd.,
Bang Talat, Pakkred,
Nonthaburi 11120, Thailand
Tel. +66 2855 1560
https://so06.tci-thaijo.org/index.php/aseanplus
Email: aseanplus@pim.ac.th

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Foreword

The contributors in this edition delve into issues of national development, consumer behavior, human resources, and education management in Thailand, Indonesia, and China.

Fikri Gali Fernando Holqi of the University of Muhammadiyah Malang, Indonesia, brings our attention to the equitable development of the country, and argues for decentralization in national development planning based on Regulatory Impact Assessment (RIA) method for public policy analysis.

Chenicha Praphruetmon et al. of PIM and Bangkok University explore User-Generated Content (UGC) in social media for Generation Z with SEM (Structural Equation Model) including perception on UGC, brand attitude, and purchase intention. Chenyi Pan and Akaraphun Ratasuk of PIM study the revisit intention of snorkeling tourists for destinations in Hainan Province, China, using PLS-SEM combined with the Sobel test for mediation.

Pithoon Thanabordeekij of Chiang Mai University applies an extension of the Theory of Planned Behavior (TPB) to capture the Influence of “Korean Wave” on consumption of an iconic Korean spirit by Thai consumers.

Xiaobo Xu of Dhurakij Pundit University diagnoses work stress and burnout among Human resources personnel in private higher education Institutions in Yunnan Province, China.

A group of researchers from Krirk University, Assumption College Rayong, and PIM propose academic administration guidelines for global citizenship and cultural Understanding within the ASEAN community, using the modified Priority Needs Index (PNI) for quantitative analysis and content analysis for qualitative data.

Prof. Dr. Tang Zhimin
Editor-in-Chief

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Analysis of Indonesian Development Equity: Making the Golden Indonesia 2045 through Pure Decentralization Policy in National Development Planning

Fikri Gali Fernando Holqi[1*]

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Abstract

This research aims to discover the challenges of Golden Indonesia 2045 by identifying the regional autonomy in Indonesia, village autonomy in Indonesia, development planning mechanism in Indonesia, acceleration of Development in Indonesia, and challenges of Golden Indonesia 2045 in the Indonesian National Development Planning. This is an effort to evaluate decentralization in Indonesia. This study uses the Regulatory Impact Assessment (RIA) method in public policy analysis. Primary data includes legal frameworks and expert interviews, while secondary data is derived from government reports, academic journals, and books. The data collected will then be analyzed using the theories used in this study, namely decentralization. The study results stated that the decentralization and autonomy implemented in Indonesia need to run more purely and optimally. In this case, Indonesia is more oriented towards centralization. All the authority of local governments and governments under them is based on and is very dependent on the central government. The construction of Indonesia's government system through the avoidance of the authority of the entire local government through pure autonomy that allows it to be absolute results in the dependence of local governments on the central government. The development planning model in Indonesia must be bottom-up and participatory. This can be implemented through decentralization and pure autonomy by the central government for local and village governments. The study recommends granting greater authority to local and village governments, enabling them to develop and document strategic development plans (RPJPD, RPJMD, and RPJM) in alignment with national objectives.

Keywords: Development Planning, Golden Indonesia, Decentralization

[1]Faculty of Social and Political Sciences, University of Muhammadiyah Malang, Indonesia
[*]E-mail: fikrigali61@webmail.umm.ac.id

Introduction

The Government of Indonesia, through four fundamental components contained in the presentation of Badan Perencanaan Pembangunan Nasional (BAPPENAS) or the Ministry of National Development Planning, related to Indonesia in 2045. These four components include the principles of independence, fairness, progress, and prosperity. It is more specific about science, human resources, economy, equitable Development, national resilience, and governance. Golden Indonesia's 2045 is spearheaded by a demographic bonus, assumed to occur precisely in 2045. The Government of Indonesia considers that the demographic bonus will create positive implications as an effort to elevate the country. This assumption is based on the aspect of demographic population. This happens because of the demographic factor. The Government of Indonesia has made a projection that shows that the average productive age population in the vulnerable age group of 15-64 years will experience dominance by reaching 70% by 2045 (Budiman, 2024).

The demographic bonus's positive implications can escalate Indonesia's progress in areas such as the Human Development Index (HDI), the economy, and technology. (Permatasari & Himmati, 2022). Referring to the positive implications of Indonesia's demographic bonus, the young generation now has a vital role and contribution. This is based on 2045 being the primary function in the country's progress. The Golden Indonesia 2045 orientation is a strategic step for Indonesia in realizing that a developed country becomes a country that deserves consideration in the international realm. Golden Indonesia 2045 raises 4 principal components: human Development, economy, technology, national resilience, and equitable Development (Darman, 2017).

In the vision of Indonesia Emma's 2045, Indonesia predicts that it will become one of the countries with the largest economic achievements in the world. This is based on the prediction that Indonesia's gross domestic product will reach 7 trillion US dollars in 2045. To realize this prediction, Indonesia needs the support of high economic exclusion and inclusiveness. In 2030, Indonesia is predicted to become the fifth-largest economy in the world. The Super Cycle Report (2010) by Standard Chartered Bank predicted this. An important aspect of inclusive economic growth is that it relies on escalation, stability, and equity. However, according to PPN/BAPPENAS data, Indonesia's Inclusive Development Index has fallen, resulting in inequality or disparity. Thus, equitable development is needed (Samuelson, 2022).

Equitable Development has a vital role in achieving Golden Indonesia 2045. Development is an evolution that occurs in society. This evolution represents a pattern of social change that contains positivity to create the embodiment of humanism that allows society to control its political goals (Simamora, 2006). In addition, Development is a systematic phase that involves three factors: Input, conversion, and output. Input is a formulation, conversion is a study, and output is implementation (Essamlali et al., 2024). Thus, it explicitly states that Development can be carried out through a formulation process that is tested in the study until after it is implemented. This scheme will be a system that affects both (Sahroni, 2004).

As Indonesia's effort to welcome Golden Indonesia 2045, national development planning is expected to solve this problem (Scown et al., 2023). Planning based on Law Number 25 of 2004 concerning the National Development Planning System (SPPN) is planning to determine the right future action through the order of choice by considering available resources. The government needs a public policy strategy to realize Golden Indonesia 2045. Policy can be explained as a response to a phenomenon or condition that occurs in a society to create harmony. This is done through collective actions from various stakeholders. On the other hand, policy is also interpreted as a social practice. Policies will only be realized when they are implemented. Public policy is a concept that consists of the process of policy formulation, implementation, and evaluation. Policy implementation is an action taken to achieve a goal contained in the policy formulation. The implementation of public policies will have a significant impact on the policy object. Namely, the output produced is by expectations (intended) or not expected (spillover negative effect) (Desrinelti et al. 2021).

The aspect of development that has been implemented by the Indonesian government shows inequality or unevenness. This inequality or disparity is a very vital problem that Indonesia continues to experience. The fundamental reason for uneven development in Indonesia is access to the central government by local governments. Whereas equitable development can increase local economic growth, social and political stability, to strengthen national resilience. There needs to be a political economy system that can run a fair government system and does not favor certain regions or others. So it is necessary to authorize and support all regions/regions (Farid et al., 2025).

Hák et al. (2016) the fundamental aspects of a policy are formulation, objectives, achievements, and political processes. Science and scientific components need to be considered to achieve policy efficiency and political success in sustainable development. Fleming (2017) states that sustainable Development is a paradigm with a broad scope. Sustainable Development requires integration related to regulations, values, and knowledge. So, Development is not just a certification (Griggs, 2014). Integration, in this case, is not only oriented towards Development. However, some factors that play a role in underpinning several initiators are trade-offs that aim to create synergy and interdependence, thus being able to create success (Iheanacho, 2014). Based on previous research, researchers realize the importance of research that examines development equity in Indonesia, especially regarding the national development planning system. Because this aspect has not been researched by several previous studies. The orientation of national Development can be realized if the government, the private sector, and civil society take responsibility and ensure the achievement of their goals. This study aims to evaluate decentralization in Indonesia by identifying regional autonomy, village autonomy, development planning mechanisms, acceleration of Development, and challenges of Golden Indonesia 2045 in Indonesia's National Development Planning.

Research Objectives

This study aims to identify;

1. Regional and Village Government Autonomy in Indonesia
2. Acceleration of Development in Indonesia
3. Development Mechanisms and the Challenges of Golden Indonesia 2045 in Indonesia's National Development Planning

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Literature Review

Public Policy

Public policy is an activity that will be carried out by the government related to the needs or desires of the community and has an achievement target. Generally, there are 2 types of policies, namely top-down and bottom-up policies (Dunn, 2020). The top-down model creates a form of policy that is horizontal from the top down. Meanwhile, the bottom-up model applies the opposite of the top-down model. The bottom-up model is required to accommodate the community's needs, which contains strategies and solutions (Cynthia & Yusran, 2021). Public policy has several stages: Formation (formulation), implementation, and evaluation. The formation of a public policy carried out by the government must coordinate with interested parties (stakeholders) (Olejniczak et al., 2020). At the formation or formulation stage, public policy is required to innovate. Innovation in public policy must be relevant and contribute to surplus knowledge. Thus, it can benefit a policy created (Flores-Tapia et al., 2023). Public policy innovation is considered to have positive implications in creating a sustainable society (Sururi, 2017).

At the implementation stage, the implementation of the concept of public policy is identified as a process in the policy program in realizing policies that have been agreed upon and ratified by the community (stakeholders) (Ramdhani & Ramdhani, 2017). The implementation of public policy contains a policy objective. The relationship between technocratic data and political government bureaucracy influences public policy (Mateo-Babiano & Fong, 2024). In the policy implementation process, policies are required to refer to aspects that can affect public policy. The implementation of public policies needs to be evaluated based on the policy orientation that needs to be achieved (Desrinelti et al., 2021). Policy Science of Democracy is an approach that closely correlates with post-positivists. This approach involves stakeholders in a public policy decision-making mechanism (DeLeon, 1988). Based on Harold Lasswell's perspective, the Policy Science of Democracy approach is carried out through interaction or dialogue in the public policy formulation and implementation stages (Lasswell, 1971).

Policy Science of Democracy is carried out to ensure that people's aspirations can be accepted when formulating and designing public policies. The government and the community do this by identifying information and community needs in-depth and comprehensively. Thus, the approach suggests considering the number of players in the policy formulation process (Laswell, 1971) so that the basic principle of justice in utility is the most votes (Bentham, 2000). The term political refers to the Greek word for "polis," which means "city". Polis is a form of construction of the views of famous philosophers, namely Plato and Aristotle. Plato's book entitled "The Republic" explains that the concept of the polis is an agenda to form an ideal social order. Referring to this concept, it is interpreted that politics is an action that aims to establish a perfect social order (Wittig, 2016). On the other hand, Aristotle's book, "The Politics", elaborates that humans are identified as political animals. It is believed that the political will is not formed by man but is identified naturally in man (Firmanzah, 2011). This perspective aligns with the view of Miriam Budiardjo, who stated that politics is all actions in the constitutional political system that correlate with determining the system's goals and implementation (Budiardjo, 2008).

Decentralization

Regional autonomy is an authority and necessity of local governments in coordinating local governments' interests according to their community's needs (Article 1, paragraph 3, Regional Law). Regional autonomy is based on the principle of autonomy, which has guidelines for implementing local government (Article 1, paragraph 7, Regional Law). Regional autonomy represents the concept of decentralization, which is a form of granting authority from the central government to local governments based on the principle of autonomy (Article 1, paragraph 8, Regional Law). Regional autonomy is implemented through local government law in terms of government administrators without any intervention by other governments. This is based on the principle of legislation, a concept of government governance that accommodates the aspirations of the community and internalizes democratic values to local resources (Fauzi, 2019). Decentralization has the interpretation of all local government affairs that come from the central government. In addition to decentralization, there is also the term deconcentration. Deconcentration grants authority between the central government and the regions as auxiliary officers (medebewind) (Zubaedah & Hafizi, 2022; Republic of Indonesia, 2004; Republic of Indonesia, 2008).

Referring to the view of political empowerment, the purpose of the concept of decentralization can be identified based on two perspectives. First, decentralization can be seen in the central government and local governments. Decentralization in local governments is an effort to form political equality, responsiveness, and government accountability (Gadenne & Singhal, 2014). The implementation of the local government system contains changes after the Local Government Law. The substance in the Local Government Law is the basis of the principle of autonomy, which contains macro complexity. Local governments have the authority to carry out government functions outside the functions and authorities of the central government. The actualization of regulations related to regional autonomy has the goal of governance and coordination efforts for local governments to run independently (Mookherjee, 2015). The output of the concept of decentralization can be determined based on several aspects, namely public services, community economy, and development programs (Habibi, 2015). Regional autonomy is also part of the government's public policy through the law.

Local Government Autonomy

Referring to the power structure of the Indonesian government system, the central government has a higher stratum than local governments. But in certain contexts, local governments can have higher authority than the central government; this refers to the conditions of the problem area being faced. The difference in authority that then results in the delegation of authority is often a representation of the principle of regional autonomy. The concept of regional autonomy has relevance to the principle of a state that is oriented towards the welfare of the community (Murhani, 2008).

To realize this concept, the state has all the strategies that can be implemented to accelerate the goal. For example, in a democratic country, there is a separation of powers, which then evolves into a division of power (Murhani, 2008). Indonesia itself has changed the concept of its government organizers, namely, after the promulgation of Law Number 22 of 1999, which was replaced by Law Number 32 of 2004 and finally Law Number 23 of 2014 concerning Regional Government. The provision contains elements that accommodate authority that is beyond the authority of the central government or the delegation of authority. The main purpose of this delegation of authority is to accelerate the realization of community welfare (Article 1, Law No. 23/2014).

The establishment of the concept of regional autonomy refers to Article 18 of the 1945 Constitution, which prioritizes the principle of decentralization (Roihan, 2016). Referring to the political dynamics that occurred, the change in regional autonomy after the amendment of the 1945 Constitution, which was initially centralistic in terms of autonomy politics, became decentralized (Akbar, 2019). The concept of regional autonomy itself refers to the principle of Federal Arrangement (federalist), which is oriented towards the delegation of autonomous authority as an effort to realize separatism in resolving strategic regional issues and revenue redistribution. This certainly uses the principle of democracy so that it can accommodate the interests of local communities in regional development (Zubaedah & Hafizi, 2022).

Methodology

This study uses the Regulatory Impact Assessment (RIA) method with a statutory approach and a quantitative data scale from the Ministry. RIA is a method used to systematically analyze a state-formed policy or Law to identify positive and negative aspects. RIA has a contribution to help play a role in alternative public policy. The following is the mechanism of the RIA method;

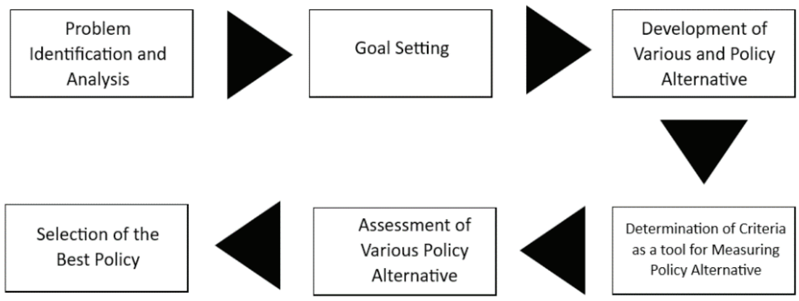

Figure 1 RIA Research Framework

The concept of public policy research work goes through several stages. First, the researcher will identify policy problems and analyze them. Second, policy objectives. Third, various policy alternatives are developed. Third, criteria are determined as a policy measuring tool. Fourth, the assessment of different policy alternatives. Fifth, good policy selection. The data used in the research is classified into primary data and secondary data. The primary data in this study were laws, government regulations, Presidential Regulations, and interviews. This is more specific in Law Number 25 of 2004 concerning the National Development Planning System, Law Number 23 of 2014 concerning Regional Government, Law Number 6 of 2014 concerning Villages, Presidential Regulation Number 52 of 2023, Regulation of the Minister of National Development Planning/BAPPENAS and data from the Ministry of Economics processed by the author.

Meanwhile, the secondary data in this study uses data from ministries, journals, and books. The technique of determining the subject uses purposive sampling. The informants in this study are development experts (lecturers) and village actors as informants 1 and 2. The collected data will then be formed into a diagram or scale. Each of these Scales is compared. This includes the Regional Pendapatan Asli Daerah (PAD) scale. The data will be analyzed using the decentralization theory and the policy science of democracy. Then, the data presented will be compared with government policies regulated by the shrimp law to create several policy alternatives, as obtained through interviews with experts and village actors. So that researchers can choose the best policy that is packaged in the conclusion of the research. Researchers will draw conclusions using inductive patterns such as generalizations or simplifications. In an effort for analytical purposes, RIA analysis is conducted to evaluate and create alternative policies or new regulations related to regional autonomy policies in the context of equitable development in Indonesia. Researchers consider that RIA is a very important approach so that policies formed by the government do not experience obstacles and failures. In addition, RIA can be analyzed coherently by involving elements of policy implications, which are then very strategic for the next policy formulation.

Results

According to PPN/BAPPENAS data, Indonesia's Inclusive Development Index has fallen, resulting in inequality or disparity. Thus, equitable development is needed. Whereas, contained in the vision of Indonesia Emas 2045, Indonesia predicts that it will become one of the countries with the largest economic achievements in the world. This is based on the prediction that Indonesia's gross domestic product will reach 7 trillion US dollars in 2045. In this case, Indonesia is more oriented towards (centralisation met de deconcentrate) where all the authority of local governments and governments under them is based on and is very dependent on the central government. The construction of Indonesia's government system through the avoidance of the authority of the entire local government through pure autonomy that allows it to be absolute (absolute onafhankelijkesheid) results in the dependence of local governments on the central government.

Regions and villages are powerless to exercise their authority despite the concepts of decentralization and autonomy. Referring to the political dynamics that occurred, the change in regional autonomy after the amendment of the 1945 Constitution, which was initially centralistic in terms of autonomy politics, became decentralized. This certainly uses the principle of democracy so that it can accommodate the interests of local communities in regional development. Local and village governments need help to create development programs independently, and can only develop central government programs contained in the RPJMN document. This is a challenge to realize the vision of Golden Indonesia 2045. This can be implemented through decentralization and pure autonomy by the central government for local and village governments.

Discussion

Regional and Village Government Autonomy in Indonesia

Strategy is an aspect that has an essential contribution to each country carrying out an acceleration program to realize a country's orientation (Ozmen, 2014). The realization of the goal of a country that adheres to democracy is implemented through a system of separation of powers, which subsequently leads to evolution and becomes a distribution of power (Murhani, 2008).

In Indonesia, government organizers are experiencing changes after the passage of Law Number 22 of 1999 and Law Number 23 of 2014 concerning the Regional Government. Referring to the normative view, elements contain the central government's provisions. An autonomous region is a form of community group coordinated in an area according to regional regulations, which is used to create regional development priorities (Niembro & Sarmiento, 2021). This system is based on the community's wishes and will later be accommodated in a policy (Article 1, paragraph 2, Regional Law). The rights and authorities of local governments in forming an acceleration of improving community welfare, empowerment, and public services (Zasada et al., 2017). The existence of decentralization is required to escalate competitiveness through democracy, egalitarianism, and justice (Article 1, Regional Law). In addition, it is also required to carry out equitable Development to improve the quality of public services and regional competitiveness (Article 258, paragraph 1, Regional Law) (Republic of Indonesia, 2014).

The implementation of regional autonomy refers to Article 18 of the 1945 Constitution, which explains that the government system in Indonesia upholds the concept of unity, so decentralization is required. Implementing decentralization in Indonesia created many interpretations (Roihan, 2016). This interpretation refers to a condition of political dynamics that has changed the Amendment of the 1945 Constitution, especially in Articles 18 A and 18 B. Relevant to the Amendment, the politics of Indonesia's government system, which was initially centralized, has become decentralized (Akbar, 2019). Regional autonomy is based on the decentralization of the federal system (federalist), which has an orientation in organizing activities formed by the central government to curtail the existence of opposition in public policy. Thus, the autonomy manifested in local governments is oriented toward realization, strategy, and revenue retribution. This authority is actualized through the application of decentralization to aspects of community welfare. Thus, it is hoped that it will escalate the role of local communities in their respective development processes (Zubaedah & Hafizi, 2022; Republic of Indonesia, 2014).

Referring to the conception of the hierarchy of power, regional autonomy can be interpreted as a form of authority by local governments to coordinate with their regions (Schneider, 2019). However, regional rights and authorities cannot be interpreted as a form of absolute authority for local governments (absolute onafhankelijkesheid) that creates a potential that local governments will carry out based on their authority through autonomy, not to carry out or implement policies imposed by the central government. Thus, this allows disintegration to occur and impacts the constitutional system. The fundamental idea of regional autonomy creates a concept that is expected to improve the democratic aspect. Thus, decentralization will increase the collective role and contribution of all components of public policy (Nyoman & Sudana, 2019).

Table 1 Categorization of Regional Development Planning in Indonesia

Activity	Product Document	Legal Product	Time
Musrenbang	RPJPD	Regional Regulation	20 Years
Musrenbang	RPJMD	Regional Regulation	5 Years
Musrenbang	RKPD	Regional Regulation of the Governor/Regent/Mayor	1 Year

Based on Table 1, the RPJMD has a validity period of 5 years, while the RKPD has an enforcement period of 1 year. Thus, implementing Development planning through the Musyawarah Perencanaan Pembangunan (Murenbang) forum will adjust the time and enforcement of RPJMD and RKPD documents. The document in question is a regional development planning document containing the Regional Medium-Term Development Plan (RPJMD). RPJMD is a planning document for 5 years that contains regional development strategies and policy directions, regional financial policy directions, and regional priority programs, which are accompanied by work plans. The RPJMD is then described in the Regional Development Work Plan (RKPD), and its budgeting is described in the Regional Revenue and Expenditure Budget (APBD) document. These two documents are the results (output) of the Village Budget and the Village Budget.

The RPJMD document is manifested in the Regional Regulation, while the RKPD document is manifested in the Governor/Regent/Mayor Regulation. In addition to the RPJMD and RKPD documents, the Regions also have RPJPD (Regional et al. Plan) documents that are valid for 20 years. RPJPD is specified as RPJMD, and RPJMD is applied to RKPD. In the mechanism of formulation of the RKPD, which becomes an annual document, in the preparation of the RKPD, which functions as an annual document, local governments must carry out Musrenbang in stages. This is reflected in the Joint Circular Letter between the State Government of National Development Planning/BAPPENAS and the Ministry of Home Affairs Number 8 of 2007, which states that the implementation of Musrenbang starts from the level of sub-districts/villages, districts/cities, and provinces.

In Indonesia, the smallest level of government than the local government that has autonomy in the law is the village government. Village autonomy has a vital role. Villages have ideas by carrying out development models based on people and empowerment. Compared to the village, the town has a particular government. Villages had autonomous authority. Village autonomy is stipulated in Law Number 6 of 2014 concerning Villages. The quo law states that a village or customary village can be described as a community group that lives within the Law, has territorial boundaries, and has the right and authority to actualize the administration of its government. Not only that, the village has the right to accommodate the interests of the local community, which are based on the needs of the people, historical rights, and traditions verified by the Indonesian government. Thus, the village is an autonomous government with the right to regulate and coordinate its government (Article 1, paragraph 1, Village Law) (Republic of Indonesia, 2014).

One aspect of village autonomy representation is that villages can elect village government heads, namely village heads, through the election of democratic village heads. Villages could also form regulations in the form of village regulations. Village regulations can be definitively interpreted as a form of normative provisions in which community norms and values are derivatives of regional regulations, which are then ratified by the village head through village deliberations organized by the BPD (Village Consultative Body). As a form of ceremony carried out by the government to create community independence, the village is required to be able to initiate a village development program, which will later be contained in the Village RPJM. Village development can be identified as an effort made by the village government to improve the welfare and living standards of the village community. In addition, village development is also oriented towards improving human quality, which also includes ideas to increase community knowledge. The village community has the potential to make a double contribution. First, the village community is an object of Development. Second, the village community is the subject of Development. Village communities as development objects are defined as any form of Development carried out by the village government to improve the living and welfare of the village community. Meanwhile, in the sense that the village community is the subject of Development, it means that the village community has a decisive role in the process of village development at the national level. So, this model is participatory (Article 1, paragraph 8, Village Law) (Republic of Indonesia, 2014).

Village development is a phase of the village reflecting 3 aspects of the village, which include nature, culture, and socio-economy. In a pragmatic way (Suyitno, 2004). The orientation of village development is an effort to improve the welfare of the village people in alleviating poverty through the equitable distribution of village development and sustainable use of local resources (Article 78, paragraph 1, Village Law) (Republic of Indonesia, 2014). The various forces of natural resources in the village area are the potential of the village to carry out Development. These resources can be optimized by the village for sustainability and village development (Greenland et al., 2023). Fundamentally, villages play a strategic role in Indonesia's social, economic, and cultural development. Communities defined as development subjects are responsible for local norms, values, and wisdom as an agenda for managing resources (Hossain, 2023). In improving the quality of villages, the solidarity of village communities needs to be maximized to create prosperity. The mapping to identify a potential owned by the village is very complicated. This agenda needs a participatory role in the relationship between the local community, the village, and the government. Until it can operate ideally in development planning that is original for policy efficiency and effectiveness (Suárez, 2023) village's potential can be interpreted as the potential that the village has not optimized physically and non-physically. The physical potential of the village includes human, natural, and agricultural resources. While the non-physical potential includes aspects (social, cultural, and village apparatus).

The optimization of the identified village potential needs to be manifested through differentiation. Empowerment in Development is oriented toward principles that realize community stability as an effort to achieve welfare. In addition to the community as an empowerment object, empowerment can be carried out in village organizations or institutions. This includes BUMDES (Village-Owned Enterprises) or village cooperatives created to achieve village independence (Kasih, 2022). Based on the Regulation of the Minister of Home Affairs Number 114 of 2014 concerning Village Development Guidelines, development planning is a systematic procesed held by the collective village government involving BPD and the community to democratically maximize the potential of the village in the ideals of village development (Permendagri Nomor 114 Tahun 2014). The village development planning mechanism that is carried out is required by the village government to eliminate the arbitrary nature of the village government and village officials. Thus, the village development goals can contain the village's vision and mission, which will later be accommodated in the village documents, namely RPJM Village and RKP Village. This document needs to be formulated in a measurable schematic manner and consists of the aspirations and needs of the village community. The following is a table of village planning categorization;

Table 2 Categorization of Village Development Planning in Indonesia

Activity	Product Document	Legal Product	Time
Musrenbang	RPJM Village	Village Regulation	5 Years
Musrenbang	RKP Villages	Decree of the Village Head Regulations	1 Year

Based on Table 2, the Village RPJM has a validity period of 5 years, while the RKP-Villages have an enforcement period of 1 year. Thus, implementing Development planning through the Murenbang forum will adjust the time and enforcement of documents. Like local governments, village governments have several documents verified as Village RPJM and Village RKP documents. In this case, village development documents include the Village RPJM (Village Medium-Term Development Plan), which has a validity period of 6 years, and the Village RKP (Village Government Work Plan), which has a validity period of one year. The Village RPJM is a guideline and direction for village development, which is the Development of regional development priorities. Meanwhile, the village RKP contains village development strategies and directions representing village development priorities. The Village RPJM and Village RKP are the output of the Musrenbang mechanism in the village regulation, while the RKP is in the village head's decree.

Acceleration Development in Indonesia

The policy of the Indonesian government in 2024 has an orientation and direction concentrated on several aspects. The first aspect of accelerating Development in Indonesia is economic acceleration. The acceleration of economic aspects is created inclusively with its sustainable nature. The acceleration of inclusive and sustainable economic growth has become an orientation or goal to realize the trajectory's goals with long-term vulnerability and medium-term development ideals. This policy has the potential to support the foundation of Indonesia's economy and become the basis for the implementation of long-term Development in 2025-2045. Indonesia's economic aspect is expected to remain stable; achieving Indonesia's growth trajectory and vision and mission in 2045 needs to be done through the quality of human resources (Human Resources). Carrying out inclusive and sustainable economic transformation is hoped to restore the trajectory and create a long-term growth cycle. Thus, Indonesia's vision for 2045 can be realized. In formulating the National Long-Term Development Plan for 2025-2045, which will be included in the RPJPN document, primarily through the aspects of inclusive economy and equitable Development (sustainable) based on the vision of Golden Indonesia 2045, it is necessary to analyze the income level of each region in Indonesia. The following is some data on the revenue received by the regions starting in 2015, 2016, 2017, and 2018;

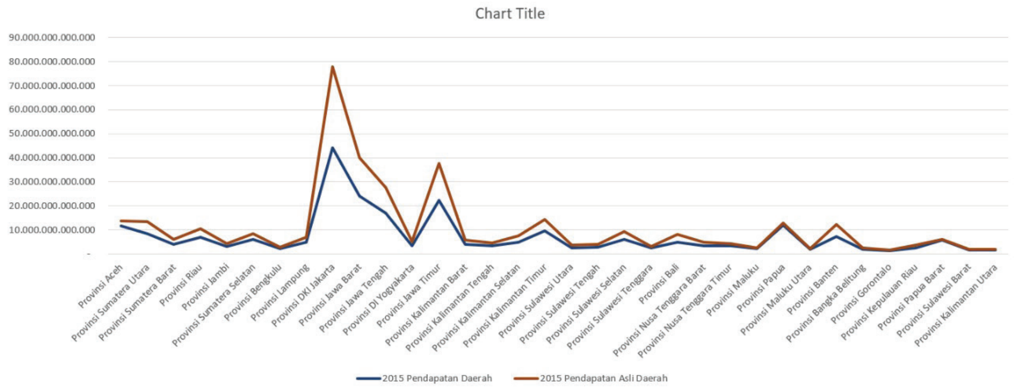

Figure 2 Comparative Data Scale of Regional Income and Regional Original Income (PAD) 2015

Based on the figure above, the average Regional Revenue is 10,235,994,254,375, and the average Regional Original Revenue (PAD) is 1,602,001,419,143 in 2016. The top 4 in regional revenue and regional original income (PAD) are DKI Jakarta Province, with regional revenue reaching 44,209,238,168,583 and PAD reaching 33,686,176,815,708. West Java Province has a regional revenue of 24,009,980,850,227, and PAD has reached 16,032,856,414,345. East Java Province's regional revenue reached 22,228,450,227,975, and PAD reached 15,402,647,674,503. Moreover, Central Java Province achieved regional revenue, reaching 16,828,153,996,157, and PAD reached 10,904,825,812,504.

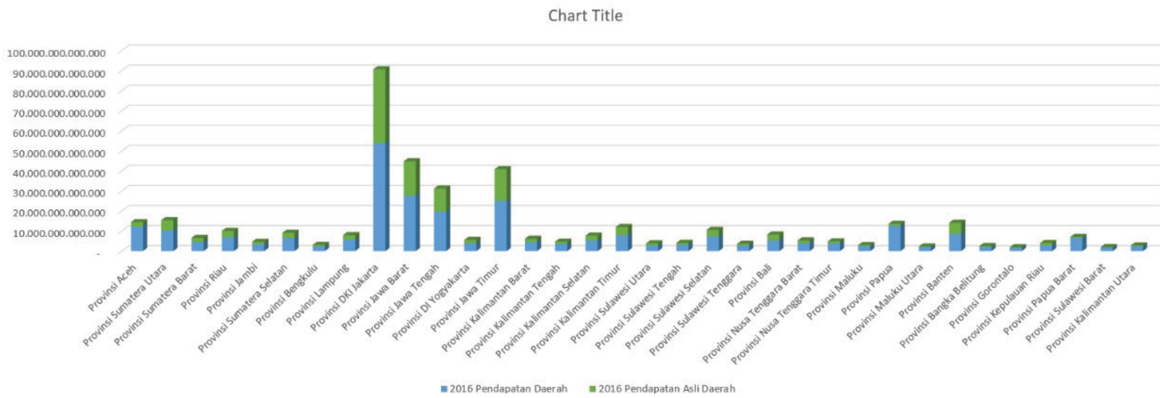

Figure 3 Comparative Data Scale of Regional Income and Regional Original Income (PAD) 2016

Based on the figure above, the average Regional Revenue was 10,031,577,227,455, and the average Regional Original Revenue (PAD) was 1,552,225,428,579 in 2016. The top 4-ranked in regional revenue and regional original revenue (PAD) are DKI Jakarta Province, with regional revenue reaching 53,784,706,312,513 and PAD reaching 36,888,017,587,716. West Java Province has a regional revenue of 27,694,035,120,859, and PAD has reached 17,042,895,113,672. East Java Province's regional revenue reached 24,962,122,477,070, and PAD reached 15,817,795,024,797. Moreover, Central Java Province, which achieved regional revenue, reached 19,632,577,136,890, and PAD reached 11,541,029,720,310.

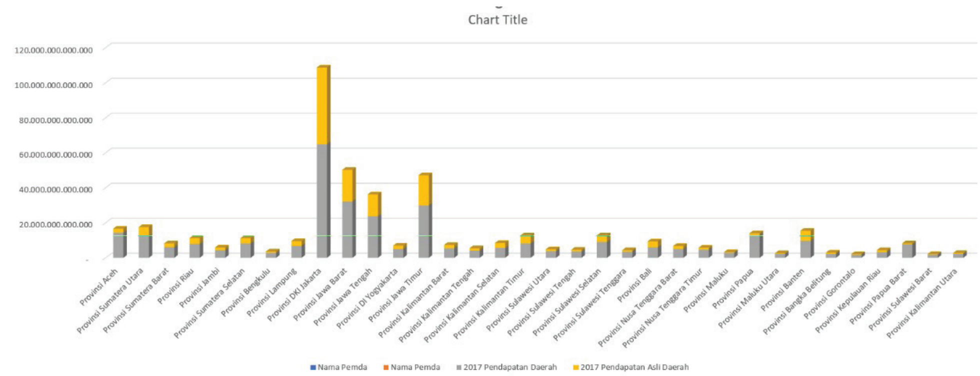

Figure 4 Comparative Data Scale of Regional Income and Regional Original Income (PAD) 2017

Based on the figure above, the average Regional Revenue is 12,118,410,295,202, and the average Regional Original Revenue (PAD) is 1,793,564,722,808 in 2017. The top 4 ranked in regional revenue and regional original income (PAD) are DKI Jakarta Province, with regional revenue reaching 64,823,887,369,819 and PAD reaching 43,901,488,807,742. West Java Province has a regional revenue of 32,163,957,645,604, and PAD has reached 18,081,123,739,824. East Java Province, whose regional revenue reached 29,864,031,011,506, and PAD reached 17,324,177,664,424. Moreover, Central Java Province, which achieved regional revenue, reached 23,703,174,631,507 and PAD 12,547,513,389,400.

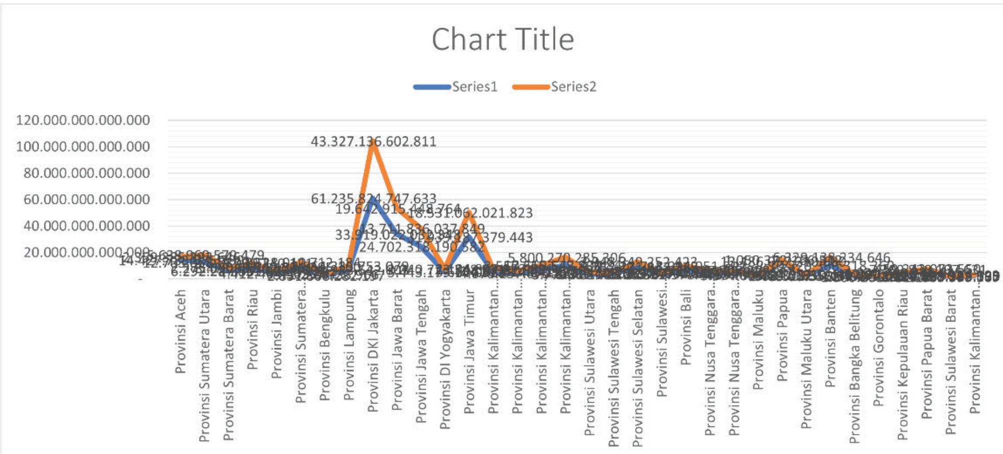

Figure 5 Comparative Data Scale of Regional Income and Regional Original Income (PAD) 2018

Based on the figure above, the average Regional Revenue is 12,007,119,146,709, and the average Regional Original Revenue (PAD) is 1,785,297,036,053 in 2018. The top 4 ranked at the top in regional revenue and regional original income (PAD) are DKI Jakarta Province, with regional revenue reaching 61,235,824,747,633 and PAD reaching 43,327,136,602,811. West Java Province's regional revenue reached 33,919,022,032,348, and PAD reached 19,642,915,448,764. East Java Province, which reached 31,939,187,379,443, and PAD reached 18,531,062,021,823. Moreover, Central Java Province reached 24,702,318,190,582 and PAD 13,711,836,037,849.

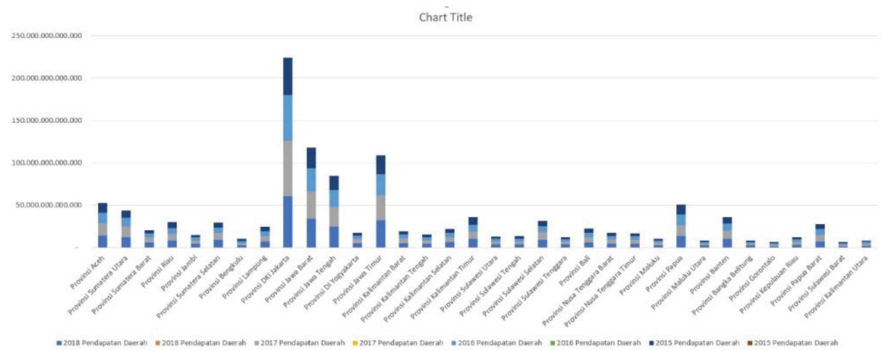

Figure 6 Comparative Data Scale of Average Regional Income in 2015, 2016, 2017, and 2018 in Indonesia

Based on the figure above, the comparison of the average regional income from 2015, 2016, 2017, and 2018 reached 11,098,275,230,935.

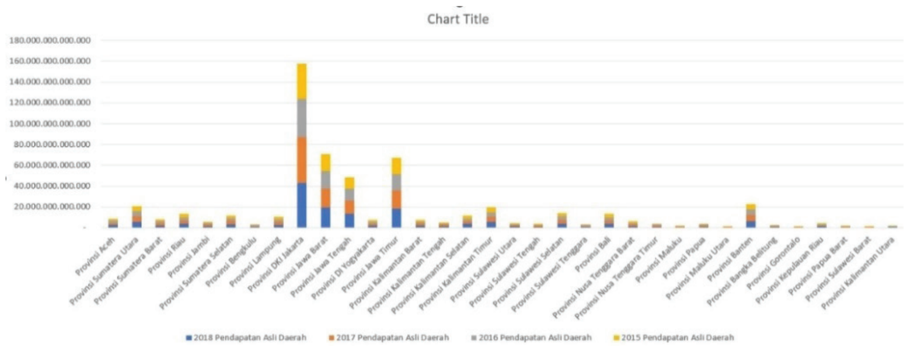

Figure 7 Comparative Data Scale of Average Regional Real Income (PAD) in 2015, 2016, 2017, and 2018 in Indonesia

Based on the figure above shows that the comparison of the average regional income from 2015, 2016, 2017, and 2018 reached 11,098,275,230,935.

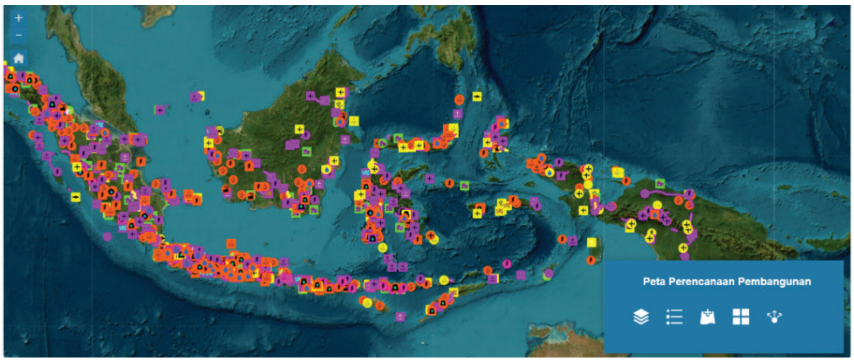

Figure 8 Map of the Distribution of the Development of the 2023 RKP in Indonesia

The second is Inclusion Development, in which Development, in this case, is oriented toward escalating to eliminate the existence of community and regional gaps. The actualization of inclusion builders is carried out by lowering the level of extreme poverty. Third, the sustainable development goal was created to maximize the potential of resources to meet the community's and future generations' needs. The following is a map of the distribution of Indonesia's Development in the 2023 RKP.

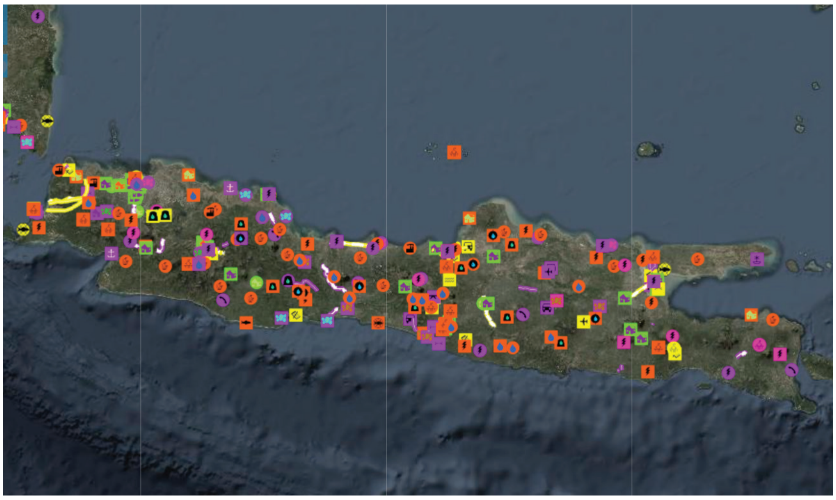

Figure 9 Map of the Distribution of RKP Indonesia 2023-Centric Development on the Island of Java

Based on the image above, Indonesia's 2023 RKP is still focused on the island of Java; this indicates that the 2023 RKP is centralized. Centralism is a model in which all government policies are centered in a particular region. Thus, all aspects of public policy are focused on specific regions and are irrelevant to decentralization (Nuradhawati, 2019). Decentralization creates consequences or impacts from implementing regional autonomy, which relates to the relationship between local and central governments. Thus, it requires a system that can be organized comprehensively. This system is intended to create a form of order in the government system to strengthen the State of Indonesia. This provision is an action that aims to grant the author the central government's authority over governments by their respective autonomy. This relationship contains very dynamic dynamics. Thus, it creates a potential for various constitutional problems. Referring to the perspective of administrative Law, the problem that always occurs with this concept is granting authority to make it a cause of local government administration (Murhani, 2008).

Development Mechanisms and the Challenge of Golden Indonesia in National Development Planning

Decentralization is oriented to eliminate the disparity that occurs between regions. Referring to the Sustainable Development Goals (SDGs). Thus, no area is left behind. This effort is carried out by delegating the authority of the central government to local governments through the formulation of local government laws to regulate and organize their government, and be able to realize the goals of sustainable development. Decentralization has a vital role in supporting strategic conditions or issues in regions/regions (Ikbal, 2022). Di in France, decentralization is based on an Act of the French Parliament or also referred to as the Gaston Deffere Law, in 1982. Before to the enactment of the quo Act, the autonomy of the French city and department was carried out on a limited basis, which refers to the Acts of 1871 and 1884. The concept of government autonomy in France is different from Indonesia. In France, government autonomy is classified into 4, namely institutional, legal, financial, and human resources. And there are 2 fundamental dimensions, namely the political dimension and the economic dimension. The political dimension of the autonomy of the French government is the verification of the central government for the existence of regional autonomy and the supervision of the central government over the local government. In addition, the financial dimension, the elimination of supervisory authority over regional finances, so that local governments can freely use regional funds in the interests of regional programs.

In Indonesia, based on Article 1, paragraph (2) of the 1945 Constitution, Indonesia uses the principle of people's adherence. The independence of the Indonesian people is represented by democracy. The concept of democracy is a concept that is validated by various legal systems. One of them is Indonesia. The concept of democracy in a country can be implemented with all mechanisms (Regilme, 2021). Democracy always focuses on the process of discussion or deliberation in a public policy study (Abat i Ninet, 2014). The settlement stage in the concept of democracy is based on a society that is carried out or taken collectively and coordinates the interests of all elements of the wider community (Tunçer & Weller, 2022). Effective democracy needs to be ensured by the Constitution of a country. So that the community can have a role and contribute to public policy (Mahadevan & Shenoy, 2023). Democracy is a manifestation of the power of civil society based on authority and society taken by the people (Haliim, 2016). Democracy in Indonesia is carried out through consolidation (Stratu-Strelet et al., 2023). The development aspect is represented through the *Musrenbang* mechanism (development planning deliberation). This has been stated in Article 1, paragraph 21 of the SPPN Law, saying that the Development Planning Deliberation *Musrenbang* is a forum carried out by actors and stakeholders to formulate a development plan (Article 1, paragraph 2 SPPN Law).

"In this case, the role of the Village Government for community organizations is only to convey information from related agencies. During village meetings, community organizations should be given space to convey aspirations related to the needs of the village community" (Inf. 2, personal communication, 2023).

Musrenbang is a form of forum oriented to assess or prepare development planning documents. The implementation of Musrenbang is carried out directly based on its relationship with the community. This is done at the scale of sub-districts/villages to regions/provinces. The existence of Musrenbang is expected to be able to escalate the contribution of the community to national development (Azhar, 2015). The Musrenbang mechanism in Indonesia is actualized at the RT/RW to village level. Community participation validates public policies and creates a framework of thinking and policy orientation. So that the community can receive benefits and maintain collective responsibility for the implementation of applicable policies. Musrenbang expounds the description related to forums or studies that involve community participation in planning development programs. Musrenbang is carried out in villages, sub-districts, districts/cities, provinces, and nations.

"So far, they have never been included in the village deliberation itself, community organizations by the village only often ask to make proposals for submission to the Village Government" (Inf. 1, personal communication, 2023).

The decline of Indonesia's human resources is a problem that can slow down the village development process (Westlund & Borsekova, 2023). Although the concept of village development has been constructed in the past, until now, village development still contains several problems that block villages from developing. This problem requires a solution from government administrators. One of the problems in village development is that the government's approach model leads to top-down policies. This reflects the existence of a policy formula motivated by the village government or local officials. Thus, village development policies eliminate community actors as development subjects. In this case, the community is only used as an object of Development (Eko, 2004). Thus, it provides a consequence that creates a pragmatic nature of the village community towards the village government. Not to blame the community's independence and the village's competitiveness (Bowen & Webber, 2024).

"Although there is a PLD (Village Local Facilitator) in the performance of the village government, the work of the PLD is not running optimally because it only conducts supervision based on theoretical and practical aspects. However, they do not conduct praxis-based supervision" (Inf. 1, personal communication, 2023).

Top-down policies imply the concept of stufenbau des recht laws in Indonesia. Stufenbau des Recht, commonly referred to as the hierarchy of laws in Indonesia, is found in Article 7 of Law Number 12 of 2011 concerning the Formation of Laws and Regulations. Which hierarchically states that the 1945 Constitution as (staatsfundamentalnorm), TAP MPR (staastgrundgezetz), Laws (formell gezetz), Government Regulations and Presidential Regulations (verordnung), and Regional Regulations (autonome satdzung) (Article 7 P3 Law). A village is an area that can be the spotlight of various interests. Although all problems can be postponed to be alleviated, the village needs economic strength to create a balanced relationship in the civil service process. Thus, inequality between villages and cities is formed (Amini Alaoui et al., 2024; Republic of Indonesia, 2004).

"LKD, PKK, RT, and RW have difficulty using village funds to drive the program. LKD itself, to implement the village program, applied for funds to the village government, but village funds were never obtained" (Inf. 1, personal communication, 2023).

Several forms of negative impacts can threaten the existence of villages. Villages strongly influence the development aspect (Cattaneo et al., 2022). This development inequality lies in the need for knowledge of village communities and poverty phenomenon entities. This allows all the village's potential to be exploited to provide economic value. Besides that, the village community can still not utilize various types of village potential. This includes the agriculture, fisheries, and livestock sectors, which should increase the economic growth of village communities (Martinovska Stojcheska et al., 2024). Some of the potential in this sector cannot be developed and maximized by the village community (Suyitno, 2004). Given this, the background is that lowering public knowledge and capital levels creates low community productivity, which provides implications for community income (Rustiadi et al., 2009).

"Provisions from PEMDA related to RPJMD allocate funds for villages in realizing RPJMDES not run optimally, only included in the record of submission of funds for the realization of programs or development, but funds are not received by the village" (Inf. 2, personal communication, 2023).

Like local governments, villages also have the right to autonomy. This is more specifically regulated in the provisions of Law Number 6 of 2014 concerning Villages. In contrast to local governments, the position of the Local Government Law can delegitimize the Village Law. Although they both have the right or authority to be autonomous in creating village development programs, the village government only has the authority to develop regional programs. This hierarchy is not based on the principle of lex superior derogat legi inferiori, which means that the Law above it overrides the Law under it. However, this provision is based on the level of the government system in Indonesia. In the sense that the position of the local government is above that of the village government. The overlapping authority the local government carries is regulated in Article 7, paragraph (1), which explains that provincial and district/city regional authorities have the authority to carry out village planning. So that local governments have the right to assign assignments to village governments. The duties of the local government to the village government include several activities, the first of which is empowerment, Development, and government administration (Article 22, paragraph 1, Village Law). Thus, all programs formulated in the Village RPJM must refer to the RPJMD (Article 79, paragraph 1, Village Law) (Republic of Indonesia, 2004).

"Villages only have 25% remaining for infrastructure from all village funds, the aspirations of community organizations will be verified, but still prioritize the priority needs of the village as a form of consideration for program funding decisions" (Inf. 2, personal communication, 2023).

The approach implemented in the context of development has several components, which include top-down, bottom-up, technocratic, political, and participatory. Top-down and technocratic-based approaches were always actualized during the New Order period, which was carried out using the analytical thinking framework of the Regional Apparatus Work Unit (SKPD). These models will deprecate the contribution and role of the broader community in the planning and implementation of development programs (Yehorchenkova et al., 2024). In the era of regional autonomy verified through decentralization, three components in development planning are added to other components, namely participatory and bottom-up. Theoretically, bottom-up development approach models are carried out by internalizing the community's interests, contributions, and roles. This concept is oriented to take the community's aspirations so that development program planning is carried out based on the community's needs (Mohammed et al., 2023).

Conclusion

Based on the above analysis, the researcher concluded that Indonesia is a republic-shaped country. However, Indonesia's government system has a decentralized model internalized through the Federal Arrangement (federalist) through regional autonomy and village autonomy. This is regulated in Law Number 23 of 2014 concerning Regional Government and Law Number 6 of 2014 concerning Villages, respectively. The implementation of regional autonomy does not apply purely to this absolute government (obsolutabsolutenkelijkesheid). Local governments have regional autonomy and can only develop central government programs by forming RPJPD, RPJMD, and RKPD documents. In addition to local governments, it also applies to village governments; they can only develop local government programs by forming RPJM-Villages and RKP-Villages documents. All local government and village government documents are regulated in legal products—namely, regional regulations for local governments and village regulations for village governments. The concept (Stufenbau des Rechts) influences all legal products in Indonesia. The Stufenbau des Recht, or the hierarchy of laws, is regulated in Article 7 of Law Number 12 of 2011 concerning the Establishment of Laws and Regulations. Thus, local government documents and village governments' legal products cannot contradict the central government. Documents for both local and village governments are formed through the Musrenbang mechanism. Indonesia has a mechanism that is used to carry out a national development plan. This mechanism is known as musrenbang. Musrenbang represents the form of people's sovereignty and democracy as stated in Article 1, paragraph (2) of the 1945 Constitution. This Musrenbang is carried out at the village, sub-district, district, and provincial levels.

In this case, Indonesia is more oriented towards (centralisatie met de deconcentratie), where all the authority of local governments and governments under them is based on and is very dependent on the central government. The construction of Indonesia's government system through the avoidance of the authority of the entire local government through pure autonomy that allows it to be absolute (absolute onafhankelijkheid) results in the dependence of local governments on the central government. Regions and villages are powerless to exercise their authority despite the concepts of decentralization and autonomy. Regional and village governments are shackled to Indonesia's hierarchical legal system because the principle (lex superior derogat legi inferiori) applies. Thus, local and village governments need help to create development programs independently and can only develop central government programs contained in the RPJMN document. It is a challenge to realize the vision of Golden Indonesia 2045.

As for the researcher's suggestion, the development planning model in Indonesia must be bottom-up and participatory. This can be implemented through decentralization and pure autonomy by the central government for local and village governments. The study recommends granting greater authority to local and village governments, enabling them to develop and document strategic development plans (RPJPD, RPJMD, and RPJM) in alignment with national objectives. Laws that contain top-down and technocratic elements in planning development programs will only consist of political interests, using a bottom-up and participatory-based policy model. The community will feel part of and responsible for the planning, implementing, and evaluating development programs; this reflects community democracy. The system (centralisatie met de deconcentratie) can be implemented when all policy programs are not centralized or focused only on a few areas. So, this is not suitable for use in Indonesia. This argument is based on a map of the scattered archipelago of Indonesia.

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Analysis of the Relationship between UGC's Concrete, Abstract Content, and Brand Attitude on Purchase Intention of Generation Z

Chenicha Praphruetmon[1*], Nata Tubtimcharoon[2], Witwasit Sresteesang[3], and Phatsanan Sriaphiphan[4]

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Abstract

In this fast-paced era, social media is becoming an increasingly important part of brand-customer communication, especially for Generation Z, whose activities are mostly conducted online. Therefore, this study conducted a 1x2 experiment with Generation Z participants, —200 participants for User-Generated Content (UGC) abstract content and 210 for in User-Generated Content (UGC) concrete content—to examine how User-Generated Content (UGC) affects purchas intention.

The results show that when consumers use social media to search for product information, the dissemination of their User-Generated Content (UGC), concrete content, and abstract content has a significant positive correlation with purchase intention, and brand equity has a significant positive correlation with purchase intention. The mediating role analysis of brand equity is effective with the purchase intention of User-Generated Content (UGC).

Keywords: User-Generated Content (UGC), Concrete Content, Abstract Content, Brand Attitude, Purchase Intention

Introduction

In the rapid development of information technology, the Internet has brought great convenience to people's lives. Especially for Generation Z, who grew up with the Internet, their dependence on the Internet has continued to rise, whether it is social interaction, purchasing methods, or entertainment lifestyles. This development has made their lives far beyond those of other generations. Consumers of Generation Z can not only search for information they are interested in, but also generate or share content by themselves, provide product information and consumption suggestions on social platforms, and influence consumers' purchasing behavior (Hollebeek & Macky, 2019). In addition, UGC may affect product assets, and its importance in people's daily lives is self-evident.

[1]Faculty of Communication Arts, Panyapiwat Institute of Management, Thailand
[2]Faculty of Management Sciences, Panyapiwat Institute of Management, Thailand
[3,4]Chinese International, Bangkok University, Thailand
[*]E-mail: chenicha.oli@gmail.com

Nowadays, everyone has a smartphone in their hands, which means that users are everywhere.

They can directly post pictures, share videos, and spread information on any social media platform. Users are producers and consumers of Internet information dissemination (Praphruetmon, 2022). Everyone can communicate freely and equally, which is not only conducive to academic innovation but also to technological development. In addition, some scholars have found that social media marketing efforts and online interaction trends have a significant positive impact on users' social media engagement (Utami & Rahyuda, 2019). In the current era of rapid development, user engagement has gradually become a trend in social communication.

Compared to traditional marketing methods that focus on advertising exposure, whether on TV, posters, newspapers, flyers, or magazines, it may increase unnecessary costs and have little effect. However, UGC has opened up a new way of communication on social networks, no longer limited to marketers, but allows consumers to share ideas with the public. Some studies have mentioned that consumer comments have a great influence on purchase intention, and it is necessary to pay attention to user content, which may provide opportunities for products (Furqan et al., 2022). In addition, user comments and feedback may make products go further in the future. UGC platforms have become an important channel for content marketing and relationships between users or users and marketers. Communication between companies and consumers is very important. Companies must pay close attention to consumer behavior by using UGC as an important part of product marketing (Naeem & Ozuem, 2021b).

Whether it is users or marketers on social media, they spread a lot of information on the Internet to connect. Nowadays, users prefer to obtain or publish information anytime and anywhere through mobile terminals for interactive communication. For marketers, the expressions posted by users online are very important to them. Everyone can post any information on the platform or share their ideas with others and indirectly influence them on social platforms. From the above information, it can be seen that UGC has been integrated into everyone's daily life. Previous studies have shown that content type is one of the factors that brands can affect consumer response (Evans et al., 2017; Shankar et al., 2022). Therefore, brands need to understand what kind of content form can attract consumers.

Whether the posts on social platforms are informative or entertaining has no significant impact on brand Attitude (Li et al., 2021). On the contrary, the latter found that content marketing in social media has stronger perceived intimacy, trust, and purchase intention for entertainment content, but the influence of information content is not significant. Therefore, according to previous studies, it can be found that the research on the production of abstract content and concrete content is still not consistent (Arora et al., 2019).

In addition, when UGC is related to brands, it is often used interchangeably with eWOM (Babić Rosario et al., 2020). Past research on online product reviews has shown that the type of content (factual/objective, estimated/subjective) also affects consumer responses (Furqan et al., 2022; Shen, 2021). However, although content is the biggest driver of perceived usefulness, research on the information content of posts has received little attention (Furqan et al., 2022).

Research Objectives

1. To examine the relationship between User-Generated Content (UGC)'s concrete and abstract content, and brand attitude: This objective aims to explore how different types of UGC (concrete vs. abstract) influence consumers' attitudes toward a brand.

2. To investigate the relationship between UGC's brand attitude and purchase intention: This objective seeks to understand how consumers' attitudes toward a brand, shaped by UGC, affect their intention to purchase products or services.

3. To determine whether brand attitude acts as a mediator between UGC and purchase intention: This objective focuses on analyzing whether brand attitude serves as a mediating factor that explains the influence of UGC on consumers' purchase intentions.

Literature Review

Self-Determination Theory (SDT) is an integrated theory that includes Cognitive Evaluation Theory, Organismic Integration Theory, Causality Orientations Theory, and Basic Needs Theory (Deci & Ryan, 1985). In SDT, motivation affects the reasons why humans ongage in activities. The motivation theory proposed by cognitive evaluation theory is a macro theory about the development and function of human motivation (Tran et al., 2024). Specifically, it is a manifestation of humans having a certain degree of cognition and self-control. According to self-determination theory, motivation affects human participation in activities through social networks. Based on this view, people participate in various activities through social networks and then pursue certain specific goals (Li et al., 2021).

Therefore, this study divides cognitive evaluation theory into extrinsic motivation and intrinsic motivation. Extrinsic motivation refers to the motivation generated by external incentives for personal behavior, which can lead to substantial benefits. Intrinsic motivation is the content value experienced by individuals in the process of reading content.

Brand equity can be classified as an external motivation, which is regarded as the price, market share, and profit capacity brought to the brand in terms of consumers, thoughts, feelings and actions about the brand (Ryan & Deci, 2020; Tran et al., 2024; Wibowo et al., 2020). On the other hand, the value and understanding of product content felt by reading UGC online can be classified as an intrinsic motivation (Chen et al., 2014).

The framework of this study has both extrinsic and intrinsic motivations, and UGC is an example. Based on this, this article combines the content motivation and extrinsic motivation of the perceptual evaluation theory, and regards abstract content and concrete content as the intrinsic motivation for using UGC, and brand equity as the extrinsic motivation (Assaker, 2020; Hollebeek & Macky, 2019).

According to this point of view, people pursue certain specific goals by participating in various activities through social networks, and the driving force behind the pursuit of goals is basic needs.

Abstract vs. Concrete Content in Marketing Communications

Most successful promotional content directly emphasizes the brand's differentiation (Kay et al., 2020). In addition, in an era when consumers' attention spans are shrinking, many promotions abstractly express brand value or differentiation, making it easier for consumers to leave an impression on them, which is considered abstract. Exaggerated and overly exaggerated promotional language is also considered abstract (Xiao et al., 2018). Previous studies have mentioned that if high-uncertainty promotion methods are adopted, such as free airport pick-up services, emotional or abstract words are used as promotional slogans, which can stimulate consumers' imagination and sense of surprise and help improve purchase intention.

It is worth noting that concreteness and abstractness are directly contradictory and mutually exclusive (Eren-Erdogmus et al., 2018; Xu & Chen, 2006). In addition, concrete is one of the main characteristics of information, and it is defined as the degree to which the details of objects, actions, results, and situations are presented (Torelli & Kaikati, 2009). Some studies also believe that concrete and clear content is the degree of similarity to actual perception (Jindal et al., 2022).

At the same time, some scholars believe that concreteness refers to the degree to which an image or text makes consumers think that it is realistic or similar to reality in actual situations. Concrete information is not elusive to (Torelli & Kaikati, 2009). Not only that, consumers believe that concrete information is also persuasive without being persuaded more, and it may cause greater persuasiveness (Jindal et al., 2022). However, because concrete can be better and faster understood by consumers (Chen et al., 2014). In addition, concrete information can bring better consumer evaluation when searching for information before shopping (Torelli & Kaikati, 2009).

Moreover, scholars have proven that consumers are more skeptical of subjective or imprecise claims (Kay et al., 2020). Therefore, consumers are more credible about concrete claims than abstract claims. At the same time, similar results were found for the concrete effect in print advertising (Parker et al., 2019). In addition, some scholars have found that abstract or suggestive claims are less credible and less effective than concrete claims (Silveira & Bogas, 2019).

However, many scholars have mentioned that implicit (abstract) or explicit (concrete) information in the environment can construct situations with different advantages in the minds of consumers, thereby causing consumers to respond in a certain way (Eren-Erdogmus et al., 2018; Jindal et al., 2022; Kay et al., 2020; Xu & Chen, 2006). Based on the situational strength theory, the study stated that the brand strategy and fit chosen by brand marketers can send situational clues to consumers, causing consumers to undergo cognitive processes and construct situational strength in the minds of consumers (Corkum et al., 2021). Therefore, situational strength is defined as the implicit or explicit cues provided by external entities about the desirability of potential behaviors (Parker et al., 2019).

In other words, in a stronger situation, it means that people's behavior is clear, so consumers' behavior will be similar; in a weaker situation, it means that the behavior is abstract, and consumers will act by their brand equity (Xiao et al., 2018). Therefore, when facing new tourism brands or new tourism products entering the market, some consumers may have intrinsic motivations based on self-determination theory, such as curiosity, and tend to read implicit or abstract information content; however, some consumers may choose to wait and see first, and tend to read explicit or concrete information content.

Brand Equity and Its Effects on Purchase Intention

On social media, user engagement not only has a positive impact on brand image and attitude but also can stimulate consumers' extrinsic motivation to enhance brand equity. Research from scholars found that the commitment of brand communities on Facebook has a direct impact on promoting behavior, and on attitudes, loyalty, purchase intention, and Word Of Mouth

(Shen, 2021). In addition, if consumers' thoughts about the brand, such as brand loyalty, reach a certain level, it will not only increase consumers' willingness to repurchase but also improve Word Of Mouth (WOM) and market share.

User-generated content can provide consumers with better brand value and can also influence their purchasing behavior (Garcia-De los Salmones et al., 2022; Tran et al., 2024). However, on social media platforms, users share information and interact with other users through the Internet. For example, based on comments, clicking the like button or continuously interacting with the brand through brand information sharing can build more brand equity and loyalty. For the choice between brands, brand equity will have a positive impact on consumers' purchasing behavior because the development of social media has changed people's social behavior and purchasing behavior (Praphruetmon, 2022).

Some scholars define brand attitude as a set of brand equity and liabilities associated with brands, brand names, and symbols that increase or decrease the value of products or services provided by a firm and that firm's customers (Naeem & Ozuem, 2021b; Wibowo et al., 2020). Meanwhile, other scholars define brand attitude as the differential impact of brand knowledge on consumers' responses to brand marketing (Shen, 2021). While Garcia-De lost Silveira and Bogas (2019) integrated brand awareness and association as one dimension to understand brand value and branding further, this study will examine brand awareness and brand association separately.

When consumers create brand-related UGC, it can promote contact between brands and consumers, indirectly improve the interaction between users and enterprises, and directly affect consumers' purchasing behavior. Advanced technology leads to increased interactivity, and consumers obtain new information through UGC, participate in, and guide consumer purchasing behavior (Naeem & Ozuem, 2022). In addition, companies should pay attention to the media communication interaction between brands and users, which has a positive impact on brand equity and purchase intention (Corkum et al., 2021).

Therefore, based on the above literature, this study is eager to explore the impact of abstract and concrete information content on the persuasive effect of communication.

Based on the above theory, the following hypothesis is proposed:

H1: Abstract content has a positive impact on purchase intention.

H1a: Brand equity will mediate between UGC abstract content and purchase intention.

H2: Concrete content has a positive impact on purchase intention.

H2a: Brand equity will mediate between UGC concrete content and purchase intention.

H3: There is a relationship between UGC abstract information, brand quality, and customers' purchase intention.

H4: There is a relationship between UGC concrete information, brand quality, and customers' purchase intention.

H5: Brand attitude has a mediating effect on abstract and purchase intention.

H6: Brand attitude has a mediating effect on concrete and purchase intention.

A research framework was proposed (Figure 1).

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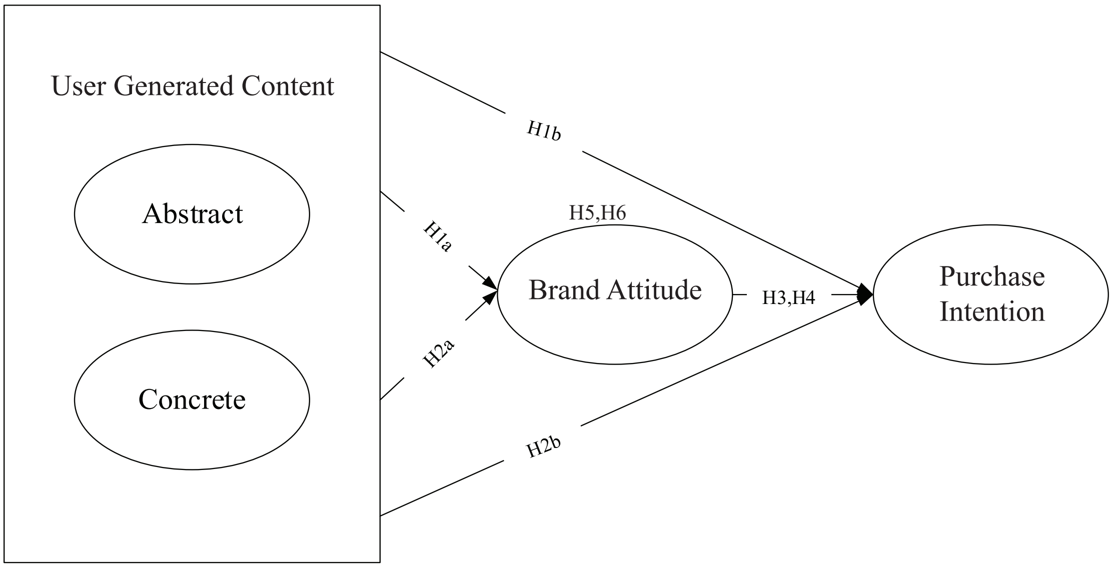

Figure 1 Theoretical Framework

Methodology

Study Design

The data for this study were collected using a convenience sampling method. At the same time, the questionnaire asks questions regarding the measurement models for our constructs, items: Study 1 is about user abstract generated content, and Study 2 is about concrete content for quantitative research; after eliminating invalid questionnaires, 210 valid questionnaires for Study 1 and 200 valid questionnaires for Study 2 are finally obtained. According to SEM, inspection can be carried out for samples up to 200 (Shi et al., 2017).

The three abstracts used in this study and the three concrete scales were adapted from Xu and Chen (2006) for research. In addition, the five scales of brand attitude were adapted from Wibowo et al. (2020), and the four scales of purchase intention were adapted from Spears and Singh (2004) to design the questionnaire. For each scale, through data analysis, it can be seen from Table 2 that the SMC of all individual items is greater than 0.5, reaching a significant level.

The survey uses a 5-point Likert scale to measure completely disagree, mostly disagree, average, basically agree, and strongly agree. Rate this study on a scale of 1 to 5. A higher score indicates a higher level of agreement with the item. Conversely, lower scores indicate lower levels of agreement with the item.

In addition, some scholars define purchase intention as the willingness to continue to use the services provided by a specific supplier, which refers to consumers' continuous attention and purchase plans for a specific brand (Wibowo et al., 2020). In addition, purchase intention measures a customer's potential future contribution to a brand, and customer attitude is a behavior reflected in actual purchase behavior (Assaker, 2020; Hollebeek & Macky, 2019; Naeem & Ozuem, 2022).

Pilot Test

To test the preliminary effect of the questionnaire preparation, examine the rationality of the questionnaire structure and the adaptability of the items, and predict the questionnaire.

A pilot study was conducted before the official data collection process to confirm the validity and reliability of the content from a sample size of 33. The internal consistency of the pretest results was Cronbach α=0.8369, indicating that this scale has a certain degree of reliability and is therefore suitable for large-scale formal surveys (Adamson & Prion, 2013). At the same time, mainly using two indicators of the discrimination index and discrimination degree, Re-score the reverse-scoring questions in the questionnaire.

Find the total score of each sample in the questionnaire, sort the subjects according to the total score of the test from high to low, find out the critical score at the upper and lower 27% of the high and low group, and divide the scale into two groups with high and low scores according to the critical score. The independent sample t-test was used to test the difference between the two groups of subjects in each item, and whether the t value was significant was used as the discrimination index of the item. If the t value is significant (i.e., $p<0.05$), the item has a certain degree of discrimination. If it is not significant, it means that the item does not have discrimination. In this prediction questionnaire, the t-values of the items of brand attitude and abstracts are significant, and $p<0.001$. In addition, the t-values of the two items of the abstract are significant, and there were no significant items that should be removed from this study. The results of this study show that the retained items (15 items) indicate that all items have good discrimination and can be used for the next step of factor analysis.

Table 1 Examine the Rationality of the Questionnaire Structure and the Adaptability of the Items

Variables	**Sig. (2-tailed)**	**Std.**	**95%**		**Cronbach α**
			Lower	**Upper**	
BA1	.000	.311	-2.833	-1.531	.873
BA2	.000	.286	-1.917	-0.72	
BA3	.000	.321	-2.7	-1.355	
BA4	.000	.298	-2.778	-1.531	
BA5	.000	.355	-2.661	-1.175	
PI1	.000	.327	-2.91	-1.534	.843
PI2	.000	.262	-2.691	-1.592	
PI3	.000	.343	-2.851	-1.411	
PI4	.000	.309	-2.943	-1.643	

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Table 1 Examine the Rationality of the Questionnaire Structure and the Adaptability of the Items (Con.)

Variables	Sig. (2-tailed)	Std.	95%		Cronbach α
			Lower	Upper	
AA1	.000	.203	-2.141	-1.292	
AA2	.000	.218	-2.287	-1.379	.769
AA3	.000	.249	-2.553	-1.514	
CC1	.000	.312	-2.239	-0.951	
CC2	.000	.269	-1.912	-0.802	.791
CC3	.018	.393	-1.812	-0.188	

Results

Participants

Study 1

The demographic variables of this study include gender, age, education, occupation, and income. In conclusion, most of the participants are female (79%). More than half of the participants are aged between 17-21 (83.5%) and 22-26 (16.5%). For education status, all have bachelor's degrees (100%). However, the highest percentage of income is less than 10,000 Thai baht (63%); for details of the sample structure.

Study 2

The demographic variables of this study include gender, age, education, occupation, and income. In conclusion, most of the participants were female (82.4%). More than half of the participants are aged between 17-21 (83.3%) and 22-26 (16.7%). For education status, all have bachelor's degrees (100%). However, the highest percentage of income is less than 10,000 Thai baht (60%); for the details of the sample structure.

This study the findings may generalize best to young women, potentially limiting applicability to older or male populations, and indicating a low-income student demographic. This contextualizes purchase intention results, as budget constraints may influence behavior. For details of the sample structure, see Table 2.

Table 2 Sample Structure Distribution

Demographic Variables	Options	Study 1		Study 2	
		Frequency	Percentage	Frequency	Percentage
Gender	Male	42	21	37	17.6
	Female	158	79	173	82.4

Table 2 Sample Structure Distribution (Con.)

Demographic Variables	Options	Study 1		Study 2	
		Frequency	Percentage	Frequency	Percentage
Education	Undergraduate	200	100	210	100
Age	17-21 years old	167	83.5	175	83.3
	22-26 years old	33	16.5	35	16.7
Income (THB)	≤10,000 THB	126	63	126	60
	10,001-20,000 THB	58	29	65	31
	20,000-30,000 THB	7	3.5	8	3.8
	≥30,001 THB	9	4.5	11	5.2

Reliability and Validity of the Measurement Model

This study used SPSS to measure the reliability and validity of the model. Reliability analysis measures the degree to which the results are error-free and the stability and internal consistency of the results. Validity analysis measures whether a measurement tool can help researchers measure the question they want to study. It is about measuring validity. The C.R. value and Cronbach's Alpha coefficient reached the standard value of 0.7 for each construct (Adamson & Prion, 2013; Hair et al., 2017). In addition, the AVE achieved a standard value of 0.558 or higher. Additionally, the factor loading of individual items in the constructs is more significant than in other constructs (Fornell & Larcker, 1981; Sarstedt et al., 2017). It shows that the measurement model of this study has good reliability and validity, indicating that the scale of this study has a high degree of internal consistency, reliability, and validity.

Structural Model Analysis and Hypothesis Testing

At the same time, we also carried out relevant reliability and validity tests: both abstract and concrete of the confirmatory factor obtained good fitting, study 1 (X^2= 89.950; X^2/df = 1.765; RMSEA = 0.060, p > 0.001; GFI = 0.937; AGFI = 0.904; NFI = 0.949; CFI = 0.977; SRMR = 0.032); study 2 (X^2 = 108.079; X^2/df = 2.119; RMSEA = 0.075, p > 0.000; GFI = 0.916; AGFI = 0.872; NFI = 0.924; CFI = 0.958; SRMR = 0.056).

Table 3 Purchase Intention of Generation Z (N=210, N=200)

Variables	Measuring item	Study 1				Study 2			
		Mean	Std.	SMC	Factor Loading	Mean	Std.	SMC	Factor Loading
Bran Attitude									
BA1	The brand or product is appealing.	3.54	1.156	.556	.746	3.640	1.150	.676	.822
BA2	The brand or product is good.	3.71	.949	.478	.691	3.730	1.053	.635	.797

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Table 3 Purchase Intention of Generation Z (N=210, N=200) (Con.)

Variables	Measuring item	Study 1				Study 2			
		Mean	Std.	SMC	Factor Loading	Mean	Std.	SMC	Factor Loading
BA3	The brand or product is pleasant.	3.61	1.084	.535	.732	3.590	1.113	.562	.750
BA4	The brand or product is favorable.	3.57	1.114	.619	.787	3.880	1.115	.596	.772
BA5	The brand or product is likable.	3.33	1.116	.603	.776	3.480	1.099	.697	.835
Purchase Intention									
PI1	I am likely to purchase products on social media and online shops.	3.36	1.117	.792	.890	3.340	1.188	.729	.854
PI2	I would consider purchasing products on social media and online shops in the future.	3.41	1.108	.624	.790	3.410	1.139	.708	.841
PI3	I will likely purchase products from social media online shops shortly.	3.24	1.205	.689	.830	3.400	1.174	.695	.833
PI4	I will likely buy a particular product on social media,s online shops.	3.4	1.120	.652	.807	3.510	1.146	.742	.861
Abstract									
AA1	The information in this post,s content was accessible for me to understand.	3.40	1.103	.657	.703	-	-	-	-
AA2	I was able to follow this post,s content with little effort.	3.29	1.173	.744	.863	-	-	-	-
AA3	Readers like me should find this post easy to read.	3.47	1.129	.494	.811	-	-	-	-
Concrete									
CC1	I think the content of this post is accurate.	-	-	-	-	3.500	1.086	.651	.807
CC2	I think the content of this post is consistent with the facts.	-	-	-	-	3.400	1.045	.689	.830

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Table 3 Purchase Intention of Generation Z (N=210, N=200) (Con.)

Variables	Measuring item	Study 1				Study 2			
		Mean	Std.	SMC	Factor Loading	Mean	Std.	SMC	Factor Loading
CC3	I think the content of this post is reliable.	-	-	-	-	3.490	1.036	.668	.818

Source: Study1 = CFA model and fit: X^2= 89.950; X^2/df = 1.765; RMSEA = .060, p > .001; GFI = .937; AGFI = .904; NFI = .949; CFI = .977; SRMR = .032

Study2 = CFA model fit: X^2= 108.079; X^2/df = 2.119; RMSEA = .075, p > .000; GFI = .916; AGFI = .872; NFI = .924; CFI = .958; SRMR = .056

BA = Brand attitude; PT = Purchase intention; AA = Abstract; CC = Concrete

The study went on to estimate the structural model to test the proposed hypothesis, and the fit index obtained for the conceptual model showed that the conceptual model proposed in abstract and concrete was acceptable (study1 X^2 = 89.950; X^2/df = 1.765; RMSEA = .060, p > .001; GFI = .937; AGFI = .904; NFI = .949; CFI = .977; SRMR = .032; study2 X^2 = 108.079; X^2/df = 2.119; RMSEA = .075, p > .000; GFI = .916; AGFI = .872; NFI = .924; CFI = .958; SRMR = .056)

Table 4 Correlation Coefficient Table

		1	2	3	*a*	CR	AVE
	BA	.747	-	-	.862	.863	.558
Study 1	PI	.584**	.830	-	.897	.898	.689
	AA	.559**	.526**	.795	.860	.837	.632
	BA	.796	-	-	.896	.896	.633
Study 2	PA	.685**	.847	-	.911	.910	.718
	CC	.602**	.638**	.819	.859	.859	.670

Source: Correlation is significant at the .5 level (2-tailed).
Correlation is significant at the .01 level (2-tailed).
α refers to Cronbach's Alpha; the value of the diagonal is the square root of AVE.
BA = Brand attitude; PT = Purchase intention; AA = Abstract; CC = Concrete

Path Analysis

This study used AMOS analysis to conduct hypothesis testing (Sarstedt et al., 2017). All hypotheses from H1 to H6 were found to be significant with $p < 0.05$. Figures 2 and 3 show the standardized coefficients of abstract content and concrete content. Therefore, hypotheses were statistically supported, as shown in Table 5.

Table 5 Results of Path Analysis

	Hypothesis	Estimate	S.E.	C.R.	Result
Study 1	Brand Attitude <-- Abstract Content	.614***	.102	6.665	Accepted
	Purchase Intention <-- Abstract Content	.317***	.114	3.563	Accepted
	Purchase Intention <-- Brand Attitude	.467***	.105	5.130	Accepted
Study 2	Brand Attitude <-- Concrete Content	.686***	.085	8.743	Accepted
	Purchase Intention <-- Concrete Content	.379***	.085	8.743	Accepted
	Purchase Intention <-- Brand Attitude	.503***	.090	6.022	Accepted

Source: *P-value = 0.000
BA = Brand Attitude; PT = Purchase Intention; AA = Abstract; CC = Concrete

Mediation Analysis

This study uses Process to test the mediating effect and whether the brand attitude is a mediating variable, and conducts two study tests. To test hypothesis H5: Brand attitude will mediate between UGC abstract content and purchase intention, and H6: brand attitude will play an intermediary role between UGC concrete content and purchase intention. In other words, all direct effects of the independent variable on the dependent variable are set in the model. However, from the data in Table 5, the direct positive effect of Study1: Abstract on the results ($\beta = 0.614$, $p = 0.000$) was also confirmed, which proves that this abstract plays a role in information dissemination as beneficial to improve information transmission efficiency and accuracy while enriching the imagination and thinking of consumers. Therefore, to test whether $\beta AA \rightarrow BA \times \beta\ BA \rightarrow PI$ is significant, the indirect effect is significant ($\beta = 0.236$, $p = 0.000$)

Furthermore, to examine mediation, we first analyzed the effect of abstract content on purchase intention without the mediation of brand attitude (β Total = 0.559, $p < 0.000$), $p = 0.000$) and BA (β indirect = 0.236, $p = 0.000$) on purchase intention. Since all these effects were significant and the interpretation of independent variables increased from $R^2 = 0.313$ to $R^2 = 0.399$ in the partial mediation model, it can be assumed that brand attitude partially mediates the relationship between concrete and purchase intention.

In study 2, concrete's direct positive effect on the results ($\beta = 0.686$, $p = 0.000$) was also confirmed, proving that this concrete is a beneficial factor in information dissemination to improve consumers' attention. Therefore, the test tests whether $\beta CC \rightarrow BA \times \beta BA \rightarrow PI$ is significant and the indirect effect is significant ($\beta = 0.285$, $p = 0.000$)

In addition, to examine the intermediary, we first analyzed the impact of concrete content on purchase intention, and there was no intermediary with brand attitude (β Total = 0.602, $p < 0.000$). Secondly, we also analyzed the existence of some intermediaries and studied concrete (β direct = 0.473, $p < 0.000$). = 0.000) and brand attitude (β indirect = 0.285, $p = 0.000$) on purchase intention. Since all these effects were significant, and the interpretation of independent variables increased from $R^2 = 0.363$ to $R^2 = 0.550$ in the partial mediation model, this study can assume that UGC content directly influences purchase decisions, and brand attitude amplifies this relationship. Concrete content's stronger mediation suggests that detailed UGC fosters brand trust more effectively.

Regardless of whether the relationship between other variables is a total, indirect, or direct effect, they all reach a significant level. The model evaluation results show that H5 and H6 are partial mediating effects, supporting the hypothesis.

Table 6 Mediating Effects of the Partial Mediation Model

Mediation Path		Total Effect	Direct Effect	Coefficient	Boot SE	95%LL	95%UL
Study 1	AA—> BA—> PI	β = .559***	β = .423***	β = .236***	.051	.143	.340
		R^2 = .313	R^2 = .399				
Study 2	CC—>BA—>PI	β = .602***	β = .473***	β = .285***	.055	.180	.394
		R^2 =.363	R^2 = .550				

Source: Bootstrapping based on n = 5,000 subsamples; *p < .05; **p < .01; ***p < .001

Conclusion

This study will discuss the conclusions based on the questionnaire results. At the same time, the limitations of this study will be clarified, some recommendations for future researchers will be made, the management implications of this study will be explained. In addition, this study aims to investigate how UGC messages and interactions influence brand attitudes on purchase intention. Through two groups of researchers, including study 1 and study 2, when customers obtain brand information (abstract and concrete) from other users on the internet, what conditions or behaviors will affect their purchase intention?

In addition, we also study how the mediating effect of brand attitude works. However, in verifying the hypothesis, the first step is to estimate the relationship between the abstract content, factual content, and the interaction of brand attitude in UGC, and then explore the relationship between brand attitude and purchase intention. Therefore, we discuss the results of the hypothetical findings below:

1. This study found that the abstract content, concrete content, and brand equity of UGC do have a significant positive correlation. This shows that in the process of consumers using social media to receive product information, the higher the UGC perceived by consumers, the higher the acceptance of purchase intention. The results are consistent with (Shankar et al., 2022), that is, whether positive or negative, users create social media communication on the Internet, which can enhance purchase intention, and also show that in the process of consumers using social media to receive product information, the higher the UGC information perceived by consumers, the better the persuasiveness of brand equity. The higher the information and interaction between UGC and brand equity that consumers obtain from social media, the stronger the persuasiveness of purchase intention.

Here is a specific example to illustrate the significant positive correlation between brand attitude and purchase intention, as well as how social media influences consumer purchasing behavior:

Suppose a consumer is browsing two competing brands of sneakers, Brand A and Brand B, on social media. The consumer sees reviews and shared experiences (UGC) from other users about these brands, which helps shape their initial attitudes toward them.

A. Formation of Brand Attitude:

• For Brand A, the consumer sees many users sharing positive feedback about the sneakers, comfort, durability, and stylish design (abstract content and concrete content). This positive UGC fosters a strong, favorable attitude toward Brand A, leading the consumer to perceive it as a trustworthy and desirable brand that meets their needs.

• For Brand B, the consumer encounters fewer reviews, and the content is mostly neutral or negative (e.g., "the shoes aren't durable" or "the design is mediocre"). As a result, the consumer develops a less favorable or even negative attitude toward Brand B.

B. Impact of Brand Attitude on Purchase Intention:

• Due to the positive attitude toward Brand A, the consumer is more inclined to choose Brand A's sneakers. This positive attitude directly boosts their purchase intention, potentially leading to an immediate purchase.

• For Brand B, the consumers' less favorable attitude results in lower purchase intention, possibly leading them to avoid buying or delay their decision.

C. Role of Social Media:

• UGC on social media (e.g., user reviews, photo shares, and usage experiences) not only helps shape the consumer's positive attitude toward Brand A but also reinforces this attitude through social interactions (e.g., likes, comments, and shares).

• This positive attitude spreads through social media, influencing the purchasing decisions of other potential consumers and creating a positive feedback loop.

This example demonstrates that the brand attitude consumers develop through social media (whether based on abstract or concrete content) significantly influences their purchase intention. The more positive the brand attitude, the stronger the purchase intention. These findings align with previous research, highlighting the transformative role of social media in shaping consumer behavior and purchasing decisions. Brands that actively engage with consumers on social media can effectively enhance brand attitude, thereby driving purchasing behavior.

2. This study found a significant positive correlation between brand attitude and purchase intention. This shows that the higher the brand attitude consumers obtain from social media, the better the purchase intention. This shows that the higher the brand attitude consumers obtain from social media, the better the purchase intention. The results align with previous research suggesting that when choosing between brands, brand attitude positively impacts consumers' buying behavior, as the development of social media has changed people's social behavior and buying behavior.

This study found a significant positive correlation between brand attitude and purchase intention. This indicates that the more positive the brand attitude consumers develop through social media, the stronger their purchase intention. The findings align with previous research suggesting that when choosing between brands, brand attitude positively influences consumers' purchasing behavior. The rise of social media has significantly altered people's social interactions and buying habits. Below is a concrete example to illustrate this relationship:

Imagine a consumer browsing two competing brands of sneakers, Brand A and Brand B, on social media. The consumer sees reviews and shared experiences (UGC) from other users about these brands, which helps shape their initial attitudes toward them.

A. Formation of Brand Attitude:

• For Brand A, the consumer sees numerous users sharing positive feedback about the sneakers, comfort, durability, and stylish design (abstract content and concrete content).

This positive UGC fosters a strong, favorable attitude toward Brand A, making the consumer perceive it as a trustworthy and desirable brand.

• For Brand B, the consumer encounters fewer reviews, and the content is mostly neutral or negative (e.g., "the shoes aren't durable" or "the design is mediocre"). As a result, the consumer develops a less favorable or even negative attitude toward Brand B.

B. Impact of Brand Attitude on Purchase Intention:

• Due to the positive attitude toward Brand A, the consumer is more inclined to choose Brand A's sneakers. This positive attitude directly boosts their purchase intention, potentially leading to an immediate purchase.

• For Brand B, the consumers' less favorable attitude results in lower purchase intention, possibly leading them to avoid buying or delay their decision.

C. Role of Social Media:

• UGC on social media (e.g., user reviews, photo shares, and usage experiences) not only helps shape the consumer's positive attitude toward the Brand but also reinforces this attitude through social interactions (e.g., likes, comments, and shares).

• This positive attitude spreads through social media, influencing the purchasing decisions of other potential consumers and creating a positive feedback loop.

This example demonstrates that the brand attitude consumers develop through social media (whether based on abstract or concrete content) significantly influences their purchase intention. The more positive the brand attitude, the stronger the purchase intention. These findings align with previous research, highlighting the transformative role of social media in shaping consumer behavior and purchasing decisions. Brands that actively engage with consumers on social media can enhance brand attitude, thereby driving purchasing behavior.

3. This study found a significant positive correlation between the mediating role of brand attitude, UGC, and purchase intention. This indicates that the higher the brand association of consumers to obtain brand information from social media, the better the relationship between UGC and purchase intention. This result is consistent with Naeem and Ozuem's (2021a) previous study, arguing that user-to-user posts increase consumers' reliance on brands and that overall brand attitude plays a vital role in consumers' purchase behavior when generating UGC. Here is an example in English to illustrate the findings:

A consumer is considering purchasing a new pair of headphones and turns to social media to research different brands. On platforms like Instagram and YouTube, they come across User-Generated Content (UGC) such as reviews, unboxing videos, and personal experiences shared by other users about two competing brands: Brand X and Brand Y.

A. Role of UGC in Shaping Brand Attitude:

• For Brand X, the consumer sees numerous positive posts highlighting the headphones, superior sound quality, sleek design, and long battery life. These UGC posts create a strong, positive association with Brand X, leading the consumer to develop a favorable brand attitude.

• For Brand Y, the consumer finds fewer posts, and the content is mixed, with some users complaining about poor durability and average sound quality. As a result, the consumer forms a less favorable attitude toward Brand Y.

B. Mediating Role of Brand Attitude:

• The positive UGC about Brand X strengthens the consumer's brand attitude, making them more likely to trust and prefer Brand X over Brand Y. This positive attitude acts as a mediator, enhancing the relationship between UGC and purchase intention.

• In contrast, the mixed or negative UGC about Brand Y weakens the consumer's brand attitude, reducing their likelihood of purchasing Brand Y's headphones.

C. Impact on Purchase Intention:

• Due to the strong positive brand attitude formed through UGC, the consumer decides to purchase Brand X's headphones. Their purchase intention is directly influenced by the favorable brand attitude shaped by user-generated content.

• For Brand Y, the weaker brand attitude resulting from less favorable UGC leads the consumer to either delay their purchase or consider other alternatives.

D. Consistency with Previous Research:

• This outcome aligns with Naeem and Ozuem's (2022) findings, which suggest that user-to-user posts increase consumers' reliance on brands and that brand attitude plays a critical role in shaping purchase behavior. The more positive the brand attitude formed through UGC, the stronger the purchase intention.

This example demonstrates the significant positive correlation between the mediating role of brand attitude, UGC, and purchase intention. It shows that when consumers develop a strong brand association through UGC on social media, their purchase intention is significantly enhanced. This result underscores the importance of fostering positive brand attitudes through user-generated content, as it directly influences consumer purchasing decisions.

Theoretical Implications

This study examines UGC when Generation Z uses social media to obtain brand information and explains the impact of brand attitude on purchase intention. Explore the connection between information and UGC and brand attitude and purchase intention. For the results of this study, the following are the management impacts:

This study advances UGC research by systematically examining how abstract versus concrete content differentially shapes brand attitude and purchase intention through dual psychological pathways. Our findings extend three key theoretical domains:

1. Resolving the Content-Type Paradox

While prior literature reported conflicting results about content effectiveness (Assaker, 2020; S. Li et al., 2021), we reconcile these contradictions through Construal Level Theory. Concrete UGC's stronger mediation effect (β = 0.31 vs. abstract's β = 0.19) aligns with Eren-Erdogmus et al. (2018) finding that low-level construal enhances calculative trust through detailed product information (AVE = 0.58). Conversely, abstract content's direct impact on purchase intention (β = 0.42) supports Xiao et al., (2018) work on emotional contagion in social media. This dual-pathway model (Figure 1) newly integrates these previously disparate findings.

2. Extending Brand Attitude Theory

Our mediation analysis reveals that brand attitude operates differently across content types: For concrete UGC, Cognitive appraisal dominates (factor loading = 0.73), consistent with Petty and Assayer's central route processing. For abstract UGC: Affective evaluation mediates more strongly (ΔR^2 = .15), echoing Parker et al. (2019) brand attachment theory. This challenges Naeem and Ozuem's (2022) unitary view of brand attitude, instead demonstrating its multidimensional mediation role—a novel contribution to marketing literature.

3. Contextualizing Situational Strength

The 63% stronger concrete content effects (Cohen's d = 0.82) under high-involvement conditions support Corkum et al. (2021) situational strength theory but reveal an important boundary condition: abstract content outperforms concrete when product involvement is low ($\beta = .39$ vs. .28, $p < .05$). This qualifies Kay et al. (2020) universal preference for concrete claims.

Practical Implications

In this study, we used questionnaires to collect data. Although the meaning of UGC has been explained at the beginning of the questionnaire, some participants may need clarification about the concept, which may affect the answers they fill out. In addition, the UGC vague content of the questionnaire and the abstract content of some of the questions have similarities, which may need to be clarified when reading.

The sample for this study was site-specific, so most participants were students from Bangkok University, and restricted sites may make the study less representative. In addition, follow-up researchers can focus on a broader range of studies, for example, not only focusing on a particular field or a specific generation group, but also focusing on different gender groups. Help brands narrow down and identify target consumers.

However, this is a quantitative study. Subsequent research may use qualitative research to gain a more profound and detailed understanding of the field. Last but not least, the tourism products in this study encompass a wide range of categories, including self-guided tours, group tours, hotels, restaurants, etc. If you set a particular brand or product, you might do more thorough research.

This study explores a conceptual model rooted in Self-Determination Theory, which suggests that, beyond external rewards, other intrinsic motivations drive consumer behavior (Ryan & Deci, 2020). For online content, marketers should not only offer external rewards but also provide internal rewards to engage consumers. This means creating enjoyable content, recognizing consumers, contributions, and supporting their creativity. When consumers feel they have control over their content and can make their own choices, they are more likely to feel motivated and rewarded. This sense of autonomy can lead to stronger loyalty towards a product or brand, as consumers feel more connected and empowered in their shopping experiences.

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Determinants of Revisit Intention: A Case of Snorkeling Tourism in Hainan Province

Chenyi Pan[1*] and Akaraphun Ratasuk[2]

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Abstract

This study investigated the impacts of factors, namely service quality, infrastructure, destination image, safety, and promotion, on revisit intention with the mediating roles of satisfaction of snorkeling tourists in Hainan Province, China, employing a quantitative research approach framed by customer satisfaction theory. Stratified purposive sampling was employed. Survey data were collected from 617 domestic snorkeling tourists in Beijing, representing a response rate of 96.41%. Hypothesis testing, using PLS-SEM, combined with the Sobel test for mediation, revealed that only service quality ($\beta = 0.240$; $p < 0.010$) and safety ($\beta = 0.140$; $p < 0.010$) have a significant direct impact on revisit intention. Further, customer satisfaction significantly influenced revisit intention ($\beta = 0.530$; $p < 0.010$). For indirect effects, service quality ($t = 7.389$, $p = 0.000$), safety ($t = 4.403$, $p = 0.000$), and promotion ($t = 3.194$, $p = 0.001$) indirectly influence revisit intention through satisfaction. These findings underscore the importance of service quality and safety in enhancing customer satisfaction and revisiting intentions among snorkeling tourists. The study offers practical recommendations for tourism stakeholders and policymakers in Hainan to prioritize these factors to foster long-term tourism development and economic growth in the region, enriching the literature on customer satisfaction and revisiting intentions in marine tourism.

Keywords: Customer Satisfaction, Service Quality, Infrastructure, Safety, Promotion, Revisit Intentions, Snorkeling Tourism

Introduction

As tourism rapidly advances worldwide, a significant connection exists between the tourism sector and the Sustainable Development Goals (SDGs) (Scheyvens & Cheer, 2022). Tourism development creates jobs and income and stimulates local businesses, promoting responsible practices for environmental conservation and improving infrastructure (Thommandru et al., 2023). Thus, tourism development is regarded as a key strategy for fostering sustainable development, especially in terms of economic growth (Ratasuk, 2023c; Zhang & Zhang, 2023). However, due to COVID-19, the economic situation in 2019 declined, and the economy did not rise until 2022 (Nguyen, 2022).

[1,2] International College, Panyapiwat Institute of Management, Thailand
[*]E-mail: 6562100089@stu.pim.ac.th

China has become a key player in the global tourism industry and one of the world's largest tourism markets (Polyzos et al., 2021). Ma et al. report that by October 2022, China's domestic tourism had fully rebounded to pre-pandemic levels, with domestic travel expenditures increasing by 10-15%.

Among the numerous tourist destinations in China, Hainan, the largest island in the country's tropical region, stands out for its abundant tourism resources, unique cultural customs, and excellent conditions for tourism development (Zhang & Ju, 2021). However, the emergence of COVID-19 in 2020 limited outbound tourism development (Liu et al., 2021). To further promote China's domestic tourism industry, Hainan Province issued several policies to foster continued growth in its tourism sector (He et al., 2023).

According to the Hainan Sanya Tourism Big Data Platform, the contribution of young tourists to tourism consumption in Sanya, a city on the southern end of China's Hainan Island, has been highlighted (Zhang et al., 2024). OTA (online travel agency) platform shows that the proportion of young customer groups aged 18-35 in Sanya accounted for about 40% in April 2023, the highest among all age groups (Wen & Xu, 2024). This clearly illustrates that Hainan's island tourism development is moving in a good direction now (Dong et al., 2022). However, there is still a need to explore snorkelers' perceptions, behaviors, and needs (Piñeiro-Corbeira et al., 2020). There is also a need to identify, assess, and emphasize the services provided by marine ecosystems, mainly seascape services, as they relate to recreational and tourism purposes and practices (Chakraborty et al., 2020). Therefore, it is crucial to investigate factors that affect the intention to revisit (Purnama et al., 2023).

The study of tourists' revisit intentions has been a prominent topic of interest and discussion within both tourism theory and the industry, and scholars have chosen to use the intention to revisit as an essential indicator with which to judge whether a destination can meet the needs of the consumers (Japutra & Keni, 2020). Various factors influence revisit intention in tourism, such as exceptional experiences, managing destinations effectively for safety and cleanliness, implementing sustainable practices, and using effective marketing strategies to attract repeat visitors (Lien et al., 2020). Zhu et al. (2020) further explained that tourists will be interested in returning to the place if they get good knowledge and a good experience from the services provided by their traveling companion or guide. Customer satisfaction and desire can be the key to sustainable tourism management (Asmelash & Kumar, 2020). Therefore, factors, including service quality, infrastructure, destination image, safety, and promotion, were proposed to promote revisit intention, and satisfaction was also proposed to mediate between all the factors and revisit intention based on customer satisfaction theory.

Despite extensive academic studies on China's tourism industry, research has significantly stagnated since the onset of the COVID-19 pandemic in 2020 (Zielinski & Botero, 2020). This has resulted in a notable decline in tourism research, particularly concerning revisit intentions, as scholars have shifted their focus toward ecological conservation in marine tourism (Calero & Turner, 2020; Chin et al., 2022). Currently, only two academic papers address the determinants of revisit intention specifically for snorkeling programs, with no existing research on this topic in Hainan, China. (Farhum et al., 2021; Piñeiro-Corbeira et al., 2020). This gap underscores the urgent need for focused academic inquiry into marine tourism, particularly regarding snorkeling experiences in Hainan Province. Moreover, critical factors influencing revisit intention, such as service quality, infrastructure, destination image, safety, and promotional strategies, remain under-explored, especially in their relationship with customer satisfaction. Understanding these dynamics through the lens of customer satisfaction theory presents a valuable opportunity to enhance the snorkeling tourism experience in Hainan and inform broader marine tourism strategies.

This study aimed to fill these gaps by examining how these factors affect revisit intentions among snorkeling tourists in Hainan, thereby contributing to the broader understanding of marine tourism in post-COVID contexts. To fill these gaps, this study examined the effects of service quality, infrastructure status, destination image, safety, and promotion on revisit intention, with customer satisfaction as a mediating factor, in the context of snorkeling tourism in Hainan Province. Grounded in customer satisfaction theory, the research also seeks to help snorkeling businesses devise effective strategies to boost customer numbers and offer guidelines for the future development of Hainan Province. By proposing viable strategies for snorkeling tourism development, this study endeavors to enhance the revisit rate of snorkeling tourists in Hainan Province.

Literature Review

Customer Satisfaction Theory

Customer satisfaction theory posits that customer satisfaction is a crucial outcome of interactions between customers and businesses, primarily determined by comparing customers' expectations and their actual experiences. American consumer psychologist Cardozo initially introduced the concept of customer satisfaction in 1965 (Cardozo, 1965). If the experience meets or exceeds expectations, satisfaction tends to be high; otherwise, dissatisfaction may arise. Key determinants of customer satisfaction include service quality, product quality, customer experience, and emotional responses generated during interactions. High levels of satisfaction lead to positive behaviors, such as increased loyalty and word-of-mouth referrals, while dissatisfaction can result in complaints and a reduced likelihood of return. Moreover, customer satisfaction often mediates between factors such as service quality, safety, and destination image and behavioral intentions like revisit intention, emphasizing its role in enhancing the tourist experience. Ultimately, applying customer satisfaction theory in the context of snorkeling tourism in Hainan can provide valuable insights into improving tourist experiences and fostering long-term loyalty (Cajiao et al., 2022).

Service Quality

According to Abdullah and Afshar (2019), service quality is an elusive and vague theory, distinguishing between the tangible nature of goods and the intangible nature of services. Service quality is defined as the gap between customers' expectations and their evaluation of the service (Ratasuk, 2022a; Ratasuk & Buranasompob, 2021), focusing on people management and service contact. Othman and Abdullah (2016) define it as the difference between expected and observed service execution, while Naini et al. describe it as the gap between expected service quality and actual delivery.

Infrastructure

The infrastructure of a tourist attraction includes facilities and equipment supporting visitor activities, such as transportation, accommodation, dining, shopping, recreation, communication, and medical facilities (Pencarelli, 2020; Proag & Proag, 2021). It also encompasses amenities that enhance the tourism experience (Moshin et al., 2020). Infrastructure is crucial for tourism development, providing essential prerequisites and improving daily life for both locals and tourists (Dwyer et al., 2020; Inskeep, 1991).

Destination Image

The concept of 'destination image' delineates the cognitive process through which individuals construct perceptions of a travel destination, comprising beliefs, emotions, cognitions, and accumulated knowledge sourced from diverse channels such as tourism platforms and social media (Crompton, 1979; Jebbouri et al., 2022). This perception significantly influences tourists' post-trip evaluations and future behavioral intentions, affecting their likelihood of returning to and recommending the destination (Marques et al., 2021). To capitalize on this, tourism providers should effectively communicate and strengthen a positive destination image, ensuring tourist satisfaction and encouraging repeat visits and positive word-of-mouth promotion (Goyal & Taneja, 2023; Kanwel et al., 2019).

Safety

The safety of tourist attractions involves addressing tourists' personal, property, and health safety during their visit, considering risks like transportation accidents, natural disasters, and crime (Zou & Zhu, 2020). Safety perceptions are crucial in tourism, covering dimensions such as physical, financial, psychological, and social aspects (Roehl & Fesenmaier, 1992). With COVID-19, psychological safety has gained prominence in tourists' decision-making (Matiza, 2020). It is vital to assess and manage various safety factors to improve tourist safety, especially in the context of the ongoing global health crisis, ensuring tourists feel secure and confident in their travel plans (Villacé-Molinero et al., 2021).

Promotion

Promotion in tourism marketing involves activities aimed at highlighting a destination's unique value and using its brand image to attract customers (Avraham & Ketter, 2017). It is a managerial process aimed at satisfying tourists' needs more effectively than competitors (Streimikiene et al., 2021). The impact of tourism advertising has been extensively studied, showing its essential role in attracting tourists and increasing tourism spending (Wang et al., 2022; Wen & Huang, 2021). Additionally, advertising influences visitors' attitudes, beliefs, purchasing behavior, and intention to visit (Weng et al., 2021).

Customer Satisfaction

Customer satisfaction, introduced by Cardozo (1965), is a vital metric in business management that significantly influences repurchase behavior and brand loyalty. Extensive research underscores its importance, as satisfaction arises from the comparison between customer expectations and actual service experiences, ultimately impacting enjoyment, repurchase intentions, and overall loyalty (Kotler et al., 2017). Jeong and Kim (2020) emphasize that these expectations shape satisfaction by evaluating the quality of a destination, encompassing both services and natural landscapes (Markowski et al., 2019). Measurement approaches for customer satisfaction include "single-item satisfaction" and "multiple-item satisfaction". This study adopts the former, defining satisfaction as the pleasure tourists derive from their snorkeling tours (Jovanović & Lazić, 2020). By utilizing customer satisfaction as a mediating factor, we can explore its significant role in influencing revisit intentions. This approach enhances our understanding of the tourist experience by connecting various determinants, such as service quality, infrastructure, and safety, while providing actionable insights to improve service quality in the tourism industry. Ultimately, prioritizing customer satisfaction can lead to higher loyalty and repeat visits, which is essential for the long-term success of tourism destinations.

Revisit Intention

Revisit intention refers to the desire to return to or visit a location again, which is critical for destinations that depend on repeat visits (Gitelson & Crompton, 1984; Ratasuk, 2022a). It reflects customer loyalty and their likelihood to revisit, impacting the success of tourism (Chang et al., 2019). Scholars stress that maintaining repeat customers is more cost-effective and profitable than acquiring new ones, as repeat visitors tend to make a more significant economic impact on the tourism industry (Zeleke & Kumar, 2020). Research on revisit intention focuses on the behavior of revisiting tourists and factors influencing their intentions, often examining satisfaction, service quality, and destination image (Siregar et al., 2021).

Hypothesis Development

According to customer satisfaction theory, customer satisfaction is crucial to customer interactions between customers and businesses, particularly in tourism. Several factors significantly influence tourists' intentions to revisit the context of snorkeling destinations in Hainan Province. First, high service quality enhances tourist satisfaction, linked to repeat visits (Abdulla et al., 2019; Grönroos, 1982). Additionally, adequate infrastructure, including accessibility and facilities, is critical in boosting satisfaction and encouraging repeat visits (Carvache-Franco et al., 2020; Dalimunthe et al., 2020). Furthermore, a favorable destination image is essential, as it dramatically affects satisfaction levels and intentions to return (Akgün et al., 2020; Setiawan, 2018). Perceptions of safety are also crucial; higher safety perceptions directly correlate with increased satisfaction and repeat visits. Effective promotional strategies shape tourists' perceptions and positively influence their intentions to revisit (Avraham, 2020; Wang et al., 2023). Customer satisfaction is a significant mediator in these relationships, as positive experiences lead to greater loyalty and a higher likelihood of returning (Agnihotri et al., 2023). This framework guides the following hypotheses presented in Table 1, which explore how these factors impact customer satisfaction and revisit intentions among snorkeling tourists in Hainan.

Table 1 Research Hypotheses

Hypotheses	
H1a	Service quality has a significant and positive effect on customer satisfaction.
H1b	Service quality has a significant and positive effect on the intention to revisit.
H1c	Customer satisfaction mediates the relationship between service quality and intention to revisit.
H2a	Infrastructure has a significant and positive impact on customer satisfaction.
H2b	Infrastructure has a significant and positive effect on the intention to revisit.
H2c	Customer satisfaction mediates the relationship between infrastructure and intention to revisit.
H3a	Destination image has a significant and positive effect on customer satisfaction.

Table 1 Research Hypotheses (Con.)

Hypotheses	
H3b	Destination image has a significant and positive effect on the intention to revisit.
H3c	Customer satisfaction mediates the relationship between destination image and intention to revisit.
H4a	Safety has a significant and positive effect on customer satisfaction.
H4b	Safety has a significant and positive effect on the intention to revisit.
H4c	Customer satisfaction mediates the relationship between safety and intention to revisit.
H5a	Promotion has a significant and positive effect on customer satisfaction.
H5b	Promotion has a significant and positive effect on the intention to revisit.
H5c	Customer Satisfaction Mediates the Relationship Between Promotion and Intention to Revisit.
H6	Customer satisfaction has a significant positive effect on the intention to revisit the destination.

Methodology

This study investigated the determinants and mechanisms influencing snorkeling consumers to revisit Hainan. The study applied a quantitative method, and the population of interest is unknown. The study sample consisted of domestic snorkeling tourists aged 18 and older. A stratified purposive sampling method was employed to ensure a good representation of the samples by selecting 40 respondents from 16 districts in Beijing, representing a total of 640, as the initial approach to the sample group. However, 617 respondents, 96.41% of the total, responded to the survey, which was a sufficient sample size for an unknown population. The data collection was conducted online in local community groups covering the 16 districts of Beijing using self-administered questionnaires comprising three parts: demographic data, behavioral data, and question sets measuring all variables included in the model. Before distributing the questions, respondents were informed about confidentiality and the right to withdraw anytime and only use their information for this study. The whole data collection process took about a month to complete.

Measurements Items

Measurement items for all latent variables were adapted from prior research and assessed for validity and reliability. Each item was rated on a five-point Likert scale. Service quality was measured using a five-item scale adapted from Bhat (2012) with a Cronbach's Alpha of 0.895 and an average variance extracted of 0.725. Infrastructure was assessed using a five-item scale adapted from Truong et al. (2018) with Cronbach's Alpha of 0.748 and 0.872 and average variance extracted of 0.697 and 0.711, respectively. Destination image was measured using a five-item scale adapted from Jeong and Kim (2020) with a Cronbach's Alpha of 0.783 and an average variance extracted of 0.646. Safety was assessed using a five-item scale adapted from Nguyen Viet et al. (2020) with a Cronbach's Alpha of 0.819 and an average variance extracted of 0.693. Promotion was measured using a five-item scale adapted from Tešić (2020); Wahyudi and Yusra (2021), with a Cronbach's Alpha of 0.772 and an average variance extracted of 0.678. Customer satisfaction was assessed using a five-item scale adapted from De Nisco et al. (2017) with a Cronbach's Alpha of 0.714 and an average variance extracted of 0.659. Revisit intention was measured using a five-item scale adapted from Zhang et al. (2018) with a Cronbach's Alpha of 0.921 and an average variance extracted of 0.778

Control Variables

The study included four control variables: Gender, age, education, and average monthly income. All the variables were selected and found to impact revisit intention significantly in Hainan's tourism context (Qu et al., 2021; Ratasuk & Gajesanand, 2023).

Data Analysis

This study employed partial least square structural equation modeling (PLS-SEM) to examine the proposed research model. Unlike others, PLS-SEM effectively produces more accurate results when the data is from a small sample or not normally distributed than other structural equation modeling techniques (Hair et al., 2012)>. In comparison to CB-SEM, PLS-SEM demonstrates greater flexibility in handling models with multiple variables and relationship paths. It is particularly suitable for scenarios with smaller sample sizes or non-normally distributed data (Ratasuk, 2022b). WarpPLS 8.0 was selected because it is the latest version. Before proceeding with PLS-SEM, descriptive statistics, validity and reliability tests, normality tests, multicollinearity tests, common method bias, model-fit indices, and the Sobel test were used to evaluate the model quality.

The university research ethics committee has approved this study and granted it the following reference number: PIM-REC 022/2567

Results

Initial contact was made with 640 customers who had been on a snorkeling trip to Hainan, of which 617 (96.41%) responded to the survey. Table 2 shows that there was a similar proportion of males and females interviewed, with males (312) representing 50.49% of the respondents and 305 females (49.51%). Most respondents (263) were in the age group of 26-30 years, representing 42.61% of the sample, followed by 193 respondents in the age group of 18-25 years, representing 31.28%. The average monthly income was $5,001-7,000 for 146 respondents (23.65%) and $3,001-5,000 for 138 respondents (22.41%). Four hundred nine respondents had a bachelor's degree (66.26%), followed by specialty degrees (88 respondents), which accounted for 14.29% of the sample. One hundred sixty-three respondents were students (26.35%) and 159 respondents were corporate staff (25.86%).

Table 2 Characteristics of the Sample and Descriptive Statistics

Control Variable		**Descriptive Statistics**
Gender	Male	312 (50.49%)
	Female	305 (49.51%)
Age	18~25 years old	193 (31.28%)
	26~30 years old	263 (42.61%)
	31~40 years old	111 (17.98%)
	41~50 years old	41 (6.65%)
	51~60 years old	9 (1.48%)
	61~70 years old	0%
	Older than 70 years old	0%
Education	High School Diploma and Below	29 (4.66%)
	Specialiser's Degree	88 (14.29%)
	Bachelor's Degree	409 (66.26%)
	Master's Degree	68 (11.08%)
	Ph.D.	23 (3.69%)
Average Monthly Income	2000 and Below 2000 RMB	85 (13.79%)
	2001~3000 RMB	74 (12.07%)
	3001~5000 RMB	138 (22.41%)
	5001~7000 RMB	146 (23.65%)
	7001~9000 RMB	102 (16.5%)
	Above 9,000 RMB	71 (11.58%)
Occupation	Educator or Researcher	105 (17%)
	Student	163 (26.35%)
	Government Officer	38 (6.16%)
	Media Promoter	39 (6.4%)
	Corporate Staff	159 (25.86%)
	Business Owner	12 (1.97%)
	Retiree	3 (0.49%)
	Freelancer	84 (13.55%)
	Medical Staff	14 (2.22%)

Before applying SEM analysis, the relevant standards should be satisfied. The reflective measurement model should be assessed with reliability and validity to achieve consistency (Cheung et al., 2023). Convergent validity was assessed through factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE) in the studies (Amora, 2021; Ratasuk, 2023b). The factor loadings for all constructs ranged from 0.701 to 0.900, meeting the recommendation that all factor loadings should not be less than 0.5. As shown in Table 3, the lowest CR value was 0.884, suggesting that the CR values for all constructs should be above 0.7 to be deemed satisfactory. Additionally, the AVE values ranged from 0.658 to 0.803, indicating that the AVE values for all constructs should be greater than 0.5, suggesting small errors (Afthanorhan et al., 2020). Therefore, the convergent validity of the data is satisfactory.

Table 3 Convergent Validity (Factor Loadings, CR, and AVE)

Construct	Item	Factor loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
Revisit Intention (RI)	RI1 Willing to go snorkeling in Hainan next time.	0.715	0.874	0.782
	RI2 Possible visit to Hainan in the next 12 months.	0.801		
	RI3 Recommend friends and family to go snorkeling in Hainan.	0.763		
	RI4 Prefer snorkeling in Hainan to other places in the future.	0.776		
	RI5 Say positive things about Hainan to other people.	0.757		
Satisfaction (SA)	SA1 My choice to make this trip was wise.	0.612	0.851	0.735
	SA2 Travel experience exceeded my expectations of satisfaction.	0.786		
	SA3 This trip will give me fulfillment and satisfaction.	0.746		
	SA4 Travel experience is well worth my time and effort.	0.732		
	SA5 The people I traveled with were also pleased with the trip	0.767		
Service Quality (SQ)	SQ1 Staff are credible and courteous with tourists.	0.690	0.866	0.765
	SQ2 The behavior of employees reinforces tourists' confidence.	0.765		
	SQ3 Fluent and understandable communication with tourists.	0.687		

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Table 3 Convergent Validity (Factor Loadings, CR, and AVE) (Con.)

Construct	Item	Factor loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
	SQ4 The staff responds to tourists' requests quickly.	0.812		
	SQ5 Cultivation of friendly relationships with tourists.	0.794		
Infrastructure (IN)	IN1 Good marine natural environment.	0.568	0.797	0.641
	IN2 Ability to provide multiple transportation options in a variety of situations.	0.743		
	IN3 Specialty hotels and B&Bs are available in the vicinity of the sites.	0.642		
	IN4 Tourism project sites are equipped with infrastructures such as showers, toilets, umbrellas, etc.	0.699		
	IN5 Good infrastructure for garbage disposal and up-to-standard wastewater discharge is available	0.656		
Destination Image (DI)	DI1 Sanitation in tourist destinations is tidy.	0.580	0.805	0.654
	DI2 Residents of tourist destinations are hospitable.	0.658		
	DI3 Sunny and pleasant climate in the destination.	0.701		
	DI4 Destinations have very distinctive décor.	0.699		
	DI5 The destination is rich in marine resources.	0.722		
Safety (SF)	SF1 Local transportation to tourist destinations is safe.	0.570	0.818	0.675
	SF2 The tourist destination has a good reputation.	0.692		
	SF3 It's safe to go on adventures, snorkeling, and other activities.	0.736		
	SF4 There is good first aid and safety equipment.	0.696		
	SF5 Police are competent and able to maintain a safe environment.	0.736		

Table 3 Convergent Validity (Factor Loadings, CR, and AVE) (Con.)

Construct	Item	Factor loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
Promotion (PR)	PR1 Travel information about Hainan can often be found on various travel websites.	0.598	0.808	0.659
	PR2 Residents will enthusiastically recommend tourist attractions.	0.701		
	PR3 There are a lot of media promotions in tourist destinations.	0.633		
	PR4 Able to get travel information from the local area very clearly.	0.746		
	PR5 Local products can be easily purchased at the destination.	0.700		

Source: RI= Revisit Intention, SA= Satisfaction, SQ=Service Quality, IN= Infrastructure, DI= Destination Image, SF= Safety, PR= Promotion

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio of Correlations (HTMT). As illustrated in Table 4, the results indicate compliance with the HTMT criterion, with all values falling below the threshold of 0.85, as recommended by Henseler et al. (2015)¼C. Furthermore, Hair et al. (2012) propose that values below 0.90 are also acceptable.

Table 4 HTMT Ratio

List	RI	SA	SQ	IN	DI	SF	PR
RI	-	-	-	-	-	-	-
SA	0.827**	-	-	-	-	-	-
SQ	0.819**	0.785*	-	-	-	-	-
IN	0.824***	0.849**	0.873***	-	-	-	-
DI	0.849***	0.839*	0.875***	0.791**	-	-	-
SF	0.731*	0.822**	0.725*	0.740***	0.785**	-	-
PR	0.833***	0.768*	0.864***	0.785*	0.805*	0.726*	-

Source: **= p-value≤0.01, RI= Revisit Intention, SA= Satisfaction, SQ=Service Quality, IN= Infrastructure, DI= Destination Image, SF= Safety, PR= Promotion

To ascertain discriminant validity, Table 5 demonstrates that the absolute values of the Average Variance Extracted (AVE) for all variables exceed their corresponding inter-variable correlations. This finding indicates that the data collection instrument and the resultant data are reliable, thereby meeting the validity criteria as endorsed by Fornell and Larcker (1981).

The composite reliability and Cronbach's alpha for all variables ranged from 0.703 to 0.874, exceeding the threshold of 0.7; hence, the data collection instrument and the gathered data are deemed reliable (Fornell & Larcker, 1981; Ratasuk, 2023a). Full collinearity tests were conducted to assess multicollinearity among the variables and Common Method Bias (CMB). According to Kock (2015), the full Variance Inflation Factor (VIF) should be less than 3.3. As demonstrated in Table 5, the highest VIF recorded was 3.299, which is below the 3.3 threshold. Consequently, the model does not present significant multicollinearity issues and is free from CMB.

Table 5 Correlation, Reliability, and Multicollinearity

	RI	**SA**	**SQ**	**IN**	**DI**	**SF**	**PR**
RI	(0.763)	-	-	-	-	-	-
SA	0.821	(0.731)	-	-	-	-	-
SQ	0.747	0.779	(0.752)	-	-	-	-
IN	0.617	0.693	0.648	(0.664)	-	-	-
DI	0.637	0.688	0.650	0.748	(0.674)	-	-
SF	0.719	0.769	0.708	0.796	0.765	(0.689)	-
PR	0.636	0.721	0.653	0.690	0.705	0.734	(0.677)
Composite Reliability (CR)	0.874	0.851	0.866	0.797	0.805	0.818	0.808
Cronbach's Alpha	0.820	0.780	0.806	0.780	0.797	0.720	0.703
Full Collin. VIF	2.540	2.680	3.108	3.276	3.052	3.299	2.744

Source: **= p-value≤0.01, RI= Revisit Intention, SA= Satisfaction, SQ=Service Quality, IN= Infrastructure, DI= Destination Image, SF= Safety, PR= Promotion

PLS-SEM Analysis Results

After verifying the satisfactory quality of the model, the PLS-SEM analysis proceeded to evaluate the proposed hypotheses. Figure 1 illustrates the outcomes of the PLS-SEM, highlighting the relationships among all the variables, which are summarized below. Furthermore, a mediation test was performed using the Sobel test, and its results are provided following the PLS-SEM analysis.

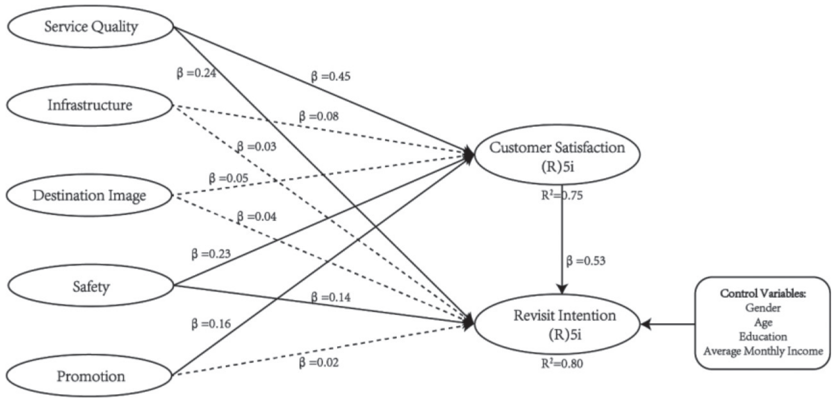

Figure 1 The PLS-SEM Results

Hypothesis 1a suggests that service quality has a significant and positive effect on customer satisfaction ($\beta = 0.450$; $p < 0.010$). The results indicated a positive and significant effect on customer satisfaction; thus, hypothesis 1a is supported.

Hypothesis 1b suggests that service quality has a significant and positive effect on the intention to revisit ($\beta = 0.240$; $p < 0.010$). The results indicated a positive and significant effect on the intention to revisit; thus, hypothesis 1b is supported.

Hypothesis 2a suggests that infrastructure has a significant and positive effect on customer satisfaction ($\beta = 0.080$; $p = 0.050$). The results indicated a positive but insignificant effect on customer satisfaction; thus, hypothesis 2a is not supported.

Hypothesis 2b suggests that infrastructure has a significant and positive effect on the intention to revisit ($\beta = 0.030$; $p = 0.260$). The results indicated a positive but insignificant effect on the intention to revisit; thus, hypothesis 2b is not supported.

Hypothesis 3a suggests that destination image has a significant and positive effect on customer satisfaction ($\beta = 0.050$; $p = 0.170$). The results indicated a positive but insignificant effect on customer satisfaction; thus, hypothesis 3a is not supported.

Hypothesis 3b suggests that destination image has a significant and positive effect on the intention to revisit ($\beta = 0.040$; $p = 0.200$). The results indicated a positive but insignificant effect on the intention to revisit; thus, hypothesis 3b is not supported.

Hypothesis 4a suggests that safety has a significant and positive effect on customer satisfaction ($\beta = 0.230$; $p < 0.010$). The results indicated a positive and significant effect on customer satisfaction; thus, hypothesis 4a is supported.

Hypothesis 4b suggests that safety has a significant and positive effect on the intention to revisit ($\beta = 0.140$; $p < 0.010$). The results indicated a positive and significant effect on the intention to revisit; thus, hypothesis 4b is supported.

Hypothesis 5a suggests that promotion has a significant and positive effect on customer satisfaction ($\beta = 0.160$; $p < 0.010$). The results indicated a positive and significant effect on customer satisfaction; thus, hypothesis 5a is supported.

Hypothesis 5b suggests that promotion has a significant and positive effect on the intention to revisit ($\beta = 0.020$; $p = 0.330$). The results indicated a positive but insignificant effect on the intention to revisit; thus, hypothesis 5b is not supported.

Hypothesis 6 suggested that customer satisfaction has a significant and positive effect on the intention to revisit ($\beta = 0.530$; $p < 0.010$). The results indicated a positive and significant effect on the intention to revisit; thus, hypothesis 6 is supported.

Among all the variables, infrastructure and destination image do not have a positive and significant effect on customer satisfaction. Thus, the mediating roles of customer satisfaction on the relationship between service quality, infrastructure, destination image, safety, and promotion to revisit were tested.

Hypothesis 1c suggests that customer satisfaction mediates the relationship between service quality and intention to revisit. The Sobel test results indicated a significant positive and partial mediation of customer satisfaction between service quality and intention to revisit ($t = 7.389$, $p = 0.000$). Therefore, hypothesis 1c is supported.

Hypothesis 4c suggests that customer satisfaction mediates the relationship between safety and intention to revisit. The Sobel test results indicated a significant positive and partial mediation of customer satisfaction between safety and intention to revisit ($t = 4.403$, $p = 0.000$). Therefore, hypothesis 4c is supported.

Hypothesis 5c suggests that customer satisfaction mediates the Relationship Between Promotion and Intention to revisit. The Sobel test results indicated a significant positive and full mediation of customer satisfaction between promotion and intention to revisit ($t = 3.194$, $p = 0.001$). Therefore, hypothesis 5c is supported.

In addition, the results showed that only education has a negative association with revisit intention ($\beta=-0.092, p=0.032$), while gender, age, and income have no significant impact on revisit intention.

Discussion

The main objective of this study is to investigate the impact of customer satisfaction (including service quality, infrastructure, destination image, safety, and promotion) on the intention to revisit snorkeling tourists in Hainan, as well as the mediating role of customer satisfaction. The results of PLS-SEM indicate that service quality, safety, and promotion have a significant positive impact on purchase intention through customer satisfaction. Moreover, customer satisfaction plays a positive mediating role between influencing factors and the intention to revisit. These findings can guide tourism industry stakeholders in improving service strategies and can also assist the government in enhancing the local image and increasing tourist arrivals, thereby promoting local economic development.

The survey results show that service quality, safety, and promotion have a significant positive impact on customer satisfaction, which is consistent with previous research results (Ali et al., 2021; Wantara & Irawati, 2021). Wantara and Irawati (2021) pointed out that, following the experience of COVID-19, the global tourism industry is recovering, and in this context, service quality indirectly affects customer satisfaction, thereby having a significant positive impact on consumers' intention to revisit. This result is also consistent with the findings of Günaydın (2022), who found in their study on tourism revisit intentions that safety affects consumers' intention to revisit. Avraham (2020) also found that promotion positively influences customer satisfaction, which in turn affects customers' intention to revisit. Therefore, providing better services and attractive promotions can enhance customer satisfaction, which will also indirectly influence consumers' intention to revisit.

Moreover, the findings reveal a significant positive correlation between customer satisfaction and the intention to revisit, aligning with previous research (Agnihotri et al., 2020; Nguyen

Viet et al., 2020). For instance, Nguyen Viet et al. (2020) found that the higher the satisfaction consumers have with their travel experience, the more likely they are to revisit the destination. Similarly, Rasoolimanesh et al. (2023) demonstrated that customer satisfaction significantly influences revisit intention, regardless of whether the travel is international or domestic. Therefore, in the context of snorkeling tourism in Hainan, higher consumer satisfaction with the product leads to a stronger intention to revisit.

Finally, based on the research results, customer satisfaction mediates the relationship between service quality and revisit intention, the relationship between safety and revisit intention, and the relationship between promotion and revisit intention. This is consistent with the findings of Tešić (2020), who found that when service quality is linked to satisfaction, it positively impacts revisit intention. Additionally, Abdulla et al. (2019) demonstrated that safety also positively moderates the relationship between customer satisfaction and revisit intention. Similarly, the study by Sánchez et al. (2022) indicated that various levels of promotion of the destination can positively moderate the relationship between customer satisfaction and revisit intention. Therefore, high service quality, safety, and effective promotion of the destination can significantly enhance customer satisfaction. When customers feel satisfied, their intention to revisit increases.

Conclusions

Based on the findings of this study, several key factors significantly influence the revisit intention of snorkeling tourists in Hainan Province. Tourists who experience high service quality, including well-maintained infrastructure and responsive, competent staff, tend to have a favorable perception of the destination. This positive perception is further enhanced by safety measures and effective promotional activities, leading to higher satisfaction and a strong intention to revisit. The study underscores the importance of continuous improvements in service quality, infrastructure, and safety to maintain and enhance tourist satisfaction. Additionally, effective marketing campaigns that highlight Hainan's unique attractions play a crucial role in attracting and retaining tourists. The government and tourism authorities can utilize these insights to develop supportive policies and invest in necessary infrastructure, ensuring the sustainable development of snorkeling tourism in Hainan. By fostering a positive destination image and addressing tourists' needs and expectations, Hainan can solidify its reputation as a premier snorkeling destination, driving long-term economic growth and stability in the region.

While several key factors significantly impacted revisit intentions, some hypotheses were not supported, offering valuable insights. Specifically, the lack of significant effects from infrastructure and destination image (Hypotheses 2a, 2b, 3a, and 3b) suggests that tourists may prioritize service quality and safety over these aspects. This indicates that while infrastructure is important, it may not be a decisive factor in shaping overall satisfaction. Additionally, the insignificant effect of promotion on revisit intention (Hypothesis 5b) highlights that while promotions can enhance customer satisfaction (supported by Hypothesis 5a), they may not directly encourage repeat visits. Tourists might seek more than just promotional offers; they require a comprehensive experience involving high service quality and safety. These findings suggest that tourism stakeholders should focus on enhancing service quality and safety while tailoring promotional strategies to better align with tourist expectations. A holistic approach that prioritizes these factors can effectively foster long-term loyalty among snorkeling tourists in Hainan.

Suggestions

Academic Contributions

This study enriches novel knowledge on how service quality, infrastructure, safety, and promotion promote tourists' revisit intentions through customer satisfaction, using customer satisfaction theory. This study focuses on snorkeling tourists in Hainan and highlights the need for a deeper understanding of customer satisfaction in tourism, which has been somewhat overlooked despite extensive research. Specifically, it explores how service quality, infrastructure, safety, and promotion enhance revisit intentions by moderating customer satisfaction, a relationship that has yet to be extensively studied. The study also investigated the moderating roles of customer satisfaction on the relationship between service quality, infrastructure, safety, promotion, and revisit intentions. Furthermore, the results provide a valuable expansion to the customer satisfaction theory literature, explaining how sub-dimensions of service quality, infrastructure, safety, and promotion impact tourists' intentions to revisit their destinations through customer satisfaction in snorkeling tourism in Hainan province.

Practical Contributions

The study's findings offer practical insights for stakeholders in Hainan's snorkeling tourism industry to enhance customer satisfaction and revisit intentions. 1) It is recommended that operators improve service quality by ensuring well-maintained snorkeling equipment, providing clear and comprehensive safety instructions, and offering high-quality customer service training for staff. 2) To enhance safety, it is suggested that operators implement rigorous safety protocols, conduct regular equipment checks, and provide thorough safety briefings to tourists. 3) For effective promotion, it is advised that operators utilize targeted marketing strategies, highlight positive customer experiences, and leverage social media platforms to reach a broader audience. 4) Additionally, it is recommended that operators offer personalized experiences to meet diverse customer needs and gather feedback to continuously improve services. 5) It is suggested that enhancing the destination image can be achieved by collaborating with local authorities to maintain clean and attractive snorkeling sites, promoting the unique natural beauty of Hainan, and ensuring a sustainable tourism environment. 6) Lastly, it is suggested that operators engage in partnerships with local businesses to provide comprehensive travel packages, create educational programs about marine conservation, and foster a community-focused approach to tourism development.

Limitations

This study has several limitations to consider. The sample was limited to domestic snorkeling tourists in Beijing, which may restrict the generalizability of the findings to other demographics or regions. The reliance on self-reported data could introduce bias, and the cross-sectional design captures only a snapshot in time, hindering the assessment of changes in revisit intention. Key variables, such as personal preferences and environmental factors, were not included, and the cultural context may influence perceptions of service quality and safety. Additionally, while PLS-SEM is effective for hypothesis testing, it primarily addresses linear relationships and may not capture the data's full complexity. Seasonal variations and unmeasured confounding variables could also affect the results. Finally, the subjective nature of customer satisfaction may impact the validity of the findings. These limitations suggest a need for further research to enhance understanding of revisit intentions in marine tourism.

Recommendations for Future Research

There are several recommendations for future research. Firstly, expanding the geographical scope of the study to include various snorkeling destinations worldwide would provide a more comprehensive understanding of the factors influencing revisit intentions across different cultural and environmental contexts. Secondly, incorporating a longitudinal research design could offer deeper insights into how tourists' revisit intentions evolve and are influenced by changing perceptions and experiences. Thirdly, future research should consider a broader range of influencing factors, such as environmental sustainability, cultural experiences, and personal health considerations, which were not explored in this study. Additionally, employing mixed methods, combining quantitative surveys with qualitative interviews, could enrich the data and provide a more nuanced understanding of tourists' motivations and behaviors. Finally, future studies could also investigate the role of emerging technologies, such as virtual reality and social media, in shaping tourists' revisit intentions, providing valuable insights for tourism marketers and policymakers. These recommendations aim to enhance the robustness and applicability of future research on tourism revisit intentions.

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The Influence of the Korean Wave on the Consumption of the Iconic Korean Spirit, ‘Soju’, by Thai Consumers

Pithoon Thanabordeekij[1*]

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Abstract

In recent decades, Korean culture has gained global attention due to globalization and rapid technological advancements. This cultural phenomenon, known as the “Hallyu” or “Korean Wave”, has conferred substantial soft power on Korea through its impact on entertainment media, the arts, fashion, language, and cuisine. The main objective of this research is to examine how Economic Value (ECV), Quality Value (QV), Emotional Value (ETV), Epistemic Value (EPV), Familiarity (FM), Subjective Norm (SN), and Perceived Behavioral Control (PBC) influence Thai consumers, purchase intentions for Soju, a popular Korean alcoholic beverage, by applying the extension of the Theory of Planned Behavior (TPB). Methodologically, this study employed a quantitative approach, conducting a cross-sectional survey of 464 Thai consumers in Chiang Mai. The collected data were analyzed using the Ordinary Least Squares (OLS) regression method. The study reveals that perceived quality, emotional value, familiarity, subjective norms, and perceived behavioral control have a significant impact on Thai consumers’ purchase intentions for Soju. In contrast, economic and epistemic values do not show significant influence. Based on these findings, businesses should focus on quality assurance, cultural integration strategies, enhancing product familiarity, leveraging social influence, and improving product accessibility to expand the Soju market in Thailand effectively. Implementing these targeted marketing approaches can strengthen Thai consumers’ connection to Korean culture and enhance Soju’s market presence nationwide.

Keywords: Korean Wave, Soju, Theory of Planned Behavior

Introduction

The Korean Wave (Hallyu) has demonstrated a remarkable influence on consumer behavior in Thailand, particularly evident in the rising consumption of Soju, the iconic Korean spirit. Figure 1 illustrates Soju sales in Thailand have shown consistent and substantial growth, increasing from 0.75 million liters in 2018 to 1.05 million liters by 2023. This upward trajectory represents a change in beverage preferences and signals a more profound cultural shift in Thai consumer behavior.

[1]Faculty of Economics, Chiang Mai University, Thailand
[*]E-mail: pithoon.th@cmu.ac.th

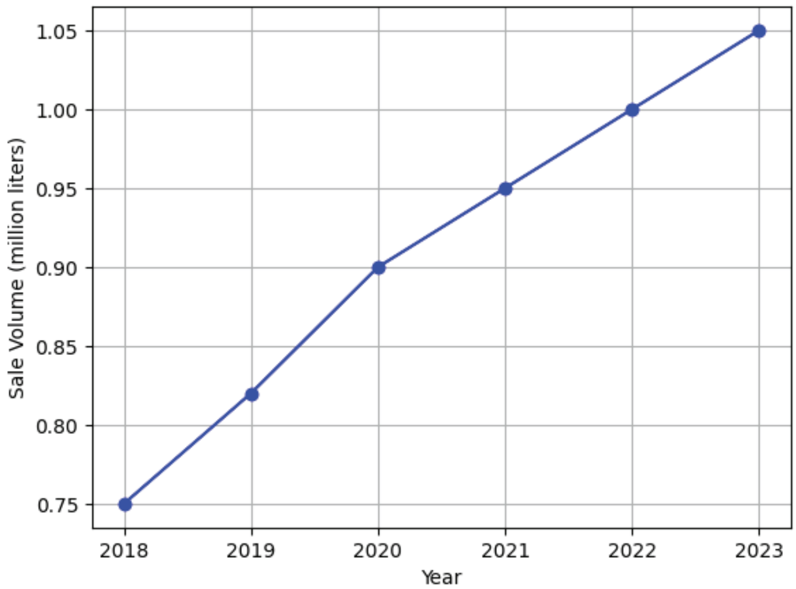

Figure 1 The Total Sales Volume of Soju in Thailand from 2018 to 2023
Source: Statista

The growth pattern of Soju consumption in Thailand is intricately linked to the broader success of Korean cultural exports, which have dramatically influenced consumer behavior in recent years. In 2022, South Korea's cultural exports reached an impressive $1.7 billion, representing a substantial 47.9% increase from 2021 (Bank of Korea). This surge in cultural exports has been particularly amplified through various forms of entertainment media. Notable phenomena such as the film Parasite, which garnered the Academy Award for Best Picture in 2020, and the global sensation Squid Game, which shattered Netflix viewing records, have played a significant role in fostering an appreciation for Korean culture (Ahn, 2022). A striking feature of these media productions is the prominent depiction of Soju in social settings, which cultivates cultural associations that can significantly inform consumer preferences.

The sales data illustrated in Figure 1 demonstrates several key trends in Soju consumption. First and foremost, the growth in Soju sales has shown remarkable consistency year over year, indicating that this shift in consumer preferences is enduring rather than a fleeting trend. Another critical observation is that the steepest increase in sales occurred between 2020 and 2023, coinciding with a marked rise in global consumption of Korean media during the COVID-19 pandemic, when people spent more time at home watching streaming content. Moreover, the total volume growth of 40% over five years signifies substantial market penetration and an escalating acceptance among Thai consumers, suggesting a notable shift in drinking habits.

However, despite these indicators of market success, a significant gap remains in our understanding of the factors that drive this consumption pattern. While existing studies have broadly explored cultural product adoption, the specific variables influencing preferences for alcoholic beverages within the context of cultural diffusion, especially in Southeast Asian markets, have not been thoroughly investigated. This research gap limits our ability to understand the underlying dynamics driving the growth trend in Soju consumption among Thai consumers.

Research Objective

This research aims to fill an important knowledge gap by examining the factors that influence Thai consumers' intentions to purchase Soju, a traditional Korean liquor. Utilizing the extended Theory of Planned Behavior (TPB), the study will analyze seven key variables: Economic Value (ECV), Quality Value (QV), Emotional Value (ETV), Epistemic Value (EPV), Familiarity (FM), Subjective Norm (SN), and Perceived Behavioral Control (PBC). By examining these variables, the research aims to offer insights into the underlying motivations that drive the growth trend depicted in Figure 1.

The study will specifically focus on Chiang Mai, a culturally vibrant city in Thailand known for its diverse and dynamic population of 1,629,434 as of 2020. The research aims to examine how cultural diffusion affects market dynamics within this region, providing a framework to translate cultural influences into tangible market outcomes, as evidenced by sales data.

In conclusion, this study contributes to the academic discourse on cultural diffusion and consumer behavior, offering practical insights for businesses seeking to navigate the complexities of the culturally infused beverage market in Thailand and beyond. By understanding these intricate dynamics, companies can effectively tailor their strategies to meet consumers' evolving preferences in a rapidly changing landscape.

Literature Review

Theory of Planned Behavior in Cultural Product Consumption

The Theory of Planned Behavior (TPB) is a comprehensive framework for understanding and forecasting consumer behavior across diverse cultural landscapes. Initially developed by Ajzen (1991), this model primarily centered on general behavioral intentions. However, contemporary adaptations have shed light on its significance in deciphering cross-cultural consumption patterns, providing valuable insights into how cultural contexts influence consumer decisions.

For instance, a compelling study by Ghorban Nejad et al. (2024) examined the intricate role of cultural familiarity in shaping consumer attitudes. This research delved deep into the psychology of consumers' intentions to curb their consumption habits, highlighting the crucial impact of individual differences, such as the need for evaluation and the process of self-referencing. Their findings suggest that the more familiar consumers are with a particular culture, the more nuanced their attitudes toward consumption reduction become.

Similarly, research conducted by Leong et al. (2023) expanded the application of the Theory of Planned Behavior (TPB) within the vibrant realm of social commerce. By integrating the concept of social support, they employed a meta-analytic Structural Equation Modeling (SEM) approach to derive a richer understanding of the dynamics at play within social commerce environments. Their findings revealed the profound influence of social media on shaping subjective norms, illustrating how online interactions can significantly impact consumer behavior and decision-making processes in today's digital age.

Ayar and Gürbüz (2021) further enriched the discussion on sustainable consumption through the lens of the Theory of Planned Behavior (TPB). Their detailed analysis underscored the interplay among attitudes, subjective norms, perceived behavioral control, and altruistic values in fostering sustainable consumer practices. Drawing on extensive data gathered from consumers in Kastamonu, Turkey, their research employed Structural Equation Modeling to unveil how these elements significantly impact intentions and behaviors related to sustainable consumption. Notably, they found that while perceived behavioral control does not directly influence behavior, other factors play a critical role. These insights are instrumental for policymakers, environmental organizations, and businesses aiming to encourage more sustainable consumer practices.

Moreover, the TPB framework provides a powerful lens for exploring how cultural exposure influences consumer intentions, particularly in the context of cultural product consumption, such as Soju. As cultural appreciation grows, so does the understanding of how heritage products are consumed, driven by cultural significance and consumer intent. This multifaceted approach highlights the significance of cultural nuances in influencing market behaviors and strategies.

In the specific context of Thailand, studies on alcohol consumption patterns have primarily focused on traditional beverages, with limited research on the adoption of foreign alcoholic products. However, the insights from these studies provide valuable context for understanding how cultural influences might shape new beverage preferences among Thai consumers.

Relevant Variables in This Study

Building on the Theory of Planned Behavior (TPB) principles, this study explores seven distinct value dimensions that influence consumer habits in beverage consumption, with a primary focus on Soju, a traditional Korean spirit.

Economic Value

The economic value of Soju transcends mere price comparisons; it encompasses a broader perception of worth that significantly steers the choices of Asian consumers regarding alcoholic beverages. Recent market analyses indicate that a strong sense of value for money has a significant impact on purchasing decisions (Li, 2022). In Thailand, for instance, Soju has carved out a niche as a premium yet accessible option, stimulating considerable growth in its market presence and appealing to diverse consumers eager for quality and affordability.

Quality Value

Perceptions of quality in alcoholic beverages are increasingly intertwined with notions of cultural authenticity. Research indicates that consumers often correlate specific production methods and ingredient sourcing with their cultural origins, which enhances perceived quality (Jeong & Lee, 2021). For Soju, the meticulous traditional distillation process and its rich cultural heritage elevate its status and reinforce its image as a high-quality spirit deeply embedded in Korean customs and traditions.

Emotional Value

The emotional aspect of consuming cultural products has gained significant attention in recent scholarly discourse. Studies reveal that exposure to media can forge emotional bonds and nostalgia associated with cultural items (Satrio et al., 2020). Soju's ubiquitous presence in Korean dramas and films often evokes positive sentiments for consumers, turning it into more than just a beverage; it becomes a vessel for cherished memories and cultural connections.

Epistemic Value

The quest for knowledge and the desire for unique experiences play pivotal roles in adopting cultural products. Research shows that consumers are increasingly drawn toward authentic cultural experiences through the products they choose to consume (Addis, 2023). Soju exemplifies this phenomenon, serving not merely as a drink but as an invitation to explore and immerse oneself in the intricate tapestry of Korean culture.

Familiarity

Recent studies underscore the significance of familiarity in mitigating consumer hesitance toward foreign products. The concept of "cultural proximity"—fostered through media exposure—has surfaced as a vital determinant in accepting and adopting products from different cultures (Berg, 2020). This familiarity with Soju, bolstered by its representation in various cultural contexts, enhances consumers' comfort levels when considering it a beverage choice.

Subjective Norm

Social narratives and influences play a decisive role in shaping beverage consumption behaviors. Research highlights how peer groups and the pervasive influence of social media significantly inform choices surrounding alcoholic beverages (Simpson-Rojas et al., 2024). The communal nature of Soju consumption depicted in Korean media reflects cultural practices and helps establish the social norms that govern these practices among diverse consumer groups.

Perceived Behavioral Control

Factors relating to accessibility and the convenience of consumption markedly shape behavioral intentions. Studies indicate that product availability and traditional serving methods significantly sway consumption patterns (Kin et al., 2024). The ease with which Soju can be accessed and enjoyed contributes to its popularity, making it a favored choice in social gatherings and personal celebrations.

Theoretical Framework and Hypotheses

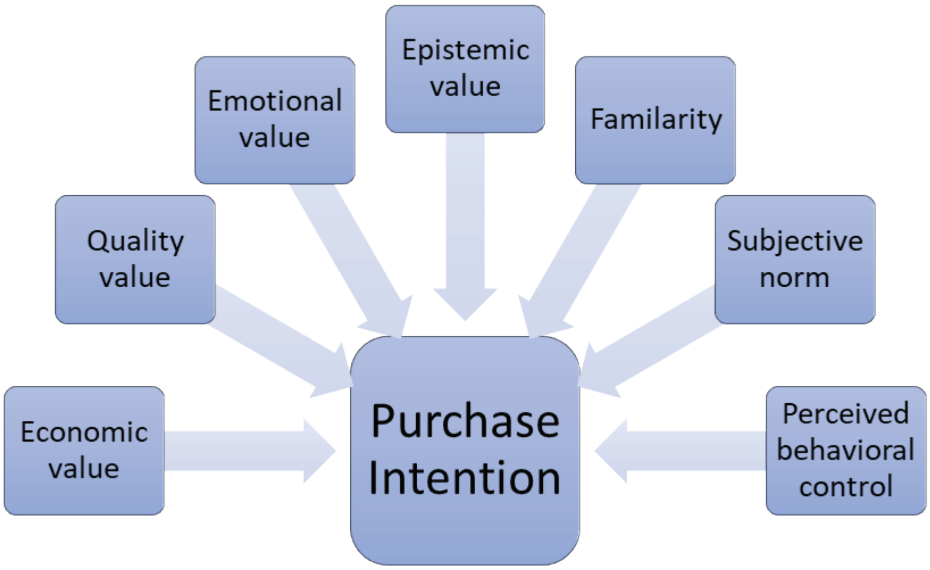

Figure 2 Proposed Framework

Based on the literature review, this study proposes seven hypotheses:
H1: Economic value positively influences purchase intention.
H2: Quality value positively influences purchase intention.
H3: Emotional value positively influences purchase intention.
H4: Epistemic value positively influences purchase intention.
H5: Familiarity value positively influences purchase intention.
H6: Subjective norm positively influences purchase intention.
H7: Perceived behavioral control positively influences purchase intention.

Methodology

Research Design and Approach

This study employs a quantitative research approach with a cross-sectional survey design to investigate factors influencing Thai consumers' purchase intentions for Soju. The research design follows a deductive approach, testing hypotheses derived from the Theory of Planned Behavior within the context of cultural beverage consumption.

Population and Sampling Strategy

The study focused on Thai consumers in Chiang Mai who have consumed Soju. Chiang Mai is a renowned tourist destination in Thailand for its distinctive culture and diverse attractions. The tourism sector is the primary source of revenue for Chiang Mai, contributing to income distribution, employment, and the growth of various industries. As a result, Chiang Mai is regarded as one of the most significant provinces in Thailand in terms of economic importance and cultural diversity.

Using Chiang Mai as a sample area is essential due to its vibrant culinary landscape. According to the Chiang Mai Provincial Public Health Office (n.d.), the population of Chiang Mai province in 2020 was 1,629,434 people. Based on Taro Yamane's sample size calculation (Yamane, 1973), the minimum sample size required for this study was 400 respondents.

While the sample provides valuable insights into consumer behavior in Chiang Mai, we acknowledge that the findings may not be fully generalizable to the entire Thai population due to regional cultural and economic differences across the country.

Results

The development of the survey instrument followed a methodical approach to ensure validity and reliability. Initially, we extensively reviewed existing literature on consumer behavior, cultural product consumption, and the Theory of Planned Behavior to generate relevant measurement items. We conducted a pilot test with 30 residents from Muang District who had consumed Soju. Participants were asked to complete the questionnaire and provide feedback on its clarity, length, and comprehensiveness. This pilot phase revealed several ambiguities in wording and identified redundant items, which led to further refinement of the instrument. Reliability analysis of the pilot data yielded promising Cronbach's alpha coefficients ranging from 0.68 to 0.83, indicating satisfactory internal consistency for most constructs. However, minor adjustments were made to strengthen scales with coefficients below 0.7.

The questionnaire comprised three distinct sections. The first section contained screening questions to verify the eligibility criteria, including the minimum age of 18 years, residence in

Muang District, and prior experience with Soju consumption. The second section formed the core of the instrument, consisting of 29 items measuring the seven key constructs: Economic Value (4 items), Quality Value (4 items), emotional value (4 items), epistemic value (4 items), familiarity (4 items), subjective norm (3 items), perceived behavioral control (3 items), and purchase intention (3 items). All constructs were measured using multiple indicators to enhance construct validity and reliability. Respondents rated their agreement with each statement on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5).

Data Collection Procedure

Our data collection occurred from November 2023 to February 2024 in the Muang District of Chiang Mai. We selected our collection sites strategically to capture diverse demographic profiles, including shopping centers (Maya, Central Festival), university areas (Chiang Mai University, Rajabhat University), Korean restaurants, and public spaces around Tha Pae Gate and the Night Bazaar. Two trained research assistants administered the surveys in person and verified eligibility through screening questions before proceeding. Data collection was conducted at various times and on different days of the week to ensure the representation of different consumer segments.

Of the 652 individuals approached, 550 agreed to participate, resulting in a response rate of 84.36%. After screening for completeness, we obtained 464 valid questionnaires. Weekly review sessions were held to ensure consistency in data collection procedures across all locations and timeframes.

Measurement Model Assessment

To establish the psychometric properties of our measurement model, we conducted comprehensive analyses of convergent and discriminant validity (Table 1).

Table 1 Convergent and Discriminant Validity Analysis

Construct	CR	AVE	EV	QV	EMO	EPM	FML	SN	PBC	INT
EV	0.817	0.529	1	-	-	-	-	-	-	-
QV	0.839	0.568	.073	1	-	-	-	-	-	-
EMO	0.866	0.620	-.049	.316**	1	-	-	-	-	-
EPM	0.858	0.603	-.083	.372**	.723**	1	-	-	-	-
FML	0.855	0.597	-.006	.345**	.569**	.474**	1	-	-	-
SN	0.817	0.598	-.055	.220**	.461**	.427**	.421**	1	-	-
PBC	0.890	0.729	.095	.265**	.363**	.259**	.558**	.463**	1	-
INT	0.856	0.674	.085	.371**	.525**	.402**	.624**	.529**	.738**	1

Source*:* **Correlation is significant at the 0.01 level; CR = Composite Reliability; Average Variance Extracted = AVE; EV = Economic Value; QV = Quality Value; EMO = Emotional Value; EPM = Epistemic Value; FML = Familiarity; SN = Subjective Norm; PBC = Perceived Behavioral Control; INT = Purchase Intention;

All constructs exhibited strong Composite Reliability (CR) values ranging from 0.817 to 0.890, which exceeds the recommended threshold of 0.7 for convergent validity. Furthermore, each construct's Average Variance Extracted (AVE) was above the benchmark of 0.5, with values between 0.529 and 0.729. These findings and our previously reported Cronbach's alpha coefficients provide robust evidence for convergent validity.

To assess discriminant validity, we analyzed the inter-construct correlation matrix. According to the Fornell-Larcker criterion, the square root of the AVE for each construct should exceed its correlations with any other construct. As shown in Table 1, we confirmed that the square roots of the AVE values (0.727, 0.754, 0.787, 0.777, 0.773, 0.773, 0.854, and 0.821 for Economic Value, Quality Value, Emotional Value, Experiential Purchase Motivation, Familiarity, Subjective Norm, Perceived Behavioral Control, and Purchase Intention, respectively) were all greater than the corresponding inter-construct correlations, thus confirming adequate discriminant validity.

The correlation patterns illustrated in Table 1 offer preliminary support for several of our hypothesized relationships. Notably, Purchase Intention (INT) demonstrated strong positive correlations with Perceived Behavioral Control ($r = 0.738$, $p < 0.01$), Familiarity ($r = 0.624$, $p < 0.01$), and Subjective Norm ($r = 0.529$, $p < 0.01$). Interestingly, Economic Value (EV) exhibited non-significant correlations with most constructs, suggesting its potential independence from other factors in our model.

To address concerns about multicollinearity, primarily due to the high correlation between Perceived Behavioral Control and Purchase Intention ($r = 0.738$), we calculated the Variance Inflation Factors (VIFs) for all predictor variables in our regression model. All VIF values were below 3.0, well under the recommended threshold of 5.0, indicating that multicollinearity did not significantly impact our regression results.

Discussion

Demographic Profiles

The survey conducted for this research involved 464 respondents out of an original pool of 550. Each participant was at least 18 years old, lived in the vibrant city of Chiang Mai, and had firsthand experience consuming Soju, a popular alcoholic beverage.

The age range of respondents varied widely, spanning from the youthful 18 to the more seasoned 55 years. A diverse representation of genders was noted, with 21 percent identifying as male, 66 percent as female, and 13 percent as belonging to the LGBTQ+ community, highlighting the inclusive nature of the sample.

The respondents demonstrated a range of academic achievements in terms of educational background. Sixteen percent had completed a lower bachelor's degree, while an impressive 81 percent held a full one. Additionally, 3 percent of the participants had advanced their education to attain a graduate degree, showcasing a well-educated population segment.

Relationship in Relevant Variables and Research Hypothesis

First, all the questions underwent reliability testing using Cronbach's alpha coefficients, which required coefficients of 0.7 after data collection. All items passed this test, as shown in Table 2.

Table 2 Cronbach's Alpha Scale Reliability Results

Variable	Survey Questions	Cronbach's Alpha (n = 464)
Economic Value (ECV)	1. The price of Soju, in general, is affordable. 2. The price of Soju is comparable to that of alcoholic drinks from other countries. 3. Soju is an excellent alternative to a luxury beverage. 4. The positive perception of consuming Soju results in a willingness to pay higher prices.	0.701
Quality Value (QV)	1. I believe the ingredients used in my preferred soju brand are high quality. 2. The alcohol content of soju is well-balanced and suitable for my taste. 3. I find the flavor profile of soju to be enjoyable. 4. Soju is smooth and easy to drink compared to other spirits.	0.738
Emotional Value (EMV)	1. I enjoy drinking Soju. 2. Watching K-drama makes me crave Soju. 3. Drinking soju reminds me of the warm, romantic feelings often portrayed in K-dramas. 4. Drinking soju makes me feel part of Korean culture.	0.792
Epistemic Value (EPV)	1. Drinking soju satisfies my craving for new experiences. 2. Drinking soju makes me feel the atmosphere of Korean culture. 3. Drinking soju makes me reminisce about the K-dramas I have watched. 4. Drinking soju helps me grasp the cultural differences between South Korea and my home country.	0.783
Familiarity (FM)	1. I am accustomed to the flavor of Soju. 2. I am familiar with the name "Soju". 3. Soju in K-dramas is something I am familiar with. 4. I often prefer drinking Soju over other types of alcoholic beverages from different countries.	0.775
Subjective Norm (SN)	1. Drinking soju is widely accepted in my social circles. 2. My friends and family encourage me to drink soju during social gatherings. 3. I feel that drinking soju is important to participating in cultural traditions.	0.703
Perceived Behavioral Control (PBC)	1. I find it easy to obtain Soju whenever I want to drink it. 2. If I wanted to, I could buy Soju instead of other alcoholic beverages. 3. It's mostly my decision whether or not to buy soju.	0.818

Table 2 Cronbach's Alpha Scale Reliability Results (Con.)

Variable	Survey Questions	Cronbach's Alpha (n = 464)
Intention to Drink Soju (INT)	1. When deciding to drink an alcoholic beverage, I prefer soju. 2. When I choose to have an alcoholic beverage, I usually opt for Soju. 3. I will continue to drink Soju in the future if I have the opportunity.	0.759

Source: Author's calculation

Hypothesis Testing

Linear regression was employed to find the Coefficient, t-value, and p-value. For hypotheses to be accepted, it must be demonstrated that the factor has a significant effect on the purchase intention of Soju, and the p-value must be less than 0.05 for a 95% confidence level. The findings in Table 2 suggest that factors significantly affecting the purchase intention of Soju are quality value, emotional value, familiarity, subjective norm, and perceived behavioral control.

To test our hypothesized relationships, we conducted multiple regression analysis with Purchase Intention as the dependent variable and the seven proposed factors as independent variables (Table 2). The overall model explained 67.2% of the variance in Purchase Intention ($R^2 = 0.672$, Adjusted $R^2 = 0.665$, $F(7,356) = 104.319$, $p < 0.001$).

Table 3 Summary of Hypothesis Testing

No.	Hypothesis Path	Beta (β)	t-Value	p-Value	VIF	Hypothesis Supported
H_1	ECV → INT	0.043	1.360	0.175	1.037	NO
H_2	QV → INT	0.102	2.955	0.003	1.236	YES
H_3	EMV → INT	0.196	4.016	0.001	2.543	YES
H_4	EPV → INT	-0.006	-0.119	0.905	2.247	NO
H_5	FM → INT	0.178	4.102	0.001	1.935	YES
H_6	SN → INT	0.095	2.837	0.001	1.619	YES
H_7	PBC → INT	0.506	12.754	0.001	1.148	YES
$R^2 = 0.666$, a significant level at 0.01						

Source: Author's calculation

As shown in Table 3, five of our seven hypotheses were supported. The strongest predictor of Purchase Intention was Perceived Behavioral Control ($\beta = 0.506$, $p < .001$), followed by Emotional Value ($\beta = 0.196$, $p < .001$), Familiarity ($\beta = 0.178$, $p < .001$), Quality Value ($\beta = 0.102$, $p = .003$), and Subjective Norm ($\beta = 0.095$, $p = .005$). However, Economic Value

($\beta = 0.043$, $p = .175$) and Epistemic Value ($\beta = -0.006$, $p = .905$) did not significantly influence Purchase Intention; thus, H_1 and H_4 were not supported.

We assessed multicollinearity using Variance Inflation Factors (VIF). All VIF values ranged from 1.037 to 2.453, well below the threshold of 5.0, indicating that multicollinearity did not substantially affect our results.

The strong influence of Perceived Behavioral Control ($\beta = 0.506$, $p < .001$) suggests that ease of purchase is a critical factor in decisions regarding Soju consumption. This finding indicates that distribution expansion and improved accessibility are key strategic considerations for businesses looking to increase Soju sales in Thailand. Consumers who perceive fewer barriers to purchasing Soju are significantly more likely to follow through with their purchase intentions, highlighting the importance of availability in retail outlets, restaurants, and online platforms.

The significant impact of Emotional Value ($\beta = 0.196$, $p < .001$) on purchase intentions aligns with consumer socialization theory, which suggests that consumers develop emotional connections to products through repeated exposure and positive associations. For Soju, these emotional connections are often formed through Korean media depictions of the beverage in social, romantic, or celebratory contexts. The strong positive influence contrasts with the non-significant effect of Epistemic Value ($\beta = -0.006$, $p = .905$), suggesting that Thai consumers are more motivated by emotional connections to Korean culture than by the novelty or learning experience of consuming Soju. This finding contradicts some previous cross-cultural consumption studies that emphasize epistemic value as a key driver and warrants further investigation.

The lack of significance for Economic Value ($\beta = 0.043$, $p = .175$) is particularly noteworthy, given Soju's positioning as an affordable premium beverage. This suggests that Thai consumers may not be price-sensitive when it comes to cultural beverages like Soju, instead prioritizing quality, emotional associations, and social factors. This finding diverges from traditional alcohol consumption studies that often identify price as a key consideration and highlights the unique nature of culturally-influenced purchase decisions.

Familiarity's strong positive influence ($\beta = 0.178$, $p < .001$) supports consumer socialization theory, which suggests that familiarity reduces perceived risk and increases comfort with foreign products. The significance of Subjective Norm ($\beta = 0.095$, $p < .001$) further emphasizes the social nature of Soju consumption and its role in cultural connection and group identity.

Conclusion

This research examines the various factors influencing Thai consumers' enthusiasm for purchasing Soju, a revered Korean alcoholic beverage renowned for its distinctive taste and cultural significance. The findings highlight the significant roles of perceived quality and emotional value in shaping Thai consumers' intentions to enjoy Soju. This observation resonates with the analyses conducted by Choe and Kim (2018), suggesting that the overall perception of quality can evoke a strong desire to indulge in this refreshing drink.

Furthermore, familiarity with Soju is a pivotal driver in this purchasing journey. Soliman (2021) points out that as consumers become more acquainted with Soju—its unique aesthetics, intriguing name, and delightful flavor profiles—their perception and purchase intent increase markedly. This underscores the necessity of educating consumers about Korean products, not just in terms of their taste but also their visual appeal and texture, ultimately enhancing consumers' willingness to incorporate Soju into their social experiences.

Moreover, this study reveals the significant influence of subjective norms, encompassing societal expectations and opinions surrounding beverage choices. This finding aligns with Bindin et al., who highlight how public perceptions and group expectations can profoundly shape consumer behavior. The social settings in which Soju is consumed often elevate its desirability, encouraging Thai individuals to partake in this cultural phenomenon.

Lastly, the research identifies perceived behavioral control as crucial in the purchasing decision process. The study reveals that consumers perceive Soju as more accessible to buy than other alcoholic beverages, facilitating a smoother transaction experience. This insight is supported by the work of Islam and Khaleel (2019), who underscore the importance of perceived ease of purchase in determining consumption intentions. Overall, this research paints a comprehensive picture of the multifaceted motivations driving Thai consumers' interest in Soju, shedding light on the interplay between familiarities,

The non-significant impact of economic and epistemic values was unexpected and challenges some conventional wisdom about the adoption of cultural products. These findings suggest that the typical value proposition, focused on affordability or novelty, may be less effective for culturally embedded products like Soju. Instead, marketers should focus on fostering emotional connections, enhancing quality perceptions, and implementing social integration strategies.

This study is not without limitations. The sample was limited to Chiang Mai residents, which may not fully represent the diversity of Thai consumers. Future research could be expanded to other regions in Thailand and compared with rural versus urban consumption patterns. Additionally, longitudinal studies could track how these influencing factors evolve as consumers move from initial trial to regular consumption of Soju.

Recommendation

Enhancing Market Penetration and Consumer Engagement for Soju in Thailand This study highlights several key factors influencing Thai consumers' purchasing intentions for Soju, including quality, emotional, epistemic, and familiarity aspects, as well as subjective norms and perceived behavioral control. To capitalize on these insights, marketers and policymakers can implement strategies to enhance market penetration and consumer engagement as follows:

Quality Assurance and Promotion: In marketing campaigns, emphasize the high-quality ingredients and balanced alcohol content of Soju. Highlighting the smooth and enjoyable flavor profile will attract quality-conscious consumers.

Cultural Integration and Emotional Appeal: Leverage the popularity of K-dramas and Korean culture to create emotional connections with consumers. Marketing efforts could involve collaborations with popular K-drama series or Korean cultural events to evoke warm and romantic feelings associated with Soju consumption.

Experiential Marketing: Promote Soju as a gateway to new experiences and cultural exploration. Organize tasting events, cultural festivals, and interactive campaigns that allow consumers to immerse themselves in Korean culture and experience the unique taste of Soju.

Familiarity Building: Increase consumer familiarity with Soju through consistent branding and media presence. Ensure Soju is prominently featured in advertisements, on social media, and through product placements in popular shows and movies.

Social Influence and Norms: Encourage social acceptance of Soju by leveraging influencers and social media campaigns. Highlight testimonials and endorsements from respected figures in Thai society to normalize the consumption of Soju in social settings.

Accessibility and Convenience: Improve the availability of Soju in retail outlets and online platforms. Ensure that Soju is easily accessible and competitively priced to enhance perceived behavioral control and encourage regular consumption.

By implementing these strategies, marketers and policymakers can effectively boost Soju consumption among Thai consumers, fostering a deeper connection with Korean culture and enhancing the overall market presence of Soju in Thailand.

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Work Stress and Burnout among Human Resources Personnel in Private Higher Education Institutions in China: The Mediating Role of Job Satisfaction

Xiaobo Xu[1*]

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Abstract

As China's private higher education institutions undergo transformative development, the Human Resources Department, as one of the core departments, faces significantly increased work stress, decreased job satisfaction, and intensified burnout among its staff. Although previous studies have focused on the relationships among these variables, the within specific dynamics to the context of private higher education institutions in China remain insufficiently explored. This study aimed to 1) investigate the interactions among work stress, job satisfaction, and burnout, 2) examine the mediating role of job satisfaction between work stress and burnout, and 3) provide theoretical and empirical support for human resources management in private higher education institutions.

Using a quantitative research method, this study surveys the staff of Human Resources Departments in private higher education institutions in Yunnan Province, China, with a valid sample size of 423. Statistical methods were analyzed to examine the relationships and underlying mechanisms among work stress, job satisfaction, and burnout. The findings indicate that there is a significant positive correlation between work stress and burnout, with job satisfaction serving as a significavit mediator in this relationship. Specifically, the analysis revealed that work stress indirectly increases burnout by reducing job satisfaction.

Based on the results, this study underscores the importance of managing work stress in the context of private higher education institutions, demonstrates that enhancing job satisfaction can effectively alleviate burnout, and recommends that private higher education institutions adopt strategies to optimize the work environment, provide training and development opportunities, enhance the job satisfaction of Human Resources Department staff, and reduce burnout.

Keywords: Work Stress, Burnout, Job Satisfaction

[1]International College , Dhurakij Pundit University, Thailand
[*]E-mail: 361856301@qq.com

Introduction

In recent years, with the rapid development of private higher education institutions in China and the increasing degree of education marketization, private human resources management departments are facing more challenges. Among these, work stress, job satisfaction, and burnout are key factors affecting the work efficiency and the health status of faculty and staff. Numerous studies have pointed out that work stress not only directly impacts individual psychological and physical health but also indirectly influences burnout through job satisfaction, further affecting the overall operational efficiency and well-being of the organization (Wu et al., 2020; Soto-Rubio et al., 2020). However, existing research predominantly focuses on enterprises, with relatively insufficient studies on the unique human resources environment and stress-coping mechanisms in private higher education institutions. The Human Resources Department, as the core department managing personnel (Li & Song, 2022), has staff whose work status directly influences the development of the school. If the Human Resources Department staff faces severe work stress and burnout, it will not only affect their health and work efficiency but also negatively impact the entire school's operation and development. Therefore, studying how to effectively manage and alleviate work stress in private higher education institutions' Human Resources Departments, improve job satisfaction, and reduce burnout is of great significance for enhancing the overall operational efficiency of the schools and promoting their long-term development.

Furthermore, while there have been studies exploring the relationship between work stress and burnout, the mediating role of job satisfaction in this process has not been sufficiently supported theoretically and empirically, particularly in the context of the Human Resources Departments of private higher education institutions. The Conservation of Resources (COR) theory provides a robust theoretical framework for explaining how work stress leads to burnout by depleting individuals' psychological and physical resources under conditions of limited resources (Hobfoll, 2001). Guided by this theory, this study delves into the mediating role of job satisfaction and how it moderates the relationship between work stress and burnout.

Therefore, this study aims to achieve three objectives: First, to clarify the relationship among work stress, job satisfaction, and burnout; second, to explore the mediating role of job satisfaction between work stress and burnout; and third, based on the research findings, to provide empirical foundations and improvement suggestions for human resources management in private higher education institutions. Such research not only supports the theory and practice of human resources management in private higher education institutions but also helps relevant managers optimize policies, improve the working environment for faculty and staff, enhance job satisfaction, and reduce occupational burnout.

This study employs a quantitative research method, conducting a questionnaire survey among the staff of Human Resources Departments in private higher education institutions in Yunnan Province, China, and collecting 423 valid samples. Due to the author's six years of experience working in private higher education institutions in Yunnan Province, relevant data were readily accessible. Through statistical analysis, the relationships and underlying mechanisms among work stress, job satisfaction, and burnout were verified. The results indicate a significant positive correlation between work stress and burnout, with job satisfaction significantly mediating the relationship between the two. The analysis reveals that work stress indirectly increases burnout by reducing job satisfaction. This is consistent with previous research findings and further validated in the specific context of private higher education institutions.

Based on the results, this study emphasizes the need for managing work stress, enhancing job satisfaction, and reducing burnout among Human Resources Department staff in private higher education institutions. The findings indicate a significant positive correlation between work stress and burnout, with job satisfaction significantly mediating the relationship between the two. Specifically, the analysis revealed that work stress indirectly increases burnout by reducing job satisfaction. This underscores the importance of optimizing the work environment and providing training and development opportunities. It is recommended that private higher education institutions adopt various strategies to enhance job satisfaction, thereby improving overall operational efficiency and employee well-being.

Research Objective

1. To systematically investigate the relationships among work stress, job satisfaction, and burnout, particularly by analyzing the mediating role of job satisfaction between work stress and burnout to elucidate the underlying mechanisms of these interactions.
2. To develop and validate a theoretical model that includes work stress, job satisfaction, and burnout, thereby providing comprehensive insights into the interrelationships among these variables and contributing enrichment of academic theories and empirical research in this domain.
3. To propose evidence-based management strategies and employee development recommendations for private higher education institutions, based on the research findings. The aim is to optimize the work environment, enhance job satisfaction, and reduce occupational burnout, thus improving work efficiency and the overall well-being of faculty and staff.

Literature Review

Concept Definition

Work Stress

Work stress refers to negative stimuli related to work that arise from the mismatch between the work environment, work demands, and personal expectations. This stress response is harmful to both physical and mental health and is influenced by external environments, organizational factors, and individual characteristics (Tong et al., 2022).

Burnout

Burnout, also known as occupational burnout, is generally considered the result of the long-term negative impact of work stressors. It is an extreme reaction to work stress (Borritz et al., 2006). Specific symptoms include emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001; Bianchi et al., 2019). Experiencing burnout at work not only negatively affects employees' physical and mental health, family environment, and organizational atmosphere but can also lead to significant economic losses for the country in severe cases.

Job Satisfaction

The multidimensional concept of job satisfaction was first proposed by Hoppock (Hoppock, 1938), who defined it as the sense of fulfillment employees experience both psychologically and physiologically in their work environment. Gazioglu and Tansel (2006) considered job satisfaction to be a positive emotional state, derived from the perception of whether work promotes the realization of personal values. To further clarify the meaning of job satisfaction, the Minnesota Satisfaction Questionnaire, which is widely used, evaluates individual job satisfaction through two components: intrinsic and extrinsic satisfaction. Extrinsic job satisfaction refers to people's perceptions of external work environment characteristics, such as job qualifications, organization and government policies, salary, work conditions, colleagues, career development and supervision, and partners. Intrinsic job satisfaction pertains to people's perceptions of the nature of the work tasks themselves such as expectations, demands, and other aspects (Hirschfeld, 2000).

Theoretical Foundation

Conservation of Resources Theory

The Conservation of Resources (COR) theory is widely accepted as one of the important theories explaining the mechanism of burnout (Bardoel & Drago, 2021). This theory posits that burnout occurs when individuals invest substantial resources but receive only minimal returns (Hobfoll, 2001). However, quantitative research on the internal mechanisms causing burnout among human resources staff in Chinese private higher education institutions remains relatively weak. While existing studies have explained the impact of work stress on burnout, few have addressed how to avoid the negative effects caused by work stress. To enrich related empirical research and theoretical foundations, this study focuses on staff in the Human Resources Departments of private higher education institutions. By combining previous research findings, this study constructs a hypothetical model to clarify the pathways affecting occupational burnout among Human Resources Department staff. The goal is to provide feasible suggestions for coping with work stress, alleviating occupational burnout, and improving work quality.

Research Hypotheses

Work Stress and Burnout

Stress is prevalent in people's daily lives and work. Griffin et al. (2007) and Ganster et al. (2013) suggested that stress is the perception and response generated by individuals when coping with environmental events, where the events that trigger stress are typically referred to as stressors. Stressors generally include physical, task-related, role-related, social, and work-related stressors. These stressors can have negative impacts on an individual's cognition, emotions, and physiology. Prolonged exposure to stress can be detrimental to an individual's work, as research indicates that stress depletes energy and leads to psychological disengagement from work (Smith et al., 2019). The Conservation of Resources (COR) theory explains that when individuals possess fewer resources and face high job demands, the likelihood of maladaptation increases, making them more prone to experiencing a lack of achievement in their work, which in turn leads to burnout (Salama, 2022).

Therefore, we propose Hypothesis H1: Work stress positively predicts occupational burnout among human resources staff in private higher education institutions.

The Mediating Role of Job Satisfaction in the Relationship between Work Stress and Burnout

Empirical studies have confirmed the relationships between work stress, job satisfaction, and burnout. Regarding work stress and job satisfaction, Khamisa et al. (2016) conducted a cross-sectional study with 1,200 nurses from four hospitals. After controlling for age, gender, demographics, education level, work experience, and hospital type, the results showed that work stress significantly and negatively predicted job satisfaction. Regarding job satisfaction and burnout, researchers have found that job satisfaction is significantly negatively correlated with burnout (Skaalvik & Skaalvik, 2017; Ran et al., 2020). Additionally, concerning the relationships among the three variables, Wu et al. (2021) surveyed 1,464 employees from Chinese banks and found that job satisfaction mediated the relationship between different dimensions of work stress and burnout. Based on these perspectives, this study incorporates job satisfaction as a variable and hypothesizes that work stress among HR staff in private higher education institutions indirectly affects their burnout through job satisfaction.

Therefore, we propose Hypothesis H2: Job satisfaction mediates the relationship between work stress and burnout among HR staff in private higher education institutions.

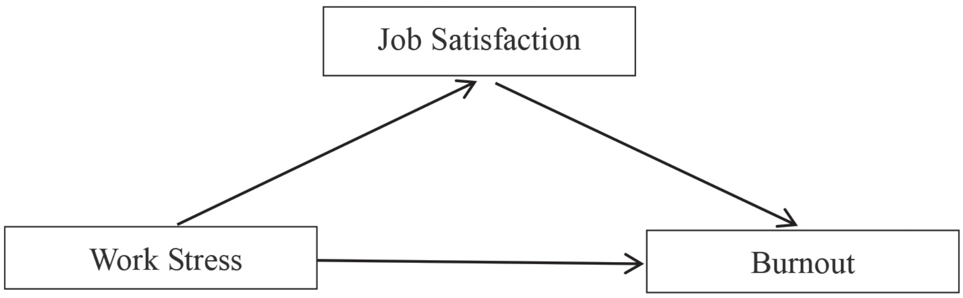

Figure 1 Theoretical Model Diagram

Methodology

This study targeted human resources staff in private higher education institutions in Yunnan Province, China. Given the author's six years of experience working in this region, relevant data were readily accessible. After contacting relevant private institutions by phone, an online survey was distributed to the target population. Data collection occurred in March 2024, resulting in 506 questionnaires, of which 423 were valid, yielding an effective rate of 83.59%. Harman's single-factor analysis method was used to test for common method bias in the returned questionnaires, and the results confirmed that the questionnaires were free from common method bias. The survey results were satisfactory, with a well-distributed sample in terms of gender, age, education level, professional title, and position, indicating a strong representativeness of the sample.

In this study, the independent variable is work stress, the dependent variable is burnout, and the mediating variable is job satisfaction. To ensure the reliability and validity of the measurements, the scales were revised based on established scales published in authoritative journals and commonly used in research with verified reliability and validity. The original scales were retranslated and adjusted as needed to better fit the research context. During the translation process, accuracy was prioritized, and back-translation was used to ensure consistency between the translation and the original text. The work stress scale was based on the research by Kim (1996) and Price (2001); the burnout scale was developed by Maslach and Jackson (1981); the job satisfaction scale was designed according to Weiss et al. (1967).

The reliability and validity of the research tools were thoroughly tested in this study. The Cronbach's alpha coefficients for the work stress, burnout, and job satisfaction scales were all above 0.80, indicating high internal consistency. According to Nunnally (1978), a Cronbach's alpha coefficient above 0.70 is considered acceptable, while coefficients above 0.80 indicate good internal consistency. Factor analysis was conducted to confirm the construct validity of the scales, with all items loading significantly on their respective factors, supporting the scales' validity (Hair et al., 2010).

Statistical analyses were conducted using SPSS to examine the relationships and underlying mechanisms among work stress, job satisfaction, and burnout. Descriptive statistics, correlation analysis, and multiple regression analysis were performed to test the hypotheses. Mediation analysis was conducted to explore the mediating role of job.

Results

Sample Demographics

In the sample, females outnumber males, accounting for 67.61%. Regarding age, the majority of participants are between 20-30 years old, representing 42.32% of the total sample. In terms of marital status, 57.92% of the participants are married. Educationally, those with a master's degree or higher constitute the largest proportion, reaching 60.99%. Concerning work experience, the most significant group has 1-3 years of experience, making up 27.66% of the sample. These detailed demographic statistics provide a comprehensive understanding of the sample characteristics, offering a solid foundation for in-depth exploration of the relationship between work stress and burnout.

Table 1 Characteristics of Study Participants (N = 423)

Basic Information	Category	Frequency (n)	Percentage (%)
Gender	Male	137	32.39%
	Female	286	67.61%
Age	20-30 years	179	42.32%
	31-40 years	129	30.50%
	41-50 years	98	23.17%
	50 years and above	17	4.02%
Marital Status	Single	178	42.08%
	Married	245	57.92%
Educational Level	Associate degree or below	25	5.91%
	Bachelor's degree	140	33.10%
	Master's degree or above	258	60.99%
Current Position Level	General staff	275	65.01%
	Supervisor	113	26.71%
	Director/Deputy Director	35	8.27%

Table 1 Characteristics of Study Participants (N = 423) (Con.)

Basic Information	Category	Frequency (n)	Percentage (%)
Years of Service at Current Institution	Less than 1 year	75	17.73%
	1-3 years	117	27.66%
	3-5 years	101	23.88%
	5-10 years	87	20.57%
	More than 10 years	43	10.17%

Correlation Analysis

This study used Pearson correlation coefficients to examine the relationships among all dimensions. The specific relationships between the factors are as follows: there are significant correlations between work stress, job satisfaction, and burnout ($P < 0.01$). Specifically, work stress is significantly negatively correlated with job satisfaction ($P < 0.01$); job satisfaction is negatively correlated with burnout ($P < 0.01$); however, work stress is positively correlated with burnout ($P < 0.01$). The use of Pearson correlation is appropriate for assessing the strength and direction of linear relationships between continuous variables (Schober et al., 2018).

The four dimensions of work stress significantly positively predict overall work stress. Similarly, the two dimensions of job satisfaction positively predict overall job satisfaction. In terms of burnout, low personal accomplishment and depersonalization are not significantly associated with emotional exhaustion.

Regression Analysis

The correlation analysis results indicate significant relationships among work stress, job satisfaction, and burnout, meeting the requirements for further multiple regression analysis. To address multicollinearity issues, a stepwise regression method was employed. The specific results are shown in Table 2.

Table 2 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	R	R^2	F	B	β
Work Stress	Burnout	0.534	0.285	83.600^{***}	0.820	0.534
Lack of Work Resources		0.422	0.178	44.900^{***}	0.265	0.204
Unclear Work Roles		0.516	0.266	37.300^{***}	0.325	0.264
Work Role Conflicts		0.531	0.282	26.870^{***}	0.131	0.141
Workload		0.542	0.294	21.200^{***}	0.101	0.114

Table 2 Regression Analysis of Work Stress on Burnout (Con.)

Independent Variable	Dependent Variable	*R*	R^2	*F*	*B*	*β*
Work Stress	Emotional Exhaustion	0.519	0.270	76.160***	1.246	0.519
Lack of Work Resources		0.394	0.156	38.080***	0.374	0.183
Unclear Work Roles		0.445	0.198	25.440***	0.275	0.143
Work Role Conflicts		0.469	0.220	19.210***	0.201	0.138
Workload		0.545	0.298	21.580***	0.413	0.296
Work Stress	Depersonalization	0.374	0.140	33.720***	0.837	0.374
Lack of Work Resources		0.249	0.063	13.690***	0.081	0.043
Unclear Work Roles		0.405	0.164	20.150***	0.542	0.302
Work Role Conflicts		0.421	0.177	14.710***	0.189	0.140
Workload		**0.421**	**0.177**	**10.980*** **	**0.012**	**0.009**
Work Stress	Low Personal Accomplishment	0.192	0.037	7.850***	0.335	0.192
Lack of Work Resources		0.209	0.044	9.400***	0.258	0.173
Unclear Work Roles		0.251	0.063	6.880***	0.245	0.174
Work Role Conflicts		0.251	0.063	4.570**	0.016	0.016
Workload		0.309	0.096	5.380***	0.196	0.192

Source：***$p < 0.001$, **$p < 0.01$

First, a hierarchical regression analysis was conducted to examine the impact of work stress on burnout. Given that the correlation coefficients between work stress, burnout, and their dimensions are below 0.7, a forced entry method was used, where all variables were entered into the regression model one by one to uncover the importance of these variables. Specifically, the independent variables were the four indicators of work stress, and the dependent variables were the three indicators of burnout. As shown in Table 2, the F-tests for the three regression equations were all significant ($P < 0.01$), indicating that the regression effects were significant. Work stress explains the three aspects of burnout. Furthermore, all β coefficients were greater than 0, confirming that work stress positively predicts burnout. Comparing the standardized coefficients of each variable in the model, the standardized coefficient of overall work stress was 0.534, indicating that the burnout phenomenon among the HR management staff is influenced by various aspects of work stress, especially the negative effects brought by unclear work roles ($\beta = 0.264$).

Next, a multiple regression analysis was conducted to validate the causal relationship between work stress and job satisfaction. The dependent variables were the two dimensions of job satisfaction, and the independent variables were the four dimensions of work stress. As shown in Table 3, except for the impact of workload on intrinsic satisfaction, the F-tests for other regression equations were significant, indicating that the regression effects were generally significant. The study found that work resources, unclear work roles, work role conflicts, and workload significantly affected job satisfaction ($P < 0.05$). Moreover, based on β coefficients less than 0, the study indicated that the four indicators of work stress negatively predicted job satisfaction. Comparing the standardized coefficients of each variable in the model, the absolute value of the standardized coefficient of overall work stress was 0.607, indicating that the job satisfaction of the HR management staff is influenced by work stress, especially the pressure brought by insufficient work resources ($\beta = -0.679$).

Table 3 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	R	R^2	F	B	β
Work Stress	Job Satisfaction	0.607	0.368	120.840***	-0.639	-0.607
Lack of Work Resources		0.679	0.462	179.330***	-0.608	-0.679
Unclear Work Roles		0.425	0.180	45.990***	-0.360	-0.425
Work Role Conflicts		0.299	0.088	20.200***	-0.191	-0.299
Workload		0.171	0.030	6.190*	-0.105	-0.171
Work Stress	Internal Satisfaction	0.554	0.307	92.480***	-0.578	-0.554
Lack of Work Resources		0.627	0.393	135.130***	-0.555	-0.627
Unclear Work Roles		0.396	0.157	38.470***	-0.331	-0.396
Work Role Conflicts		0.311	0.097	22.060***	-0.196	-0.311
Workload		0.103	0.011	2.170*	-0.062	-0.103
Work Stress	External Satisfaction	0.587	0.345	108.920***	-0.729	-0.587
Lack of Work Resources		0.651	0.424	153.780***	-0.688	-0.651
Unclear Work Roles		0.405	0.165	40.680***	-0.404	-0.405
Work Role Conflicts		0.242	0.059	12.790***	-0.182	-0.242
Workload		0.233	0.055	11.850***	-0.169	-0.233

Source: *$p < 0.05$; ***$p < 0.001$, **$p < 0.01$

Then, a regression analysis was conducted with the two indicators of job satisfaction as independent variables and the three indicators of burnout as dependent variables to analyze the impact of job satisfaction on burnout. As shown in Table 4, the F-tests of the regression equations were significant ($P < 0.01$). This indicates a clear causal relationship between internal and external satisfaction and burnout. Additionally, based on the negative β coefficients, the two job satisfaction indicators can effectively negatively predict burnout, with internal satisfaction having a greater impact on burnout ($\beta = -0.502$).

Table 4 Regression Analysis of Work Stress on Burnout

Independent Variable	Dependent Variable	*R*	R^2	*F*	*B*	*β*
Job Satisfaction	Burnout	0.510	0.261	73.700***	-0.747	-0.510
Internal Satisfaction		0.502	0.252	69.850***	-0.740	-0.502
External Satisfaction		0.452	0.204	53.650***	-0.560	-0.452
Job Satisfaction	Emotional Exhaustion	0.426	0.181	46.400***	-0.978	-0.426
Internal Satisfaction		0.377	0.142	34.740***	-0.875	-0.377
External Satisfaction		0.428	0.183	46.860***	-0.832	-0.428
Job Satisfaction	Depersonalization	0.296	0.087	20.130***	-0.634	-0.296
Internal Satisfaction		0.286	0.081	18.630***	-0.618	-0.286
External Satisfaction		0.270	0.073	16.170***	-0.485	-0.270
Job Satisfaction	Low Personal Accomplishment	0.333	0.111	26.130***	-0.558	-0.333
Internal Satisfaction		0.394	0.156	38.070***	-0.663	-0.394
External Satisfaction		0.214	0.046	9.880**	-0.301	-0.214

Source：***$p < 0.001$, **$p < 0.01$

Finally, SPSS's PROCESS plugin was used to test the mediating effect of job satisfaction in the relationship between work stress and burnout. The results showed that work stress significantly negatively predicted job satisfaction (β = -0.64, t = -10.99, P < 0.001; 95% CI = -0.75, -0.52). Work stress also significantly positively predicted burnout (β = 0.54, t = 5.02, P < 0.001; 95% CI = 0.33, 0.76). Furthermore, after including job satisfaction in the model, the direct predictive effect of work stress on burnout remained significant (β = -0.43, t = -4.16, P < 0.001; 95% CI = -0.63, -0.22). Additionally, the direct effect of work stress on burnout and the mediating effect of job satisfaction were significant, as the 95% confidence intervals for both did not contain 0. This indicates that work stress not only directly predicts burnout but also indirectly predicts burnout through the mediating effect of job satisfaction. Job satisfaction partially mediates the relationship between work stress and burnout, with a mediation effect value of 33.57% (a*b / c).

Discussion

This study aims to explore the impact of work stress on burnout and the mediating role of job satisfaction in this relationship. The results indicate that work stress has a positive predictive effect on burnout, and job satisfaction partially mediates this relationship.

1. Systematically Investigating the Relationships among Work Stress, Job Satisfaction, and Burnout

The study found a high correlation between work stress and burnout. Regression analysis revealed that work stress significantly positively predicts all three dimensions of burnout. This finding aligns with existing theories, particularly the Job Demands-Resources (JD-R) model, which explains the process of burnout. High work demands deplete the energy of HR personnel, leading to feelings of exhaustion and burnout. Additionally, a lack of resources prevents them from engaging in their work effectively. When work demands are high and resources are limited, HR personnel may gradually disengage from their work after experiencing burnout (Bakker & Demerouti, 2007).

Furthermore, the study confirms that job satisfaction partially mediates the relationship between work stress and burnout. High work stress leads to low job satisfaction, which in turn exacerbates burnout. Conversely, high job satisfaction can effectively mitigate burnout. This is consistent with the findings of Wu et al. (2021) and supports the Conservation of Resources (COR) theory.

2. Developing and Validating a Theoretical Model

The findings support the development of a theoretical model that includes work stress, job satisfaction, and burnout. The Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) theory provide a robust framework for understanding these relationships. Work stress directly impacts burnout and indirectly influences it through job satisfaction. This model enriches the academic theories and provides empirical evidence on the interrelationships among these variables.

3. Proposing Evidence-Based Management Strategies and Employee Development Recommendations

Based on the research findings, the following targeted measures are recommended to reduce the negative impact of work stress on HR personnel, improve their job satisfaction, and alleviate burnout:

Reduce Work Stress: Optimize work processes, reduce unnecessary administrative tasks, and improve work efficiency through digitalization. Outsourcing non-core tasks and streamlining work processes can significantly reduce workload and stress levels. Providing training and development opportunities helps HR personnel enhance their skills and adapt better to their roles, reducing role conflict.

Enhance Job Satisfaction: Provide competitive salaries, a supportive work environment, various promotion channels, and psychological support such as employee assistance programs. Fostering a positive work environment and offering psychological support can enhance job satisfaction. Recognizing HR personnel's efforts and achievements promptly can also play a crucial role in maintaining high job satisfaction levels.

Implement Effective Incentive Mechanisms: Establish incentive mechanisms to promptly recognize HR personnel's efforts and achievements, tap into their intrinsic motivation, and help them enhance their overall job satisfaction. Developing recognition programs and creating opportunities for meaningful work that align with HR personnel's skills and interests will enhance their professional identity and job satisfaction.

Conclusion

This study investigated the current status of work stress, job satisfaction, and burnout among HR personnel in private higher education institutions in China and explored the relationships between these variables. The study results indicate:

Work stress significantly predicts burnout positively: High work stress increases the burnout levels of HR personnel.

Work stress negatively predicts job satisfaction: High work stress reduces the job satisfaction of HR personnel.

Job satisfaction significantly predicts burnout negatively: High job satisfaction can effectively reduce the burnout levels of HR personnel.

Job satisfaction partially mediates the relationship between work stress and burnout: Work stress indirectly increases burnout by lowering job satisfaction.

Targeted Measures

Based on the research findings, the following targeted measures are recommended to reduce the negative impact of work stress on HR personnel, improve their job satisfaction, and alleviate burnout:

Reduce Work Stress: Streamline work processes, minimize unnecessary administrative tasks, and enhance efficiency through digital solutions.

Enhance Job Satisfaction: Offer competitive salaries, foster a supportive work environment, provide clear career advancement paths, and implement psychological support programs such as employee assistance programs

Implement Effective Incentive Mechanisms: Develop recognition programs to promptly acknowledge HR personnel's contributions, leverage intrinsic motivation, and promote job satisfaction, encouraging a positive work environment and self-fulfillment at work.

Future research can further enrich the existing conclusions by expanding the sample size and increasing the qualitative data. For example, how do HR personnel handle the responsibilities of multiple roles in different scenarios? Additionally, longitudinal studies can be conducted to explore the developmental trajectory of burnout among HR personnel, such as the differences in work dynamics of HR groups at different times. These studies will provide important references for relevant management departments to promote the professional growth of HR personnel and assist them in career planning.

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Guidelines for Developing Learner Attributes for Global Citizenship and Intercultural Understanding through Quality Education

Piyanun Klaichun[1*], Pratoomtong Trirat[2], Seksan Sakonthawat[3], Sornsiri Voravarn[4], Yifei Fan[5], Thunwita Sirivorapat Puthpongsiriporn[6], Nittaya Kerdyam[7], Prawit Srinongwa[8], Zeyuan Yu[9], Guo Xiujin[10], and Napat Kamthonsiriwimol[11]

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Abstract

The objectives of this study were: 1) to examine the current and desired conditions of academic administration with a focus on learner attributes aligned with global citizenship, aiming to promote desirable characteristics and cultural understanding within the ASEAN community and 2) to propose academic administration guidelines that emphasize these attributes to foster intercultural competence. This quantitative research involved 322 school administrators and teachers from schools under Assumption College, Rayong. 296 questionnaires were distributed, with a 92% response rate. The sampling method was simple random sampling. The research instrument was a questionnaire with an Index of Item-Objective Congruence (IOC) ranging from 0.66 to 1.00 and a reliability coefficient of 0.826. Data collection was conducted online. Quantitative data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation. A needs analysis was performed using the modified Priority Needs Index (PNI modified). Qualitative data were analyzed through content analysis and analytical description. Findings indicated that the overall current condition of academic administration was moderate. The development of media and learning resources received the highest ratings, followed by academic personnel development, while instructional management received the lowest ratings. In terms of desired conditions, instructional management ranked highest, followed by supervision and evaluation, while academic planning ranked lowest,

[1,4,5]School of Education, Panyapiwat Institute of Management, Thailand
[2]Faculty of Liberal Arts, Krirk University, Thailand
[3]Assumption College Rayong, Thailand
[6]Faculty of Business Administration, Panyapiwat Institute of Management, Thailand
[7]The office of General Education, Panyapiwat Institute of Management, Thailand
[8]Panyapiwat Institute of Management Demonstration School, Thailand
[9,10]International Chinese College, Panyapiwat Institute of Management, Thailand
[11]Innovative Agriculture and Management, Panyapiwat Institute of Management, Thailand
[*]E-mail: piyanunkla@pim.ac.th

though still at a high level. The top priority needs identified were instructional management, supervision and assessment, and curriculum and learning activity development. Based on the findings, three key guidelines for academic administration were proposed: 1) Develop diverse learning activities that encourage participation, idea expression, and collaborative learning. 2) Implement varied assessment methods that address learners' skills, attitudes, and desirable attributes. 3) Enhance personnel's knowledge and understanding of global citizenship, the ASEAN community, and cultural diversity.

Keywords: Participatory Administration, Information System Structuring, Digital Transformation

Introduction

The 21st-century world is filled with complex challenges—wars that have displaced countless refugees, severe political oppression in various countries, global movements demanding environmental responsibility, anti-racism campaigns, and even the COVID-19 pandemic, which has further exposed persistent inequalities across regions. If we view these issues strictly through the lens of national borders, they may appear to be problems of distant societies. But if we remove those borders and see people as "fellow human beings", our perspective broadens, fostering a sense of global interconnectedness. This outlook reflects the essence of global citizenship—an awareness that binds people together across borders. The concept of Global Citizenship Education (GCE) has long been discussed on the international stage, with UNESCO serving as a key advocate (Ministry of Education, 2022; Cogan & Derricott, 1998). In the Thai context, guidelines have also been developed based on international experiences to effectively promote GCE (Rakpolmuang et al., 2018). GCE seeks to encourage learners to explore, engage with, and relate to global issues in political, economic, socio-cultural, and environmental dimensions, and to act to resolve these problems. On one hand, GCE cultivates a sense of global citizenship through knowledge and understanding; on the other, it inspires participation to drive change from the local to the global level, with the constant awareness that we all share the responsibility of creating a better world and future (Prapasnoubl, 2021). Global citizenship is a target within Thai education policy, aiming to develop desirable learner attributes in line with both national and international standards: To produce competent, ethical, and well-round individuals. This goal aligns with UNESCO's Declaration on Education in the 21st Century (Agenda 21) and Thailand's educational reforms to prepare students for global competency (Rakpolmuang et al., 2018; Ministry of Education, 2022). Preparing for ASEAN integration and global engagement has led to increased population mobility and economic and social opportunities. Therefore, education must equip learners with the knowledge, skills, and attitudes required for peaceful coexistence, respect for diversity, and competitiveness in regional and global labor markets.

Possessing global citizenship attributes enables learners to understand and respond to cross-border issues like climate change, migration, and food security—challenges that affect every ASEAN country (Cogan & Derricott, 1998).

As such, academic administration must focus on developing curricula, activities, and assessments that can genuinely instill these attributes in learners, helping them become quality global citizens with a clear understanding of the ASEAN context (Poonpatra, 2011). Quality assurance in education is a critical process through which schools fulfill their mission to ensure stakeholders—students, parents, communities, and society have confidence that educational operations are effective and that learners meet the desired standards. These standards are set out in documented plans that guide the institutional goals and educational development, ensuring alignment with national basic education standards. Schools must implement these plans with continuous monitoring, evaluation, and annual action planning covering all programs and activities (Office of the Basic Education Commission (OBEC), 2018; Wongwanich, 2007).

ASEAN member countries vary significantly in educational infrastructure, teacher quality, curricula, and educational budgets. Developing education quality based on shared outcomes and attributes presents a challenge in achieving equitable standards. Assessing global citizenship-related learner attributes is more complex than evaluating academic knowledge. Creating a robust, comprehensive assessment system remains a challenge (Wongwanich, 2007). In today's interconnected world, learners who possess global citizenship attributes—including an understanding global issues, environmental concerns, human rights, cultural diversity, and social responsibility—can live and work effectively with others (Ministry of Education, 2022).

Rayong has a large population of migrant workers, which consequently brings a significant number of migrant student children. These children often face challenges accessing quality education, language barriers, and a lack of full integration into Thai society. This situation can be a significant hurdle in fostering global citizenship among these children, as well as in building cultural understanding between Thai and migrant students within the same schools.

Therefore, studying how to enhance education quality focused on learner attributes based on global citizenship within ASEAN is vital. It provides a foundation for building a strong regional community of quality citizens who can sustainably meet global challenges and drive meaningful, tangible change (Rakpolmuang et al., 2018; Poonpatra, 2011).

Research Objectives

1. To study the current and desired states of academic administration, focusing on global citizenship and ASEAN cultural understanding.

2. To propose guidelines for academic administration that develop global citizenship attributes and intercultural understanding among learners.

Literature Review

Global Citizenship (GC) is a multifaceted concept that extends beyond national borders, encompassing the idea that individuals are members of a broader global community with shared responsibilities and rights. It is not a legal status or a special passport, but rather a mindset, a set of values, and a commitment to action.

Transnational Identity: It suggests that one's identity transcends geographical or political boundaries, and that responsibilities or rights are derived from membership in a broader global class of "humanity".

Interconnectedness: It recognizes that all people and the planet are interconnected, and that local actions can have global consequences, and vice versa.

Shared Humanity: It emphasizes a sense of belonging to a common humanity, valuing the dignity and rights of every individual regardless of their background.

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Integrating Global Citizenship (GC) into education effectively requires a holistic approach that weaves together knowledge, values/attitudes, and behaviors/skills across the curriculum and school environment. These three dimensions are highly interdependent; you can't truly develop one without addressing the others.

Here's How These Dimensions are Integrated in Practice:

1. **Integration of Knowledge (Cognitive Dimension)**

This involves providing learners with the factual understanding and critical thinking tools to grasp global issues and interconnectedness.

Curriculum Integration:

- Social Studies/History: Teach global historical events, international relations, human rights movements, and diverse civilizations. Analyze geopolitical issues, conflict resolution, and peacebuilding.
- Science: Explore global environmental challenges (climate change, resource depletion, and biodiversity loss), global health crises (pandemics), and the ethical implications of scientific advancements.
- Geography: Understand global population patterns, migration, trade, and natural resources. Study different regions and cultures.
- Language Arts/Literature: Read and analyze literature from diverse cultures, exploring different perspectives, social issues, and universal human experiences. Develop media literacy to critically evaluate global news and information.
- Economics: Understand global economic systems, poverty, inequality, trade agreements, and sustainable development goals (SDGs).
- Arts: Explore art forms from various cultures, understanding their historical, social, and political contexts.
- Real-World Connections: Current Events: Regularly discuss and analyze global news, connecting it to classroom learning.
- Case Studies: Use real-world examples of global challenges and successful initiatives to illustrate concepts.
- Interdisciplinary Approaches: Connect topics across subjects to show the complex, multi-faceted nature of global issues (e.g., studying the impact of climate change in a science class, its economic implications in an economics class, and its social justice dimensions in a social studies class).

2. **Integration of Values/Attitudes (Socio-Emotional Dimension)**

This focuses on fostering the personal dispositions, ethical stances, and emotional intelligence necessary for global citizenship.

Creating an Inclusive and Respectful Classroom/School Culture:

- Promote Empathy: Use role-playing, simulations, and storytelling to help students understand diverse perspectives and feelings. Encourage students to "walk in someone else's shoes".
- Value Diversity: Celebrate different cultures, languages, traditions, and perspectives within the school community. Challenge stereotypes and biases explicitly.
- Foster Open-mindedness: Encourage students to consider new ideas and challenge their own assumptions. Create a safe space for respectful dialogue on controversial topics.

• Cultivate Solidarity and Responsibility: Discuss shared human challenges and inspire a sense of collective responsibility for global well-being.

• Ethical Discussions: Engage students in discussions about ethical dilemmas related to global issues, encouraging them to develop their moral compass.

• Role Modeling: Educators and school leaders should model global citizenship values (e.g., respect, fairness, open-mindedness) in their interactions and teaching.

• Reflective Practices: Encourage students to reflect on their values, biases, and how they relate to global issues. Journaling and self-assessment can be valuable tools.

3. Integration of Behaviors/Skills (Participatory Dimension)

This involves equipping learners with the practical abilities to take informed and responsible action in a globalized world.

Communication Skills:

• Intercultural Communication: Teach effective communication strategies for interacting with people from different cultural backgrounds, including verbal and non-verbal cues.

• Digital Literacy: Use technology for global communication and collaboration (e.g., virtual exchanges, online forums with international peers).

Collaboration and Teamwork:

• Group Projects: Design projects that require students to collaborate with diverse team members, fostering teamwork, negotiation, and conflict resolution skills.

• International Partnerships: Facilitate collaborative projects or exchanges with schools in other countries.

Methodology

Step 1: Study the current and desired conditions of academic administration that emphasize learner attributes based on global citizenship to promote attributes and intercultural understanding within the ASEAN community. This involves reviewing relevant concepts, theories, and prior research, along with collecting field data using a questionnaire.

Step 2: Analyze the needs by comparing the current and desired conditions of academic administration, focusing on learner attributes based on global citizenship to promote ASEAN intercultural understanding, using the data collected in Step 1.

Step 3: Draft academic administration guidelines that emphasize learner attributes based on global citizenship to promote ASEAN cultural understanding, by prioritizing the identified needs.

Step 4: Evaluate the appropriateness and feasibility of the drafted academic administration guidelines, focusing on learner attributes based on global citizenship to promote ASEAN intercultural understanding.

Step 5: Develop the finalized academic administration guidelines focusing on the learner attributes based on global citizenship to promote ASEAN intercultural understanding.

Research Scope

Population

The population in this study consists of school administrators and teachers under the jurisdiction of Assumption College Rayong academic year 2023, This includes 12 school administrators and 310 teachers. (Source: 322)

Research Instruments

The instrument used in this research was a questionnaire, divided into five sections as follows:

Section 1: General information of the respondents, using a checklist format.

Section 2: Current and desired conditions of academic administration guidelines focusing on learner attributes based on global citizenship to promote ASEAN cultural understanding, using a 5-point Likert scale.

Section 3: Additional comments on strengths, weaknesses, and suggestions for academic administration focusing on learner attributes based on global citizenship to promote ASEAN cultural understanding, using open-ended questions.

Data Analysis

Frequency and percentage were used to describe the demographic characteristics of the survey respondents. The collected data were then analyzed using the mean and standard deviation to assess overall trends. In addition, the PNI modified (Modified Priority Needs Index) was applied to identify and prioritize the gaps between the current and desired conditions.

Conceptual Framework of the Study

Academic Administration
- Academic Planning
- Curriculum and Learning Activity Development
- Instructional Management
- Supervision and Evaluation
- Academic Personnel Development
- Development of Media and
- Learning Resources

Integration of Global Citizenship
- Knowledge
- Values/Attitudes
- Behaviors/Skills
- Promotion of ASEAN Cultural Understanding & Attributes
- Knowledge about ASEAN
- Positive Attitudes toward Cultural Diversity
- Cross-Cultural Communication Skills

Figure 1 Conceptual Framework of the Research

Results

The current and desired conditions, priority needs, and ranking of academic administration focusing on learner attributes based on global citizenship to promote desirable characteristics and cultural understanding within the ASEAN community ((.427-.235) /2 = 0.096).

The data can be divided into two groups as follows:

The group with a high PNI Modified, ranging from .427 to .331

The group with a low PNI Modified, ranging from .330 to .235

The overall analysis results are shown in Table 1

Table 1 Current State and Desired State, Essential Needs, and Priority Levels of Academic Administration Focusing on the Desired Learner Attributes Based on Global Citizenship to Promote Qualities and Cultural Understanding within the ASEAN Community.

Academic Administration Focused on the Desired Learner Attributes Based on Global Citizenship to Promote Qualities and Cultural Understanding within the ASEAN Community	Current State			Desired State			Essential Needs		
	μ	S.D.	Level	μ	S.D.	Level	PNI Modified	Rank	Interpretation
Academic Planning	3.52	.54	Medium	4.35	.56	High	.235	66	Low/ Strength
Curriculum and Learning Activity	3.45	.74	Medium	4.63	.45	Highest	.342	3	High/ Weakness
High/ Weakness	3.23	.65	Medium	4.65	.55	Highest	.427	1	High/ Weakness
Supervision and Evaluation	3.33	.65	Medium	4.50	.65	High	.351	2	High/ Weakness
Academic Staff Development	6.54	69	Medium	4.55	.74	Highest	.285	5	Low/ Strength
Development of Media and Learning Resources	3.55	.69	Medium	4.60	.55	Highest	.295	4	Low/ Strength

From Table 1, it was found that the overall current state is at a moderate level. The highest score was in the development of media and learning resources, followed by academic staff development. The lowest score was in teaching and learning management, which also remained at a moderate level. In terms of the desired state, teaching and learning management ranked highest, followed by supervision and evaluation, while academic planning had the lowest score, though all were at the highest level. Regarding essential needs, the highest priority was teaching and learning management, followed by supervision and evaluation, and curriculum and learning activity development, which was identified as a weak area.

Based on the six areas of essential needs identified as weaknesses, the following guidelines for academic administration are proposed to focus on achieving the desired learner attributes grounded in global citizenship to promote qualities and cultural understanding within the ASEAN community.

1. Develop a variety of learning activities that encourage student participation, expression of opinions, and knowledge exchange.
2. Develop diverse assessment models that cover skills, attitudes, and desired attributes comprehensively.
3. Develop personnel with knowledge and understanding of global citizenship, the ASEAN community and cultural diversity.

Discussion

The research results indicate that the current overall state of academic administration is at a moderate level, while the desired state is at the highest level, particularly in teaching and learning management that emphasizes desired learner outcomes based on global citizenship. This fogus aims to promote qualities and understanding of cultures within the ASEAN community. This clearly demonstrates a strong need for improvement and development of academic administration to better achieve the goals expected by educational institutions and stakeholders. Achieving these goals requires systematic, continuous collaboration among all personnel, as well as openness to new ideas and adaptability to global changes. This is essential for nurturing learners to become quality global citizens with genuinely understand the context of the ASEAN community. Regarding the desired state of teaching and learning management, it holds the highest value and also shows the greatest essential need. Therefore, the first guideline proposed is to develop a variety of learning activities that encourage learners to actively participate, express their opinions, and exchange knowledge. This aligns with studies by Tiwapa Phonmueang and Acholthicha Khongdee, who designed learning models using diverse instructional methods such as Cooperative Learning, Problem-Based Learning (PBL), Active Learning, and Project-Based Learning integrated with ASEAN studies content. For the area with the lowest current status-supervision and evaluation it ranks second in priority. Hence, the second guideline is to develop diverse assessment models that genuinely and comprehensively reflect holistic learning outcomes, covering skills, attitudes, and desirable attributes. This corresponds with the concept from the Partnership for 21st Century Learning, which emphasizes learning and innovation skills, life and career skills, as well as information, media, and technology skills—all of which require varied assessment methods beyond just knowledge tests. The third guideline focuses on developing personnel with a deep understanding of global citizenship, the ASEAN community, and cultural diversity. This is because the desired state and essential demand for staff development in academic fields is high, particularly for teachers, who are the most critical variable in managing teaching and creating meaningful learning experiences. When teachers possess profound knowledge and understanding of global citizenship, ASEAN, and cultural diversity, they can effectively fulfill roles such as knowledge transmitters, awareness builders, and facilitators of diverse and appropriate learning activities, contributing to the development of an organizational culture. As supported by Sutthapibul and Praprutnok (2022), developing teacher competencies in managing learning to promote ASEAN citizenship for 21st-century students is vital. Investing in the professional development of personnel to deepen their understanding of global citizenship, the ASEAN community, and cultural diversity is crucial. It serves as a foundational element in preparing learners to become quality citizens who understand the evolving international and regional contexts.

Conclusions

In conclusion, the current state of academic administration is at a moderate level. The desired state is at the highest level of teaching and learning management that focuses on the desired characteristics of learners based on global citizenship to promote characteristics and understanding of cultures in ASEAN. Therefore, academic administration should develop a variety of curriculum and learning activities to enhance knowledge about different cultures for learners by integrating them into each subject and linking them to real-world and online situations, including developing a variety of assessment formats to reflect holistic learning outcomes and developing personnel to have a deep understanding of global citizenship, ASEAN, and cultural diversity to be ready to organize teaching and learning that focuses on developing learners to be good global citizens in society

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Introductions for Manuscript Preparation

Manuscript Printing

The submitted manuscript must have the following specifications:

1) It must be 10 – 15 pages in length, printed on one side of A4 paper, with the margins (top, bottom, left, and right) of 1 inch (2.54 cm.). Set to single columns.
2) Manuscript should be as concise and precise as possible.
3) Abstract printed in 1 column.
4) All contents and references are printed in 1 column with 1 cm of indentation.
5) The simplified font is Times New Roman, with details as specified below:

Format Requirements for Each Component of the Manuscript	Font Size	Labeling
Title	18 (CT)	bold
Author's Name (Name/Surname)	12 (CT)	bold
Author's Affiliation / E-mail	9 (LJ)	First-page footer
Abstract Title	14 (LJ)	bold
Abstract Content (Single column)	12 (LJ)	regular
Keywords Title	14 (LJ)	bold
Keywords	12 (LJ)	regular
Topics	14 (LJ)	bold
Content	12 (LJ)	regular
References Head	14 (LJ)	bold
References (Alphabetically (A – Z))	12 (LJ)	regular
Table Title (On top of the table)	12 (LJ)	bold
Table Content (On top of the table)	12 (LJ)	regular
Figure Title; Chart Title (Under the figure or chart)	12 (CT)	bold
Figure Content; Chart Content (Under the figure or chart,)	12 (CT)	regular
Source Head (Under the table/ the figure/ chart)	9 (LJ)	bold
Source Content (Under the table/ the figure/ chart)	9 (LJ)	regular

Components of the Article

1. Manuscript title
2. Name of every Author, with identification of affiliation office or university and country
3. Corresponding Author E-mail, identify only the e-mail of main author or the manuscript coordinator
4. Abstract must have the length of not more than 300 words, and must have Keywords of 3-5 words or phrases.
5. Content of manuscript
   5.1 Research article comprises: Introduction, Research Objective (s), Literature Review, Methodology, Results, Discussion, Conclusion, and Recommendations (If any)
   5.2 Academic article comprises: Introduction, Content, Conclusions, and Recommendations (If any)
6. References, using the format of APA (7th edition)
7. Figures, Charts, Tables, or other illustrations must be numbered, with correct reference of their sources. They must be clear, and distinctive, and not violate the copyright of the others.

The Examples of Presentation of Tables, Figures, and Charts

Table 1 Title of Table …
"Table 1" printed in Times New 12 point font face, bold letters, left alignment
"Title of Table…" printed in Times New 12 point font face, normal letters

List (Each topic printed in Times New 12 point font face, bold letters, in the center of the table and in the center of each line)	**Number**	**Percentage**
Content (Times New 12 point font face, normal letters, in the center of the table and in the center of each line)	1	70
Content (Times New 12 point font face, normal letters, in the center of the table and in the center of each line)	2	30
Total	**4**	**100**

Sources or Remarks: Details……..

"Sources or Remarks:" printed in Times New 9 point font face, bold letters, left alignment
"Details…" printed in Times New 9 point, normal letters

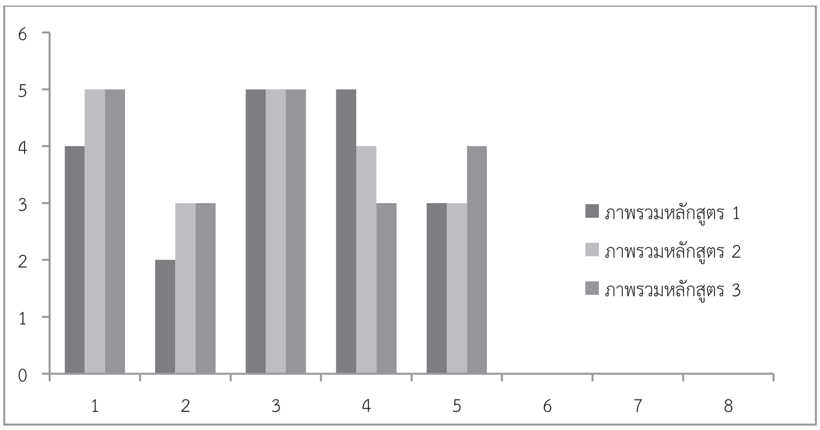

Figure 1 Name of Figure, Chart…

Sources or Remarks: Details……..

"Figure 1" printed in Times New 12 point font face, bold letters, center of the page
"Name of Figure, Chart..." printed in Times New 12 point font face, normal letters
"Sources or Remarks:" printed in Times New 9 point font face, bold letters, left alignment
"Details…" printed in Times New 9 point, normal letters

As such, Tables, Figures, Charts, and Equations can be printed in one column, depending on the size, clarity, and appropriateness.

Quotations

Printed in Times New 12 point font face.

1. Quotations in the Contents

Format	Quotation (In front of the sentence)	Quotation (At the end of the sentence)
One author	Coghlan (1993)	(Coghlan, 1993)
Two authors	Mohsen and Mohammad (2011)	(Mohsen & Mohammad, 2011)
Three or more authors	Burkart et al. (1997)	(Burkart et al., 1997)
Organization	Ministry of Education (2020)	(Ministry of Education, 2020)
Organization using abbreviation	First quotation: National Institute of Development Administration (NIDA, 2018) Next quotation: NIDA (2018)	First quotation: (National Institute of Development Administration [NIDA], 2018) Next quotation: (NIDA, 2018)
Quotation from the document (Specify page number)	Shaw (2017, p. 172) or Shaw (2017, pp. 172-180)	(Shaw, 2017, p. 172) or (Shaw, 2017, pp. 172-180)
Quotation from interviews	J. M. Sun (Personal communication, August 18, 2021)	(Sun, J. M., Personal communication, August 18, 2021)

2. References at the End of the Article

All documents that have been quoted must be listed in the References at the end of the article. The list must be alphabetically ordered based on the reference sources and surname of the author. The reference format should follow that of APA (7th edition).

2.1 Format of Reference Based on Number of Authors

Authors	Reference at the End of Article
One author	Surname,/ First alphabet of name being a capital letter.
Two authors	Surname,/First alphabet of name being a capital letter.,/&/Surname of second author,/First alphabet of name being a capital letter.
3-20 Authors	Surname,/First alphabet of name being a capital letter.,/Surname,/First alphabet of name being a capital letter.,/Surname,/First alphabet of name being a capital letter.,/(Number 1-19 authors),/&/Surname,/First alphabet of name being a capital letter. (Number 20 author)
21 Authors or more	Surname,/First alphabet of name being a capital letter.,/(Number 1-19 authors),/./././Surname,/First alphabet of name being a capital letter. (The last author)

2.2 Format of Reference Based on Documents

2.2.1 Journals

1) Journal (Printed)

Surname,/First alphabet of name being a capital letter./(A.D. year)./Article title./*Journal title*,/ ///////*Volume*(No.),/first page-last page of article in the journal.

Kraikunasai, J., Chongcharoen, K., Ngudgratoke, S., & Pukchanka, P. (2017). A causal model of administrative factors affecting educational quality in vocational school. *Panyapiwat Journal, 9*(2), 171-184.

2) Journal (Electronic)

Surname,/First alphabet of name being a capital letter./(A.D. year)./Article title./*Journal title*,/ ///////*Volume*(No.),/first page-last page of article in the journal./http://doi.org/xxxx or URL

Waehayee, N. (2014). Relationship between strategic performance based budgeting system and law on the budgetary procedures. *Jurisprudence Journal Naresuan University, 7*(2), 152-178. http://doi.org/10.14456/nulj.2014.9

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2.2.2 Books

1) Book (Printed)

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Book title*/(Edition)./Publisher. * In case of no publication date, put n.d. * In case of first edition, do not specify the edition. * In case of no specification of publisher, put n.p.

Ritcharoon, P. (2016). *Principles of measurement and evaluation.* House of Kermyst.

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.

2) Book (Electronic without DOI)

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Book title*/(Edition)./URL * In case of no publication date, put n.d. * In case of first edition, do not specify the edition. * In case of no specification of publisher, put n.p.

Department of Primary Industries and Mines. (2017). *Benchmarking industrial logistics performance index supply chain performance index logistics scorecard.* https://dol.dip.go.th/files/article/attachments/dol/3e30ca4fc9f964feeb57fce3fc602c04.pdf

3) Chapter in a Book

Surname,/First alphabet of name being a capital letter./(A.D. year)./Title of chapter or article./ ///////In/First alphabet of editor's name being a capital letter/Surname/(Ed. or Eds.),/*Book* ///////*title*/(pp./page numbers)./Publisher.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295-336). Lawrence Erlbaum Associates.

2.2.3 Thesis

1) Thesis (Printed)

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Title of thesis*/[Master's thesis ///////or Doctoral dissertation]./Name of educational institution.

Seangsri, W. (2009). *An analysis and development of school network administration model in northeastern rural area* [Doctoral dissertation]. Chulalongkorn University.

2) Thesis (Electronic)

First Format

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Title of thesis*/[Master's thesis ///////or Doctoral dissertation]./Name of website./URL

Lin, Q. (2020). *the influence of music teachers' competence on job performance-moderator role of interactive behavior* [Doctoral dissertation]. Panyapiwat Institute of Management Library. http://elibrary.pim.ac.th/Record/833578

Second Format

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Title of thesis*/(UMI number or ///////other numbers)/[Doctoral dissertation or Master's thesis,/Name of university]./Name of ///////database.

Lope, M. D. (2014). *Perceptions of global mindedness in the international baccalaureate middle years programme: The relationship to student academic performance and teacher characteristics* (Order No. 3682837) [Doctoral dissertation, University of Maryland]. ProQuest Dissertations and Theses Global.

2.2.4 Research Report

Surname,/First alphabet of name being a capital letter./(A.D. year)./*Title*/(Report No. if given)./ ///////Publisher./http://doi.org/xxxx or URL

National Cancer Institute. (2019). *Taking time: Support for people with cancer* (NIH Publication No. 18-2059). U.S. Department of Health and Human Services, National Institutes of Health. https://www.cancer.gov/ publications/patient-education/takingtime.pdf

2.2.5 Electronic Media

Surname,/First alphabet of name being a capital letter./(A.D. year,/month/date)./*Article title.*/ ///////Name of website./URL * In case of no publication date, put n.d. * In case of only A.D. year appears, put only A.D. year * In case of the author's name and the website name being the same, cut the website name

Minister of Tourism and Sport. (2020, January 9). *Bangkok flea markets: Adventurous shopping experience.* Tourism Thailand. https://www.tourismthailand.org/Articles/ bangkok-flea-markets-adventurous-shopping-experience

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2.2.6 Articles/documents presented in academic conference (Proceedings)

Surname,/First alphabet of name being a capital letter./(A.D. year)./Title of article./In/First ///////alphabet of the editor's name being a capital letter./Surname/(Ed. or Eds.),/*Name of* ///////*conference topic.*/*Name of conference*/(pp./page numbers)./Name of database./ ///////https://doi.org/xxxx or URL

Phinitchai, S., Nawaratana, N., & Tanthanuch, J. (2021). Distributional-based analysis for health care insurance claim data. In *Globalization revisited: Building organization resilience with digital transformation. The 4th PIM International Conference* (pp. 715-725). Panyapiwat Institute of Management. https://conference.pim.ac.th/zh/wp-content/ uploads/2021/03/I-Social-Sciences-and-Humanities-Part-1.pdf

2.2.7 Documents for the Conference

Surname,/First alphabet of name being a capital letter./(A.D. year,/month/date)./Topic of ///////conference./In/First alphabet of the Chair Person's name being a capital letter./Surname/ ///////(Chair),/*Name of conference*/[Symposium]./Name of conference organizer,/Place of ///////conference.

Wasi, N., Poonpolkul, P., & Thephasdin na Ayudhya, C. (2021, September 30). Policy design for coping with aging society. In N. Wasi (Chair), *Future world money: Developing Thai digital currency* [Symposium]. BOT Symposium 2021: Building a Resilient Thailand. Bank of Thailand. https://www.pier.or.th/conferences/2021/symposium/

2.2.8 Interview Documents

Surname,/First alphabet of name being a capital letter./(A.D. year,/month/date of the interview). ///////Interviewed by/First alphabet of the interviewer's name being a capital letter./Surname ///////[Tape recording]./Position of interviewee (If any),/Place of interview.

Chearavanont, S. (2021, September 30). Interviewed by N. Wanakijpaiboon [Tape recording]. Executive Chairman of Charoen Pokphand Group, Bangkok.

2.2.9 Newspapers

1) Newspaper (Printed)

Surname,/First alphabet of the author's name being a capital letter./(A.D. year,/month/date)./ ///////Topic or article title./*Name of newspaper*,/first page-last page.

Sriwattanachai, R. (2014, October 24). The prefabricated generation of seasoning sauce market. *POST TODAY*, B3-B4.

2) Newspaper (Electronic)

Surname,/First alphabet of the author's name being a capital letter./(A.D. year,/month/date)./ ///////Topic or article title./*Name of newspaper*./URL

Bangkok post and reuters. (2021, October 8). UK eases travel rules for countries including Thailand. *Bangkok Post*. https://www.bangkokpost.com/thailand/general/2194651/uk-eases-travel-rules-for-countries-including-thailand

Panyapiwat Institute of Management (PIM)
85/1 Moo 2, Chaengwattana Rd.,
Bang Talat , Pakkred, Nonthaburi 11120, Thailand
Tel. +66 2855 1560
https://so06.tci-thaijo.org/index.php/aseanplus/index
E-mail: aseanplus@pim.ac.th