INDICATOR DEVELOPMENT FOR BUSINESS CONTINUITY MANAGEMENT OF THAI CONVENTION VENUES UNDER CRISIS

Nathsinee Chinthanapoompaisal

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2017**

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Nathsinee Chinthanapoompaisal
The Graduate School of Tourism Management

.... Major Advisor
(Assistant Professor Phatthareeya Lukphet, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Integrated Tourism Management).

.... Committee Chairperson
(Assistant Professor Pimmada Wichasin, Ph.D.)

.... Committee
(Worarak Sucher, Ph.D.)

.... Committee
(Assistant Professor Charoenchai Agmapisarn, Ph.D.)

.... Committee
(Paithoon Monparthong, Ph.D.)

.... Committee
(Assistant Professor Phatthareeya Lukphet, Ph.D.)

.... Dean
(Associate Professor Therdchai Choibamroong, Ph.D.)

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ABSTRACT

Title of Dissertation	INDICATOR DEVELOPMENT FOR BUSINESS CONTINUITY MANAGEMENT OF THAI CONVENTION VENUESUNDER CRISIS
Author	Nathsinee Chinthanapoompaisal
Degree	Doctor of Philosophy (Integrated Tourism Management)
Year	2017

The study was aimed to develop indicators for business continuity management of Thai convention venues under crisis. The objectives were: 1) to explore the literature about the indicators for business continuity management of Thai convention venues under crisis; 2) to analyze the indicators for business continuity management of Thai convention venues under crisis; and, 3) to confirm the proposed indicators for business continuity management of Thai convention venues under crisis.

The research design was a mixed methodology combining the quantitative and qualitative approaches. This research was designed as a survey research to develop construct measurement by using Second Order Confirmatory Factor Analysis. For the quantitative method, the data were collected from 248 venues in Bangkok. The respondents were staff who concerned directly in the venues, as well as an executive in venue business.

The research finding indicated that the indicator for business continuity management of Thai convention venues under crisis was created consistently with empirical data. There were 96 indicators remained unchanged from the 150 indicators after being tested from exploratory factor analysis (EFA) which were 5 dimensions including 1) policy (22 indicators), 2) external factors (14 indicators), 3) venue administration (26 indicators), 4) crisis preparing culture (17 indicators) and 5) venue attribute (17 indicators). And after performing confirmatory factor analysis (CFA) on the indicators for close investigation of the overall construct reliability for all constructs reveals have acceptable construct reliability scores within an acceptable range of factor loadings (0.32 and above). The model fit indices present the acceptable fit scores, including Chi-square (178.584), df (68), CFI (0.961), GFI (0.930), RMSEA (0.137), RMR (0.018).

The indicators developed in this research will hopefully facilitate and simplify the quality practice implementation process for Thai convention venues in Bangkok. It will identify the gap between current practices and best practices and develop a plan for business continuity management.

Moreover, through study, it is found that this research provides the indicator for business continuity management for venues in Bangkok. By analyzing concepts and theoretical framework in these issues may give the broader context of structural initiatives for venue management and the recommendations for further studies in other MICE business.

ACKNOWLEDGEMENTS

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CHAPTER 1
INTRODUCTION

1.1 Background and significance of the problem

The Meetings, Incentives, Conventions, and Exhibitions (MICE) industry has grown and become a key contributor to many economies and as such, it is important to explore in detail and the influence it has on both society and the economy (McCartney, 2010). Bladen, Kennel, Abson, and Wilde (2012) mentioned that the MICE industry generates higher spending per head if compared to leisure tourism. Realizing this benefit to their economy, many countries have geared up development to support MICE industry growth and to reap the benefits as money spent by delegates helps the economy by distributing revenue to service providers, including hotels, transportation contractors, convention & exhibition venues, event management companies and tour agents. Moreover, Dwyer and Forsyth (1997) also stated that the MICE industry has been recognized as a significant hospitality market segment over the past years and is regarded as an important contributor to regional and national economies. In addition, the industry guarantees employment for those working in this sector. Moreover, Ladkin (2000) stated The MICE industry has experienced tremendous growth over the past decade. There are many sectors in this industry, including trading, transportation, tourism, leisure, lodging, food and beverage, meeting, information, and financial businesses. As an intermediary between convention attendees and convention suppliers, meeting planners have played an important role in the Thai convention venues by selecting sites, organizing meetings, and coordinating services and events (Carlsen, 1999). Personal computers and the Internet have revolutionized how business is conducted by meeting planners specifically in terms of site selection, communications with potential service suppliers, and attendee registration.

Nowadays, MICE industry is one of the fastest-growing industries and most productive areas of the tourism industry worldwide (McCabe, Poole, Weeks, & Leiper, 2000). In addition, Carlsen (1999) stated that the MICE industry has grown to become one of the most important contributors to travel and tourism industry revenue and

national GDP throughout the world. Moreover, the MICE industry in many regions is growing every year because many expenditures and incomes flow to local communities directly. For example, after the delegates have finished all of their MICE activities, they typically visit many tourist places or go shopping. This indicates the high degree of MICE delegates' expenditure on local people and companies. In some international meetings and conferences, organizers prepare and offer many activities and package tours for all delegates to enjoy and relax from the meetings and conferences. This is one reason that MICE industry events are so important to local communities. Moreover, Fenich (2012) mentioned that MICE industry creates economic advantage in the form of revenue to the country both directly and indirectly. This can be explained based on the Theory of Multiplier Effect, which makes the industry very competitive and attractive to business and people.

The MICE industry is one of the fastest-growing industries in Thailand. It also plays an important role in generating revenue to the country's tourism industry, with a continuous growth rate of no less than 10%. In 2014, MICE industry is greatly developed and generates much revenue to the tourism industry and generated the revenue of approximately $US 3.2 billion for Thailand, indicating that it is an important industry which should receive greater attention (Thailand Convention and Exhibition Bureau (TCEB), 2016). In addition, The MICE industry has grown and become a key contributor to many economies and as such, it is important to explore, in detail, the influence it has on both society and the economy. Moreover, The MICE industry can influence local business climate, which in turn, can directly influence the strategic direction of an industry. Moreover, growth in the industry can also help to improve local business in procurement and manufacturing standards.

According to a report of the economic impact of the MICE sector in Thailand in 2015 revealed that Thailand's MICE industry is recognized as an important factor of economic growth. The contribution to Thailand's economy from the MICE industry is estimated at 2.2 trillion baht with over 160,000 people employed in the sector. From Figure 1.1 shown the number of MICE visitors and the revenue during October 2015 to September 2016.

International MICE Performance Overview 2016 (October 2015 to September 2016)						
Industry	Number of MICE visitors			Revenue (฿ million)		
	FY 2015	FY 2016	Growth	FY 2015	FY 2016	Growth
Meetings	262,538	258,483	-1.54%	28,397	23,445	-17.44%
Incentives	254,125	263,556	3.71%	16,136	16,217	0.50%
Conventions	294,371	298,564	1.42%	27,339	25,789	-5.67%
Exhibition	174,652	180,480	3.34%	15,214	15,686	3.10%
Events	110,309	272,382	146.93%	8,789	21,799	148.03%
MICE	985,686	1,001,083	1.56%	87,086	81,137	-6.83%
MICE+Events	1,095,995	1,273,465	16.19%	95,875	102,936	7.36%

Figure 1.1 Number of MICE visitors and the revenue during October 2015 to September 2016

Source: TCEB (2016)

Moreover, the MICE industry also plays an important role in Thailand's tourism sector. Thailand, as a prime tourism location, has been developing into an increasingly-popular location to hold international events, both for marketing products and holding corporate seminars. Sangpikul (2009) stated that the MICE business is significant in contributing to the sustainable and robust growth of Thailand's tourism-driven economy. Furthermore Smith, Hama, and Smith (2003) mentioned that the MICE industry has great potential for future development and growth and has become a key sector in Thailand's already well-established tourism industry, as seen in Figure 1.2, which shown the number of events in each category arranged in Thailand from 2007 to 2015.
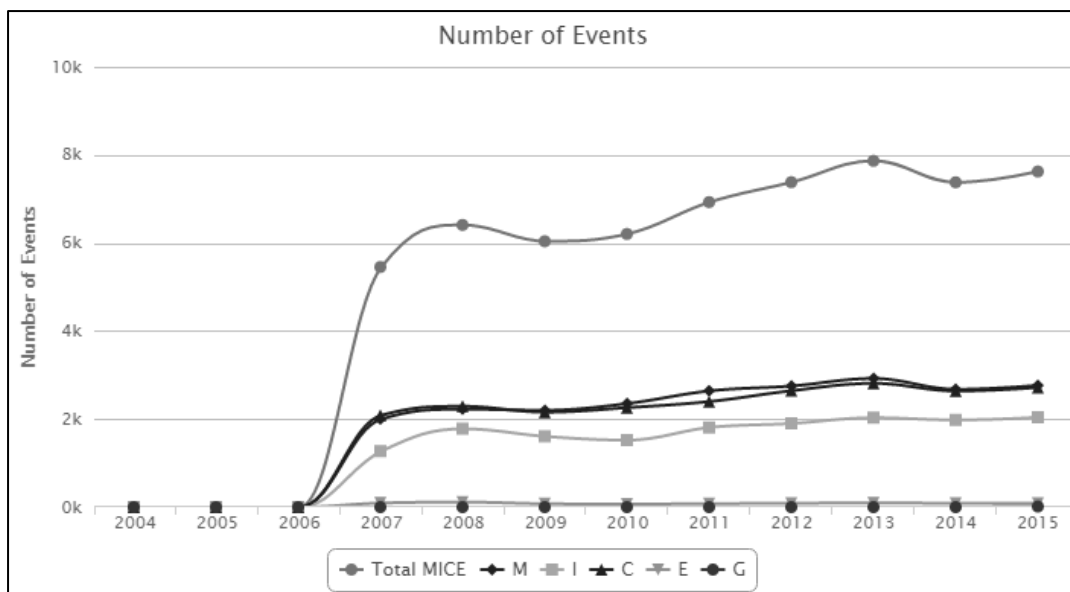
Figure 1.2 Number of events in each category arranged in Thailand from 2007 to 2015
Source: TCEB (2016)

The Thai government set up the Thailand Convention and Exhibition Bureau (TCEB) in 2002, and it began operating in 2004. The TCEB was set up to promote, develop, regulate, and facilitate MICE so as to develop Thailand's MICE industry into a competitive and viable one internationally despite being hit by political turmoil in 2008 and a global economic slowdown in 2008 and 2009, which can be seen in the figure, which shows that the number of events declined during that period. In 2008, the Bangkok Metropolitan Administration and the TCEB signed a memorandum of understanding to boost Bangkok's competitiveness in the MICE industry. An initial goal was set for Thailand to become ASEAN's international MICE hub by 2010. The Bangkok Metropolitan Administration is also developing Bangkok into a more livable city, and had targeted reducing greenhouse gas by 15% by 2012 as a part of the plans to develop Bangkok into a green city. From that situation, the graph shows the increasing number of organizations that reduced greenhouse gas until 2013, when there was a politic crisis in Bangkok called the Bangkok Shutdown. The period of political instability lasted from 31 October 2013 to 22 May 2014 (7 months and 22 days). Anti-government protests took place between November 2013 and May 2014, organized by the People's Democratic Reform Committee (PDRC). This can be seen in Figure 1.2 showing that the number of events in Thailand declined rapidly.

The impacts from the politic crisis that affected the GDP increased only 0.6 percent in the last three months of 2013, the country's lowest level of growth since the first quarter of 2012. The data also show that the nation's currency weakened by 4 percent since the commencement of the protests. In terms of tourism, Thailand's Association of Domestic Travel reported a decrease of US$125 million worth of tourist revenue around Christmas and New Years compared to the same period in 2012. In addition, the impacts from the politic crisis brought about the country's lowest level of growth since the first quarter of 2012 during the commencement of the protests. (Bank of Thailand, 2013).

For instance, the protest during June 2010 by the Red shirts which cause major crisis and traffic problems outside Central World. During that time, Central World Plaza, Central Chidlom, Siam Paragon, Siam Discovery and a number of other big shopping malls along this road in Rajchaprasong intersection and the areas nearby had closed their doors. It can be confirmed that the protests have an impact on the overall business complex.

Business operations today require leadership that is keen to avoid the problems of corporate crises, or otherwise involving goods or services, which may cause damage in areas such as financial assets or corporate image, or both. Therefore, when a crisis happens, directives need to be followed urgently. Crises initially start from issues and problems that may stem from inside and or outside the organization, however, the crisis could have been avoided if the business had appropriate internal controls already in place. Regardless, when a crisis happens, it must be eliminated as quickly as possible to limit the damage. The plan for a crisis must be arranged in advance and be in a format that is easy to understand and apply. When a crisis occurs, corporate leaders need to communicate more effectively by providing all of the information to the media in an honest, straightforward, quick, and timely manner regardless of the confusing events. Porter and McLaughlin (2006) indicated that establishing goals and objectives are essential in the crisis management procedure; therefore, the organization should develop its communication and focus on strategies.

The organization's performance can help to retain public confidence in the midst of a crisis, for often it is not the crisis in our lives that define us, but instead our response to that crisis is how we are evaluated. Planning time to meet and to build confidence

as well as creating good activities for consumers and society will always help build a great organization. Having a range of emergency plans in place at all times helps to provide customers with a positive attitude towards the organization and more confidence in the organization's ability.

Business continuity management (BCM) is a holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability for an effective response that protect the organization's reputation and brand and value-creating activities (Herbane, Elliott, & Swartz, 2004). The key objectives of an effective BCM strategy should be to ensure the safety of the staff and to maximize the defense of the organization's reputation and brand image. In addition, Low, Liu, and Sio (2010) stated that a good BCM plan can help to minimize the impact of business continuity events and prevent impacts beyond the organization, as well as demonstrate effective and efficient governance to the media, markets, and stakeholders, protect the organization's assets, and meet insurance, legal, and regulatory requirements Furthermore, BCM can be considered as a vital capability for the organization which requires cross-functional coordination and effective communications. It is more focused on building resilience and not only on recovery strategies and plans (Foster & Dye, 2005).

The meetings and events planning process often involves bringing together numerous external suppliers with multiple internal resources, and often results in significant spending. Bringing these components together in an informal way, lacking process and control can potentially leave an organization open to a wide variety of risks. The impact of political crisis can create enormous problems for the business (Camparinon, 2006). This risk enters the picture primarily because the Thai convention venue in Bangkok has never had indicators for business continuity management under a crisis. This study analyzes the indicators for the business continuity management of Thai convention venues under crisis. And there are

The indicators developed in this research will hopefully facilitate and simplify the quality practice implementation process for Thai convention venues in Bangkok. It will identify the gap between current practices and best practices and develop a plan for business continuity management.

1.2 Purpose of the study

Three objectives were established in order to achieve the purpose of the study. The research objectives are as follows:

1) To explore the literature on the indicators for the business continuity management of Thai convention venues under crisis.

2) To analyze the indicators for the business continuity management of Thai convention venues under crisis.

3) To confirm indicator development for the business continuity management of Thai convention venues under crisis.

1.3 Research Hypothesis

Factor loading analysis of the indicator for the business continuity management of Thai convention venues under crisis is consistent with the empirical data

1.4 Research Questions

The three main research questions of this study are listed below:

1) What are the indicators for the business continuity management of Thai convention venues under crisis?

2) What are the results of the analysis and confirm for the business continuity management of Thai convention venues under crisis?

3) What are the indicator developments for the business continuity management of Thai convention venues under crisis?

1.5 Research Outcomes

The research outcomes for this study are as follows:

1) Knowledge on the indicators for the business continuity management of Thai convention venues under crisis.

2) Confirmation of the indicators for the business continuity management of Thai convention venues under crisis.

3) Indicator development for the business continuity management of Thai convention venues under crisis.

1.6 Research Outputs

The research findings will contribute to the theory and practice for Thai convention venues in Bangkok as follows:

1)   Indicators for the business continuity management of Thai convention venues under crisis

2)   Guidelines for Thai convention venues in Bangkok in order to evaluate their performance and to achieve business continuity management under crisis

3)   This study provides an academic contribution, with its empirical evidence and validation, which will make it generally applicable to venue performance measurement for business continuity management under crisis.

4)   The organizations concerned, especially the TCEB, may pay more attention to developing National Standard Indicators for venues in Thailand to accomplish continuous business management under crisis.

1.7 Scope of the Study

To make the research more effective and manageable, the scope of the study focused on two main areas as follows:

1)   Indicators of business continuity management of Thai convention venues under crisis

2)   The population and samples of the survey respondents targeted comprised venues businesses in Bangkok, Thailand.

The following assumptions were made concerning this study:

1)   The instruments applied that measure the indicators of the business continuity management of Thai convention venues under crises are valid and reliable.

2)   The distributions of the randomly-selected subjects are assumed to be normal and provide a valid representation of the population for the study.

3)   The respondents of questionnaires give honest answers to survey questions regarding their organizations.

1.8 Limitations of the Study

The units of analysis in this study are the people that work in the venue business in Bangkok. However, there were limitations investigating the answers from the questionnaires. It is necessary to evaluate this study in the context of these limitations.

The entire population of 155 organizations in Bangkok represents the unit of analysis at the organizational level. The paper focuses on venue business organization in Bangkok and does not explore the venue business organization in the areas outside Bangkok, which the researcher assumes to have different characteristics than the population investigated here.

1.9 Further Implications

It is recommended that significant issues attempted in future studies. For example, future research might conduct a comparative study and differentiate all of the conditions in order to assess the business continuity management of other organizations. For example, the size of the organization, the types of industrial partners, the organization in other provinces, and the nature of crisis preparing culture should be also included as determinant indicators in measuring business continuity management. The scope of this study limits the ability to empirically test these propositions, and it remains for future research to unravel a question.

1.10 Operational Definition of Terms

The following are some of the definition of terms applied in this study.

1) Indicator means an instrument that indicates the state or level of something that used to monitor the operation or condition.

2) Venue policy means the principles, rules, and guidelines formulated or adopted by venue management to reach long-term goals and that are typically published in a booklet or other form that is widely accessible.

3) External factors refer to the various external factors which impact the ability of a business or investment to achieve its strategic goals and objectives.

4) Venue administration means pertaining to activities related to organizations' or business' administration and management.

5)   Venue image means the reputation or the way that the venue conducts activities and how to conduct its business and how it responds to customers and associates.

6)   Venue component is a grouping of component properties that represent a venue where an event occurs and provides the ability to specify detailed information about the event venue.

7)   Crisis means a significant unexpected disruptive event that affects an organization's personnel, facilities, or critical records, and which creates uncertainty and may dramatically impact profitability, reputation, or the ability to operate normally if not handled in an appropriate manner.

8)   Crisis preparing culture means a system that will help the organization respond to an emergency or unexpected situation.

9)   Crisis management is a "critical" part of strategic management. This involves assessing potential threats and finding the best ways to avoid those threats.

10)   Business continuity management (BCM) means how the organization continue to manage the business under crisis situation by the management plans in collaboration with staffs.

11)   Thai convention venues mean the place where events happen, especially an organized event such as a concert, conference, or sports event. In this paper will cover only convention organizations in Bangkok, Thailand.

1.11   Outline of the Dissertation

This dissertation is divided into five chapters, as shown in Figure 1.3. Chapter one is the introduction. It outlines the research questions, objectives, and scope and assumptions of the study. It examines the significance of this research, defines the terms used, and the research contributions. Chapter two presents a comprehensive literature review of the subject and provides the research framework. Chapter three illustrates the methods and procedures used in the study. It provides a detailed description of the research processes and discusses each of the research stages, the research design, the overall structure, and the survey methodology. Chapter four presents the results of the survey. It gives a general description of the statistics, validation of the survey instruments, and an overall discussion of the research findings and implications. The

last chapter of this thesis concludes with lists of contributions, conclusions, and recommendations for further study.

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│            Chapter 1 Introduction             │
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│    Chapter 5 Conclusion and Recommendations    │
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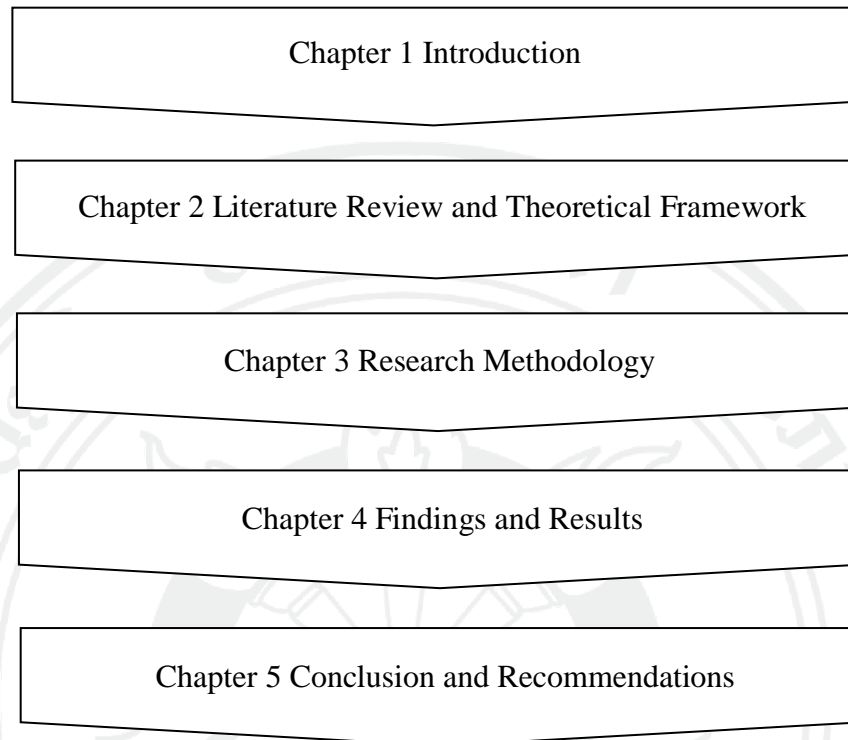
Figure 1.3 Outline of the dissertation analyzing by author

1.12 Summary

This section presented an introduction and background to the current study on the business continuity management, MICE industry including the problem statement and the objectives justifications were developed to support the study. The key concepts and terms were defined, limitations were explored. The significance of the study is to develop the indicators for business continuity management of Thai convention venues under crisis.

CHAPTER 2
LITERATURE REVIEW

The literature review explores in depth the concept and theory of developing indicators for the business continuity management of Thai convention venues under crisis. The chapter is divided into three main sections: the first section provides a general review of, and the concept and theories about, crises in this context, including the concept of crisis and crisis management, types of crises, risk management for meetings and events, and the concept of business continuity management. The second section presents the business continuity management dimension. The third section evaluates the data obtained from the concepts and theories related to the business continuity management of Thai convention venues under crisis.

2.1 Concept of Crisis and Crisis Management

2.1.1 Crisis and Crisis Management

One of the most comprehensive definitions of a crisis, and one that describes its vital variables and impacts in tourism, is a very unusual and unexpected event, and one that is limited in terms of time and where the possibilities of development are unclear. The crisis can be both internal and external and it can be a barrier to business operations. It demands immediate decisions and countermeasures in order to influence the further positive development for the organization (destination) and to limit the negative consequences as much as possible (Glaesser, 2006). There are several types of crises: economic, political, terrorism, socio-cultural, environmental, health, technological, and commercial (Henderson, 2007). The complexity of the origin of crises origins affects the lifecycle and duration of the crisis (Faulkner, 2001; Ritchie, 2004), thus impacting its intensity and impacts on organizations. Figure 2.1 shown the phases of crisis management which has 3 phases include; crisis precaution, crisis avoidance and crisis recovery.

Risk Management				Crisis prevention		Crisis coping	
Risk Management		Crisis precautions		Crisis avoidance		Limitation of consequences	Recovery
Analysis	Evaluation/ Planning	Protection/ Implementation	Training	Early warning	Adjustment	Employment of instruments	

Figure 2.1 Phases of crisis management

Source: Glaesse, 2006: 22

The scope of crisis management is well described in Santana's explanation of crisis management as an "ongoing integrated and comprehensive effort that organizations effectively put into place in an attempt to first and foremost understand and prevent crisis, and to effectively manage those that occur, taking into account in each and every step of their planning and training activities, the interests of their stakeholders" (Santana, 2004). Furthermore, Ritchie (2004) has discussed a framework of crisis management at different stages of a crisis and proposed the following steps in crisis strategic management: crisis prevention and planning, strategic implementation, resolution, evaluation and feedback. Such a systematic approach to crisis management is linked to the effectiveness and efficiency level of the response to crises. According to Anderson (2006), effective crisis management means that senior management must manage the impact of the crisis in the various sections of the organization, such as information systems and operations and human resources. Moreover, Blackman and Lee (2006) suggested that identifying critical paths along time allocations is vital in accomplishing management objectives at the time of a crisis.

Ritchie (2004) stated that crisis management is the procedure of the organization that deals with a major irregular occasion that harms the organization. In addition, Borodzicz (2005), also indicated that crisis management is the strategies designed to help an organization deal with a significant negative event. A crisis can occur as a result of an unpredictable event or as an unforeseeable consequence of some event that is considered a potential risk. In either case, crises almost invariably require that decisions be made quickly to limit damage to the organization. For that reason, one of the first actions in crisis management planning is to identify an individual to serve as a crisis manager. Other crisis management best practices include:

- Planning for as many potential crises as possible with as much detail as possible

- Establishing monitoring systems and practices so that any crises can be anticipated as early as possible

- Choosing an external crisis management firm and management team that have had a solid history in one's area of business

- Including stakeholders in all planning and action stages to the greatest extent possible

Kash and Darling (1998) mentioned that a crisis is a condition of unpredictability or danger in social, economic, political, or international affairs, leading to a decisive change. Crockford (1980) outlined three elements that are common to a crisis:

a) a hazard to the organization

b) the component of surprise, and

c) a limited decision-making time

In addition, Seeger (2001) defined a crisis is an unstable period or state of affairs in which an unexpected event or series of events takes place and creates a high level of uncertainty. The notion of a crisis has been progressively used, over time, in fields such as economics, political science, philosophy, psychology, history, and public health (Boin, 2004). Crisis management frequently requires the decisions to be solved within a short time frame. In order to reduce the uncertainty event of a crisis, organizations often develop a crisis management plan (Hart, 1997).

Gundel (2005) stated that crisis management is a "critical" part of strategic management, and he classified crisis into four different categories: "conventional crises, unexpected crises, intractable crises and fundamental crises." In addition, s Coombs (2007) mentioned that sufficient communications are a key to effective crisis management. Ashcroft (1997) suggested that effective information management is critical to organizations due to the flow of essential information to be communicated to relevant stakeholders in crisis situations.

Effective crisis management, which involves assessing potential threats and finding the best ways to avoid those threats, is the first line of defense for avoiding a crisis or minimizing the damage of that crisis to the greatest extent possible. For the purpose of limiting damage, crisis management also involves dealing with threats before, during, and after they have occurred. Therefore, the management of the organization requires skills and techniques to identify, assess, understand, and cope with a serious situation, especially when it first occurs to the point that recovery procedures begin.

2.1.2 Type of Crisis

It is important to identify types of crises in that different crises necessitate the use of different crisis management strategies. Understanding the different types of crises is essential in preparing the proper response strategy for each. Cho and Gower (2006) and Kim, Kim, and Cameron (2009) stated that a crisis refers to sudden unplanned events which cause major disturbances in the organization and trigger a feeling of fear and threat amongst the employees. Type of crises can be divided into the following:

- A financial crisis is a situation in which the value of financial institutions or assets drops rapidly. According to Helleiner, a "financial crisis is often associated with a panic or a run on the banks, in which investors sell off assets or withdraw money from savings accounts with the expectation that the value of those assets will drop if they remain at a financial institution" (Helleiner, 2011: 67-87).

- A technological crisis or technological accidents is caused by the human application of science and technology. When technology is becoming complex and something goes wrong in the system as a whole such as technological breakdowns. Some technological crises occur when human error causes disruptions (Pearson & Mitroff, 1993: 48-59)

- A crisis of malevolence happens when people use criminal or other extreme means to express hostility, for example, toward a company or country or another entity, including an economic system, with the aim of harming or destroying it. Sample crises include product tampering, kidnapping, malicious rumors, terrorism, and espionage (Khodarahmi, 2009: 523-528).

- Natural crises include environmental phenomena such as earthquakes, volcanic eruptions, tornadoes and hurricanes, floods, landslides, tsunamis, storms, and droughts that threaten life, property, and the environment itself (Takashi, Goto, Yoshida, Sumino, & Matsui, 2012: 20-28).

- A crisis of deception occurs when management conceals or misrepresents information about itself and its products in its dealing with consumers and others (Reilly, 2008: 331-351).

- Workplace violence occurs when an employee or former employee commits violence against other employees on organizational grounds (Forte, 2006).

Moreover, Ulmer, Sellnow, and Seege (2015) described types of crises. First, Confrontation crises occur when people are unhappy and they take their anger out on a business or government and any interest group, and they do so in order to receive what they have demanded or want. The common type of confrontation crises is boycotts and other types are picketing, sit-ins, ultimatums to those in authority, blockades or occupation of buildings, and resisting or disobeying police. Second, organizational misdeeds occur when management takes actions it knows will harm or place stakeholders at risk of harm without adequate precautions. Third, workplace violence occurs when an employee or former employee commits violence against other employees on organizational grounds. Fourth, human error is the mistakes that cause significant damage or loss to the company. And last, rumors are false information about an organization or its products creates crises hurting the organization's reputation. An example is linking the organization to radical groups or stories that indicate that their products are contaminated.

Coombs (2004) also stated that a "crisis can create three related threats: (1) public safety, (2) financial loss, and (3) reputation loss. Some crises, such as industrial accidents and product harm, can result in injuries and even loss of lives."

2.1.3 Risk Management for Meeting and Events

Silvers (2008) stated that the dimension of risks for meetings and events consists of people, property, finances, systems, environment, and image. The risk management process requires the event organizer has to be able to anticipate the risks involved in any possible event and any harm that many result from the event. The organizer also has to be able to evaluate a given even carefully and accurately and be able to take the proper action when necessary; preventive and proactive measures also need to be considered. Furthermore, Tarlow (2002) mentioned that event risk should not be seen as a single factor, but rather as an accumulation of variables. Depending on the circumstances, these variables would include size and the age of the crowd, size of the event, the time of day, consumables (food, water, alcoholic, beverages), and weather conditions and the location of the event (urban, rural etc.). Laybourn (2004) stated that risks have to be identified, problems pre-tempted, and ways to manage them fully integrated into the planning of the event. This will involve having contingency plans ready and fully understood by all the different suppliers and personnel working on the event. Risk management is an ongoing, integrated and iterative process (Silver, 2004), as resources are allocated and plans set, so that the event manager is able to be responsive to needed change.

Silvers (2008) mentioned that risk management for meetings and events is a defined and "deliberate process and must be an on-going and dynamic activity because the risk surrounding meetings and events are constantly emerging, growing, subsiding, changing and fluctuating in terms of urgency and priority."

In addition, Smallman (1996) stated that the risk management "universe" may be divided into a number of risk categories, such as human, organizational, and technological, which are called HOT risks and that are frequently directly responsible for crises; and regulatory, infrastructural, and political risks, which are called RIP risks, which act as crisis accelerators and so may be considered as indirect risks, as shown in Figure 2.2.
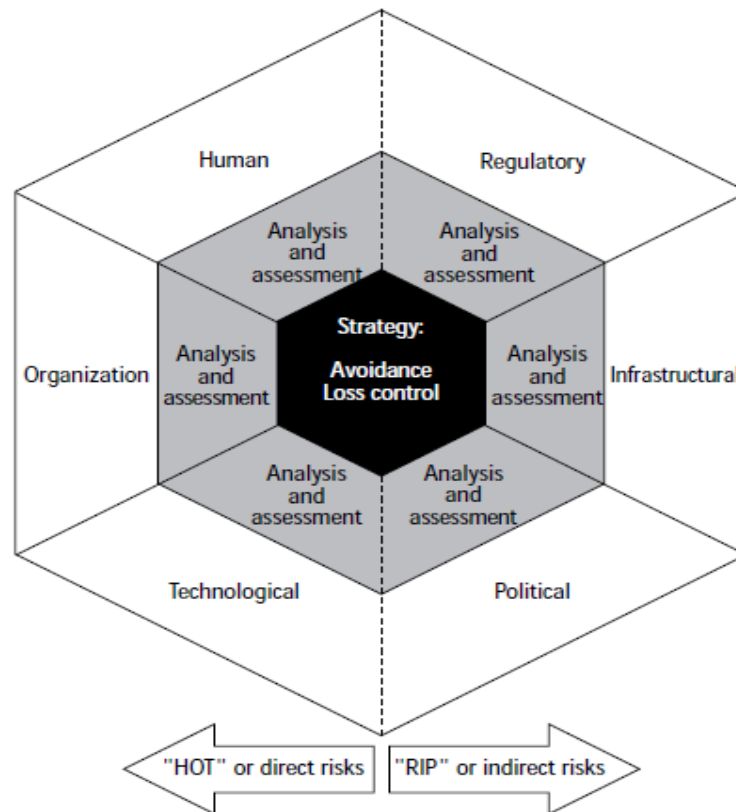
Figure 2.2 The risk management envelope

Source: Smallman (1996)

    2.1.4 Concept of Business Continuity Management **(BCM)**

    Today's businesses are increasingly concerned about the crises that threaten the continuity of their business. They are under continuous pressure to "keep their business in business." Thus, every business needs effective business continuity management to focus on several issues of ensuring the continuity of business operations in critical business processes. Nevertheless, BCM is a very complex process that must be integrated throughout the entire organization.

    Business continuity is an ongoing priority for financial industry participants and financial authorities.Recent acts of terrorism, outbreaks of fast-spreading diseases, and various natural disasters have served to highlight that priority by underlining the substantial risk of major operational disruptions to the financial system.Crisis management is a business continuity procedure whereby an organization deals with an event that harms the organization's operations. Weng and Tang (2014) stated that adaptive leadership is a critical component in response to crisis situations, and that the

notion of adaptability requires internal and external coordination, particularly in the self and at the organizational level. A new generation of tools utilizing the dominantly social nature of human collaboration and coordination is now supporting crisis management as well.

Arduini and Morabito (2010) defined business continuity management as a "holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, and value-creating activities."

The most important objective here is to allow managers or persons in charge to continue to manage the business in difficult conditions. This can be accomplished using appropriate strategies for rapid recovery and with the proper objectives. Business continuity and crisis management plans also need to be considered in conjunction with actions that will integrate risk management.

Business continuity describes the procedures of an organization to confirm that crucial functions can continue during or after a hazard. It is the purpose of business continuity planning to prevent the interruption of the most important services and to be able to return to the full functioning of the organization as quickly as possible (Cerullo & Cerullo, 2004: 243-257).

The objective of BCM is to ensure that all key business resources can support critical business activities during the disturbance and return to normal business operations.

Sawalha, Anchor, and Meaton (2012) mentioned that business continuity elements consist of the following:

1. An emergency response is the "processes and procedures" that are implemented throughout the organization to ensure that appropriate immediate actions are taken and the crisis alert communicated.

2. Crisis management is key actions to build crisis management capability, and a framework to effectively manage a crisis, supported by best practice checklists and templates.

3.   A crisis management plan is a plan to recover the basic structure, process, systems, and the organization's operations so that they can go back to a satisfactory level within the time frame.

The stage for implementation of a business continuity management standard can be set by defining organizational policy. The objective of a business continuity management policy is to provide a framework for establishing and maintaining the business continuity capability of an organization (Hugman, 2004). A policy is a high level statement of management intent that describes the scope, objectives, and governance in the organization, roles and responsibilities, and the activities that are required to achieve the objectives. Business continuity management capabilities can be assessed in part by the successful integration, interaction, and improvement of the following elements:

-    Plans (encompassing: incident management, business continuity, and recovery plans)

-    Individuals (including the discharge of their roles and responsibilities)

-    Teams including the interactions, coordination, and flow of communication)

The concept of business continuity management exists because current generation businesses sometimes face risk factors, both external and internal, that could impact their performance. If the organization has a good business continuity plan, this will help to control the threats from serious disasters, including those stemming from global economic and social issues (Gibb & Buchanan, 2006). Furthermore, Savage (2002) also stated that good business continuity plans will help to remain the business operation and running over any disruptions.

Furthermore, Kon (2010) mentioned the factors that influence business continuity management. These are:

-    Leadership means being able to motivate and direct others. It also means taking responsibility for team activities and encouraging members to not give up when a situation seems difficult or solutions seem not to be possible. A positive attitude also needs to be assumed regarding possible thoughts of failure, and responsibility has to be

taken for any mistakes or errors. Finally, leadership means being flexible in terms of adapting goals according to the situation.

- Priority index. This is the ability to identify and maintain the priority of the management system.

- Risk reduction. This is one of the major risk management techniques. Taking precautionary measures to reduce the likelihood of a loss, or to reduce the severity of a possible loss, for example, installing a security system.

- Emergency response. This is the organizing, coordinating, and directing of available resources in order to respond to the event and to bring the emergency under control. The goal of this coordinated response is to protect public health by minimizing the impact of the event on the community and the environment.

- Resuscitation response. This is how to evaluate risks and has the competency to deal with risks and to follow the business continuity plan.

- Storage resource. This is to help to reduce the total costs of storage operations and to increase productivity.

- External coordination. This is built on commitment, communication, common understanding, and confidence among employees.

- Program control. This is used to be the guideline for the organization to follow the business continuity management. The corporate officials in charge of implementing business continuity management must also recognize that there really is no end game for proper business continuity management.

2.2 Business Continuity Management Dimension

2.2.1 Policy Dimensions and Components

Policy is the regulations, laws, procedures, administrative actions, incentives, or voluntary practices of governments and other organizations. Policy is one of the human resource development plans, and service process management as well as decision are frequently reflected in resource allocations. The policies can encourage the physical activity of the firm and employees have to participate in planning decision-making and guidelines for development (Burstein, 1991; Taylor, 1993: 195-214) .Four policy implementation paradigms have been identified as follows: 1) low conflict and low ambiguity (administrative implementation); 2) high conflict and low ambiguity

(political implementation); 3)high conflict and high ambiguity (symbolic implementation; and 4)low conflict and high ambiguity (experimental implementation) (Matland, 1995). Furthermore, Rose (2011) also stated that policy is the basic source and guideline that is specified by the organization management in order to direct actions to achieve the long-term goals of the establishment. It is important to announce the policy to all employees in order to communicate goals, the mission, purposes, and objectives for development activities. On the other hand, Hall (1993) mentioned that policy is important for preventing and mitigating possible future crises. The policy recommendations that derive from these results are based on the premise that it is not desirable to leave it up to individual providers to ensure that the employment conditions are in line with notions of fair rewards for the work, or more and more specifically with the recruitment and retention of staff (Shipan & Volden, 2008). In addition, O'Toole (2000) also mentioned that policy development is a decision-making process of the organization that can be a tool to drive business continuity program performance, especially in the organizations where businesses perform in a decentralized way. A business continuity policy can play an important role in the organization's vision for continuing and recovering when dedicated program personnel are few to none. When the policy is communicating across the entire organization, this provides a common set of expectation to all employees. A business continuity policy is very important because it can raise an unregulated organization to a higher level of success (Matland, 1995).

Levy (1994) stated the "policy change is affected most directly by formal organizations whose activities are channeled and given meaning by culture; government organizations will play an active role in formulating policy and deciding how it will be implemented as well."

Munir, Lim, and Knight (2011) also confirmed that if the organizations having clear policy and vision it means that they know the purpose and direction of their organizations and they can compete in different situations and will prepare themselves well to show better performances than their competitors. Thus there are 3 components to consider when explain about policy as follows.

1) Goal attainment

Karakowsky and Mann (2008) mentioned that goal attainment is the process through which human and other resources are organized for the attainment of collective goals and this is the purposes of the firm. The goal attainment functions are met through the activities of the organization occurring through the generation and exercise of power. Ogawa and Bossert (1995) stated that goal attainment can be made on the basis of the structural and thematic differences of the goal setting. The process simulations can be applied repeatedly for further goal attainment. Apparently, repeated mental simulations of how to achieve the goal also result in firm plans (Heitmann, Lehmann, & Herrmann, 2007). In addition, Bouwens, Van Heugten, and Verhey (2009) also stated that it is important to inspire all employees to create visions about achieving aspirations and activities rather than fulfilling requirements and reaching safety. Successful goal attainment can be divide into two different tasks; first is the people that have first turned their desires into binding goals, and secondly the people that have to attain the set goals (Oettingena, Hönigb, & Gollwitzer, 2000; Shogren, Palmer, & Wehmeyer, 2011).

Kreibig, Gendolla, and Scherer (2010) mentioned that "the most important step toward goal attainment is to set effective goals. There are many factors that influence the effectiveness. There is the interaction between the level of initial goal-relevant skills and the effectiveness of writing "why" or "how" of the goals."

2) Development of human capacities

Human capacity refers to the process by which individuals, groups, organizations, institutions, and societies develop their abilities. Human capacity development can be measured in terms of shorter-term outputs and their achievements. These are easy to measure, such as the number of persons trained, publications issued, and feedback from training sessions, but have limited long-term relevance (Alvesson & Willmott, 1992; Brown & Westaway, 2011). Pelling and High (2005) defined human development as a process of enlarging people's freedoms and opportunities and improving their well-being. Human development can inform the role of the organization in responding to environmental change. Hardy, Lawrence, and Grant (2005) also confirmed that human development is the first stage that needs to be defined by a two-way process between owner and employee. This is accomplished once a

person has been trained and educated; he or she moves out into his or her respective society and creates economic, social, and institutional value for the organization—thus budgets are allocated for employee development. Understanding human development can help a company manage personnel, market and sell products, or negotiate in trade (Lado & Wilson, 1994; Ulrich, Brockbank, Yeung, & Lake, 1995; Wilhelm, 1990).

In summary, human development is important for employees to enhance their skills and upgrade their existing knowledge to perform better and to increase their value to be an employee of the organization. This can be challenging for the employee and it is also a way to strengthen the relationship among employees.

3) Growth and security

Job growth refers to the growth of the employee in an organization, and job security means that a person will keep his or her job without the risk of being unemployed. It also means being assured of continuous employment because of, for example, the terms of the contract, collective bargaining agreements, or labor legislations that disallow a person being fired (Berk, Green, & Naik, 1990). Job growth basically means the various positions that an employee moves forward by themselves in an organization. The employee may move vertically most of the time but also move laterally or cross functionally to move to a different type of job role (Bertola, 1990; Clark & Postel-Vinay, 2009). In addition, Lazear (1990) mentioned that job security typically rises from the terms of the employment contract, collective agreement, or labor regulation that prevent a chance of termination, layoffs, and lockout. On the other hand, lack of job security refers to a situation when people that have a job would have a high chance to become unemployed or lose their job (Fallon, 1993: 241-275).

Job security will depend on the economy, business conditions, and the individual's personal qualifications (Anderson & Garcia-Feijoo, 2006). Employees have more job security in times of economic expansion and less in times of a recession. Generally, jobs in the government, jobs in education, jobs in healthcare, and job in law enforcement are considered to be very secure. Private sector jobs are usually believed to offer lower job security (Caballero & Hammour, 1997; Heitmann et al., 2007). Job security is designed to reduce a worker's odds of losing his or her job and means of living and may protect some workers at the expense of others and may also affect

employment through its effect on wages. Green (2006) stated that higher job security can also reduce turnover rates and bias the composition of employment against young workers and against employment in the formal sector.

Growth and security are one of the reasons to make employees stay or leave the organization.Employee development activities help in the growth and development of employees, who are the true assets of an organization. The management needs to respect its employees and motivate them to develop a sense of loyalty and attachment towards the organization.

It can be concluded that policy is one of the human resource development plans and guideline for the organization management. The present researcher therefore defines policy as a basic aspect that identifies the relationship between the management and employees.

2.2.2 External Factors Dimensions and Components

External factors mean the outside influences that can impact a business operation. Several external factors can affect the performance of the organization to achieve strategic goals and objectives (Quangyen & Yezhuang, 2013). These external factors might include competition, social, legal and technological changes, and the economic and political environment (Bourgeois, McAllister, & Mitchell, 1978: 508-514; Chen & Huang, 2007: 104-118; Child, 1972: 1-22). In addition, Smidts, Pruyn, and Van Riel (2001) mentioned that the common external factors are comprising of the socio-economic, legal or ethical, and political and technological. While the external environment consists of a variety of factors outside the organization environment which are not under the control of the organization but which affect its structure and development. In addition, Meyer and Heppard (2000) also confirmed that the external factor is the environment that the organization could not be controlled but only to adjust with the environment. The analysis of the external factor helps to increase efficiency and effectiveness of planning in smaller organization (Kraus, Harms, & Schwarz, 2006). Thus the organization needs to prepare the plans to manage changes as they face dynamically-changing environments, especially when such changes may be unpredictable and may occur suddenly (Phelps, Chan, & Kapsalis, 2001: 223-232). According to Tsai, "[m]anaging the strengths of the organization's internal operations

and recognizing potential opportunities and threats outside the organization's operations are keys to business success" (Tsai, 2001)

External factors significantly affect organizational performance because, nowadays, organizations are facing increasing competition. Thus, an organization must adapt by defining a culture that is suitable and that conforms to these factors. There are 3 components to consider when explaining the external factors in this study as follows;

1)   Social impact

A social impact is the effect of an action or activity on a group of individuals, and this effect can be immediate or direct. However, the effect can have long-terms consequences and on a number of entities; not only people but also organizations and institutions that are not directly involved (Brougham, 1981; Dovidio, Kawakami, & Gaertner, 2002; King, 1993). Every organization has an impact on society. Lima and Wood (2014) argued that the concept of social impact is the ownership and use of knowledge by society and focuses on the common lives of human beings. On the other, Scaratti, Galuppo, Gorli, Gozzoli, and Ripamonti (2017) mentioned that social impact does not consist in the production of new knowledge, but rather in the translation to different contexts of knowledge that already exists and that is available. Social impact as a term is recognized as a way that businesses and governments assess how the organization itself plays a role in the communities in which it works or works around.

Turban and Greening (1997) argued that social impact is encouraging interaction, which is one of the simplest, most straightforward ways in which all employees can overcome their barriers within the organization. In conclusion, Gustavsen (2014) stated that a good organization without social impact is a place where people know, understand, and respect their colleagues, people pull together in a crisis, and come together to celebrate achievement.

2)   Constitutionalism

A constitution is a set of customs, traditions, rules, and laws that structure the way a government is organized and defines the relationship between the government and its citizens (Daud, 2010: 75-82; Rose, Beh, Uli, & Idris, 2006: 61-67). In addition, Tabassum, Rahman, and Jahan (2011) have described the details of constitutionalism

within the organization, including adequate and fair compensation, a safe and healthy environment, growth and security, development of human capabilities, total life space, social integration, and social relevance. Moreover, Kanten and Sadullah (2012) also confirmed that constitutionalism in the work organization is a way that the firm respects the laws and labor rights as well as personal privacy and impersonal treatment as equal. The employees have the freedom of expression and the organization's standards are set for clear routines and operations. To confirm this statement, Gupta and Sharma (2011) mentioned that constitutionalism in the organization comprise of adequate income, safety and healthy in working conditions, opportunity to use and develop human capacity, opportunity for career growth, social integration in the work force, and the distinction of work life and the social relevance of work.

Walton (1973) stated that there are eight aspects of an employee's perceptions towards his or her work organization that could determine his or her quality of work life (QWL) and constitutionalism is one of the eight major conceptual categories relating to QWL. Further, Babcock-Roberson and Strickland (2010) also mentioned that basically constitutionalism is that all employees should be treated fairly as humans without discrimination. The basic rights of an employee are protecting their privacy, giving them a chance to present their views whenever a conflict arises, etc. Hence, the organization should respect the employee's personal privacy and set standards of equity in distributing rewards and provide for the employee as well as set the physical and mental working environment in order to prevent unnecessary hazards in the workplace.

3)   Political relevance

Simpson and Weiner (1989) defined relevance as bearing upon, connected with, and pertinent to the matter in hand. In this study politic relevance means that the organization has followed the government's rules and regulations. Judge and Bretz (1992) mentioned that the role of political influence behavior is in predicting career success because it has an effect on salary progression. On the other hand, Pfeffer (1989) stated that political perspective allows for a more accurate description of how career success is determined in many organizations. Bartol and Martin (1990) stated that politics can play a large role in business, starting from how decisions are made and how employees interact with others. In businesses, the impact of power depends on whether

employees use their positive power or negative power to influence the others in the workplace. Politics may directly influence the people that have the power and determines the overall culture of the workplace. If the employees know that their organization is excessively driven by politics the employees will be less committed to the organization; this will cause lower job satisfaction and a worse job performance. In spite of this, employees will have higher levels of job anxiety and a higher incidence of depressed moods if the organization does not do so.

Therefore, Shimazu and Schaufeli (2009) mentioned that it is through careful attention of the organization to see that the government's rules and regulations, such as the salary of the employee, meet social standards or the recipient's standards, the organization being socially responsible for its employment practices, marketing techniques, and other activities. These will all play a part in helping the organization achieve an ethical way to ensure an approach that helps to protect the long-term and successful sustainability of the organization.

In summary, external factor is the environment that the organization could not be controlled. Thus, the organization must adapt by defining a principles that is suitable and conforms to these factors as well as the organization has to respects and follow the laws and labor rights in order to set standards for the employee.

2.2.3 Venue Administration Dimensions and Components

Administration is the pertaining to activities related to organization or business's administration and management of the organization (Rahim, 2002). Kanungo (2001) mentioned that administration processes such as communication processes, practice, and work procedures affect organizational performance. For instance, the organization with an open communication system allows its members to communicate with each other. This helps create the good administration and participation of the staffs and builds an atmosphere of achievement and responsibilities.

Moreover, Jawahar (2006) mentioned that development administration typically referred to the ''administration means to achieve developmental goals. The measurement of administration should concentrate on the levels of community and/or relationship among staffs including leadership. In addition, the administration process

of the organization also affects the achievement and responsibilities of employee. For this study administration dimension can be consider in 4 components as follows:

1) Leadership

Leadership is a process by which a person influences others to accomplish an objective and directs the firm in a way that makes it more consistent and intelligible. Northouse (2007) defined leadership is a process whereby an individual influence a group of individuals to achieve a corporate goal. Leaders carry out this procedure by applying their leadership skills and knowledge (Jago, 1982). Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make them unique (Babcock-Roberson & Strickland, 2010).

Kempster and Stewart (2010) stated that leadership is described as the driver of the dynamic relationships and interactions that make up an organization's quality system. Moreover, Erkutli (2008) suggests that leadership behavior will have direct effects on employee's outcomes. In addition, Nordin (2011) also mentioned that leaders are able to generate awareness and acceptance among the employees and involved social interactions, emotional awareness and emotion regulation become important factors affecting the quality of interactions. Doh (2003) also confirm this statement by mentioned that one of the effective factors in productivity, efficacy and job satisfaction of employees in different organizations is leadership style of managers. While Bass and Riggio (2006) stated that leaders are person who motivate and inspire employees to achieve work outcomes, processes, and leadership ability development by themselves; that cause a change and improve the developments of a person (Northouse, 2000).

Pastor (2014) mentioned that good leaders must have a good understanding of their own emotions and of those of others, and are able to regulate their emotions when interacting with others. Nielsen, Yarker, Sten-Olof, Raymond, and Vilhelm (2008) argued that leadership behavior and job satisfaction will depend on the organizational context and leadership behavior is closely related to work satisfaction of the employees. Kark and Van Dijk (2007) mentioned that the relationship between the management and employee in the organization, It's requires skills to build confidence and engagement. So, leaders should establish trust and commitment that will help the employee to achieve the organization's goals.

As a result, most employees try to do a good job and follow the culture of the organization. The leader had an influence to direct them to do or the way they spend their time. More importantly, good leaders should be able to lead employees through cultural, structural and operational for achieve the organizational goals.

    2)   Achievement

Achievement means something very good and difficult which had done successfully by effort, courage or skills. Eccles and Wigfield (1995) defined the different components of achievement consists of; attainment value is the importance of doing well on a given task and intrinsic value is the enjoyment one gains from doing the task. Wigfield and Eccles (2000) mentioned that achievement refers to a striving to learn, understand, and improve skills based on an intrapersonal of employee. While Pintrich (2000) state that achievement goals are competency based that aims the individuals target in evaluative settings. And Muis and Edwards (2009) defined that achievement is the ability to consider the difficulty and solving with professional tasks. The achievement is the ability of employee to show their dedication to craft outside of the regular working environment (Elliott, Swartz, & Herbane, 1999). In addition, Locke (1996) stated that achievement is one of the improvement activities of the employees. Achievement is ability to handle physical conditions of work, the amount of work, or sequence of event and sufficient equipment (Wigfield & Cambria, 2010); (Isoard-Gautheura, Guillet-Descasa, & Dudab, 2013). On contrary, Mih, Mih, and Dragoş (2015) mentioned that achievement goals can both positive and negative predict behavioral and emotional engagement in learning activities.

In conclusion, achievement concerns with the persistence, performance and beliefs of the employee. This will reflect how well they will do on the activity and perform their work to which will make them are value to the organization. (Wigfield, 1992).

    3)   Self-organization

Self-organization means a procedure which is the result of the systematic work and examination of a task in order to identify all the hazards. Behbahani (2011) mentioned that concept of work success is appropriateness in assigning tasks to capable

right persons can be successful if employees are committed to making it work. In addition, Christian, Garza, and Slaughter (2011) stated that concept of successful work will represents the active allocation of personal resources toward the tasks associated with a work role and it can improve decision making, leadership, strategic and operational processes, appropriate and free communications, team work and healthy work relations. This will reflect quality of work life which is important to organizational performance and it is an important factor that affects employee motivation at work (Gupta & Sharma, 2011). Good working and personal relationship with subordinates will reflect the quality of the relationship between the employee and the working environment (Rose et al., 2006). Furthermore, Noor and Abdullah (2012) mentioned that the way to enhance and sustain the employee satisfaction by aiming at improving work conditions for the employees within organizations.

4) Responsibility

Responsibility refers to the fact of having a duty to deal with something or takes responsibility for their team and helps them achieve goals. Kinena (2014) mentioned that people who have a great responsibility for the present and the past, but most individual responsibility is the responsibility of the future. Responsibility concerns with individuals professional to have positive attitudes towards work and job done. Moreover, Mergler and Shield (2016) mentioned that personal responsibility is determined on the basis of what was done and what should have been done. Thus each implementer can set work methods and make problems solving decision freely. Mergler and Patton (2007) stated that personal responsibility is the ability to create own thoughts, feelings and behavior, willing to listen to suggestions and learned a great deal from supervisor. Leaders could rely on followers who are already identified with the organization and direct their transformational efforts to increase adaptability and job crafting toward less identified followers. In addition, McArdle, Waters, Briscoe, and Hall (2007) mentioned that leadership stimulate employees' job shaping by increasing their adaptability to change behaviors, feelings, and thoughts in response to organization demands. Leaders who have skills and responsibilities can contribute to the success of the organization.

Furthermore, smart and successful supervisor should be willing to delegate their responsibilities sometimes to subordinates, in order to get well qualified and skilled employees (Mu, 2015). These will be great opportunities to let them learn and create their job because supervisor's success depends on their success. Other responsibilities of supervisor which can determine to be one of the strategic activities and techniques that supervisor should be focused is listen to the suggestion from subordinate (Kennedy & Simonds, 2017).

On the contrary, responsibility causes a change in actions in accordance with personal preference. Pahlke, Strasser, and Vieider (2015) stated that people who are high self-monitor respond to added responsibility by taking actions for others that are consistent with their inherent risk preferences.

To conclude, the good venue administration will result the successful management. The importance of performance, the necessity for personal development and assertive leaders will respond to problems in a timely manner. In addition the leaders who have skills and responsibilities can contribute to the success of the organization.

2.2.4 Crisis Preparing Culture Dimensions and Components

Culture is considered one of the most powerful set of forces acting on organizations that can identify crisis prone versus crisis prepared organizations (Pauchant & Mitroff, 1988). Robbins and Coulter (2005) described the organizational is the shared values, beliefs, or perceptions held by employees within an organization. In addition, Lund (2003) also gives the definition of organizational culture is the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work. It socially learned and transmitted by employees; it provides the rules for behavior within organizations. Organizational culture refers to the beliefs and values of the organization (Tsai, 2011).

In many cases, the failure of many organizations is due to a crisis that does not stimulate taking further actions or to a result of cultural rigidity; while management is busy managing day-to-day operations, crises build up slowly. Finally, when the event is unavoidable, management struggles to know how to start to recover (Elliott, Swartz, & Herbane, 2010; Kulatunga, 2010; Pitt & Goyal, 2004; Richardson, Nwankwo, &

Richardson, 1994). Lindstrom, Samuelsson, and Hagerfors (2010) argued that business continuity management can be implant in the organization's culture through regular testing, training and awareness and the maintenance and updating of the continuity plan. It is attracting more attention as many organizations nowadays are experiencing an increase in the number of employees who have different cultural backgrounds, as well as those multicultural individuals (Fitzsimmons, 2013). Organizational culture is not created by memos or by a decision from a senior executive, but rather develops over time and plays a critical role in achieving organizational objectives and has been identified as the main impediment of knowledge activities. (Ababaneh, 2010; Van Gorder, 2013)

In conclusion, organizational culture has a positive impact on the employee's job performance and also work as social glue to bond the employees together and make them feel a strong part of the organization, which is useful to attract all staff to perform the best performance. In this research, there are 3 components to consider as follow:

1) Decision-making

Decision-making involves the selection of action from among two or more possible alternatives in order to solve a problem to achieve the organizational goals and also plays an important role to determine both organizational and managerial activities. Krieshok, Black, and McKay (2009) stated that career decision making represent confidence in setting clear career goals and career information. While Kvitkovičová, Umemura, and Macek (2017) mentioned that decision making is the capability in righteousness and appropriateness in problem solving with corresponding to situation emergency. Jern, Lucas, and Kemp (2017) also confirm that the appropriateness in taking judging time and information for decision depends on the degrees of applying coordination system of each employee as means in helping other team members.

Thus, when the employee will decide to take any action, they have to consider the caution in impact that may occur from self – action because they need to clarified and realized work goals and objective of the organization.

2)   Organizational Learning

Organizational learning refers to the process of improving actions through the better knowledge and understanding (Fiol & Lyles, 1985). Argyris (1990) stated that the organizational learning is a process of detection of errors. The organizations learning can be learn through the individuals acting. Moreover, the organizational learning is an area of knowledge within organizational (Snow, Fjeldstad, Lettl, & Miles, 2011). In organizational development, learning is a characteristic of an adaptive organization such as an organization that is able to sense changes in signals from its environment from both internal and external (Bradford & Burke, 2004).

Organizational learning is the way that the organization used to develop employee capabilities in order to continue business for long term benefits (Senge, 1990). This means that organizations where adopt learning organization culture should have the skills and capabilities to produce, accomplish and utilize the knowledge, and transforming individuals as a reflection of acquiring new knowledge and vision (Garvin, 1993). It is necessary for the organization to implement learning organization as their core culture (Patnaik, Beriha, Mahapatra, & Sigh, 2013).

3)   Role of team members

Member refers to a single person rarely has enough knowledge or experience to understand all aspects of the most important work processes; thus, team approaches are necessary for process improvement (Ellis, Homish, Parks, Collins, & Kiviniemi, 2015) Tohidi (2011) also stated that teams' skills require cooperation, communication, skill diversity, and group decision making to symbolizes a fundamental shift in how the work is performed. Although organizations traditionally were formed around task or work groups, the focus of teams and teamwork has taken on a new meaning in a quality environment. (Dunning, Fetchenhauer, & Schlosser, 2017). While Trosset (2013) mentioned that teams provide opportunities to individuals to solve problems that they may not be able to solve on their own. Employees who participate in team activities feel more empowered, are more satisfied with the rate of improvement in quality in their organization, and receive better training in both job-related and problem-solving skills.

Moreover, Wilson, Salas, Priest, and Andrews (2007) stated that setting team goals, formulating action plans and strategies to be achieved. These behaviors help ensure that all team members are clear in terms of what is required of them in order for the team to function effectively. Beranek and Martz (2005) defined that training of team members may have a benefit of establishing and managing expectations for how groups work together and acceptance of each different member's competency.

Elliott et al. (1999) argued that in terms of crisis preparedness and the scope of business continuity. There are two types of organizations can be classified 1) Standard practice organizations are those concerned mainly with the development of corrective plans while paying less attention to creating continuity cultures. 2) Better practice organizations are those that recognize the importance by having business continuity management programs that stimulate changes in culture and resilience.

To summarize, crisis preparing culture has a positive impact on the employee's job performance which will reflect the capability in identifying the problems of the working team as well as the righteousness and appropriateness in problem solving corresponding to emergency situations. Thus, the organization should be more concentrate in crisis preparing culture.

2.2.5 Business Continuity Effectiveness Dimensions and Components

Business continuity effectiveness refers to the preparation of a plan or roadmap for managing the business continued without any interruption. Business continuity effectiveness is the development of the organization to return to holding a business when faced with a crisis or a disaster and respond to the risks associated with the performance of the business continuity plans, will be the proceedings by determining the purpose or clear goals to prevent the operation of the business from the disaster and accident that is a criteria are explored the importance of the product or the service of the major organizations including the strategy business continuity planning will be determined by the scope in the small prepare plans for business continuity by having regard to the necessity of business and other elements as well as stipulated by the responsible for the performance of the activity must be identified the risk that is a threat by selecting the risk of that is the importance of doing to assess the level of damage and

the period of time that it is necessary for the restoration of the target amount of time in the recover (Zsidisin, Melnyk, & Ragatz, 2005).

The concept of business continuity effectiveness has occurred because the business in the current generation must face the risk factors in both from external and internal factors and the impact on the broader in both the current economic and social toward globalization (Gibb & Buchanan, 2006). Savage (2002) stated that good business continuity plans will keep the company up and running through interruptions of any kind. Botha and Von Solms (2004) mentioned about the process of business continuity plan as follow:
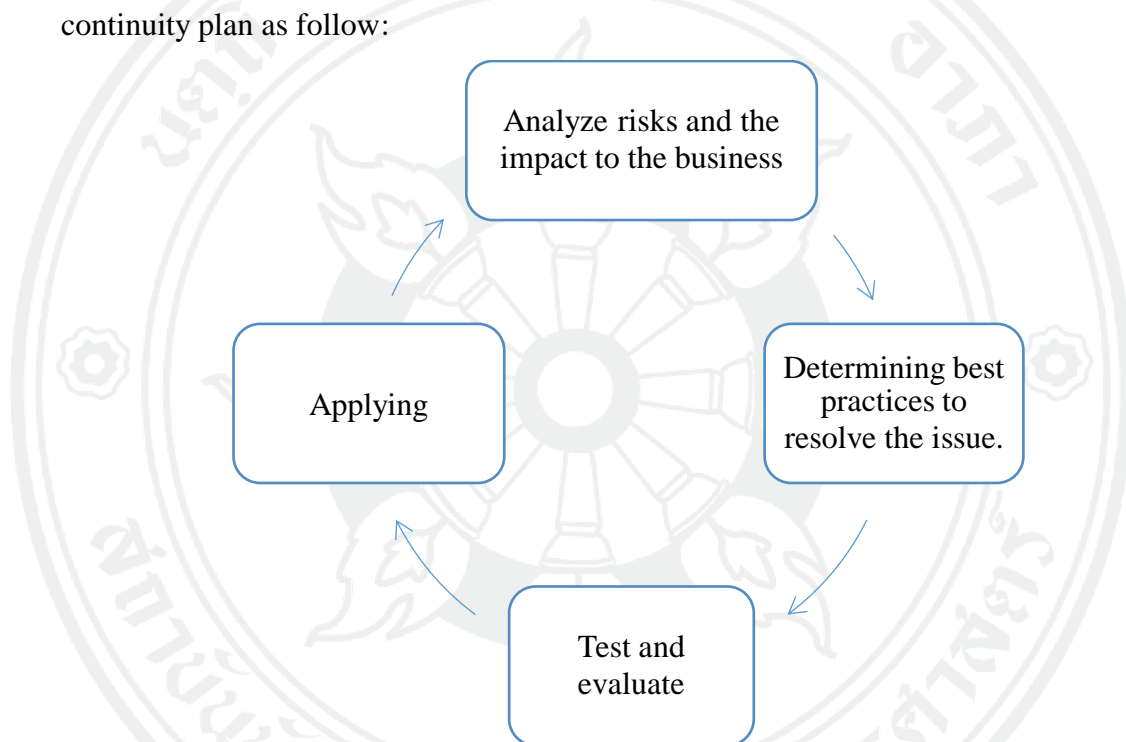
Figure 2.3 The Process of Business Continuity Plan

Source: Botha & Von Solms, 2004: 328 – 337

The process of the business continuity plan can be explained as follows:

First, the organization must analyze the risk and the impact on the business to define how to proceed in an emergency situation which is different from the normal situations the risks of business will need to identify a situation where the risk to create the plan because in each situation must be a process to deal with different circumstances. Secondly, determining best practices to resolve the issue by define the procedure that is appropriate to the situation at risk stage the emergency and use

resources and the plan is affected in the situation worse and a disaster recovery plan after the elapsed time critical and how to act in an emergency situation by covering all agencies in the business by duties and responsibilities of the operator and coordinating with the relevant both within and outside of the organization as well as providing resources or tools to connect it in the operations available and will need to be set up operations centers reserve. Next, test and evaluate by using the different scenario based on the risk analysis in the first step and take action on the plan, the risks can be floods, explosions, protests, epidemics, shortages of materials, interruptions of the logistics etc. This is how to evaluate the performance of a plan to resolve the situation and be able to support the business continuity is the rehearsed how to follow the test and improve the plan as appropriate to be able to use. Last, when the business continuity plan passed the test and evaluation as well as modified to optimize performance and can be used to perform in the real situation. The management will be required to make a policy. The staffs have to follow the steps to plan for the effective of business continuity.

In this research, there are 2 components for business continuity effectiveness as following

1) Organizational Effectiveness

Organizational effectiveness refers to how effective of the organization is in achieving the organization's outcomes or aspire which is to be efficient, effective, and productive. Angle and Perry (1981) mentioned that the organizational effectiveness means the organization that produces a desired effect or an organization that is productive without waste. Stoeber (2011) stated that organizational effectiveness includes staff learning and development which is provides customized training classes and consulting services as needed to address specific workforce for effectiveness organization.

The goal of business continuity effectiveness is to minimize operational risk in the face of a natural or man-made disruption. There are seven key components to creating an effective business continuity plan (Cerullo & Cerullo, 2004). An effective plan must be departmentally broad, and consider the needs of the entire enterprise. The goal is to understand what is critical and behavior and capability of management and staff to deal with crisis. (Elliott et al., 2010). Furthermore, Botha and Von Solms (2004)

also stated that the successful business continuity planning is the potential loss of key decision makers during the response and recovery time when their abilities are most crucial. Organizational development depends on analysis and identification of the factors that conclude the effectiveness of the organization.

One of the biggest challenges in continuity planning is identifying and protecting essential elements. An effective plan must be departmentally broad, and consider the needs of the entire enterprise (Pitt & Goyal, 2004). The goal is to understand what is critical, and to encompass all of the necessary parts such as personnel, network, platforms, applications and data. When evaluating the components that support critical processes. Good business continuity planning (BCP) needs to take a broad view, embracing people, human behavior, customers and other factors that lie outside the data center (Hiles & Barnes, 1999). It is also important to secure the vision (and endorsement) of executive management. Effective planning includes a few basic steps: consider every part of the business, decide what is critical and determine how long individual departments can operate without some parts of their normal support systems. This prioritization is what should drive planning decisions. Other factors which are the keys for effectiveness business continuity plan that involve the staff, they are: 1) job security, 2) attachment to work practice, 3) administration and direction, 4) relationships with colleagues, 5) work environment and 6) benefits and welfare (Savage, 2002).

2) Performance Efficiency

Performance efficiency defined as a broad management strategy aimed at achieving important changes in the operation, with improving performance (achieving better results) as the central orientation. Performance measurement is concerned more narrowly with the production or supply of performance information, and is focused on technical aspects of clarifying objectives, developing indicators, collecting and analyzing data on results. Performance management encompasses performance measurement, but is broader. It is equally concerned with generating management demand for performance information - that is, with its uses in program, policy, and budget decision-making processes and with establishing organizational procedures, mechanisms and incentives that actively encourage its use. In an effective performance

management system, achieving results and continuous improvement based on performance information is central to the management process (McAllister, 1999). In fact, it had been anticipated that several measures of organizational effectiveness would be sensitive to differences in the levels of commitment of the members of the organizations studied (Walter & Bruch, 2010).

O'Toole, Galbraith, and Lawler (2002) suggested that "personal effectiveness" and "strategic thinking" are necessary to crisis resolutions. Avolio (1999) described leadership as a systematic relationship where "no leader leads without followers." To measure leadership effectiveness and the focus should be less on what the leader does and more on what the followers do. In addition, a "full range" of leadership can be defined by three broad categories of transformational, transactional, and laissez-faire or non-transactional leadership.

Holton and Naquin (2000: 33) defined outcomes as "the measurements of effectiveness or efficiency (of the organization) relative to core outputs of the system, subsystem, process, or individual". Driggs (1999) emphasized that outcomes can be encapsulated as the awareness of the importance of organizational motivation and understanding, the flexibility to adapt to individual organizational needs, the openness to encourage continuing discussion and interchange, and a readiness to continue learning.

There appears to be no doubt about the importance of crisis preparing culture and the business continuity management. Pang, Cropp, and Cameron (2006) mentioned that preparing for crisis should be a vital part of the organization. Highly effective organizations will exhibit strengths across five areas include: leadership, decision making and structure, people, work processes and systems, and culture (Tammineedi, 2010). Davis and Gilman (2002) stated that it is important to create a clear policy and criteria to assess the crisis in order to run the organization with effectiveness and efficiency.

McConnell and Drennan (2006) also reviewed about the crisis preparing that it focuses on four key difficulties. First, crises and disasters are low probability events but they place large demands on resources. Second, contingency planning requires ordering and coherence of possible threats. Third, planning for crisis requires integration and synergy across institutional networks. Fourth, planning requires active preparation

through training and exercises. While Penrose (2000) mentioned about the key element for business continuity effectiveness include: awareness in changing behavior, vulnerability or capability analysis, knowledge management including education, training, information, Public commitment strategic implementation or code of conduct. Moreover, organization should have the plan to minimize impacts. The proactive plans which can be classified into three phrases are emergency, contingency, intermediate plan and long-term plan.

2.2.6 Venue Image Dimensions and Components

Corporate image is a picture of an organization, whereas the reputation is the result of the value corporation, and it is a fundamental strategy in promoting market presence and instilling public confidence (Balmer & Greyser, 2006). Worcester (2009) stated that corporate image is the result of all experiences, impressions, beliefs, feelings, and knowledge of people have about the organization. It's also reflecting work attitudes, behaviors, and organization performance. While Richard and Zhang (2012) stated that corporate image refers to beliefs, perceptions, feelings and impressions of the customer to the organization. Moreover, Harris and de Chernatony (2001) mentioned that corporate image has been used as concepts for example; message, reputation, perception, cognition, attitude, credibility, belief, communication and relationship. And Deephouse (2000) pointed out that corporate image is the reputation with a socially complex process. In addition, Minkiewicz, Evans, Bridson, and Mavondo (2011) stated that corporate image is a convenient and helpful way to visualize people's ideas about companies' reputation and takes many years to build to gain the loyalty from customers

Managing a corporate image requires an understanding of how a corporate image is formed and how it is measured (Balmer, 2008). Moreover, to modify a corporate image, it is crucial to attain knowledge and understanding of current images and employees are essential to an organization's performance. Chun and Davies (2006) mentioned that corporate image links between views of the organization and customer satisfaction. Cornelissen and Elving (2003) conceptualized that corporate image is the organization's communication, design, culture, behavior, structure, industry identity and strategy. Besides this corporate image can identify factors that enhance reputation

of the organization including dynamism of the company, credibility, customer service, service offering, history, advertising and promotion (Gotsi & Wilson, 2001; Melewar, Saunders, & Balmer, 2001; Teng, Poon, Wei, Yuen, & Suan, 2000; Zsidisin et al., 2005). In conclusion, corporate image is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about a company (Van Rekom, 1997).

For the corporate image of venue, it does reflect in selecting a venue. The significance of image is evident in the hospitality and tourism literature. Sanders Sanders (2004) states that a positive image of meeting destinations attracts more guests and can boosts the number of attendees. Venues image can help to attract visitors and exhibitors as well as promote exhibition branding. In addition, venue image that is sophisticated over time through the past experiences of organizers and the testimonials of other organizers is central to the selection process of a venue (Lee & Lee, 2017). A favorable venue image can be an effective form of differentiation and a source of competitive advantage ensuring long-term success. It is regarded as a critical, strategic and enduring intangible asset for the venue. A favorable venue image can boost sales through increased satisfaction and loyalty of customer (Andreassen & Lindestad, 1998). Moreover, Hardaker and Fill (2005) also stated that the importance and recognition of employees as part of the corporate image process appears to be increasing.

The significance of image is evident in the hospitality and tourism literature as Sanders (2004) states that a positive image of tourist and meeting destinations attracts more attendees and boosts the average ratio of hotel room nights to the number of attendees. Exhibition organizers also consider the image of a venue in selecting a venue. Likewise, organizers consider a venue in terms of how its image can help attract visitors and exhibitors and promote exhibition branding.

In this study, there are 2 components to create for venue image as following

1) Corporate Social Responsibility (CSR)

CSR initiatives on the company's image and examining how these factors can help them increase customer retention. Corporations are expected to be good citizens to fulfill social roles and tackle social problems (Mattern & Crane, 2005; Mele, 2008). Kotler and Lee (2005) stated that CSR involves a commitment to improving community well-being through business practices and corporate resource contributions.CSR

involves the management of stakeholders' concerns about responsible and actions related to environmental, ethical and social phenomena to create corporate benefits and maintain good image of the organization (Vaaland, Heide, & Gronhaug, 2008).

Wigley (2008) mentioned that CSR involves a company's voluntary integration of social concerns on business operations and relationships with representatives and also be an effective technique to obtain social recognition. Companies that implement CSR may enhance their organizational structure and achieve good CSR performance to fulfill their corporate social responsibility goals and achieve sustainable business development. And also may affect customer loyalty through its interaction with service quality, corporate image and customer satisfaction (Kim, Park, & Wier, 2012)

2) Environment Management

The environmental policy is a statement of commitment from top management about what environmental objectives will be achieved. (Chau, Lee, Yik, & Burnett, 2000). There are various management methods for assisting construction contractors in engaging an environmental friendly practice. (Mensah, 2006). While Shen and Tam (2002) stated that environmental management is an important tool to improve organizational efficiency and adds value to their performance and services. Moreover, Kwan and Walker (2004) mentioned that environmental management is a major tool to develop for their professionals' environmental performance and the strategic role played for in enhancing organizational effectiveness and competitiveness. Environment management will demonstrate a company's commitment to environmental performance and improves its corporate image, thus attracting potential clients (Watson & Emery, 2004).

It can be concluded that venue image can help to attract visitors for promoting exhibition branding as well as can boost sales and increase the satisfaction and loyalty of customers. It is necessary for the management to inform employees about the importance of CSR and environment management projects.

2.2.7 Venue Attributes Dimensions and Components

Venues are constructed to host events with the purpose for which a particular venue is intended guiding its particular size. Oppermann (1998) stated that venue is a

sit or destination of meeting and event, or the location of performance such as hall, ballroom or auditorium, etc. Moreover, Tay (2006) mentioned that venue or convention room is the place where a public event or meeting happens. Venues are concerned with the service attitude of the general staff and facilities, including directional signage, restrooms, meeting rooms, in-house F&B outlets, and public internet access.

As dynamic as the MICE industry is, venues as a key component contributing to the success of MICE events should keep track of any changes and development within the industry reflected in organizer and attendee requirements. Apparent trends include an increase in technology requirements like Wi-Fi coverage, new registration systems, waste management and energy conservation.

Thailand Convention and Exhibition Bureau (TCEB) (2016) had launched the Thailand MICE venue standard (TMVS) which has three areas of components consisting:

1)   Physical Component includes condition of the meeting room, surrounding area, equipment related to the conference, water system, lighting system, air conditioning system and safety and environment management system. In TVMS, there are 33 indicators in physical component which can be summarized in to the main details as follows:

-   The interior of the meeting room where designed, decorated and has a condition ready for use.

-   Necessary items in meeting room equipped with appropriate size for physiologies and sufficient numbers for service users.

-   The installation of wiring systems and electrical equipment in meeting room equipped with the power breaking systems, ground line installation and installed by expert technicians.

-   Permanent power sockets installed around the meeting room and every power socket is in good functional condition.

-   Lighting system, air conditioning systems, air ventilating system, fire preventing system are sufficient for use.

- The welcome, registry and waiting area, an exhibition area, coffee break area, meal service area are well decorated and clean surrounding areas and ready for use.

2) Technology Component includes sounds system, visual system, Wi-Fi signal distribution points, communication equipment and audio visual equipment staff. In TVMS, there are 5 indicators in technology component are as follows:

- Sound system which is composed with sufficient microphones, speakers and signal cables for presentations via computers.

- The visual system equipped with a projector, a monitor screen, signal cables and remote controls for controlling the projector.

- Wi-Fi signal distribution points and good quality service equipped.

- Communication equipment included internal telephones for contacting the venue manager or coordinating employees, communication radio providing services, facsimiles for providing services and computers with an internet system to provide services.

- Audio visual equipment staff means a staff member who controls the audio visual equipment in the meeting room who has knowledge, expertise or experience in installing, using and solving problems in every type of audio- visual equipment in the meeting room.

3) Service and Management Component means administrative management and service staff knowledge and management. In TVMS, there are 19 indicators in service and management component which can be summarized in to the main details as follows:

- Service Staff personality who has good manners and polite tones and speech, friendly demeanor and eagerness to provide services, polite, appropriate and convenient uniforms for performing duties. And respect for differences in nationality, religion, culture, gender and age.

- Service Staff knowledge including: knowledge of service principles, knowledge about holding meetings, knowledge of the operating facility's local area and knowledge of cultural and religious differences.

- Service Staff foreign language skills in at least one foreign language.

-    Managing complaints and service assessment of service staff.

In conclusion, venues can either be single- or multi-purpose facilities that can effectively host MICE events. Venue can bring in groups of people with similar interests to pre-arranged facilities. Thus the venue should include many facilities and equipment that must be maintained to prolong usefulness and preserve performance for attendees.

2.3 Conclusion of the business continuity management Dimension

Table 2.1 shows the different dimensions of the business continuity management. The criteria include individual and group processes of policy theory, external factor theory, administration theory, crisis preparing culture, business continuity effectiveness, image and venue attribute.

Table 2.1 Business continuity management dimension and criteria

Scholars	Dimension/ Criteria
	Policy
Burstein (1991)	Policy: guideline for development
	Planning decision
	Policy implementation
Rose (2011)	Decision making process
	Direction to achieve the long term goal
	Objectives for development activities
Hall (1993)	Mitigating possible for future crises
	Notions of fair rewards for the work
O'Toole (2000)	Service process management.
	Provide a common set of expectations
	Work procedures, work instructions
	Work procedures
	Work instructions
	Job manual
Karakowsky and Mann (2008)	Human resource development plan
	Safety and risk management
Munir, Lim and Knight (2011)	Clear policy and vision
	Training needs for employees
Karawasky and Mann (2008)	Goal attainment
	Goal attainment functions

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Van Heugten and Verhey (2009)	Important to inspire all employees to create visions
	Supporting and promoting
	Implement policy
Wehmeyer (2011)	Service from working on problem
	Business planning has been performed
Brown and Westaway (2011)	Human capacity development
	Opportunities to improving well-being
Pelling and High (2005)	Human development
	Enlarging people's freedoms
	Employees have been sent to training courses
Lazear (1990)	Employment contract
	Prevent a chance of termination, layoffs, and lockout
Andersonand Garcia-Feijoo (2006)	Job security
	Individual's personal qualifications
Green (2006)	Higher job security can also reduce turnover
	Employment in the formal sector
	External Factor
Quangyen & Yezhuang, 2013	Achieve the strategic goals
	Performance of the organization

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Meyer and Heppard (2000)	Efficiency and effectiveness
	Freedom from prejudice
Phelps, Chan and Kapsalis (2001)	Manage change
	Managing the strengths of the organization
	Keys to business success
Lima and Wood (2014)	Impact on society
	Common lives of human beings
Tabassum et al. (2011)	Constitutionalism
	Public policy
	Respects laws and labor rights
	Standards of equity in distributing
Babcock-Roberson and Strickland (2010)	Humans without discrimination
	Rights of an employee
	Employment practices
Shimazu and Schaufeli (2009)	Socially responsible
	Standards of sufficiency
	Welfare
	Venue Administration
Kanungo (2001)	Communication processes
	Practice, and work procedures
	Organizational performance

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Jawahar (2006)	Achieve developmental goals
	Levels of community
Northouse (2007)	Leadership
	Leadership skills and knowledge
Kempster and Stewart (2010)	Proud to be associated with the management
	Faith in the management
	Leadership behavior
Doh (2003)	Job satisfaction
	Leadership style of managers
Bass and Riggio (2006)	Motivate and inspire employees
	Leadership ability development
Wigfield and Eccles (2000)	Good working and personal relationship
	Quality of the relationships
	Condition of work
Wigfield and Cambria, (2010)	Achievement
	Performance and beliefs of the employee
	Crisis Preparing Culture
Krieshok, Black and McKay (2009)	The organizational culture
	Decision-making

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Jern, Lucas and Kemp (2017)	Degrees of applying a coordination system
	Beliefs and values of the organization
Krieshok, Black, and McKay (2009)	Career decision making
	Righteousness and appropriateness
	Corresponding to situation emergency
Patnaik, Beriha, Mahapatra, and Sigh (2013)	Flexibility and adapting
	Work goals and objective
Bradford and Burke (2004)	Organizational learning
	Organizational development
Trosset (2013)	Acceptance of competency differences
	Role of individual implementers
	Conflicts in work are common
Patnaik, Beriha, Mahapatra, & Sigh (2013)	Learning organizational
	Implement learning organization
	Core culture
Beranek and Martz (2005)	Acceptance of each different
	Crisis preparedness
	Business Continuity Effectiveness
Stoeber (2011)	Organization Effectiveness
	Minimize operational risk

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Botha and Von Solms (2004)	Successful business continuity planning
	Potential loss of key
Savage (2002)	Develop work and to solve problems
	Benefits and welfare
	Work environment
O'Toole, Galbraith and Lawler (2002)	Personal effectiveness
	Strategic thinking
Holton and Naquin (2000)	Guidance for task decisions
	Measurements of effectiveness
Driggs (1999)	Organizational motivation
	Project for development
	Flexibility to adaptation
Pang, Cropp, and Cameron (2006)	Effective organizations
	Decision making
	Work processes and system
Penrose (2000)	Awareness in changing behavior
	Vulnerability or capability analysis
	Knowledge management
	Venue Image
Sanders (2004)	Company reputation
	Positive image

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
Worcester (2009)	Reflecting work attitudes
	Organization performance
	Corporate image
	Strategy in promoting market presence
Vaaland et al. (2008)	Involvement and awareness of customers
	Promote the corporate image
	Create corporate benefit
Wigley (2008)	Company's voluntary integration
	Employees' morale and ethics
	Effective technique
Mensah (2006)	Increase employee satisfaction
	Increase customer satisfaction
Kwan and Walker (2004)	Professionals' environmental performance
	Improve organizational efficiency
	Venue Attribute
Oppermann (1998)	Sufficient in number for service
	Destination of meeting and event
	Location of performance
Tay (2006)	Service attitude
	Key component
	Good functional condition

Table 2.1 Business continuity management dimension and criteria (cont.)

Scholars	Dimension/ Criteria
	Venue Attribute
TCEB (2015)	Interior of the meeting room
	Sufficient of equipment
	Visual system is fully equipped
	Designation of staff
	Analytical and synthesizing skills
	Conflict-solving and negotiation skills
	Respond to the needs of customers

2.4 Research Conceptual Framework

The results of the literature review could be used as a causal model of the indicator development for the business continuity management of Thai convention venues under crisis. A list of one dependent variable and seven groups of independent variables are shown as follows.

1) Dependent variable: Business Continuity Management for Venue Business

2) Independent variable: Policy, External Factors, Venue Administration, Crisis Preparing Culture, Business Continuity Effectiveness, Venue Image and Venue Attribute
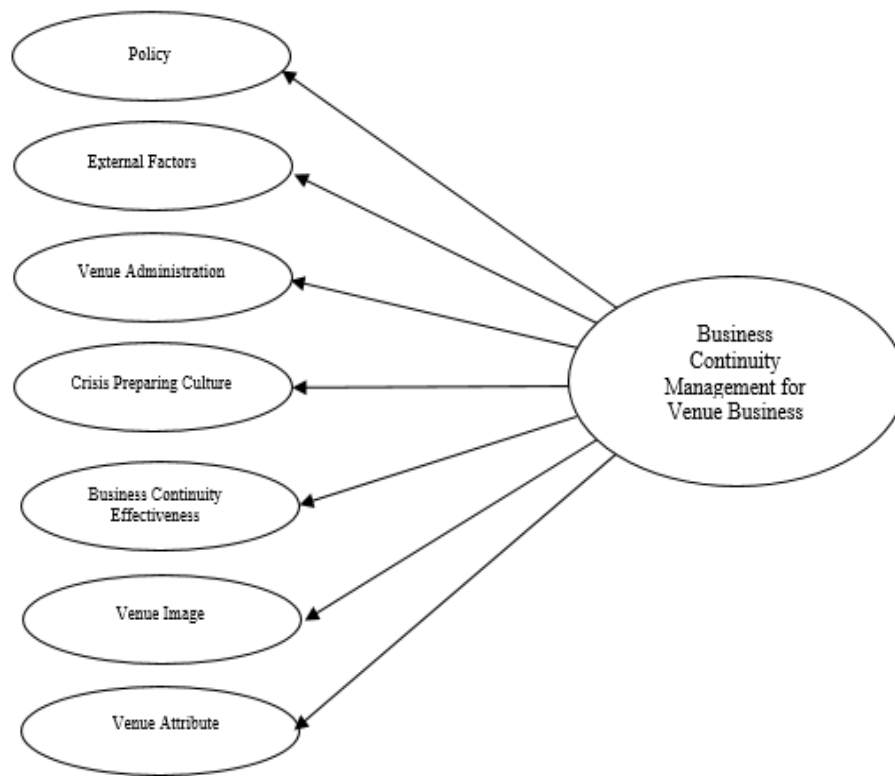
Figure 2.4 Research Conceptual Framework analyzing by author

2.5 Overview of Major Convention Venues in Bangkok

Thailand has many excellent venues and facilities to host MICE and other special events. In fact, when it comes to available floor space, Thailand has the most space to organize exhibitions and conventions in ASEAN with 212,405 square meters (The Global Association of the Exhibition Industry (UFI), 2015). General information for the major convention venue in Bangkok include:

1) Queen Sirikit National Convention Center (QSNCC)

Queen Sirikit Convention Center was the first convention and exhibition center in Thailand and started operations in 1991. With 25,000 square meters available floor space located in the heart of Bangkok, its primary purpose was to accommodate the 46th International Monetary Fund (IMF) meeting. Since this meeting, it has been used to host both international and local MICE events.

Main events held in Queen Sirikit Convention Center include the Miss Universe competition in 1992, Thailand Travel Expo, graduation ceremonies, exhibitions and trade shows for many industries including furniture, electronic parts and computers (Queen Sirikit National Convention Center (QSNCC), 2015).

2)   Impact Muang Thong Thani

Impact Arena is a multi-use facility combining several buildings in a complex that can be used to host individual events independently or combined for one single event. Multi-use facilities such as this are different from multi-purpose facilities and are a combination of several buildings in which each one can be used as a standalone facility or as a multi-purpose facility or interconnected with others to form a large venue. Impact Arena is located in Nonthaburi, Thailand and was fi rst constructed as a stadium to host the 13th Asian Games. After the Asian Games, the facility was renovated in 1999 and is currently one of the largest convention and exhibition centers in Asia with total available space of 140,000 square meters (Impact Muang Thong Thani, 2015).

3)   Bangkok International Trade and Exhibition Center (BITEC)

BITEC is a convention and exhibition hall with 50,400 square meters of available space. Starting operations in 1997, BITEC is located in Bangna Bangkok. It is a good example of a multi-purpose venue and offers an event hall that can be configured into six segregated rooms or a large hall along with 19 meeting room with adjustable walls making it fl exible enough to meet a variety of event requirements. This makes BITEC versatile and able to host many MICE events simultaneously. Largescale events previously hosted at BITEC include The Bangkok International Motor Show, Metalex and the Thailand Industrial Fair. (Bangkok International Trade & Exhibition Centre (BITEC), 2015).

4)   Royal Paragon Hall

Royal Paragon Hall Exhibition and Convention Center sits on the fi fth fl oor of Siam Paragon department store located in the heart of Bangkok. It started operations in 2006 with 12,000 square meters of total space available. Its location offers maximum convenience with the tradeoff that is unable to host large events. Royal Paragon Hall Exhibition and Convention Center has three separate exhibition spaces that can alter

layout to a certain degree to fit specific requirements making the venue versatile in hosting exhibitions, conventions or even concerts (Royal Paragon Hall, 2015).

5) Centara Grand & Bangkok Convention Center at Centralworld

Bangkok Convention Centre is located at the heart of Bangkok on the 21st and 22nd floor of Centara Grand hotel at Central World department store. It provides the very convenient facilities being connected to hotels and a department store. It can accommodate many types of MICE and special events whether meetings, conventions or seminars. Bangkok Convention Centre has over 5,400 square meters of indoor space and an extra-high ceiling of 13.5 meters making it able to accommodate over 8,000 attendees at one time. An environmentally friendly center, certifi ed by Earth Check Silver Status, it is managed by EC3 Global who provides an environmental management and consultancy services for travel and tourism industry (Centara Grand & Bangkok Convention Center at Central World, 2015).

6) The Royal Thai Navy Convention Hall

The Royal Thai Navy Convention Hall has a unique location on the west side of the Chao Phraya River in Bangkok. It offers an extravagant view of both the Chao Pharya River and the Grand Palace, the most desired tourist locations in Bangkok. With over 14,184 sqm. of floor space in side the main hall, the outer terrace and garden area on the bank of the Chao Phraya River where can arrange the additional exotic flavors to the meetings, reception and banquet activities. Equipped with a full range of meeting facilities, the Royal Thai Navy Convention Hall is Perfect Venue for exhibitions, conferences, seminars, incentives, banquets, receptions, workshops and private parties of all kinds-large or small (The Royal Thai navy Convention Hall, 2015).

7) Siam Niramitr

Siam Niramit has a range of spaces suitable for both half-day, and one-day meetings, the theatre itself being perfect for larger events such as conferences or awards ceremonies. The full and flexible range of event services includes:

Theatre: Ideal for hosting meetings, conferences, award ceremonies, etc.

Dining Venue: Both indoor and outdoor functions and menus can be designed and set up.

Entertainment: Thai traditional and contemporary performances of music and dance

Traditional Village: Can be arranged for private function, guests will enjoy interactive cultural demonstrations and activities

Other Activities: Discover Thai culture workshops, cooking classes, team building experiences, etc (Niramitr, 2015).

8) TCDC

TCDC was founded in September 2003, one of the 8 divisions under the Office of Knowledge Management and Development. TCDC aims to be the premier learning resource center for design and creativity by providingcomprehesive knowledge.

The TCDC is the creative & design knowledge hub of Thailand, covering over 4,000 square meters. It offers awide range of facilities and activities, including an extensivedesign library, materials and multimedia resource center,exhibition galleries, workshops, seminars, a retail shop and display space for special events (Thailand Creative & Design Center (TCDC), 2015).

9) Phothalai Meeting & Event

Phothalai Meeting & Event is the most luxurious convention and event venue located in a prime area of Bangkok. Featuring 10 tastefully decorated function rooms surrounded by shimmering pools, fountains and waterfalls. There are unlimited options for 12-2000 people at indoor and outdoor setups, all supported by an outstanding catering and event staff. All function rooms equipped with the latest and highest standard of audio/video & internet technology and also surrounded by views of magnificent exotic gardens, fountains water show ponds, traditional Thai streams and waterfalls (Phothalai Meeting & Event, 2015).

10) Bangkok Art and Culture Centre (BACC)

BACC is a new mid-town facility for the contemporary arts. Programs for art, music, theatre, film, design, and cultural/educational events take place in a friendly and recreational atmosphere - with cafe, restaurants, bookshops, and an art library being part of the facility. The BACC aims to create a meeting place for artists, to provide cultural programs for the community giving importance to cultural continuity from past to contemporary. It aims to open new grounds for cultural dialogue, networking, and create new cultural resources from both the public and the private sectors. It is intended as a venue for cultural exchange in terms of content, curatorial and cultural

management, giving Bangkok an operational base on the international art scene (Bangkok Art and Culture Centre, 2015).

All the major convention venues in Bangkok used to had an affected from external crisis. Eisinger (2002) stated that the 911 tragedy harmfully affected MICE sponsors. The safety concern, fear of travelling by airplane, and frustration over travel delays caused by heightened security and reduced flight schedules. Many companies carefully determine if they should send their delegates to attend a conference in potentially uncertain locations. MICE sponsors have been faced with the decision of either cancelling their event outright or holding it with fewer attendees. At the same time, venue have been confronted with massive no-shows (Charles, 2003). As a result, these consequences led to the cancellation or postponement of conferences and meetings scheduled.
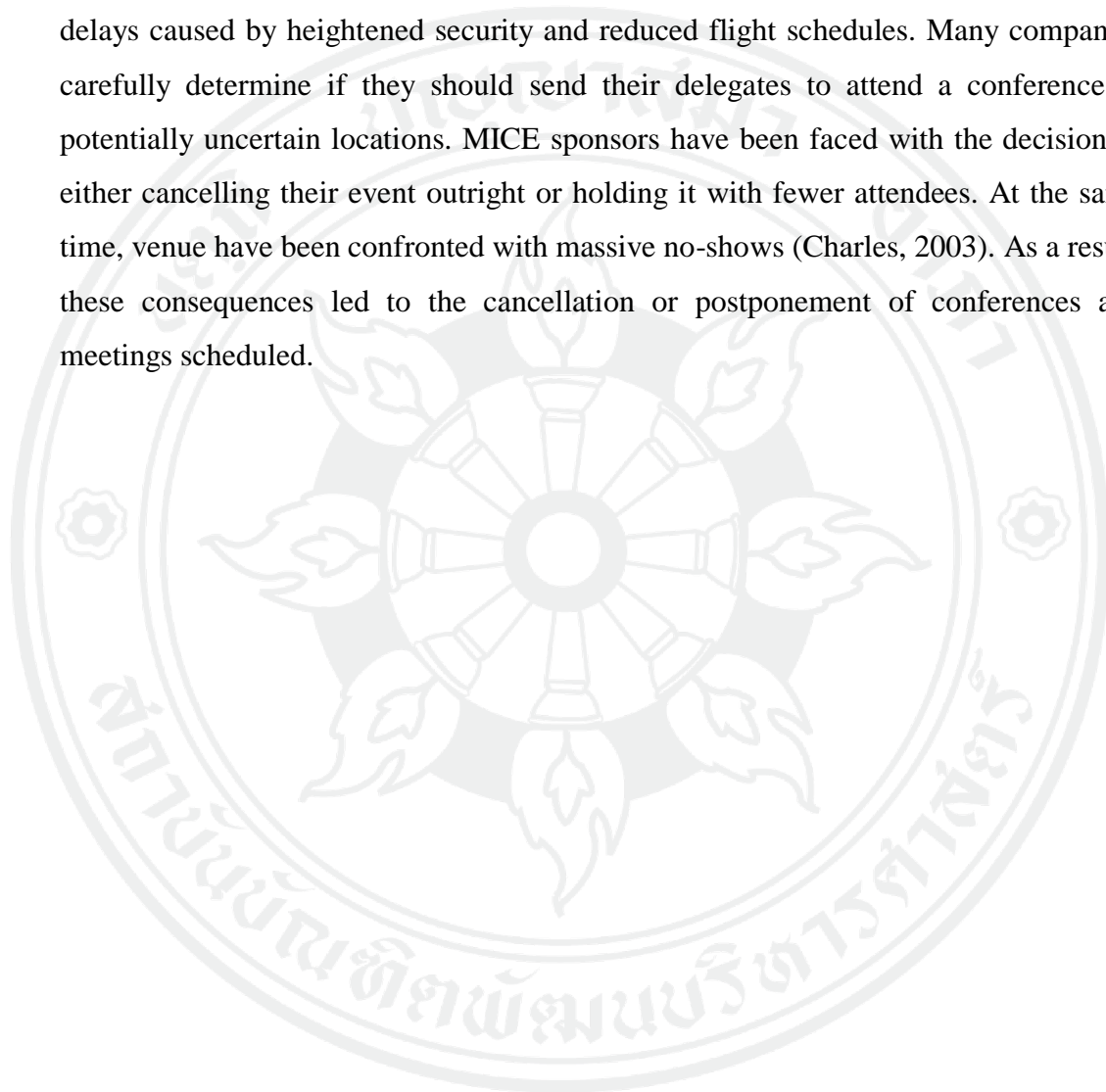
CHAPTER 3
METHODOLOGY

3.1 Introduction

This chapter describes an overview of the methodological perspective of the research used in this study to develop the indicators for business continuity management of Thai convention venues under crisis. These describe the research design based on the research questions and theoretical models hypothesized and present the research strategy of a questionnaire survey. In this study, a research questionnaire was developed and used to obtain empirical data from venue in Bangkok to test the theoretical models hypothesized. Before testing the theoretical models, it was necessary to first evaluate the reliability and validity of the instruments; it is only on the basis of reliable and valid measurement scales that hypothesis testing can be conducted. And this chapter also provides methods for empirically testing and validating the reliability and validity of the measurement scales.

3.2 Research Design

This research study is classified as a descriptive and cross-sectional study. The study aims to apply both quantitative and qualitative techniques. The quantitative data can provide a generalized and broad explanation, while qualitative data can render more in-depth information. By using both types of data, the outputs of the research become more valuable. As a consequence, this study had three phases. The first phase involved to review the literature about the indicators for business continuity management of Thai convention venues under crisis. Then analyze and confirm the indicators for business continuity management of Thai convention venues under crisis. The research tool was questionnaires obtained from documentation and in depth interview and 150 indicators were gained to create words. The average, mean, standard deviation (S.D.), Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were used for content

validity. Finally, confirm indicators development for business continuity management of Thai convention venues under crisis.

Based on the research questions proposed in this study, the research strategies use a literature review to adopt a questionnaire and a structured interview. This method was conducted with selected sample participants in order to gain a deeper understanding of the focus of the inquiry and to contribute important knowledge, rather than enhance generalization. While the quantitative data is mainly used, the qualitative technique is adopted for the explanation of the research results. The use of both techniques provides more reliable and valid information for data analysis according to the hypotheses of the study.

To summarize the methodology of this study, in order to analyze the indicator for business continuity management of Thai convention venues under crisis. The research process can be design as follow:

3.3 Research Process

Step 1	1. Studying documents, concepts, research, and theories related to business continuity management and crisis
Study the indicators of business continuity management of Thai convention venues under crisis.	2. Reviewing documents, research, theories related MICE and venue business
	3. Evaluating data obtained from concepts, theories related to business continuity management for venue business under crisis

Step 2	1. Creating questionnaires from the draft of indicators for business continuity management of Thai convention venues under crisis
Explore the indicators for business continuity management of Thai convention venues under crisis	2. Obtaining 155 questionnaires from the sample group
	3. Interviews with the management of the venues from the sample groups
	4. Analyzing the indicators of business continuity management of Thai convention venues under crisis using exploratory factor analysis (EFA)

| Step 3 | Formulating and confirming the indicators of business continuity management of Thai convention venues under crisis using confirmatory factor analysis (CFA) |
| Analyze and confirm the indicators of business continuity management of Thai convention venues under crisis | |

Figure 3.1 Research process analyzing by author

3.4 Population and Sampling

3.4.1 Sampling Frame

The types of samples and the number of venue organizations were determined on the basis of meeting the information requirements for the research. In this research, the unit of analysis is at the organizational level and there were 248 of 4-5 star hotels that provide meeting facilities, professional conference organizers (PCOs), venues in both the private and government sector, and convention and exhibition centers in Bangkok. The respondents (purposive sampling) were selected at the executive level as representatives to analyze the model. All respondents have been involved in a MICE business for the purpose of business continuity management under crisis.

3.4.2 Sampling Strategy

The population from the data above was sufficient for this research purpose and statistical power. Pohlmann (2004: 14-23) mentioned that it is important to determine the minimum sample size required in order to achieve the desired level of statistical power with a given model prior to data collection. MacCallum, Browne, and Sugawara (1999: 130-149) stated that although sample size needed is affected by the normality of the data and the estimation method that the researchers use, the generally agreed-on value is 10 participants for every free parameter estimated. Garver and Mentzer (1999: 33-57) and Green (2016: 2125-2155) proposed a 'critical sample size' of 200. On the other hand, as a rule of thumb, any number above 200 is understood to provide sufficient statistical power for data analysis. With reference on numbers of rule-of-thumbs available, the sample size in this research must be a minimum of 200 according to the most rigid rule. But the population of this research is only 248 organizations. As The TCEB (Thailand Convention and Exhibition Bureau) and THA (Thai Hotels Association) have provided an organization name list. The data were based on previous research. The executives and staff are from 248 organizations in Bangkok including 28 PCOs, 170 hotels that provided meeting facilities, 35 venues from the private sector, 3 venues from the government sector, 4 convention and exhibition centers, and 10 from others, such as cruises and venues from education institutes. All of the organizations were randomly selected from the list using a computer.

Thus, to simplify the process of determining the sample size for a finite population of this study, the researcher use Thompson formula, the sample size was calculated with an error of 5% and with a confidence coefficient of 95%. (Thompson, 1992). The procedure for calculating sample size is shown as follows:

$$n = \frac{1}{e^2/(Z^2(CV)^2) + 1/N}$$

n = sample size
N = population size
e = Error (at 0.05)
Z = 1.96 (standard value)
CV = 0.50

From the formula, equation or sample size is 150.708, which determined that 151 organizations would represent research's population.

In addition, Piriyakul (2010) stated that the suitable sample size for confirm factor analysis is Maximum Likehood Estimation: MLE should have at least 100 questionnaires.

The sample size was decided after considering the expected response rate, the requirements for performing statistical analyses, and the survey cost of 155 questionnaires reaching the targeted groups, together with their respective official documents. These documents included letters which described the aim of the questionnaire surveys, issued by The National Institute of Development Administration (NIDA). The questionnaires were given directly to the executive departments of the organization and were sent by mail directly to the executive departments of the 248 venue organizations, as shown in Table 3.1.

Table 3.1 Targeted venues in Bangkok

Type of organization	No. of organization
PCO	28
Hotel/Resort	170
Venue (Private Sector)	35
Venue (Government Sector)	3
Convention and Exhibition Center	4
Others (cruises and venues from education institutes)	8
Total	248

3.5 Research tools

3.5.1 Research tool for quantitative method

The approaches to create questionnaires for indicator development for business continuity management of Thai convention venues under crisis were as follows:

Part 1: Personal information of the respondent consisting of gender, age, marital status, education level, position and experiences in MICE and type of organization, total 7 questions.

Part 2: Indicator development for business continuity management of Thai convention venues under crisis. This part was to determine the level of agreement of indicator development for business continuity management of Thai convention venues under crisis, total 150 questions. The Likert rating scale was used in this part, ranging from 1 to 5 (levels from disagree to agree).

Part 3: Additional suggestions.

Three qualified advisors were given the questionnaires for consideration about language usage, consistency of questions and specific terms and for content validity as well. The scores received from qualified advisors were used to find Indicator of Item-Objective Congruence (IOC) between questions and specific terms. Then, the questions with OIC less than 0.06 were chosen according to the qualified advisors' suggestions. An index of Item objective congruence: IOC is provided in appendix C.

3.5.2 Research tool for qualitative method

The in-depth interviewing is the research tool used in this study, the semi-structured interview technique was used as per the following questions:

1) What do you think policies are important to your organization? How? Please explain.

2) How your organization manage the policies? Please explain.

3) What do you think the external factors are important to your organization? How? Please explain.

4) How your organization manage the external factors? Please explain.

5) What do you think the venue administration is important to your organization? How? Please explain.

6) How your organization manage the venue administration? Please explain.

7) What do you think crisis preparing cultures are important to your organization? How? Please explain.

8) How your organization manage the crisis preparing cultures? Please explain.

9) What do you think business continuity effectiveness is important to your organization? How? Please explain.

10) How your organization manage the business continuity effectiveness? Please explain.

11) What do you think venue image is important to your organization? How? Please explain.

12) How your organization manage the venue image? Please explain.

13) What do you think venue attribute is important to your organization? How? Please explain.

14) How your organization manage the venue attribute? Please explain.

3.6 Evaluation of the Measures

The research instrument was developed using multiple-item measures to reduce the possibility that a single item might be misinterpreted. However, every multiple-item measure was subject to a purification process. This purification involved eliminating

items that seemed to create confusion among the respondents and items that did not discriminate between subjects with fundamentally different positions regarding the construct. Thus, in order to confirm the measures applicable to this study, it was essential to examine their validity and reliability.

3.6.1 Evaluation of Validity

The validity of this study was tested using the triangulation technique. This strategy reduces the risk of chance associations and of systematic biases due to a specific method and allows for better assessment of the generality of the explanations. Data triangulation was applied by collecting data from various sources, different persons, and types of data (primary and secondary). Different sources of data and methods of data collection such as construct interviews, surveys, observation, and document analysis were used to cross-check the reliability of each data source. Moreover, another validity test technique, member checks, was used. The conclusions from the data analysis were checked by the key informants. This is the single most important way of ruling out the possibility of misinterpretation of the meaning of the answers and the perspectives of the participants. Validity encompasses the entire experimental concept and establishes whether the results obtained meet all of the requirements of the scientific research method and that the instruments measure what they are intended to measure. In this study, only content validity and construct validity were conducted in order to evaluate the measurement instrument.

3.6.1.1 Content Validity

For the purpose of this study, the validity of the instruments was determined using content-related evidence. Content validity is the degree to which an instrument measures an intended area and is basically judgmental of the representativeness of the items on the instrument. In this research, however, it was argued that the five scales for measuring the indicators had content validity since the development of these measurement items was based mainly on an extensive review of the literature and detailed evaluations by academicians and practitioners. The references list the literature reviewed for this research, and the research methodology section addresses the detailed process of developing the research questionnaire.

3.6.1.2   Construct Validity

Construct validity measures the extent to which the items on a scale all measure the same concept (Briggs & Cheek, 1986), and the extent to which they can be evaluated with the use of factor analysis. Factor analysis addresses the issue of analyzing the interrelationships among a large number of items and then explains these items in terms of their common underlying factors (Kline, 2005). The general purpose of factor analysis is to find a way of condensing or summarizing the information into a smaller set of new composite factors with a minimum loss of information (Anderson, Black, Hair, & Tatham, 1998). There are two forms of factor analysis; namely, exploratory factor analysis and confirmatory factor analysis. (Thompson, 2004) stated that the important concepts required for implementing two disciplines of factor analysis are exploratory factor analysis and confirmatory factor analysis. There is continued debate concerning the appropriate role of factor analysis. Many researchers consider it only exploratory, useful in searching for structure among a set of variables, or as a data reduction method. In this study, two instruments were developed in order to measure the model of Thai convention venue management for business continuity management under crisis.

3.6.2 Evaluation of Reliability

After a review of the expert evaluation of the scale items for each instrument, a pilot study of the survey questionnaires and analysis procedures was conducted. The primary purpose of the pilot testing was to determine the reliability of the measurement instruments and to identify potential problems that might occur during the formal data collection phase. In general, if correlation coefficients equal or exceed 0.70, it can be considered that the reliability is good (Kaplan, 2000). A pre-test of the instrument was employed to assess the instructions, wording, and the questions of the questionnaire.

Table 3.2 Pre-test Sample Returned Responding to 30 Questionnaires

Type of organization	No. of Questionnaires Delivered	No. of Questionnaires Returned
PCO	10	6
Hotel/Resort	25	19
Venue (Private Sector)	5	1
Venue (Government Sector)	2	1
Convention and Exhibition Center	3	3

All of the coefficients shown below in Table 3.3 were above or equal to the recommended .70 level of reliability for research purposes by (Preston & Coleman, 2000). According to the statistical results, the pre-test questionnaire gained a high level of reliability and was launched with the sample population. In addition, the proposed final questionnaire was changed from a seven-point Likert-type scale to a five-point scale, since a five-point scale is more typical (Sullivan & Artino, 2013).

Furthermore, experts from the venues in Bangkok that were consulted recommended the selection words and sentences for the items. A proposed final questionnaire was prepared after considering the pre-test results and the recommendations of the experts. The number of proposed questions was 150. Then, the result of the reliability of the pre-test survey was calculated to find the value of Cronbach's coefficient alpha for both the total and for each item as the means to measure the internal reliability as is shown in Table 3.3

Table 3.3 The result of Cronbach's Coefficient Alpha from Pre-Test Analysis

Variables	Observations	Cronbach's Alpha Coefficient (ά)
- Policy Dimension	**24**	**.934**
- Goal attainment	12	.920
- Development of human capacity	7	.840
- Growth and securities	5	.814
- External Factors Dimension	**14**	**.927**
- Social Impact	5	.885
- Constitutionalism	4	.896
- Politic Relevance	5	.797
- Venue Administration Dimension	**26**	**.922**
- Leadership	10	.830
- Achievement	6	.802
- Self-organization	5	.726
- Responsibilities	5	.817
- Crisis Preparing Culture Dimension	**17**	**.930**
- Decision making	7	.880
- Organization learning	4	.753
- Role of team members	6	.850
- Business Continuity Effectiveness D.	**25**	**.899**
- Organizational effectiveness	7	.740
- Performance Efficiency	18	.885
- Venue Image Dimension	**20**	**.843**
- CSR	14	.804
- Environment Management	6	.770
- Venue Attribute Dimension	**24**	**.850**
- Physical Component	6	.742
- Technology Component	4	.706
- Service and Management Component	14	.806

According to Table 3.3, the lowest value of Cronbach's coefficient alpha in this case was .706 from technology component under venue attribute dimension and the highest value was .920 from the goal attainment under policy dimension. Moreover, if consider in each dimension will find that the highest value was policy with scales of .934 from total of all scales and the lowest value was venue image with scales of .843 from total of all scales. All scales present a high level of reliability.

3.7 The Source of Measurements

In order to empirically test the theoretical models in this study, a set of items for indicator development for business continuity management of Thai convention venues under crisis. These items must be developed in a careful manner to affirm the conceptual domain of the theoretical constructs. Table 3.4 below presents and lists these constructs.

Table 3.4 The Source of Measurements

Items	Sources of Item
1. The organization has follow policy/policy management and announce policy.	Adapted from the studies of Burstein (1991)
2. Administrator team presents leadership/supporting/monitoring/ to improve task system and develop core competency	Taylor (1993) Matland (1995) Rose (2011) Hall (1993)
3. Everyone has participation in planning decision-making and guidelines for development.	Shipan and Volden, (2008) O'Toole (2000) Levy (1994)
4. Supporting and promoting personnel to implement policy	Munir, Lim and Knight (2011)
5. Announcement of goals, mission, purpose, and objectives for development activities	Karakowsky and Mann (2008)
6. Planning for problem and training needs for employees.	Ogawa and Bossert (1995) Heitmann et al. (2007)
7. Human resource development plan and service process management	Bouwens, Van Heugten and Verhey (2009)
8. To have work procedures, work instructions, job manual	Oettingena, Hönigb and Gollwitzer (2000)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
9. Safety and risk management	Shogren, Palmer and
10. Job design appropriate to protection provider/user service from working on problem	Wehmeyer (2011) Kreibig, Gendolla and Scherer (2010)
11. Business planning has been performed.	
12. The organization's strengths, weaknesses, opportunities, and obstacles (SWOT) have been analyzed.	
13. Human capacity development can be measured.	Adapted from the studies of Brown and Westaway (2011)
14. To what extent is the work simplified, split up, and tightly controlled?	Alvesson and Willmott (1992) Pelling and High (2005)
15. Human development is the process of enlarging your freedoms, opportunities, and improving your well-being.	Hardy, Lawrence and Grant (2005) Lado and Wilson (1994
16. Develop skill and knowledge and to perform work that is personally meaningful and important.	Ulrich et al. (1995) Wilhelm (1990)
17. Budgets have been allocated for employee development.	
18. Employees have been sent to training courses.	
19. Employee morale has been boosted.	
20. Assignments contribute to maintaining and expanding capabilities rather than leading to obsolescence.	Adapted from the studies of Berk, Green and Naik (1990) Clark and Postel-Vinay (2009)
21. Acquired knowledge and skills can be utilized in future work assignments and the availability of opportunities to advance in organizational or career terms	Bertola (1990) Lazear (1990) Fallon (1993 Andersonand Garcia-Feijoo (2006)
22. The conditions have not affected employees' health, comfort, or convenience when performing their job.	Heckman and Pages, (2000) Caballero and Hammour
23. Job security can reduce turnover rates.	(1997)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
24. Employee development activities help in the growth and development of employees.	Green (2006)
25. External factors can impact the ability of a business to achieve the strategic goals and objectives of the organization.	Adapted from the studies of Quangyen and Yezhuang, 2013
26. An opportunity to interact with others and to have freedom from prejudice	Bourgeois et al. (1978) Child (1972)
27. The absence of stratification in the organization and the possibility of upward mobility.	Chen and Huang (2007) Smidts, Pruyn and Van Riel (2001)
28. The dignity and respect for the individual giving honest opinions and being treated as an adult. The organization has plans to manage change	Meyer and Heppard (2000) Kraus, Harms and Schwarz 2006) Phelps, Chan and Kapsalis (2001)
29. Managing the strengths of the organization are keys to business success	Tsai (2001); Brougham (1981) King (1993) Dovidio, Kawakami and Gaertner (2002) Lima and Wood (2014) Scaratti et al. (2017) Greening (1997) Gustavsen (2014)
30. The organization's culture respects personal privacy, tolerates dissent, standards of equity in distributing rewards, and provides for due process.	Adapted from the studies of Daud (2010) Rose et al. (2006) Tabassum et al. (2011)
31. Your organization has followed public policy and administration and implementation.	Kanten and Sadullah (2012) Gupta and Sharma (2011) Walton (1973)
32. The work policy in your organization is consistent towards work performance.	Babcock-Roberson and Strickland (2010)
33. The physical of work environment are not in hazardous conditions.	

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
34. Your organization always respects laws and labor rights.	Adapted from the studies of Simpson and Weiner (1989)
35. The organization is socially responsible in its employment practices, marketing techniques, and other activities.	Bretz (1992) Pfeffer (1989) Bartol and Martin (1990)
36. The pay received meets socially-determined standards of sufficiency or the recipient's standard.	Shimazu and Schaufeli (2009)
37. The pay received for certain work bears an appropriate relationship to the pay received for other work.	
38. The welfare is higher than the rate set by the law.	
39. The management makes the staff feel good.	In-depth interviews significantly developed these items and studies of Rahim (2002)
40. The staff has complete faith in the management.	
41. The staff is proud to be associated with the management.	Kanungo (2001) Jawahar (2006)
42. The management expresses in a few simple words what the staff could and should do.	Northouse (2007) Jago (1982) Babcock-Roberson and
43. The management provides appealing images about what the staff can do.	Strickland (2010) Kempster and Stewart (2010)
44. The management helps the staff members find meaning in their work.	Erkutli (2008) Nordin (2011)
45. The management enables the staff to think about old problems in new ways.	Adapted from the studies of Doh (2003)
46. The management provides the staff with new ways of looking at puzzling things.	Bass and Riggio (2006) Northouse (2000)
47. The management gets the staff to rethink ideas that it had never questioned before.	Pastor (2014) Nielsen et al. (2008)
48. The management helps the staff members develop themselves.	Kark and Van Dijk (2007)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
49. Achievement according to improvement activity	In-depth interviews significantly developed these items and studies of Eccles and Wigfield (1995)
50. Work achievement has been monitored and evaluated.	
51. Having good ideas—solutions to problems concerning implementation	Wigfield and Eccles (2000) Pintrich (2000)
52. Physical conditions of work, the amount of work, or sequence of events and sufficient equipment	Muis and Edwards (2009) Locke (1996) Elliot (1999)
53. Employees are willing to learn, understand, and improve their skills.	Wigfield and Cambria, (2010) Isoard-Gautheura et al. (2013)
54. Adequacy of ventilation, lighting, tools, space, and other such environmental characteristics is included.	Mih, Mih and Dragoş (2015)
55. Good working and personal relationship will reflect the quality of the relationships among employee.	
56. Appropriateness in assigning tasks to the proper capable persons	Adapted from the studies of Behbahani (2011)
57. Balance in responsible work load and numbers of personnel	Christian, Garza and Slaughter (2011)
58. Play a role, necessarily, in situations involving recognition	Gupta and Sharma (2011) Rose et. al. (2006)
59. Good working and good personal relationships with subordinates	Noor and Abdullah (2012)
60. Supervisors offer opportunity for work initiation and creation.	Adapted from the studies of Kinena (2014)
61. Each implementer can set work methods and make problem-solving decisions freely.	Mergler and Shield (2016) Mergler and Patton (2007) McArdle at el. (2007)
62. Staffs is willing to listen to suggestions and to learn a great deal from the supervisor.	Kennedy and Simonds (2017) Pahlke, Strasser and Vieider (2015)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
63. The supervisor is fair in considering your work.	
64. Supervisor's willingness to delegate responsibility.	
65. The organizational culture has a positive impact on the employee's job performance.	In-depth interviews significantly developed these items and studies of Krieshok, Black and McKay (2009)
66. Caution about any impact that may occur from self-action, if willing to listen to others opinions	Kvitkovičová, Umemura and Macek (2017)
67. Degrees of applying a coordination system as a means of helping other team members	Jern, Lucas and Kemp (2017)
68. Clarification in the realization of work goals and objectives	
69. Work team's participation in planning	
70. Appropriateness in taking judging time and information for decisions	
71. Capability in righteousness and appropriateness in problem solving corresponding to emergency situations	
72. Capability in identifying the problems of the work team	Adapted from the studies of Fiol and Lyles (1985)
73. Flexibility and adapting to the situation of the work team leaders	Argyris (1990) Snow et al. (2011)
74. Taking mistakes as lessons for learning rather than punishment	Senge (1990) Bradford and Burke (2004)
75. Believing that conflicts in work are common	Garvin, 1993) Patnaik, Beriha, Mahapatra, and Sigh (2013)
76. Employing friendship familiarity rather than facts in working	Adapted from the studies of Ellis et al. (2015)
77. Acceptance of competency differences	Tohidi (2011) Fetchenhauer Schlosser (2017)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
78. Clarification in taking the role of individual implementers	Trosset (2013)
	McEwan et al. (2017)
79. Degrees in taking old traditions as rules for new problem-solving	Beranek and Martz (2005)
80. Empowering the existing status and power for solving problems by following regulations	
81. Activities promoting teamwork have been arranged.	
82. Your organization gives opportunity to the staff to develop its work and to solve problems.	In-depth interviews significantly developed these items and studies of Angle and Perry (1981)
83. Your organization gives opportunity to the staff to understand and deal with crises.	Stoeber (2011)
84. Your organization announces and informs people about policy regarding work to the staff.	Cerullo and Cerullo (2004) Botha and Von Solms (2004) Pitt and Goyal (2004)
85. Your organization informs the staff about the possible effect of the project before proceeding.	Hiles and Barnes (1999) Savage (2002)
86. Your organization reports the performance to the staff in the annual budget.	
87. Your organization can solve problems while matching the demands of the staff.	
88. Your organization surveys the troubles and demands of the staff.	
89. Your organization always consults about tasks.	In-depth interviews significantly developed these
90. Your organization always analyzes the staff data to be guidance for task decisions.	items and studies of McAllister (1999)
91. Your organization always has concise data for making decisions.	Walter and Bruch (2010) O'Toole, Galbraith and Lawler (2002)
92. Your organization uses knowledge to make decision appropriately.	Avolio (1999)

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
93. Your organization can make decisions to proceed with the project for development.	Holton and Naquin (2000) Driggs (1999)
94. Your organization provides plans for development by setting a budget and preventing its reduction.	Pang, Cropp and Cameron (2006)
95. Your organization provides plans by defining the importance of problems before setting the guidance for development.	Adapted from the studies of Tammineedi (2010) Davis and Gilman (2002) McConnell and Drennan
96. Your organization develops projects to fulfill the demands of customers.	(2006) Penrose (2000)
97. Your organization controls the processes of projects by designating work to employees.	
98. Your organization controls the annual budget to follow the defined plan.	
99. Your organization manages efficiently for the budget.	
100. Your organization verifies the performance following the plan/project.	
101. Your organization always has meetings to form conclusions about performance.	
102. Your organization always has a plan to minimize impacts.	
103. Your organization follows the results of the benefit usage of projects or continual activities.	
104. The measurements of effectiveness are relative to the core outputs of the system.	
105. Verify the correctness of the performance during task proceedings or projects at each step	
106. Define performance evaluation after task completion	

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
107. The venue image can reflect the work attitudes, behaviors, and the organization's performance.	Adapted from the studies of Balmer and Greyser (2006) Worcester (2009)
108. The venue image is a strategy for the marketing promotion and imparting public confidence.	Richard and Zhang (2012) Harris and de Chernatony (2001)
109. The venue image is a helpful way to visualize the visitor's ideas about the company's reputation.	Deephouse (2000) Minkiewicz et al. (2011) Balmer (2008)
110. The venue image can help to attract visitors for promoting exhibition branding.	Chun and Davies (2006) Cornelissen and Elving (2003)
111. The venue image can boost sales and increase the satisfaction and loyalty of customers.	Gotsi and Wilson (2001) Melewar et al. (2001) Teng et al. (2000)
112. Employees understand the venue image and know how a venue image is formed and how it is measured	Sanders (2004) Lee and Lee (2017) Hardaker and Fill (2005)
113. The management always informs employees about the importance of CSR projects.	Adapted from the studies of Mattern and Crane (2005) Mele (2008)
114. CSR programs can promote the corporate image.	Kotler and Lee (2005) Vaaland et al. (2008)
115. Your organization always has communication within the company regarding the performance of CSR.	Wigley (2008) Kim et al. (2012)
116. Your organization always develops new products/services which help to reduce social or environmental problems.	
117. Involvement and awareness of customers and suppliers regarding CSR issues.	
118. Your organization always concentrates on customers' satisfaction and awareness of CSR.	
119. Your organization always protects of natural resources.	

Table 3.4 The Source of Measurements (cont.)

	Items	Sources of Item
120.	Your organization always motivates and improves employees' morale and ethics concerning CSR	
121.	Your organization has a clear environmental management policy.	In-depth interviews significantly developed these items and studies of Chau et al. (2000)
122.	Designating a staff or team to be in charge of environmental management	Tai (2000)
123.	Your organization has a plan to raise the environmental awareness among the staff and customers.	Mensah (2006) Shen and Tam (2002)
124.	Your organization always takes action on environmental issues to increase employee satisfaction.	Kwan and Walker (2004) Watson and Emery (2004)
125.	Your organization always takes action on environmental issues to increase customer satisfaction.	
126.	Environmental management is an important tool to improve organizational efficiency and adds value to performance and services.	
127.	The interior of the meeting room has been designed and decorated in good condition and is ready for use.	In-depth interviews significantly developed these items and studies of Thailand Convention and Exhibition Bureau
128.	The equipment in the meeting room is of an appropriate size and sufficient in number for service.	Thailand MICE Venue Standard (TMVS)
129.	The wiring systems and electrical equipment in meeting rooms are equipped with the power breaking systems, ground line installation, and were installed by expert technicians.	
130.	The permanent power sockets installed around the meeting room and every power socket are in good functional condition.	

Table 3.4 The Source of Measurements (cont.)

Items	Sources of Item
131. The lighting systems, air conditioning systems, air ventilating systems, and fire preventing systems are sufficient for use.	
132. The welcome, registry, and waiting area, the exhibition area, the coffee break area, and the meal service area are well decorated and presents a clean surrounding area and are ready for use.	
133. The sound system is sufficient in terms of equipment, microphones, speakers, and signal cables for presentations via computers.	In-depth interviews significantly developed these items and studies of Thailand Convention and Exhibition Bureau
134. The visual system is equipped with a projector, a monitor screen, signal cables, and remote controls for controlling the projector.	Thailand MICE Venue Standard (TMVS)
135. Wi-Fi signal distribution points are provided for customers.	
136. Communication equipment is always provided for services.	
137. Designation of staff members that have knowledge, expertise, and experience for service	
138. The service staff has analytical and synthesizing skills.	In-depth interviews significantly developed these items and studies of Thailand Convention and Exhibition Bureau
139. The service staff has knowledge, capability, experience and expertise corresponding to the assignment.	
140. The service staff performance is oriented towards achievement and operational excellence.	Thailand MICE Venue Standard (TMVS)
141. The service staff has the ability to manage time while on duty.	

Table 3.4 The Source of Measurements (cont.)

	Items	Sources of Item
142.	The service staff has knowledge about psychological services and human relations.	
143.	The service staff has knowledge and experience in accordance with its role and responsibility.	
144.	The service staff has foreign language skills and uses language suitably with customers	In-depth interviews significantly developed these items and studies of Thailand Convention and Exhibition Bureau
145.	The service staff has conflict-solving and negotiation skills.	
146.	The service staff is able to accept feedback form all sectors and suitably applies it for improvement.	Thailand MICE Venue Standard (TMVS)
147.	The service staff has the ability to respond to the needs of customers that are different in various dimensions.	
148.	The service staff is able to handle customer complaints quickly, accurately, and effectively.	
149.	The service staff has the ability to solve problems related to work by using relevant theories and techniques.	
150.	The service staff has good interactions with customers, understanding their needs and coordinating to solve immediate problems rationally	

3.8 Data Collection Procedure

In order to develop the indicators for business continuity management of Thai convention venues under crisis, there are two major approaches, quantitative and qualitative, were employed by using the survey questionnaire and in-depth interview.

This section describes the major steps involved in acquiring the data and information for the study.

3.8.1 Quantitative Method

The first primary source of gathering data for this study was the questionnaire survey research method. The questionnaire was designed based on the variables defined in the study. The objective of any questionnaire is to gather the data and information on the current situation and practices and to make inquiries regarding existing attitudes and opinions on the subject under investigation. A questionnaire can be used for describing a population, developing and testing hypotheses and explaining causal phenomena and relationships. The questionnaire is one of the best tools to collect systemic answers for a variety of questions and problems inherent to a specific object.

Data collection and questionnaire distribution was conducted on site in the venues and hotels. Respondents were asked to complete and return the questionnaires within one week. Participants were assured anonymity and confidentiality. Participation was completely voluntary. The protection of the subject's interest and well-being with respect to anonymity and confidentiality of data was addressed in the content of the cover letter and data collection processes. The choice to participate was exercised by returning the completed questionnaires. In addition, the decision to withdraw from the study was permitted, without any negative consequences to the study participants.

For the sake of simplicity, the questionnaire used a Likert-type scale since it was relatively easy to construct and gave ordinal-level data on the subject under study, had good test reliability, and was a good tool to obtain work attitudes and perceptions for the subject under investigation. The items and statements in the questionnaire were closed-ended, and the respondents were asked to select one of five points on a Likert scale.

The questionnaire was designed to obtain the information needed to test the hypotheses of the study and to answer the research questions. The questionnaire consisted of three parts. The first part involved collecting the demographic data of each participant. This part contained five questions which elicited background information about the respondents and the organizations under study. The questions related to

gender, age, level of education, experience or length of time working and current position within the organization. Each respondent simply selected one of the provided answers that corresponded to the category that best described their situation.

The second to third parts of the questionnaire elicited employee opinions and perceptions towards all variables in the study, including venue policy, external factor, venue administration, venue image, venue component factors, crisis preparing culture, and business continuity management. This portion of the questionnaire consisted of 185 informational items. Respondents were asked to mark one of five points on a Likert scale ranked 1-5, from disagree to agree.

3.8.2 Qualitative Method

The second primary source of data collection was through structured interviews. The design of the interviews was based mainly on the research objectives, the research questions, the extensive literature review, the theoretical models, guidance from the venues in Bangkok, and previous research. Before the structured interviews began, their content was pre-tested with experts from the venues in Bangkok. A pilot study was conducted in hotels and venues in Bangkok and following the interview questions were amended. The questions asked during each interview, included general information about respondents, organizational characteristics and the management of venues. To conduct the structured interviews, it was necessary to decide the sample of organizations to be interviewed, and the number of organizations for interviews. The targeted interviewees were required to have experienced difficulties in implementing these parameters.

3.9 Data Analysis for Quantitative and Qualitative Techniques

A statistical package for social science (SPSS version 22.0 and Amos version 20), EFA and CFA were used for the quantitative analysis. Miles and Huberman (1994) mentioned that for the qualitative data analysis, there were 3 main processes are: 1) data organizing, 2) data display, and 3) data conclusion, interpretation, and verification. When the interviews were completed, the recorded conversation was noted down and organized into categories. The translation of the conversations was then completed and

inductive reasoning was concluded. The detail of each main process is shown as follows;

1) Data organizing: This was a process of organizing the collected data into two aspects: (1) the physical aspect: most of them happened during the data collection period such as data recording, data editing, data conclusion and data storage; and (2) the content aspect: this was to find out the meaning of each sentence in the collected data in order to make the data categorization and data coding easier.

2) Data display: This was a process of presenting the collected data. Most of them were presented in narrative form linked from the categorized data and regrouped according to coded data. The key informants' original words, sentences, or their own quotations were mentioned and referred to in order to confirm the source of the raw data, to highlight the raw data's importance and interest, and to express the key informants' feelings and opinions

3) Conclusion, interpretation, and verification: This was a process to find out the conclusion, and the interpretation and then to test whether such conclusions and interpretations were valid or not.

3.9.1 Statistical Methods and Data Analysis

The statistics used to analyze the validity of this research tool were Item Objective Congruence (IOC) Item Analysis, Reliability, and Cronbach's Alpha Coefficients.

The statistics used to analyze the data of this research were percentage, mean, standard deviation (S.D.), Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA).

Nowadays, exploratory factor analysis is a complex procedure with few absolute guidelines and many options. As Costello and Osborne (2005) have written, only in the period 2003-2004 they found over 1,700 studies using some form of EFA. The use of EFA requires an adequately large sample; nevertheless, there are varying opinions in this area. Most authors cite the work of Comrey and Lee (1992): they recommend that the sample with 100 or less cases is poor, 200 is fair, 300 is good, 500 is very good and 1,000 or more is excellent.Another set of recommendations taking into consideration also the number of variables (p), the most restricted ratio N:p (STV ratio)

is 20:1 (Williams, Brown, & Onsman, 2010), but more popular are 5:1 or 10:1 (Costello & Osborne, 2005). MacCallum et al. (1999) proved that the necessary N is in fact highly dependent on several specific aspects of the study is communalities and factor loadings. Variables used in the exploratory factor analysis should be continuous, but in the circumstances with sufficiently number of response categories of Likert scale (minimum 5), absence of skewness, and equal thresholds across items, it seems possible to obtain reasonable EFA results for variables measured on the Likert scale (Carifio & Perla, 2007; Labovitz, 1967; Lubke & Muthén, 2004).

The adequacy of data to factor analysis is usually evaluates by Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's test of sphericity. Kaiser (1974) has suggested that for KMO in the 0.90s adequacy is marvellous, in the 0.80s is meritorious, in the 0.70s is middling, in the 0.60s is mediocre, in the 0.50s is miserable and below 0.5 is unacceptable. The Bartlett's test of sphericity should be significant (po 0.05). Following the phase of the factor analysis is the choice of the number of factors. The most popular criteria are: Kaiser rule – retain only those factors with an eigenvalue larger than 1; and Cattell criterion – a scree-plot. Factors' extraction is usually conducted by principal components analysis (PCA). There are no consensus as to whether PCA is better or worse than classical EFA. (MacCallum & Tucker, 1991). While Schonemann (1990), Velicer and Jackson (1990) and Steiger (1990) point out that there is almost no difference between principal components and factor analysis, or that PCA is preferable. Currently principal component analysis is usually used in "typical" EFA – it is one of the techniques used for calculation of factor loadings. In this meaning PCA is the adaptation of classical Hotteling's principle components analysis for factor analysis and practically is the most popular. The next step of factor analysis is the choice of rotation method. The goal of rotation is to simplify and clarify the data structure (Snook & Gorsuch, 1989). The most popular method of rotation is varimax, which—as quartimax and equamax—is orthogonal method of rotation (Kim & Mueller, 1978). There is no widely preferred method of oblique rotation; all tend to produce similar results (Fabrigar & Petty, 1999). On the basis of loadings values we could indicate the variables with practically importance – it should be above ±0.5. The analysis could be finished by interpretation of factors (using loading for all variables). But the last step could be also redefined procedures – in this way we may obtain new

variables which, in synthetic terms, measure the level of each factors. The most popular are: regression, Bartlett method and Anderson-Rubin method (Costello & Osborne, 2005). Constructed using EFA synthetic variables were the independent variables in logistic regression equations. Using logistic regression, the probability of economic deactivation was estimated. In the analysis basic descriptive statistics, as well as student's t-test for independent samples, Mann-Whitney test, $\chi 2$ test of independence and τ Goodman-Kruskal coefficient, also were applied. In all calculations standard level of significance (α ¼ 0.05) was adopted. The calculation was made in SPSS 22.0.

3.9.2 Operational Definitions

The operational definitions of all dependent variables are presented in Table 3.5

Table 3.5 Operational Definition of the Dependent Variable

Abbreviation of variables	Definition of Variables
Policy (P)	
P_GA	Policy-Goal attainment
P_DHC	Policy-Development of human capacity
P_GS	Policy-Growth and security
External Factors (EF)	
EF_SI	External factor-Social Impact
EF_C	External factor-Constitutionalism
EF_PR	External factor-Politic Relevance

Table 3.5 Operational Definition of the Dependent Variable (cont.)

Abbreviation of variables	Definition of Variables
Venue Administration (VAD)	
VAD_L	Venue Administration -Leadership
VAD_A	Venue Administration-Achievement
VAD_SO	Venue Administration-Self-organization
VAD_R	Venue Administration-Responsibilities
Crisis Preparing Culture (CPC)	
CPC_DM	Crisis Preparing Culture-Decision making
CPC_OL	Crisis Preparing Culture-Organization learning
CPC_RTM	Crisis Preparing Culture-Role of team members
Business Continuity effectiveness (BCE)	
BCE_OF	Business Continuity effectiveness-Organizational effectiveness
BCE _PE	Business Continuity effectiveness-Performance efficiency
Venue Image (IM)	
IM_CSR	Venue Image-CSR
IM_EM	Venue Image-Environment management
Venue Attribute (VA)	
VA_PC	Venue Attribute-Physical component
VA_TC	Venue Attribute-Technology component
VA_SMC	Venue Attribute-Service and management component

3.9.3 Qualitative Methods for Data Analysis

The ten structured interviews will conduct in October 2017. The interview questions were given to the interviewees in advance so that they could prepare. The ten interviewed organizations were hotels and venues in Bangkok involved and had good experiences in the business continuity management under crisis. In addition, all interviewees provided documents detailing their business continuity management under crisis. Each interview will take time between 1-2 hours and provided relevant documents. The responses of each participant were analyzed in relation to the questions asked. Responses were aligned to the objective of the study.

Among 10 participants, there were more males (60%) than females (40%) in the sample. The largest age groups were 31-35-25 year olds (50%), followed by 46-50 year olds (30%) and people between the ages of 36-40 and 41-45 year olds (10% for each group). Nearly half of the sample had experience in MICE Business for 5 years, as same as of those who had experiences in MICE Business for 10 years and more. See Table 3.6 for more information.

Table 3.6 Profiles of Interviewees

Participant no .and code	Gender	Age	Position	Experiences in MICE Business
1-C1	Male	33	Banquet Supervisor	5 years
2-C2	Male	48	Venue Manager	10 years
3-C3	Female	33	Banquet Manager	5 years
4-C4	Female	33	Corporate Event	5 years
5-C5	Male	48	Managing Director	15 years
6-C6	Male	33	Venue Manager	6 years
7-C7	Male	48	Managing Director	11 years
8-C8	Male	33	Product Manager	5 years
9-C9	Female	38	Corporate Event	7 years
10-C10	Female	43	Banquet Manager	10 years

The results from the interview, the opinions are shown as follows:

- Policy

"Our company always announce the goal, mission, purpose and objective of the company to all staff as we need all of them to know about the direction of the company and we can go in the same direction as well as all of them will understand the activities that we arrange for them in order to develop the capabilities." (C-5, face-to-face interview)

"We always think that the human development is the process to enlarging staff freedoms, opportunities, and improving their capabilities. And I believed that the development of skills and knowledge are meaningful and important to their performance and the company." (C-1, face-to-face interview)

"We always assign the staffs to perform their job as I realized that the assignments will contribute to maintaining and expanding capabilities of the staff. And it is also the way to improve their performance." (C-9, face-to-face interview)

The above quotes highlight the importance of policy (i.e growth and security, goal attainment and development of human capacity).

- External factors

"For the pay received of our company, we can say that it meets the socially- standards of sufficiency or the recipient's standard." (C-8, face-to-face interview)

"Company always followed the public policy, country standard such as lowest pay rate to employee and also follow the standard administration like the public holiday and implementation." (C-6, face-to-face interview)

"We always follow the labor laws, rules and regulations of the country. And also define the terms of employment for our staff and inform them for the specific working rules and regulations." (C-2, face-to-face interview)

The above quotes highlight the importance of external factor (i.e social impact and politic relevance).

- Venue administration

"We always balance in responsible the work load with the numbers of employees and we also assign the job to the right person. Moreover, we consider that this is the way to help the staffs to find their meaningful." (C-4, face-to-face interview)

"Put the right person to the right job is the first thing that we need to consider when we need to assign the job to our staff. Each of them having different skills and knowledge. And I believe that if we assign to the right person that will has no doubt among the staff. As I believe that good working and good personal relationship with subordinates will help them to get the success." (C-7, face-to-face interview)

"Appropriateness in assigning tasks to right persons is the main reason that we need to consider when we have any event or project. I will consider with fair for the staff. As I think this is the way to help them to develop themselves." (C-3, face-to-face interview)

The above quotes highlight the importance of venue administration (i.e leadership, achievement, self-organization and Responsibility).

- Crisis preparing culture

"Our company having the culture in the same standard in every department. We always clarify our old tradition as rules for new problem solving. All of the staff will follow the regulation of the company. Everyone know that caution that occur within the company will be the lesson for them to learn." (C-8, face-to-face interview)

"I confirm that if there is any problem that happen when we arrange the event for the customer, the employee will know how to handle it. As we had the standard operation procedure (SOP) and all of them will know how to solve the problem." (C-10, face-to-face interview)

"All of them will always listen to each other. There are some conflict in the work place but they will learn how to handle it. And they willing to listen to the others opinion." (C-3, face-to-face interview)

The above quotes highlight the importance of Crisis preparing culture (i.e decision marking, organizational learning and role of team members).

-   Business Continuity Effectiveness

"We always having the staff evaluation every year in order to check the staff performance. After we get the report we will know which one is the lacking of their performance. Sometime we will give the survey to get their demand. We normally set the budget for develop their performance." (C-4, face-to-face interview)

"Our company can solve the problems that matching with the demand of employee. We usually set the annual budget, set the plan and we will follow the plan in order to fulfill demand both employee and customer." (C-6, face-to-face interview)

"Our venue always set the priority on the staff demand as we realize that the staff is important to the company. They are the person who contact with the customer. So their good performance can create the customer impression." (C-10, face-to-face interview)

The above quotes highlight the importance of business continuity effectiveness (i.e organizational effectiveness and performance efficiency).

-   Venue Image

"I believe that the venue image is one of the strategy for the marketing promotion and this is the way to visualize the visitor's ideas about the company's reputation as well as increase sales, satisfaction and loyalty of customers. Moreover, every month we will send the staff to join in CSR project." (C-1, face-to-face interview)

"Our company always join the CSR campaign. Because this is the way to increase customer royalty. We always inform our staff to have an involvement and awareness on CSR issues." (C-9, face-to-face interview)

"The venue image can help to attract customer visualization and also another way to promote the company branding. And all of employee have to understand the image of the company and the management always takes

seriously action on environmental issues to increase customer satisfaction." (C-5, face-to-face interview)

The above quotes highlight the importance of venue image (i.e CSR and environment management).

- Venue attribute

"The main products of our company are the meeting room, so we have to maintain our meeting room as same as the venue standard of TCEB. So the meeting have to design and decorate in good condition and is ready for use at all the time. The service staffs have knowledge and skills to serve the customer." (C-2, face-to-face interview)

"The equipment in the meeting room is in an appropriate size and sufficient in number for service. We can arrange the meeting from the small to the large group of people. Our staff have skills and capabilities to serve the customer from all over the world. And for the meeting room, we always remain our standard according to TVMS from TCEB." (C-1, face-to-face interview)

"Our meeting room can arrange many kinds of event, from small meeting room to the exhibition. And our company get the certificate from TCEB for TVMS. This is guarantee that our meeting rooms meet the standard requirement. And our staff have multi skills such as foreign language skills, problem solving skills and they know how to handle the problem that occur during the event." (C-5, face-to-face interview)

"The functions room of the hotel meet the standard requirement of TVMS in all component. So we believe that we can arrange any kinds of event. And our staff have ability to deal with the customers. And we always have a meeting before we arrange the event in order to gain the guest impression." (C-3, face-to-face interview)

The above quotes highlight the importance of venue attribute (i.e physical component, technology component and service and management component).

3.10   Conclusion

This chapter presented the research strategies adopted in this study, both quantitative and qualitative. The detailed processes and the methods of conducting the questionnaire survey were described. It must be admitted that the author's previous practical experience working in venues business contributed a great deal to conducting this research. If the author lacked this experience and had not had good personal contacts with many people working in this area, the author would not have successfully collected data used in this research. The procedures for testing the reliability and validity of the instruments of business continuity management under crisis have been described in greater detail in this chapter. After reliability, item, and factor analyses were conducted, the instruments for indicator for business continuity management of Thai convention venues under crisis constructs were empirically tested and validated for their reliability and validity.

It was concluded that these instruments were reliable and valid. The data obtained can therefore be used for testing the theoretical model hypothesized in this study.

CHAPTER 4
RESEARCH RESULT

The chapter present the result obtained after the data were analyzed for the indicator development for business continuity management of Thai convention venues under crisis. It was carried out by applied research methodology by collecting the secondary data using the related literature reviews to conclude the indicators for business continuity management of Thai convention venues under crisis, and by collecting the primary data by interview peoples who involved with the venue in Bangkok for confirming the indicators for the indicator development for business continuity management of Thai convention venues under crisis, as well as by collecting the primary data using 155 questionnaires to interview the involved people, including 18 PCOs, 112 hotels, 15 venues (private sector), 1 venue (government sector), 4 convention and exhibition centers and 5 others to analyze and confirm the indicators development for business continuity management of Thai convention venues under crisis. In addition, SPSS and Amos were also used. After that all results from the indicators analysis will be employed to create the development approaches using the interview for 10 people who involved in venue management. The research results were as follows:

Part 1: to conclude the indicators for business continuity management of Thai convention venues under crisis.

Part 2: to analyze and confirm the indicators development for business continuity management of Thai convention venues under crisis.

Part 3: to develop the approaches of indicators development for business continuity management of Thai convention venues under crisis.

4.1 Descriptive Statistics

In this part, descriptive statistics of the demographic variables are presented in terms of frequencies and percentages among the variables of interest in order to explain the characteristics of respondents using SPSS 22.0 program. The detailed information is presented in the following section.

4.1.1 Characteristics of the Respondents

This part of the research study explains the major characteristics of the respondents surveyed so as to provide demographic information and a general perspective as a background for the statistical analysis. Below, the characteristics of the respondents are summarized, consisting of gender, age, marital status, education, positions, and experiences in MICE Business as well as type of the organization.

Table 4.1 Characteristics of Respondents- Gender

Gender	Frequency	Percentage
Male	84	54.20
Female	71	55.80
Total	155	100.00

The respondents represent the genders of the personnel working in venue in Bangkok. The returned samples were made up of 54.20 percent male and 55.80 percent female respondents. It seems on its face that the proportion of female is a few higher than the male counterparts. The above table offers general information regarding the respondents' gender in the MICE business.

Table 4.2 Characteristics of Respondents- Age

Age	Frequency	Percentage
Under 21 years	0	00.00
21 - 30 Years	92	59.40
31 - 40 years	51	32.90
41 - 50 years	12	7.70
Over 50 years	0	00.00
Total	155	100.00

The age of the respondents is classified into five groups. The research results show that the majority were 59.40 percent for 21-30 years of age, 32.90 percent were 31-40 years of age, 7.70 percent were 41-50 years of age, and none of the them were under 21 years of age and over 50 years of age. It would appear from the statistics that are clustered at 21-30 years of age. Those at the under 21 years of age and over 50 years of age are rarely to be found.

Table 4.3 Characteristics of Respondents- Marital Status

Marital Status	Frequency	Percentage
Single	116	74.80
Married	39	25.20
Divorced/Widowed	0	00.0
Total	155	100.00

The marital status of the respondents is classified into three groups. The research results show that 74.80 percent of the respondents were single, 25.20 percent were married, and none of them were divorced/widowed. It would appear from the statistics that clustered at single. Those at divorced/widowed are rarely to be found.

Table 4.4 Characteristics of Respondents- Education

Education	Frequency	Percentage
Lower than Bachelor	0	0.00
Bachelor Degree	110	71.00
Master Degree	45	29.00
Higher than Master Degree	0	0.00
Total	155	100.00

The education level of the respondents is classified into four groups. Most of the respondents 71.00 earned a bachelor degree. 29.00 percent were master degree, and none of them were lower than bachelor and higher than master degree. The statistics imply that people who work in venue business mostly attain at least a bachelor's degree for career development.

Table 4.5 Characteristics of Respondents- Position

Position	Frequency	Percentage
Management Level	16	10.3
Manager	36	23.2
Department Head	29	18.7
Operation Level	74	47.7
Customer/Attendee of MICE Business	0	0.00
Others	0	0.00
Total	155	100.00

The position of the respondents is classified into five groups. Most of the respondents 47.7 were in the operation level as they are a majority of the population working in MICE business, 23.20 percent were the manager, 18.7 percent were department head and 16 percent were in management level. None of them were

customer/attendee of MICE Business and others. The statistics imply that people who work in venue business mostly work in the operation level.

Table 4.6 Characteristics of Respondents- Experiences in MICE Business

Experiences in MICE Business	Frequency	Percentage
Lower than 5 years	89	57.40
5 - 10 years	43	27.70
11 - 15 years	23	14.80
More than 15 years	0	0.00
Total	155	100.00

The experience in MICE business of the respondents is classified into four groups. Most of the respondents 57.40 were lower than 5 years as they are a majority of the population working in MICE business, 27.70 percent were 5 - 10 years, 14.80 percent were 11 - 15 years and none of them were higher than 15 years. The statistics imply that people who work in venue business mostly has an experience lower that 5 years.

Table 4.7 Characteristics of Respondents-Type of the organization

Type of the organization	Frequency	Percentage
PCO	18	11.61
Hotel/Resort	112	72.25
Venue (Private Sector)	15	9.67
Venue (Government Sector)	1	0.64
Convention and Exhibition Center	4	2.58
Others	5	3.22
Total	155	100.00

Type of the organization of the respondents is classified into six groups. Most of the respondents 72.25 percent were hotel/resort as they are a majority of the population working in MICE business, 11.61 percent were PCO, 9.67 percent were venue (private sector), 3.22 percent were others, 2.58 percent were convention and exhibition center and 0.64 percent were venue (government sector). The statistics imply that people who work in venue business mostly work in the hotel/resort.

4.2 Exploratory Factor Analysis

This part is devoted to study factors analysis of the indicators of business continuity management of Thai convention venues under crisis. Many researches have revealed that exploratory factor analysis (EFA) is a widely utilized and broadly applied statistical technique in the social sciences. This research has also employed exploratory factor analysis (EFA) as a technique of the statistical method used to uncover the underlying structure of a relatively large set of variables. And principal component analysis (PCA) statistical with varimax rotation was used to compute to simplify the expression of a particular sub-space in terms of just a few major items each. The actual coordinate system has changed; it is the orthogonal basis that is being rotated to align with those coordinates.Regarding factor analysis, it is a statistical method used to describe variability among observed. Factor loading of 0.40 or greater was considered (Stevens, 1992). In addition, Pallant (2007) stated that the validity of a scale refers to the degree of what it is supposed to measure, whereas the reliability of a scale indicates how free it is from random error that will show the consistent results and Cronbach's Coefficient Alpha is the indicator of the average correlation among all of the items that can make up the scale. In addition (Nunnally, 1978) suggested that the test of Cronbach's coefficient alpha should have a minimum level of 0.7.

Moreover Pallant (2007) also stated that the validity of a scale refers to the degree which is measures what it is supposed to measure, while the reliability of a scale indicates how free it is from random error that will yield consistent results. About the reliability test, Nunnally (1978) suggested that a test of Cronbach's coefficient alpha which should have a minimum level of 0.7. As Cronbach's Coefficient Alpha is the indicator of the average correlation among all of the items that can make up the scale. At a minimum level of 0.50 is the levels of reliability and also required based on the

nature and purpose of the selected scale. Moreover, Prasith-Rathsint (2007) recommends that a minimum level of 0.5-.65 refers to moderate reliability and 0.7 or more refers to high reliability. He also suggests that a Cronbach's coefficient alpha of less than 0.5 refers to a low reliability.

From Table 4.8 below shows the result after use SPSS program version 22.0 to analyze both factor loading and Cronbach's coefficient alpha for exploratory factor analysis as follow:

Table 4.8 Results of EFA.

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
Policy Dimension		
F1: Goal attainment		
1. The organization has follow policy/policy management and announce policy.	.827	.910
2. Administrator team presents leadership/supporting/monitoring/ to improve task system and develop core competency	.682	
3. Everyone has participation in planning decision-making and guidelines for development.	.321	
4. Supporting and promoting personnel to implement policy	.735	
5. Announcement of goals, mission, purpose, and objectives for development activities	.721	
6. Planning for problem and training needs for employees.	.813	
7. Human resource development plan and service process management	.724	
8. To have work procedures, work instructions, job manual	.723	
9. Safety and risk management	.697	
10. Job design appropriate to protection provider/user service from working on problem	.874	
11. Business planning has been performed	.702	
12. The organization's strengths, weaknesses, opportunities, and obstacles (SWOT) have been analyzed.	.741	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F2: Development of human capacities		
13. Human capacity development can be measured.	.589	.818
14. To what extent is the work simplified, split up, and tightly controlled?	.359	
15. Human development is the process of enlarging your freedoms, opportunities, and improving your well-being.	.673	
16. Develop skill and knowledge and to perform work that is personally meaningful and important	.786	
17. Budgets have been allocated for employee development	.814	
18. Employees have been sent to training courses.	.831	
19. Employee morale has been boosted.	.809	
F3: Growth and securities		
20. Assignments contribute to maintaining and expanding capabilities rather than leading to obsolescence.	.810	.825
21. Acquired knowledge and skills can be utilized in future work assignments and the availability of opportunities to advance in organizational or career terms	.612	
22. The conditions have not affected employees' health, comfort, or convenience when performing their job.	.817	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (á)
F3: Growth and securities (cont.)		
23. Job security can reduce turnover rates.	.806	
24. Employee development activities help in the growth and development of employees.	.780	
External Factors Dimension		
F4: Social Impact		
25. External factors can impact the ability of a business to achieve the strategic goals and objectives of the organization.	.588	.835
26. An opportunity to interact with others and to have freedom from prejudice.	.759	
27. The absence of stratification in the organization and the possibility of upward mobility.	.890	
28. The dignity and respect for the individual giving honest opinions and being treated as an adult.	.875	
29. Managing the strengths of the organization are keys to business success.	.751	
F5: Constitutionalism		
30. The organization's culture respects personal privacy, tolerates dissent, standards of equity in distributing rewards, and provides for due process.	.852	.873
31. Your organization has followed public policy and administration and implementation.	.811	
32. The work policy in your organization is consistent towards work performance.	.876	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (á)
F5: Constitutionalism (cont.)		
33. The physical of work environment are not in hazardous conditions.	.870	
F6: Political relevance		
34. Your organization always respects laws and labor rights.	.758	.829
35. The organization is socially responsible in its employment practices, marketing techniques, and other activities.	.660	
36. Your organization always respects laws and labor rights.	.832	
37. The pay received for certain work bears an appropriate relationship to the pay received for other work.	.864	
38. The welfare is higher than the rate set by the law.	.790	
Venue administration Dimension		
F7: Leadership		
39. The management makes the staff feel good.	.492	.839
40. The staff has complete faith in the management.	.711	
41. The staff is proud to be associated with the management.	.508	
42. The management expresses in a few simple words what the staff could and should do.	.686	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (á)
F7: Leadership (cont.)		
43. The management provides appealing images about what the staff can do.	.715	
44. The management helps the staff members find meaning in their work.	.680	
45. The management enables the staff to think about old problems in new ways.		
46. The management provides the staff with new ways of looking at puzzling things.	.602	
47. The management gets the staff to rethink ideas that it had never questioned before.	.622	
48. The management helps the staff members develop themselves.	.787	
F8: Achievement		
49. Achievement according to improvement activity	.617	.745
50. Work achievement has been monitored and evaluated.	.562	
51. Having good ideas—solutions to problems concerning implementation.	.742	
52. Physical conditions of work, the amount of work, or sequence of events and sufficient equipment	.737	
53. Employees are willing to learn, understand, and improve their skills.	.588	
54. Adequacy of ventilation, lighting, tools, space, and other such environmental characteristics is included.	.714	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F9: Self-organization		
55. Good working and personal relationship will reflect the quality of the relationships among employee.	.792	.701
56. Appropriateness in assigning tasks to the proper capable persons.	.635	
57. Balance in responsible work load and numbers of personnel.	.656	
58. Play a role, necessarily, in situations involving recognition.	.644	
59. Good working and good personal relationships with subordinates.	.696	
F10: Responsibilities		
60. Supervisors offer opportunity for work initiation and creation.	.635	.829
61. Each implementer can set work methods and make problem-solving decisions freely.	.820	
62. Staffs is willing to listen to suggestions and to learn a great deal from the supervisor.	.816	
63. The supervisor is fair in considering your work.	.801	
64. Supervisor's willingness to delegate responsibility	.779	
Crisis Preparing Culture Dimension		
F11: Decision making		
65. The organizational culture has a positive impact on the employee's job performance.	.817	.869

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F11: Decision making (cont.)		
66. Caution about any impact that may occur from self-action, if willing to listen to others opinion	.878	
67. Degrees of applying a coordination system as a means of helping other team members.	.536	
68. Clarification in realization of work goals and objective.	.775	
69. Work team's participation in planning.	.900	
70. Appropriateness in taking judging time and information for decisions.	.641	
71. Capability in righteousness and appropriateness in problem solving corresponding to emergency situations	.666	
F12: Organization learning		
72. Capability in identifying the problems of the work team.	.810	.726
73. Flexibility and adapting to the situation of the work team leaders.	.831	
74. Taking mistakes as lessons for learning rather than punishment.	.809	
75. Believing that conflicts in work are common.	.563	
F13: Role of team members		
76. Employing friendship familiarity rather than facts in working	.827	.832
77. Acceptance of competency differences.	.811	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F13: Role of team members (cont.)		
78. Clarification in taking the role of individual implementers	.740	
79. Degrees in taking old traditions as rules for new problem-solving	.812	
80. Empowering the existing status and power for solving problems by following regulations	.695	
81. Activities promoting teamwork have been arranged.	.510	
Business Continuity Effectiveness Dimension		
F14: Organizational effectiveness		
82. Your organization gives opportunity to the staff to develop its work and to solve problems.	.706	.690
83. Your organization gives opportunity to the staff to understand and deal with crises.	.817	
84. Your organization announces and informs people about policy regarding work to the staff.	.824	
85. Your organization informs the staff about the possible effect of the project before proceeding.	698	
86. Your organization reports the performance to the staff in the annual budget.	.554	
87. Your organization can solve problems while matching the demands of the staff.	.108	
88. Your organization surveys the troubles and demands of the staff.	.157	
F15: Performance efficiency		
89. Your organization always consults about tasks.	-.223	.637

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F15: Performance efficiency (cont.)	.039	
90. Your organization always analyzes the staff data to be guidance for task decisions.		
91. Your organization always has concise data for making decisions.	.278	
92. Your organization uses knowledge to make decision appropriately.	.010	
93. Your organization can make decisions to proceed with the project for development.	.404	
94. Your organization provides plans for development by setting a budget and preventing its reduction.	.085	
95. Your organization provides plans by defining the importance of problems before setting the guidance for development.	.350	
96. Your organization develops projects to fulfill the demands of customers.	.375	
97. Your organization controls the processes of projects by designating work to employees.	.532	
98. Your organization controls the annual budget to follow the defined plan.	.807	
99. Your organization manages efficiently for the budget.	.593	
100. Your organization verifies the performance following the plan/project.	.745	
101. Your organization always has meetings to form conclusions about performance.	.043	
102. Your organization always has a plan to minimize impacts.	.181	
103. Your organization follows the results of the benefit usage of projects or continual activities.	.043	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F15: Performance efficiency (cont.)		
104. The measurements of effectiveness are relative to the core outputs of the system.	.181	
105. Verify the correctness of the performance during task proceedings or projects at each step.	-.215	
106. Define performance evaluation after task completion.	.794	
Venue Image		
F16: CSR		
107. The venue image can reflect the work attitudes, behaviors, and the organization's performance.	-.187	.489
108. The venue image is a strategy for the marketing promotion and imparting public confidence.	.017	
109. The venue image is a helpful way to visualize the visitor's ideas about the company's reputation.	-.029	
110. The venue image can help to attract visitors for promoting exhibition branding.	.011	
111. The venue image can boost sales and increase the satisfaction and loyalty of customers.	.154	
112. Employees understand the venue image and know how a venue image is formed and how it is measured.	-.113	
113. The management always informs employees about the importance of CSR projects.	.564	
114. CSR programs can promote the corporate image.	.751	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F16: CSR (cont.)		
115. Your organization always has communication within the company regarding the performance of CSR.	.698	
116. Your organization always develops new products/services which help to reduce social or environmental problems.	.428	
117. Involvement and awareness of customers and suppliers regarding CSR issues.	.653	
118. Your organization always concentrates on customers' satisfaction and awareness of CSR.	.745	
119. Your organization always protects of natural resources.	.758	
120. Your organization always motivates and improves employees' morale and ethics concerning CSR.	.500	
F17: Environment Management		
121. Your organization has a clear environmental management policy.	-.247	.613
122. Designating a staff or team to be in charge of environmental management.	.644	
123. Your organization has a plan to raise the environmental awareness among the staff and customers.	.522	
124. Your organization always takes action on environmental issues to increase employee satisfaction.	.700	
125. Your organization always takes action on environmental issues to increase customer satisfaction.	.768	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (á)
F17: Environment Management (cont.)		
126. Environmental management is an important tool to improve organizational efficiency and adds value to performance and services.	.645	
Venue Attributes Dimension		
F18: Physical Component		
127. The interior of the meeting room has been designed and decorated in good condition and is ready for use.	.256	.724
128. The equipment in the meeting room is of an appropriate size and sufficient in number for service.	.659	
129. The wiring systems and electrical equipment in meeting rooms are equipped with the power breaking systems, ground line installation, and were installed by expert technicians.	.659	
130. The permanent power sockets installed around the meeting room and every power socket are in good functional condition.	.568	
131. The lighting systems, air conditioning systems, air ventilating systems, and fire preventing systems are sufficient for use.	.550	
132. The welcome, registry, and waiting area, the exhibition area, the coffee break area, and the meal service area are well decorated and presents a clean surrounding area and are ready for use	.728	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F19: Technology Component		
133. The sound system is sufficient in terms of equipment, microphones, speakers, and signal cables for presentations via computers.	.714	.831
134. The visual system is equipped with a projector, a monitor screen, signal cables, and remote controls for controlling the projector.	.778	
135. Wi-Fi signal distribution points are provided for customers.	.854	
136. Communication equipment is always provided for services.	.913	
F20: Service and Management Component		
137. Designation of staff members that have knowledge, expertise, and experience for service.	.819	.717
138. The service staff has analytical and synthesizing skills.	-.101	
139. The service staff has knowledge, capability, experience and expertise corresponding to the assignment.	.576	
140. The service staff performance is oriented towards achievement and operational excellence.	.675	
141. The service staff has the ability to manage time while on duty.	.668	
142. The service staff has knowledge about psychological services and human relations.	.471	
143. The service staff has knowledge and experience in accordance with its role and responsibility.	.682	

Table 4.8 Results of EFA. (cont.)

Indicator	Factor Loading	Cronbach's coefficient alpha (ά)
F20: Service and Management Component (cont.)		
144. The service staff has foreign language skills and uses language suitably with customers.	.781	
145. The service staff has conflict-solving and negotiation skills.	.655	
146. The service staff is able to accept feedback form all sectors and suitably applies it for improvement.	.371	
147. The service staff has the ability to respond to the needs of customers that are different in various dimensions.	.118	
148. The service staff is able to handle customer complaints quickly, accurately, and effectively.	-.051	
149. The service staff has the ability to solve problems related to work by using relevant theories and techniques.	.030	
150. The service staff has good interactions with customers, understanding their needs and coordinating to solve immediate problems rationally.	.247	

Table 4.9 The Summary of EFA Result

Dimension	Statistical Value		
	KMO ≥ 0.50	Bartlett Test of Sphericity	Factor Loading
Policy Dimension (24 indicators)			
1. Goal attainment	.827	1262.794	0.321-0.874
2. Development of human capacity	.773	484.597	0.359-0.831
3. Growth and securities	.667	366.586	0.612-0.817
External Factors (14 indicators)			
4. Social Impact	.791	336.696	0.588-0.890
5. Constitutionalism	.817	309.736	0.811-0.876
6. Politic Relevance	.619	445.916	0.660-0.864
Venue Administration (26 indicators)			
7. Leadership	.585	831.422	0.492-0.787
8. Achievement	.709	237.733	0.562-0.742
9. Self-organization	.645	202.975	0.635-0.792
10. Responsibilities	.778	297.346	0.635-0.820
Crisis Preparing Culture (17 indicators)			
11. Decision making	.732	692.894	0.536-0.900
12. Organization learning	.703	167.963	0.563-0.831
13. Role of team members	.544	465.475	0.510-0.827
Business Continuity Effectiveness (25 indicators)			
14. Organizational effectiveness	.731	228.322	0.108-0.824
15. Performance efficiency	.749	1821.238	0.223-0.807
Venue Image (20 indicators)			
16. CSR	.535	473.724	-0.209-0.776
17. Environment Management	.657	133.290	0.247-0.768
Venue Attribute (24 indicators)			
18. Physical Component	.612	117.774	0.256-0.728
19. Technology Component	.740	279.062	0.714-0.913
20. Service and Management Component	.656	685.751	0.101-0.819

From Table 4.8, exploratory factor analysis (EFA) was conducted to identify the underlying indicator. Firstly, consider the whole dimension if Cronbach's Coefficient Alpha of less than 0.7 were deleted. Hence, there are 2 dimensions were remove. The first one was business continuity effectiveness which consist of organization effectiveness and performance efficiency. The result showed that the Cronbach's alpha was .696 and .637 respectively. For venue image dimension which consist of CSR and environment management. The result showed the Cronbach's Coefficient was .489 and .613 respectively. Therefor 45 indicators were removed. Secondly, consider each indicator with factor loading below 0.4 were removed. Thus, there are 2 indicators under policy dimension were no. 3. Everyone has participation in planning decision-making and guidelines for development (.321) and no. 14. To what extent is the work simplified, split up, and tightly controlled? (.359) And there are 7 indicators under venue attribute were removed which are include no. 127. The interior of the meeting room has been designed and decorated in good condition and is ready for use. (.256), no.138. The service staff has analytical and synthesizing skills. (-.101), no. 146. The service staff is able to accept feedback form all sectors and suitably applies it for improvement. (.371), no. 147. The service staff has the ability to respond to the needs of customers that are different in various dimensions. (.118), no. 148. The service staff is able to handle customer complaints quickly, accurately, and effectively. (-.051), no. 149. The service staff has the ability to solve problems related to work by using relevant theories and techniques. (.030) and no. 150. The service staff has good interactions with customers, understanding their needs and coordinating to solve immediate problems rationally. (.247)

The total 96 indicators were remained, the confirmatory factor analysis (CFA) by using Amos program version 20.0 to analyze and confirm the indicators in the next step.

4.3 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables (Church & Burke, 1994). The objective of CFA was to verify the adequacy of items for the indicators and the number of dimensions underlying the construct in this empirical model (Bollen, 1989). And

identify dependent variables, a confirmatory factor analysis (CFA) was conducted to examine the fit of the data to the empirical study (Marsh, 1989). In addition, Confirmatory Factor Analysis has been usually used to asses construct validity (Jöreskog, 1969). A convergent and discriminant validity use to examine the extent to which measures of a latent variable shared their variance and how they are different from others. Campbell and Fiske (1959) proposed two aspects to asses the construct validity of a test include:

1. Convergent validity: is the degree of confidence we have that a trait is well measured by its indicators. The criterion of Fornell and Larcker (1981) has been commonly used to assess the degree of shared variance between the latent variables of the model. According to this criterion, the convergent validity of the measurement model can be assessed by the Average Variance Extracted (AVE) and Composite Reliability (CR).

2. Discriminant validity: is the degree to which measures of different traits are unrelated. According to the Fornell and Larcker (1981) testing system, discriminant validity can be assessed by comparing the amount of the variance capture by the construct and the shared variance with other constructs. Thus, the levels of square root of the AVE for each construct should be greater than the correlation involving the constructs. Otherwise, the levels of the AVE for each construct should be greater than the squared correlation involving the constructs.

4.3.1 Identification of Measurement Model and Results of CFA

In this step, all latent variables (policy, external factors, venue administration, crisis preparing culture and venue attribute) examined in the measurement model using CFA. The result of construct validity for each latent variable regarding its observed variables is presented as follows.
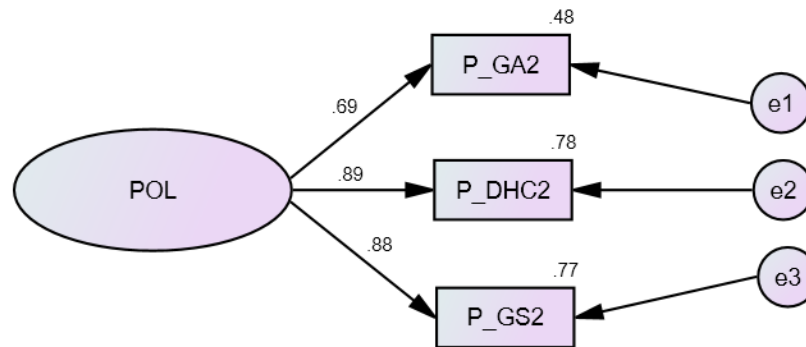
Figure 4.1 The Measurement Model of Policy

Table 4.10 Statistical Values of Measurement Model of Policy

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
POL	GA	.689	.769	0.36	7.85	0.93	0.80
	DHC	.885	.783	0.15	4.70		
	GS	.877	.475	0.16	4.98		

According to Figure 4.9, the results of CFA shows that there are 3 items, goal attainment (GA), development of human capacities (DHC) and growth and securities (GS) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading scores, of 0.689, 0.885 and 0.877 respectively. The results also present a high value of R^2 (0.845-0.948) at a confidence level indicating that the factors highly and significantly explain the variance of the latent variable. The last two columns of the above table show construct reliability (ρc) and average variance extracted (ρv), which are used to measure the extent to which a set of observed variables actually represent the latent variable. In this case, the score of construct reliability (ρc) is 0.93, which is greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) is 0.80, which is greater than 0.5 that means the average amount of variation that a latent construct (policy) can explain in the set of observed variables.
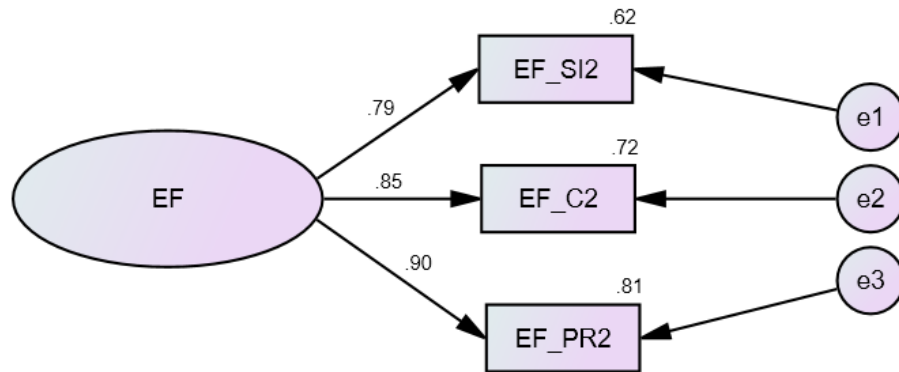
Figure 4.2 The Measurement Model of External Factors

Table 4.11 Statistical Values of Measurement Model of External Factor

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
EF	SI	.788	.814	.029	7.17	0.94	0.83
	C	.850	.723	.021	6.08		
	PR	.902	.621	.017	4.47		

According to Figure 4.10, the results of CFA shows that there are 3 items, social impact (SI), constitutionalism (C) and politic relevance (PR) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading scores, of 0.788, 0.850 and 0.902 respectively. The last two columns of the above table show construct reliability (ρc) and average variance extracted (ρv), which are used to measure the extent to which a set of observed variables actually represent the latent variable. In this case, the score of construct reliability (ρc) is 0.94, which is greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) is 0.83 which is greater than 0.5 that means the average amount of variation that a latent construct (external factors) can explain in the set of observed variables.
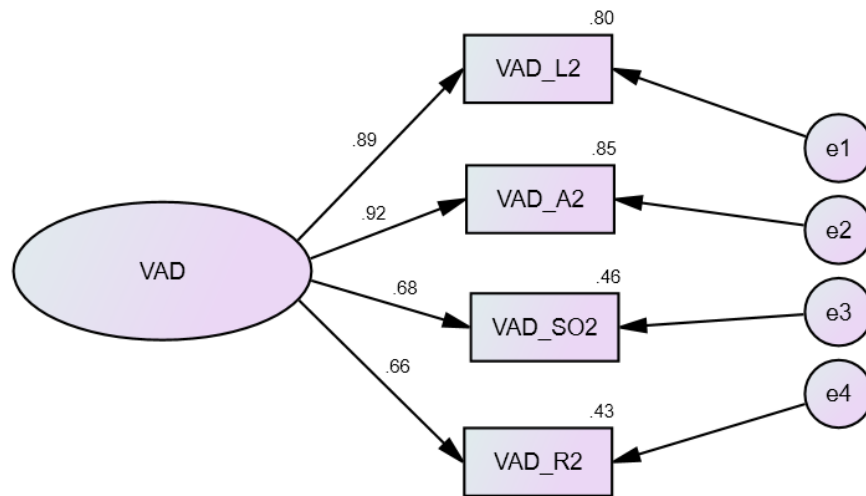
Figure 4.3 The Measurement Model of Venue Administration

Table 4.12 Statistical Values of Measurement Model of Venue Administration

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
VAD	L	.894	.430	.007	4.74	0.96	0.88
	A	.924	.456	.009	3.52		
	SO	.675	.854	.012	8.10		
	R	.655	.798	.021	8.17		

According to Figure 4.11, the results of CFA shows that there are 4 items, leadership (L), achievement (A), self-organization (SO) and responsibilities (R) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading scores, of 0.894, 0.924, 0.675 and 0.655 respectively. The last two columns of the above table show construct reliability (ρc) and average variance extracted (ρv), which are used to measure the extent to which a set of observed variables actually represent the latent variable. In this case, the score of construct reliability (ρc) is 0.96, which is greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) is 0.88 which is greater than 0.5 that means the average amount of variation that a latent construct (venue administration) can explain in the set of observed variables.
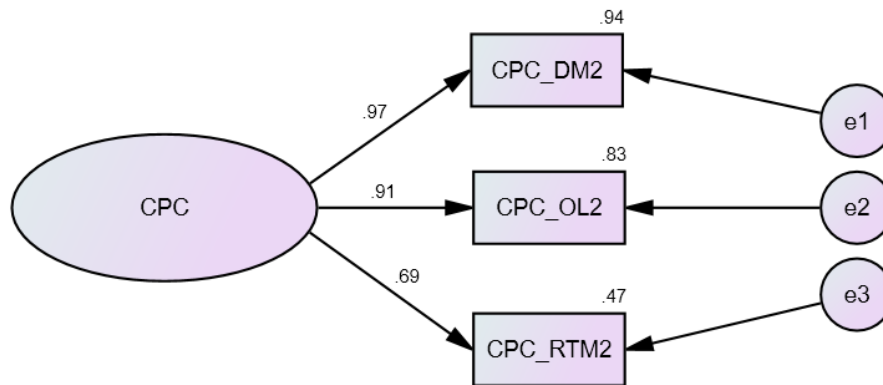
Figure 4.4 The Measurement Model of Crisis Preparing Culture

Table 4.13 Statistical Values of Measurement Model of Crisis Preparing Culture

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
CPC	DM	.969	.938	.014	1.43	0.96	0.91
	OL	.910	.827	.014	4.06		
	RTM	.689	.474	.016	8.25		

According to Figure 4.12, the results of CFA shows that there are 3 items, decision making (DM), organization learning (OL) and role of team members (RTM) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading scores, of 0.969, 0.910 and 0.689 respectively. The last two columns of the above table show construct reliability (ρc) and average variance extracted (ρv), which are used to measure the extent to which a set of observed variables actually represent the latent variable. In this case, the score of construct reliability (ρc) is 0.96, which is greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) is 0.91 which is greater than 0.5 that means the average amount of variation that a latent construct (crisis preparing culture) can explain in the set of observed variables.
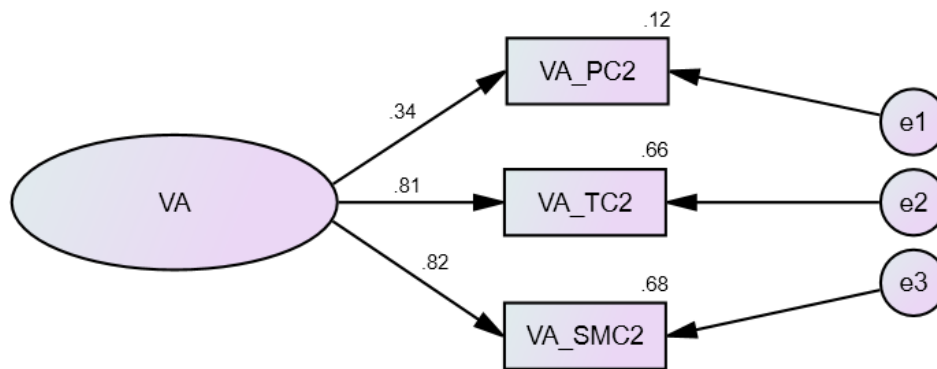
Figure 4.5 The Measurement Model of Venue Attribute

Table 4.14 Statistical Values of Measurement Model of Venue Attribute

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
VA	PC	.341	.111	.013	8.494	0.93	0.75
	TC	.812	.137	.061	2.226		
	SMC	.824	.061	.030	2.052		

According to Figure 4.13, the results of CFA shows that there are 2 items, organizational effectiveness (OE) and performance efficiency (PE) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading scores, of 0.341, 812, and 0.824 respectively. The last two columns of the above table show construct reliability (ρc) and average variance extracted (ρv), which are used to measure the extent to which a set of observed variables actually represent the latent variable. In this case, the score of construct reliability (ρc) is 0.93, which is greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) is 0.75 which is greater than 0.5 that means the average amount of variation that a latent construct (venue attribute) can explain in the set of observed variables.

From this study, the CFA has five dimension include policy (POL), external factors (EF), venue administration (VAD), crisis preparing culture (CPC) and venue attribute (VA). For the initial model, the 5 dimension observed variables representing five latent variables (Figure 4.6). This indicates that the initial model does not fit well with the empirical data. As such, the modification indices provided by AMOS were used as guideline for improving of the model.
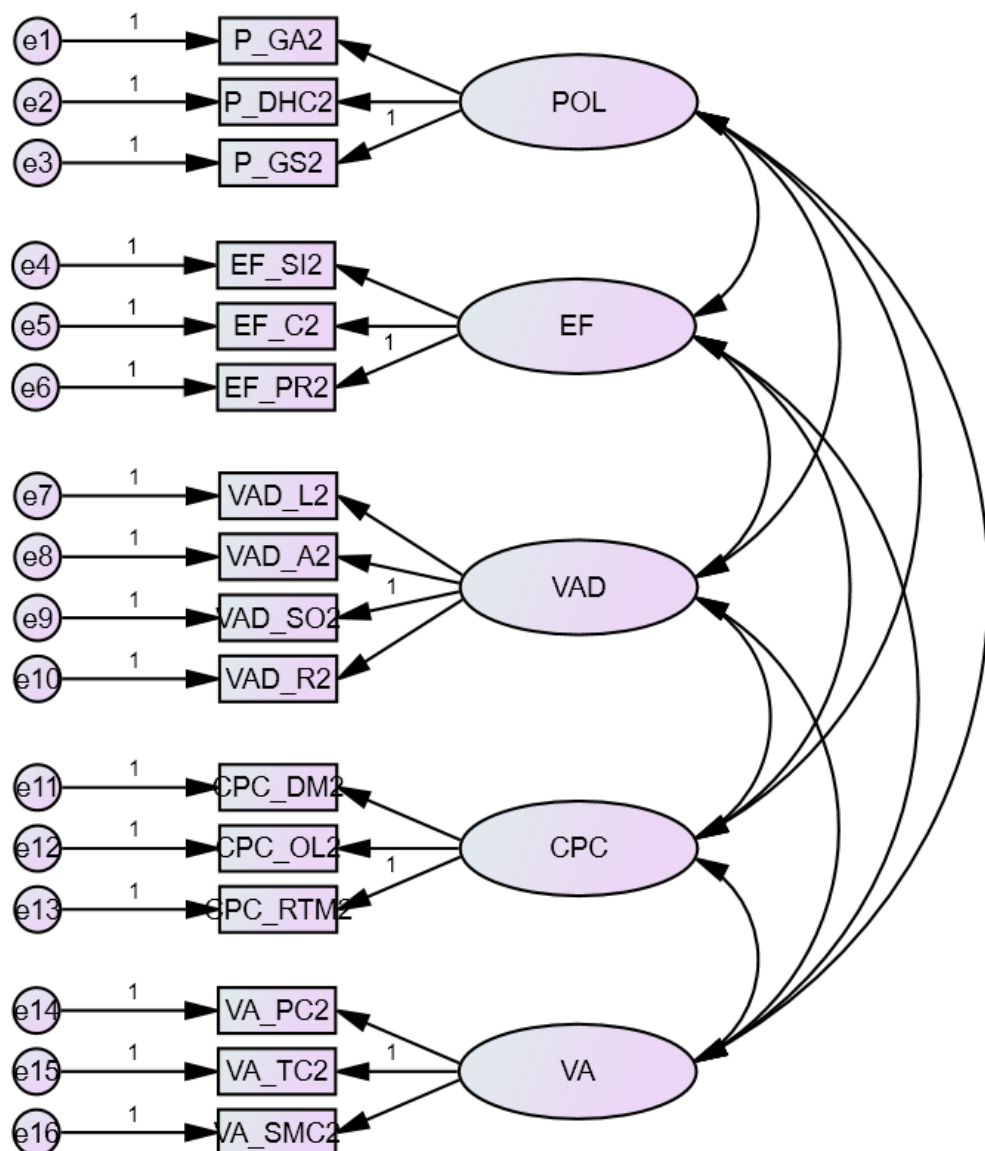
Figure 4.6 The Measurement Model of 5 Dimensions

Table 4.15 Statistical Values of Measurement Model of 5 Dimensions

Latent Variable	Observed Variables	λ	Θ	SE	t	Pc	ρv
POL	GA	.689	.769	0.36	7.85	0.93	0.80
	DHC	.885	.783	0.15	4.70		
	GS	.877	.475	0.16	4.98		
EF	SI	.788	.814	.029	7.17	0.94	0.83
	CO	.850	.723	.021	6.08		
	PR	.902	.621	.017	4.47		
VAD	L	.894	.430	.007	4.74	0.96	0.88
	A	.924	.456	.009	3.52		
	SO	.675	.854	.012	8.10		
	R	.655	.798	.021	8.17		
CPC	DM	.969	.938	.014	1.43	0.96	0.91
	OL	.910	.827	.014	4.06		
	RTM	.689	.474	.016	8.25		
VA	PC	.341	.111	.013	8.494	0.93	0.75
	TC	.812	.137	.061	2.226		
	SMC	.824	.061	.030	2.052		

According to Figure 4.6 and Table 4.10, the results of CFA show that there are 5 dimensions measuring business continuity management for Thai convention venue, namely policy (POL), external factors (EF), venue administration (VAD), crisis preparing culture (CPC) and venue attribute (VA) with t-values at a 0.01 confidence level and Lambda scores (λij), or factor loading for policy scores of 0.689 for goal attainment, .885 for development of human capacity, .877 for growth and security. For external factors was .788 for social impact, .850 for constitutionalism, .902 for politic relevance. Moreover, venue administration was .894 for the leadership, .924 for acheivement, .675 for self-organization and .655 for responsibilities. Next, crisis preparing culture was .969 for decision making, .910 for organization learning, .689 for role of team members. The last dimension was venue attribute which include physical component, technical component and service and management component the result was .341, .812 and .824 respectively. In this case, the score of construct reliability (ρc)

of each dimension were greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) of each dimension also greater than 0.5 means that the average amount of variation that a latent construct (business continuity management) can explain in the set of observed variables.

In the next step, the model was firstly formed and examined with multiple criteria including Chi-square value (χ^2)/degrees of freedom, Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR). This study uses five latent variables to develop the model according to the CFA.

Table 4.16 The Acceptable Criteria for Each Model Fit Index

Model Fit Index	Good fit Criteria	Acceptable Criteria
Chi-Square/degrees of freedom	$0 \leq \chi^2/df \leq 2$	$0 \leq \chi^2/df \leq 3$
CFI	$.97 \leq CFI \leq 1.00$	$.95 < CFI \leq .97$
GFI	$.95 \leq GFI \leq 1.00$	$.90 < GFI \leq .95$
RMSEA	$0 \leq RMSEA \leq .05$	$0 < RMSEA \leq .08$
RMR	$0 \leq RMR \leq .05$	$0 < RMR \leq .08$

Source: Bollen (1989); Hair, Anderson, Tatham, and Black (1998); Hoyle (2012); Schumacker and Lomax (2010)

4.3.1 The Measurement Model Fit

Confirmatory factor analysis (CFA) may be used to confirm that the indicators sort themselves into factors corresponding to how the researcher has linked the indicators to the latent variables. Confirmatory factor analysis plays an important role in structural equation model. CFA model in SEM are used to access the role of measurement error in the model, to validate a multifactorial model, to determine the group effects on the factors. Using CFA for examining the relationship between observed and latent variables, the objective of CFA is to examine how well the observed variables measure the latent variables, constructs and the test the fit of a measurement model. In this study, all of the observed variables load at minimum cutoff value greater

than 0.30 on each latent variables, as shown in the Figure 4.6 Diagram for the Measurement Model Fit. It can be concluded that the latent variables are valid underlying constructs for the observed variables and that the observed variables, in turn are reliable measures of the latent variables. The statistical significance of the loading was tested with t-values.

The conclusion, therefore, could be drawn that the proposed CFA model accurately accounts for the variance and covariance in the data, and that the model satisfactorily explains the relationship between the observed variables and their corresponding latent constructs. Having confirmed that the observed variables account accurately for the latent variables, it is appropriate now to examine the fit of the structural model to the empirical data how the latent constructs are related

Moreover, a close investigation of the overall construct reliability for all constructs reveals that all constructs have acceptable construct reliability scores within an acceptable range of factor loadings (0.32 and above) as shown in Figure 4.6. Diagram for the Measurement Model Fit. Given that most of the model fit indices present the acceptable fit scores, including Chi-square (178.584), df (68), CFI (0.961), GFI (0.930), RMSEA (0.137), RMR (0.018). If compare with the Table 4.16 The Acceptable Criteria for Each Model Fit Index. Thus the result is shown in Table 4.17

Table 4.17 The Result for Model Fit

Model Fit Index	Acceptable Criteria	Result
Chi-Square/degrees of freedom	$0 \leq \chi^2/df \leq 3$	$\chi^2 = 178.584/df = 68$
CFI	$.95 < CFI \leq .97$	.961
GFI	$.90 < GFI \leq .95$	.930
RMSEA	$0 < RMSEA \leq .08$	.037
RMR	$0 < RMR \leq .08$	.018
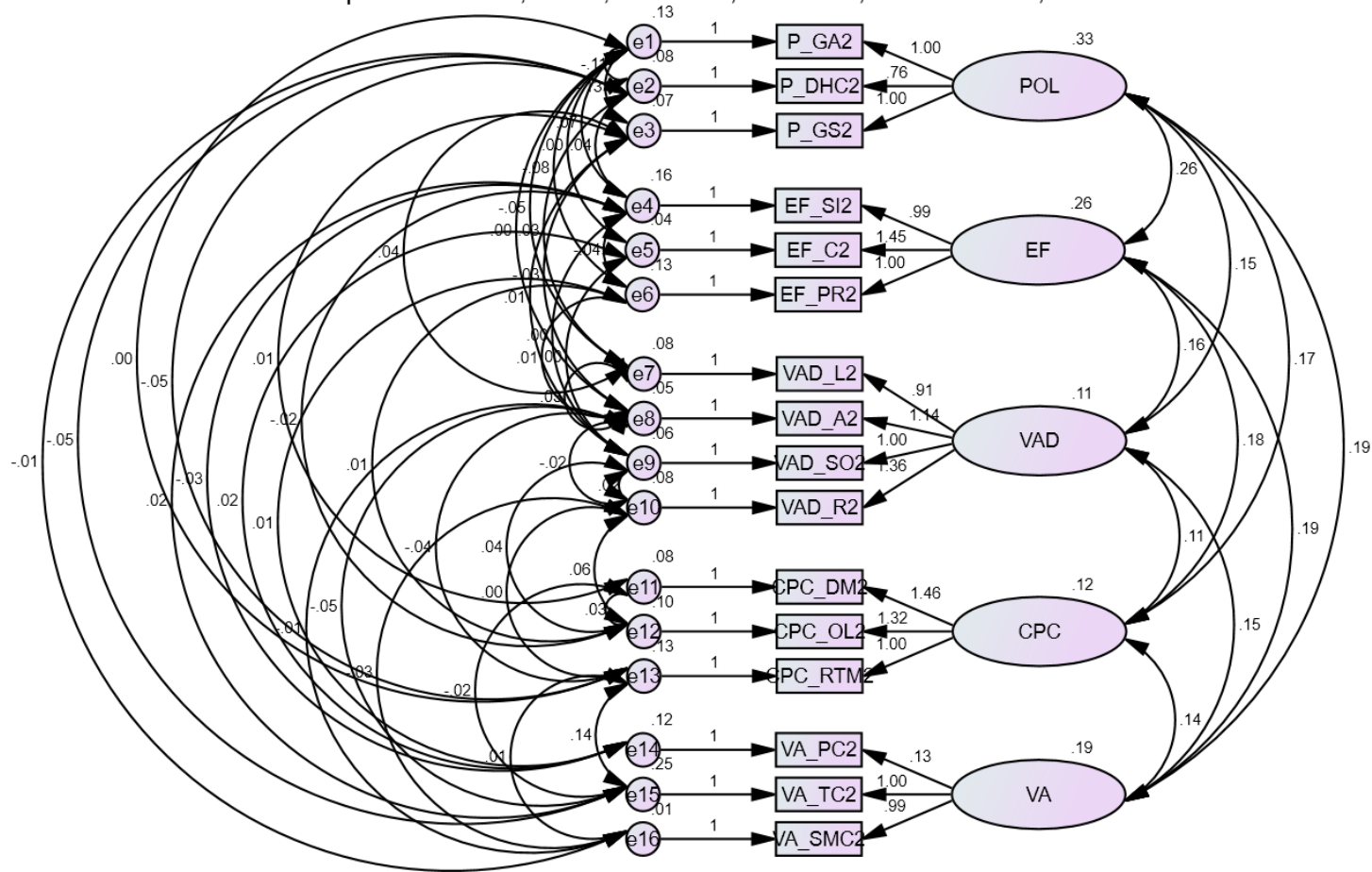
Figure 4.7 Diagram for the Measurement Model Fit

4.4 Chapter Summary

The fourth chapter in this study mainly provided the results and findings of the descriptive statistics and inferential statistics. Prior to presenting the results and finding of the study, the chapter started by descriptive statistics (including frequency and percentage) were then presented in order to reveal the characteristics of respondents in the study. Next presenting the exploratory factor analysis (EFA) which is a technique of the statistical method used to uncover the underlying structure of a relatively large set of variables and show the consistent results of factor loading and Cronbach's Coefficient Alpha. Then follow by Confirmatory factor analysis (CFA), which is a statistical technique used to verify the factor structure of a set of observed variables. The objective of CFA was to verify the adequacy of items for the indicators and the number of dimensions underlying the construct in this empirical model and identify dependent variables and examine the fit of the data to the empirical study.

Further, inferential statistics were employed in terms of a series of multivariate analyses, namely factor analysis models. As a result of these analyzes, the indicator for business continuity management of Thai convention venue under crisis regarding the corresponding factors was proposed with the percentage of variance explained by the proposed model.

CHAPTER 5
CONCLUSION AND RECOMMENDATION

The last chapter of this study consists of five basic sections including the conclusion of the study, theoretical and practical contributions, limitations of the study, proposed recommendations for the study in the field of crisis management for future research, and finally the chapter summary.

5.1 Conclusion of the Study

The research entitled to collect the indicator development for the business continuity management of Thai convention venues under crisis was carried out through applied research methodology by collecting the primary data using the related literature reviews to conclude the indicators for the business continuity management of Thai convention venues under crisis, and by collecting the secondary data by in-depth interviews the involved people who had experiences in MICE business. Then, analyze and confirm the indicators for the business continuity management of Thai convention venues under crisis. In doing so, the study began by identifying the indicators for business continuity management. The descriptive statistics showed that the majority of respondents were male (54.20%), were aged between 21-30 years old (59.40%), were single (74.80%), had graduated with Bachelor's degree (71.00%), were in the operation level (47.7%), had experience in MICE business were lower than 5 years (57.40%), and type of the organization were hotel/resort (72.25%).

Moreover, the results of CFA show that there are 5 dimensions measuring business continuity management for Thai convention venue, namely policy (POL), external factors (EF), venue administration (VAD), crisis preparing culture (CPC) and venue attribute (VA) with t-values at a 0.01 confidence level and Lambda scores (λ_{ij}), or factor loading for policy scores of 0.689 for goal attainment, .885 for development of human capacity, .877 for growth and security. For external factors was .788 for social impact, .850 for constitutionalism, .902 for politic relevance. Moreover, venue administration was .894 for the leadership, .924 for achievement, .675 for self-

organization and .655 for responsibilities. Next, crisis preparing culture was .969 for decision making, .910 for organization learning, .689 for role of team members. The last dimension was venue attribute which include physical component, technical component and service and management component the result was .341, .812 and .824 respectively. In this case, the score of construct reliability (ρc) of each dimension were greater than 0.6, indicating that the construct is reliable and the score of average variance extracted (ρv) of each dimension also greater than 0.5 means that the average amount of variation that a latent construct (business continuity management) can explain in the set of observed variables.

Then, the model was firstly formed and examined with multiple criteria including Chi-square value (χ^2)/ degrees of freedom, Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR). This study uses five latent variables to develop the model according to the CFA. The Measurement Model Fit show the fit indices present the acceptable fit scores, including Chi-square (178.584), df (68), CFI (0.961), GFI (0.930), RMSEA (0.137), RMR (0.018) which acceptable if compare to the fit index standard. In conclusion, could be drawn that the proposed CFA model accurately accounts for the variance and covariance in the data, and that the model satisfactorily explains the relationship between the observed variables and their corresponding latent constructs. Having confirmed that the observed variables account accurately for the latent variables, it is appropriate now to examine the fit of the structural model to the empirical data how the latent constructs are related.

In addition, the researcher attempts to draw conclusions in response to the objective of the study. Then, the contribution will be discussed, focusing upon the theoretical foundation and applications. Finally, recommendations related to the topic and future research prospects will be offered.

Next section were the discussions of the study were presented the theoretical, managerial and practical contributions, and followed by the recommendations for study in terms of development administration and future research.

5.2 Theoretical Contributions

This research applied both qualitative and quantitative methods in order to obtain insightful data and to support the results of each other, resulting in more integrated valuable information. The research model proposed in this research created valuable contributions to this research topic. Moreover, the findings and results are expected to get the indicators for business continuity management for convention venues that will be critical for building more knowledge of this research topic. Even though this research mainly focused on Thai convention venue which can gain benefit from the findings and results.

The Theoretical contribution of this research was comprised of testing the measurement tools used in the data collection according to the principles of good measurement, which consisted of reliability and validity. For the measurement items of each variable, this research presented evidence of reliability and validity that provided a foundation for further study in this research area. 5 dimensions measurement items measured each variable in the survey questionnaire. The researcher examined the data and tested the reliability and validity of the measurement tools. The results presented evidence of all variables' internal consistency and construct reliability and validity. Cronbach's alpha test was run during the stage of the confirmatory factor analysis. The results showed that the Cronbach's alpha values of all measurement tools were quite high and the overall results met acceptable standards at 0.700 or above.

The contribution of the findings and results to theory is associated with the causal relationship between critical factors and business continuity management for convention venues. The research findings and results suggested that each critical factor had an impact on business continuity management for convention venues

. The findings and results help to confirm and indicate the importance of each critical factor as a valuable factor that can respond to the needs of hospital executives and stakeholders. It is an approach that scholars or researchers have had an interest in for a long time.

5.3 Practical Contributions

According to the research results, it was found that the indicators for the business continuity management of Thai convention venues under crisis totally have 96

indicators which can be classified into 5 dimensions including: 1) policy; which consisted of 22 indicators, 2) external factors; which consisted of 14 indicators, 3) venue administration; which consisted of 26 indicators, 4) crisis preparing culture; which consisted of 17 indicators, and 5) venue attribute; which consisted of 17 indicators. Then, the indicator development for the business continuity management of Thai convention venues under crisis were as follows:

1)   Policy dimension, the policy establishes the rules of conduct within an organization and outlining the responsibilities of both employees and employers. Thus the organization should set the policy in order to increase the level of loyalty from employee. As the policies and procedures are in place to protect the rights of workers as well as the business interests of employers. Depending on the needs of the organization, various policies and procedures establish rules regarding employee conduct, attendance, privacy and other areas related to the terms and conditions of employment.

2)   External factor consists of a variety of factors outside the organization include social impact, constitutionalism and politic relevance, which can be the difficulty of the organization performance. Managing the strengths of the internal operations and recognizing potential opportunities and threats outside of the operations are keys to business success.

3)   Venue Administration include leadership, achievement, self-organization and responsibilities will show the performance of the organization when manage the organization operation.

4)   Crisis preparing culture include decision making, organization learning and role of team members which has a positive impact on the employee's job performance. And also important as rules for new problem solving.

5)   Venue attribute, when organizing any MICE event, one of the main factors that can promote the success of an event is the venue. Venues must meet event qualifications based on a number of factors including attendee number, event size, and attendee type. Therefore, it would not be an understatement to say that the venue is vital to the success of any MICE event. Realizing this, organizers will dedicate significant time to make many site inspections to choose the most suitable venue. In this study,

venue consist of physical component, technology component and service and management component.

5.4 Recommendation

This part of the study aims to propose recommendations gathered and summarized from the research, which include recommendations for future research. The details are as follows.

The result of indicator for business continuity management of Thai convention venues under crisis can be apply to another research as follows:

1) To conduct a research on other organization in MICE Business for instance; the exhibitors or the organizers. As the viewpoint of the venue may different from the exhibitor and organizer. Thus future research is recommended to explore in selection factors from the perspective in order to discuss differentiating factors of the venue and exhibitor or organizers.

2) To study on how to apply these indicators of business continuity management to the organization within MICE business in order to evaluate the successful of the indicator.

3) The factor loading of the indicator for business continuity management of Thai convention venues under crisis in each dimension from the analysis show that the highest factor loading was decision making (.926) under crisis preparing culture dimension. This reflects that the decision making of the organization is very important to the organization when they need to invest in anything. Thus the factor loading will help the organization in venue business to know which one should develop first.

Although this research revealed many interesting findings and results, there were still limitations in some aspects, and these can be further explored in order to expand the knowledge of this research topic and to bring about more comprehensive and practical benefits. The findings and results of this research lead to several future research topics that could be explored in order to gain greater insight into the mechanisms of business continuity management. They also emphasize the need for conducting more research on this topic. Even though evidence of the reliability and validity of the instrument was presented, the instrument still needs to be further developed in the future. Further research will be necessary to explore the measurement

scale with other type of organizations in MICE Business. In order to prove and affirm the reliability and validity of the instrument, it needs to be cross-validated with more studies by comparing different types of service organizations.

5.5 Chapter Summary

In this chapter, the first section is the conclusions of the study which develop the indicators for business continuity management of Thai convention venue are briefly presented in relations to the research question. For the research question no. 1, what are the indicators for the business continuity management of Thai convention venues under crisis, were identified by the descriptive statistics. Research question no. 2, what are the results of the analysis and confirm for the business continuity management of Thai convention venues under crisis and research question no. 3, what are the indicator developments for the business continuity management of Thai convention venues under crisis? The data collected from the questionnaires was used to analyze quantitative techniques by means of AMOS (Analysis of Moment Structure). This was employed to find the relationship between independent and dependent variables. There are four contributions for this research that showed in implication as research, practice and policy maker.

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APPENDICES
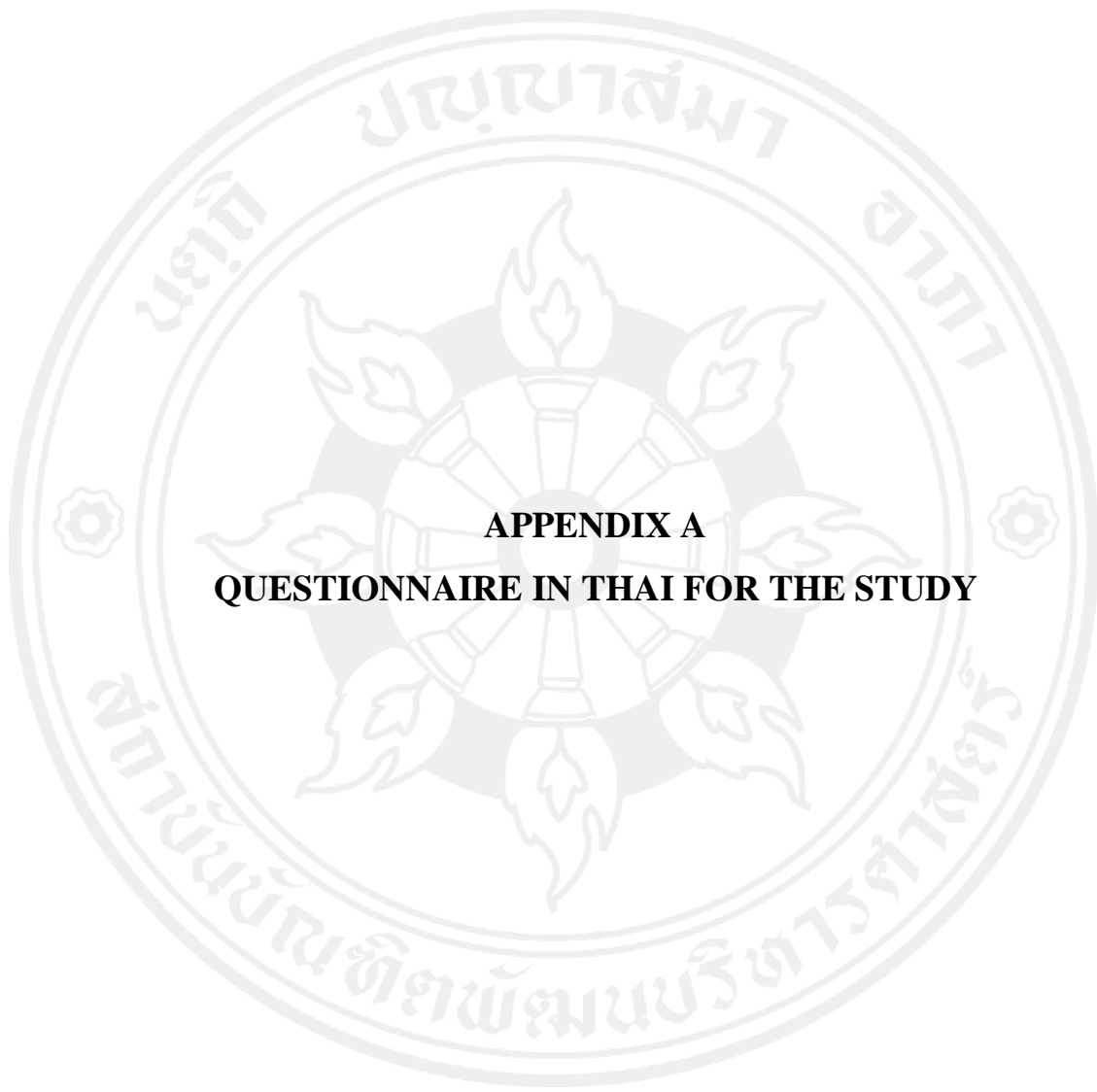
APPENDIX A

QUESTIONNAIRE IN THAI FOR THE STUDY

เลขที่แบบสอบถาม ☐ ☐ ☐

แบบสอบถามการวิจัย

เรื่อง

การพัฒนาตัวบ่งชี้เพื่อการบริหารจัดการความต่อเนื่องทางธุรกิจการจัดประชุม

ภายใต้ภาวะวิกฤต

คำชี้แจง

1. แบบสอบถามฉบับนี้จัดทำขึ้นโดยมีวัตถุประสงค์เพื่อการพัฒนาตัวบ่งชี้เพื่อการบริหารจัดการ
   ความต่อเนื่องทางธุรกิจการจัดประชุม ภายใต้ภาวะวิกฤต

2. แบบสอบถามฉบับนี้เป็นแบบสอบถามความคิดเห็นของพนักงานในธุรกิจการจัดประชุม เพื่อการ
   พัฒนาตัวบ่งชี้เพื่อการบริหารจัดการความต่อเนื่องทางธุรกิจการจัดประชุม ภายใต้ภาวะวิกฤต

3. โปรดตอบแบบสอบถามตามความเป็นจริง และข้อมูลจากการตอบแบบสอบถามฉบับนี้ของท่าน
   จะถูกจัดเก็บเป็นความลับ และปราศจากการส่งผลใดๆต่อท่านทั้งสิ้น ข้อมูลทั้งหมดเพื่อการ
   ศึกษาวิจัยชิ้นนี้เท่านั้น

4. แบบสอบถามฉบับนี้มีทั้งหมด 3 ส่วนคือ

   ส่วนที่ 1   ข้อมูลส่วนบุคคลของผู้ตอบแบบสอบถาม

   ส่วนที่ 2   ข้อมูลตัวบ่งชี้ เพื่อการบริหารจัดการความต่อเนื่องทางธุรกิจการจัดประชุม ภายใต้
                ภาวะวิกฤต

   ส่วนที่ 3   ข้อคิดเห็นและข้อเสนอแนะ ในการพัฒนาตัวบ่งชี้เพื่อการบริหารจัดการความ
                ต่อเนื่องทางธุรกิจการจัดประชุม ภายใต้ภาวะวิกฤต

ผู้วิจัยขอขอบคุณสำหรับความอนุเคราะห์ในความร่วมมือตอบแบบสอบถามครั้งนี้เป็นอย่างยิ่ง

นางณัฐสินี ชินธนภูมิไพศาล

นักศึกษาปริญญาดุษฎีบัณฑิต

สาขาการจัดการท่องเที่ยวแบบบูรณาการ สถาบันบัณฑิตพัฒนบริหารศาสตร์

<u>**ส่วนที่ 1**</u> ข้อมูลส่วนบุคคล

<u>คำชี้แจง</u> โปรดทำเครื่องหมาย ✔ ลงในช่องคำตอบ ☐ ตามสภาพความเป็นจริงเกี่ยวกับตัวท่าน

1. เพศ ☐ ชาย ☐ หญิง

2. อายุ ☐ น้อยกว่า 21 ปี ☐ 21- 30 ปี ☐ 31-40 ปี
    ☐ 41-50 ปี ☐ 50 ปีขึ้นไป

3. สถานภาพสมรส ☐ โสด ☐ แต่งงานแล้ว ☐ หย่าร้าง/หม้าย

4. วุฒิการศึกษาสูงสุด ☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรี
    ☐ ปริญญาโท ☐ ปริญญาเอก

5. ตำแหน่ง ☐ ระดับผู้บริหาร ☐ ผู้จัดการ
    ☐ หัวหน้าแผนก ☐ ระดับปฏิบัติการ
    ☐ ลูกค้า/ผู้เข้าร่วมประชุมในธุรกิจการจัดประชุม
    ☐ อื่นๆ (ระบุ)

6. ประสบการณ์ในธุรกิจการจัดประชุม

    ☐ น้อยกว่า 5 ปี ☐ 5 - 10 ปี
    ☐ 10 - 15 ปี ☐ มากกว่า 15 ปีขึ้นไป

7. ประเภทของหน่วยงานที่สังกัด/ เกี่ยวข้องกับธุรกิจ MICE

    ☐ PCO ☐ โรงแรม/รีสอร์ท

    ☐ ศูนย์ประชุม (เอกชน) ☐ ศูนย์ประชุม (ภาครัฐ)

    ☐ ศูนย์แสดงสินค้าและการประชุม

    ☐ อื่นๆ (ระบุ) ....

ส่วนที่ 2 ข้อมูลตัวบ่งชี้ เพื่อการบริหารจัดการความต่อเนื่องทางธุรกิจการจัดประชุมภายใต้ภาวะวิกฤต

<u>คำชี้แจง</u> โปรดทำเครื่องหมาย ✔ ลงในช่องระดับความคิดเห็นที่ตรงกับความคิดเห็นของท่าน

เห็นด้วยมากที่สุด	เห็นด้วยมาก	เห็นด้วยปานกลาง	เห็นด้วยน้อย	เห็นด้วยน้อยที่สุด
5	4	3	2	1

ตัวบ่งชี้	คะแนน				
	มากที่สุด		⟶		น้อยที่สุด
	5	4	3	2	1
1. การบริหารงานของศูนย์ประชุมเป็นไปตามนโยบาย โดยมีการจัดการนโยบายที่ดี และมีการประกาศ นโยบายของงานอย่างชัดเจน					
2. ฝ่ายบริหารแสดงภาวะผู้นำ/ ให้การสนับสนุน/ สอดส่องดูแล ในการพัฒนาระบบและพัฒนา สมรรถนะหลัก					
3. ทุกคนมีส่วนร่วมในการวางแผน ตัดสินใจ และวาง รูปแบบในการพัฒนาองค์กร					
4. การสนับสนุน และส่งเสริมบุคลากร มีส่วนในการ ดำเนินการตามนโยบาย					
5. การประกาศจุดมุ่งหมาย พันธกิจ วัตถุประสงค์ มีส่วน ช่วยในการพัฒนากิจกรรม					
6. มีนโยบายด้านการวางแผน และฝึกอบรมพนักงาน เพื่อจัดการแก้ไขปัญหาให้กับลูกค้า					
7. มีแผนการพัฒนาบุคลากร และขั้นตอนในการ ให้บริการ					
8. มีแผนในการทำงาน ข้อบังคับการปฏิบัติงาน และ คู่มือการทำงาน					
9. มีนโยบายด้านความปลอดภัยและการจัดการความ เสี่ยง					
10. มีการออกแบบการทำงานที่เหมาะสมกับผู้ให้บริการ เพื่อป้องกันผู้ให้บริการจากปัญหาการทำงาน					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
11. มีการแจ้งแผนธุรกิจการดำเนินงานให้พนักงานได้รับ ทราบ					
12. องค์กรมีการวิเคราะห์จุดแข็ง จุดอ่อน โอกาสและ อุปสรรค					
13. การพัฒนาทักษะของพนักงานสามารถวัดได้					
14. มีขอบเขตการทำงานที่ง่าย แบ่งหน้าที่ และควบคุม อย่าง เข้มงวด					
15. การพัฒนาบุคลากร เป็นกระบวนการในการเพิ่มอิสระ โอกาส ในการทำงาน และเพื่อปรับปรุงความเป็นอยู่ ให้ดีขึ้น					
16. มีการพัฒนาทักษะ และการให้ความรู้แก่พนักงาน เพื่อการ ให้บริการแก่ลูกค้า เป็นสิ่งที่สำคัญและมี ความหมาย					
17. มีการจัดสรรงบประมาณเพื่อการพัฒนาบุคลากร					
18. พนักงานได้รับการฝึกอบรมอยู่เสมอ					
19. มีการกระตุ้นให้พนักงานมีจริยธรรมในการทำงาน					
20. การกระจายงานที่ได้รับมอบหมายเป็นการเพิ่มขีด ความสามารถในการทำงาน มากกว่าการการนำไปสู่ ความล้าสมัย					
21. ความรู้ ความสามารถและทักษะที่ได้รับ สามารถ นำมาปรับใช้ในการกำหนดงานในอนาคต และโอกาส ที่จะก้าวหน้าในอาชีพ และการทำงานที่เกี่ยวข้อง พนักงานในองค์กร					
22. เงื่อนไขและข้อตกลงในการทำงาน ไม่ส่งผลกระทบต่อ สุขภาพ ความสะดวกสบายของพนักงานในการ ปฏิบัติงาน					
23. ความมั่นคงในงานสามารลดอัตราการลาออกของ พนักงาน					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
24. กิจกรรมการพัฒนาบุคลากรช่วยให้เกิดการพัฒนา พนักงาน					
25. ปัจจัยภายนอกส่งผลกระทบต่อความสามารถในการ บรรลุเป้าหมายธุรกิจขององค์กร					
26. พนักงานโอกาสที่จะมีปฏิสัมพันธ์กับผู้อื่นอย่างมี อิสรภาพและปราศจากความอยุติธรรม					
27. ไม่มีการแบ่งชั้นในองค์กร และมีความเป็นไปได้ที่จะมี ความก้าวหน้าในการทำงาน					
28. การให้เคารพศักดิ์ศรีแก่ผู้อื่นของแต่ละบุคคล แสดงถึง ความซื่อสัตย์ และมีความเป็นผู้ใหญ่					
29. การจัดการจุดแข็งขององค์กร เป็นกุญแจสู่ ความสำเร็จ					
30. วัฒนธรรมองค์กร มีความเคารพในความเป็นส่วนตัว อดทนต่อความไม่เห็นด้วย และมีมาตรฐานในการให้ รางวัลอย่างเท่าเทียมกัน และมีการจัดทำกระบวนการ ที่เหมาะสม					
31. องค์กรมีการปฏิบัติตามนโยบายสาธารณะ และมีการ บริหารและการนำไปใช้งานอย่างเหมาะสม					
32. องค์กรมีนโยบายในการทำงานที่มีความสอดคล้องกัน					
33. สภาพแวดล้อมในองค์กร เอื้อต่อการทำงานทั้งทาง ร่างกายและจิตใจ และไม่เป็นอันตรายอย่างร้ายแรง					
34. องค์กรมีความเคารพในกฎหมายและสิทธิของแรงงาน					
35. องค์กรมีความรับผิดชอบต่อสังคม ทั้งในด้านการจ้าง งานเทคนิคทางการตลาด และกิจกรรมอื่น ๆ					
36. การจ่ายเงินค่าจ้างงานเป็นไปตามมาตรฐานที่กำหนด โดยสังคมหรือตามมาตรฐานของผู้รับ					
37. การจ่ายเงินค่าจ้างสำหรับงานเฉพาะ มีความสัมพันธ์ที่ เหมาะสมกับงานอื่นๆ					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
38. สวัสดิการขององค์กรสูงกว่าเกณฑ์ที่กำหนดโดยกฎหมาย					
39. ผู้บริหารทำให้พนักงานรู้สึกดี					
40. พนักงาน มีความศรัทธาในผู้บริหาร					
41. พนักงาน มีความภูมิใจที่ได้มีส่วนเกี่ยวข้องกับผู้บริหาร					
42. ผู้บริหารแสดงออกด้วยคำพูดง่ายๆ เพียงไม่กี่คำ ที่บอกให้พนักงานทราบว่าอะไรทำได้และอะไรที่เราควรทำ					
43. ผู้บริหารทำให้พนักงานมองเห็นในสิ่งที่พนักงานสามารถทำได้					
44. ผู้บริหารมีส่วนช่วยให้พนักงาน ค้นพบความหมายในการทำงานของตนเอง					
45. ผู้บริหารมีส่วนช่วยให้พนักงาน สามารถคิดถึงปัญหาเก่าในรูปแบบใหม่ได้					
46. ผู้บริหารทำให้พนักงาน สามารถมีมุมมองใหม่ในการแก้ปัญหา					
47. ผู้บริหารทำให้พนักงาน ทบทวนความคิดในแนวทางที่พนักงานผู้นั้นไม่เคยมีคำถามมาก่อน					
48. ผู้บริหารมีส่วนช่วยให้พนักงานได้พัฒนาตนเอง					
49. ความสำเร็จขององค์กรขึ้นอยู่กับการพัฒนากิจกรรม					
50. การบรรลุเป้าหมายของงานจะต้องมีการควบคุมและประเมินผล					
51. การบริหารงานขององค์กรมีแนวคิดที่ดี มีแนวทางในการแก้ไขปัญหา และการนำไปใช้					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
52. สภาพแวดล้อมในการทำงาน มีปริมาณของงานหรือ ลำดับขั้นของการทำงาน และอุปกรณ์ มีความ เหมาะสม					
53. พนักงานมีความเต็มใจในการเรียนรู้ เข้าใจ และ พัฒนาทักษะของตนเอง					
54. สถานที่ทำงานมีการระบายอากาศ แสง เครื่องมือ พื้นที่และลักษณะทางสิ่งแวดล้อมอื่น ๆ ที่เหมาะสม					
55. การทำงานที่ดีและความสัมพันธ์ส่วนบุคคล เป็นการ สะท้อนถึงคุณภาพของความสัมพันธ์ระหว่างพนักงาน					
56. มีการมอบหมายงานแก่บุคคลที่เหมาะสม					
57. มีการมอบหมายงานในปริมาณที่เหมาะสมกับจำนวน พนักงาน					
58. พนักงานมีบทบาท มีการรับรู้ในสถานการณ์ที่จำเป็น					
59. พนักงานมีการทำงานและมีความสัมพันธ์ที่ดีกับ ผู้ใต้บังคับบัญชา					
60. หัวหน้างานมีโอกาสในการริเริ่มและสร้างสรรค์งาน					
61. ผู้ปฏิบัติงานแต่ละคนสามารถกำหนดวิธีการทำงาน และแก้ไขปัญหาได้อย่างอิสระ					
62. หัวหน้างานยินดีรับฟังข้อเสนอแนะและเรียนรู้จาก ผู้บังคับบัญชา					
63. หัวหน้างานพิจารณางานของพนักงานอย่างยุติธรรม					
64. หัวหน้างานมีความเต็มใจในการมอบหมายความ รับผิดชอบ					
65. วัฒนธรรมองค์กร มีผลกระทบเชิงบวกต่อการทำงาน ของพนักงาน					
66. การระมัดระวังในเรื่องผลกระทบที่อาจเกิดขึ้นจากการ กระทำด้วยตนเอง และยินดีรับฟังความคิดเห็นผู้อื่น ๆ					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
67. มีระบบการประสานงานที่ดี ซึ่งเป็นวิธีในการ ช่วยเหลือสมาชิกในทีม					
68. มีความตระหนักในการบรรลุเป้าหมายและ วัตถุประสงค์ในการทำงานอย่างชัดเจน					
69. การมีส่วนร่วมของทีมงานในการวางแผน					
70. ความเหมาะสมในการพิจารณาเวลาและข้อมูลสำหรับ การตัดสินใจ					
71. ความสามารถในการใช้ความชอบธรรมและความ เหมาะสมในการแก้ปัญหาตามสถานการณ์ฉุกเฉิน					
72. ความสามารถในการระบุปัญหาของทีมงาน					
73. ความยืดหยุ่นและปรับตัวเข้ากับสถานการณ์ของผู้นำ ทีมงาน					
74. ความผิดพลาดถือเป็นบทเรียนเพื่อการเรียนรู้มากกว่า เป็นการลงโทษ					
75. ความขัดแย้งในการทำงานถือเป็นเรื่องปกติ					
76. ใช้ความคุ้นเคยในมิตรภาพมากกว่าความจริงในการ ทำงาน					
77. มีการยอมรับความแตกต่างของสมรรถนะของแต่ละ บุคคล					
78. มีการชี้แจงในการปฏิบัติหน้าที่ของแต่ละบุคคลอย่าง ชัดเจน					
79. ระดับของการใช้ประเพณีเก่าเป็นหลักเกณฑ์ในการ แก้ปัญหาใหม่					
80. ให้อำนาจกับสถานะเดิมและอำนาจในการแก้ไข ปัญหาตามข้อบังคับ					
81. มีการจัดกิจกรรมเพื่อเสริมสร้างการทำงานเป็นทีม					
82. องค์กรเปิดโอกาสให้พนักงานพัฒนาผลงานและแก้ไข ปัญหาของตนเอง					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		$\rightarrow$		น้อยที่สุด
	5	4	3	2	1
83. องค์กรมีการประกาศและแจ้งนโยบายในการทำงานให้กับพนักงาน					
84. องค์กรเปิดโอกาสให้พนักงานได้มีความเข้าใจ และรู้วิธีการจัดการกับวิกฤต					
85. องค์กรได้มีการแจ้งให้พนักงานรับทราบ ถึงผลกระทบจากโครงการก่อนดำเนินการ					
86. องค์กรได้รายงานผลการปฏิบัติงานแก่พนักงานในงบประมาณประจำปี					
87. องค์กรสามารถแก้ปัญหาที่ตรงกับความต้องการของพนักงานได้					
88. องค์กรได้มีการสำรวจปัญหาและความต้องการของพนักงาน					
89. องค์กรมีการให้คำปรึกษาเกี่ยวกับงานอยู่เสมอ					
90. องค์กรมีการวิเคราะห์ข้อมูลเพื่อเป็นแนวทางในการตัดสินใจในการทำงาน					
91. องค์กรมีข้อมูลในการทำงานที่กระชับที่ช่วยในการตัดสินใจ					
92. องค์กรมีการใช้ความรู้ในการตัดสินใจอย่างเหมาะสม					
93. องค์กรสามารถตัดสินใจดำเนินการโครงการเพื่อพัฒนาตนเองได้					
94. องค์กรมีการจัดทำแผนพัฒนาโดยกำหนดงบประมาณเพื่อป้องกันการตัดงบประมาณ					
95. องค์กรมีการจัดทำแผนโดยการกำหนดความสำคัญของปัญหา ก่อนกำหนดแนวทางในการพัฒนา					
96. องค์กรมีการจัดหาโครงการที่พัฒนาตนเอง เพื่อตอบสนองความต้องการของลูกค้า					
97. องค์กรมีการควบคุมขั้นตอนการทำงานโดยพนักงานที่ได้รับการแต่งตั้ง					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
98. องค์กรมีการควบคุมงบประมาณประจำปีให้เป็นไป ตามแผนงานที่กำหนดไว้					
99. องค์กรมีการจัดการงบประมาณอย่างมีประสิทธิภาพ					
100. องค์กรมีการตรวจสอบประสิทธิภาพการทำงานให้ เป็นไปตามตามแผนของโครงการ					
101. องค์กรมีการประชุมเพื่อสรุปผลการปฏิบัติงาน					
102. องค์กรมีแผนในการลดผลกระทบ					
103. องค์กรมีการติดตามผลการใช้ประโยชน์ของโครงการ หรือกิจกรรมอย่างต่อเนื่อง					
104. การวัดประสิทธิภาพมีความสัมพันธ์กับผลลัพธ์หลัก ของระบบการทำงาน					
105. มีการกำหนดแนวทางเพื่อตรวจสอบความถูกต้อง ระหว่างดำเนินงานหรือโครงการในแต่ละขั้นตอน					
106. มีการประเมินผลงานหลังจากเสร็จสิ้นภารกิจ					
107. ภาพลักษณ์ของศูนย์ประชุมส่งผลต่อทัศนคติ พฤติกรรม และสมรรถนะขององค์กร					
108. ภาพลักษณ์ของศูนย์ประชุมเป็นกลยุทธ์ในการส่งเสริม การตลาด และการให้ความเชื่อมั่นแก่สาธาณะ					
109. ภาพลักษณ์ของศูนย์ประชุมมีส่วนช่วยให้ผู้เข้าชมเกิด ความคิดเกี่ยวกับชื่อเสียงของบริษัท					
110. ภาพลักษณ์ของศูนย์ประชุมสามารถดึงดูดผู้เข้าชมเพื่อ ส่งเสริมการสร้างตราสินค้างานนิทรรศการ					
111. ภาพลักษณ์ของศูนย์ประชุมสามารถกระตุ้นการขาย สร้างและความภักดีของลูกค้า					
112. พนักงานเข้าใจภาพลักษณ์ รู้วิธีการสร้างและวิธีการ วัดภาพลักษณ์					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
113. ฝ่ายบริหารได้แจ้งให้พนักงานทราบถึงความสำคัญ ของโครงการความรับผิดชอบต่อสังคมและ สิ่งแวดล้อมขององค์กร					
114. โครงการความรับผิดชอบต่อสังคมและสิ่งแวดล้อมของ องค์กรสามารถส่งเสริมภาพลักษณ์ขององค์กร					
115. องค์กรมักมีการสื่อสารภายในบริษัท เกี่ยวกับ ประสิทธิภาพในโครงการความรับผิดชอบต่อสังคม และสิ่งแวดล้อมขององค์กร					
116. องค์กรมักพัฒนาผลิตภัณฑ์/บริการใหม่ ๆ เพื่อช่วยลด ปัญหาทางสังคมและสิ่งแวดล้อม					
117. องค์กรมีส่วนร่วมในการสร้างความตระหนักเรื่อง ความรับผิดชอบต่อสังคมสังคมและสิ่งแวดล้อมของ ลูกค้า					
118. องค์กรให้ความสนใจในการสร้างความพึงพอใจและ ความตระหนักของในด้านความรับผิดชอบต่อสังคม และสิ่งแวดล้อมของลูกค้า					
119. องค์กรปกป้องทรัพยากรธรรมชาติอยู่เสมอ					
120. องค์กรมักจูงใจและปรับปรุงกำลังใจและจริยธรรม ของพนักงานเกี่ยวกับความรับผิดชอบต่อสังคมและ สิ่งแวดล้อมอยู่เสมอ					
121. องค์กรมีนโยบายเกี่ยวกับการจัดการด้านสิ่งแวดล้อม ที่ชัดเจน					
122. มีการมอบหมายให้พนักงานหรือทีมงานให้ดูแลการ จัดการด้านสิ่งแวดล้อม					
123. องค์กรมีการวางแผนเพื่อสร้างความตระหนักด้าน สิ่งแวดล้อมในกลุ่มพนักงานและลูกค้า					
124. องค์กรมีการดำเนินงานด้านสิ่งแวดล้อมเพื่อเพิ่มความ พึงพอใจของพนักงานอยู่เสมอ					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
125. องค์กรมีการดำเนินงานด้านสิ่งแวดล้อมเพื่อเพิ่มความ พึงพอใจของลูกค้าอยู่เสมอ					
126. การจัดการด้านสิ่งแวดล้อมถือเป็นเครื่องมือที่สำคัญ ในการปรับปรุงประสิทธิภาพและเพิ่มมูลค่าให้กับการ ปฏิบัติงานและบริการขององค์กร					
127. ภายในห้องประชุมได้รับการออกแบบตกแต่งในสภาพ ดีและพร้อมใช้งาน					
128. อุปกรณ์ในห้องประชุมมีขนาดเหมาะสมและมีจำนวน เพียงพอสำหรับให้บริการ					
129. ระบบสายไฟและอุปกรณ์ไฟฟ้าในห้องประชุมพร้อม ระบบตัดไฟระบบสายดินและติดตั้งโดยช่างผู้ชำนาญ					
130. ปลั๊กไฟถาวร มีการติดตั้งรอบห้องประชุม และอยู่ใน สภาพที่ดีพร้อมใช้งาน					
131. ระบบแสงสว่าง ระบบปรับอากาศ ระบบระบาย อากาศ ระบบป้องกันอัคคีภัยเพียงพอสำหรับการใช้ งาน					
132. พื้นที่ต้อนรับ บริเวณลงทะเบียน จุดพักคอย พื้นที่จัด แสดงนิทรรศการ พื้นที่พักดื่มกาแฟ และพื้นที่ ให้บริการอาหาร ได้รับการตกแต่งอย่างดีและมีการทำ ความสะอาดบริเวณโดยรอบพร้อมใช้งาน					
133. ระบบเสียง ประกอบด้วยอุปกรณ์ไมโครโฟน ลำโพง และสายสัญญาณที่เพียงพอ สำหรับการนำเสนอผ่าน ทางคอมพิวเตอร์พร้อมใช้งาน					
134. ระบบภาพ ประกอบด้วย โปรเจ็กเตอร์ จอมอนิเตอร์ สายสัญญาณและรีโมทคอนโทรล สำหรับควบคุม โปรเจคเตอร์พร้อมใช้งาน					
135. บริการจุดกระจายสัญญาณ Wi-Fi สำหรับลูกค้าอย่าง เพียงพอ					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
136.มีอุปกรณ์สื่อสารพร้อมให้บริการอยู่เสมอ					
137.มีการแต่งตั้งพนักงานที่มีความรู้ความเชี่ยวชาญและ ประสบการณ์ในการให้บริการ					
138.พนักงานบริการมีทักษะในการวิเคราะห์และ สังเคราะห์					
139.พนักงานบริการมีความรู้ความสามารถ ประสบการณ์ และความเชี่ยวชาญที่ตรงกับงาน					
140.การปฏิบัติงานของพนักงานบริการมุ่งเน้นความสำเร็จ และความเป็นเลิศในการปฏิบัติงาน					
141.พนักงานบริการมีความสามารถในการจัดการเวลา ขณะปฏิบัติหน้าที่					
142.พนักงานบริการมีความรู้ด้านจิตวิทยาบริการและ ความสัมพันธ์กับมนุษย์					
143.พนักงานบริการมีความรู้และประสบการณ์ตาม บทบาทและความรับผิดชอบ					
144.พนักงานบริการมีทักษะด้านภาษาต่างประเทศและใช้ ภาษาที่เหมาะสมกับลูกค้า					
145.พนักงานบริการมีทักษะในการแก้ปัญหาและการ เจรจาต่อรอง					
146.พนักงานบริการสามารถรับการตอบรับจากทุกภาค ส่วนและนำไปประยุกต์ใช้ในการปรับปรุงได้อย่าง เหมาะสม					
147.พนักงานบริการมีความสามารถในการตอบสนอง ความต้องการของลูกค้าที่มีความหลากหลายในมิติ ต่างๆ					
148.พนักงานบริการสามารถจัดการกับข้อร้องเรียนจาก ลูกค้าได้อย่างรวดเร็ว ถูกต้องและมีประสิทธิภาพ					

ตัวบ่งชี้	คะแนน				
	มากที่สุด		→		น้อยที่สุด
	5	4	3	2	1
149. พนักงานบริการมีความสามารถในการแก้ปัญหาที่เกี่ยวข้องกับงานโดยใช้ทฤษฎีและเทคนิคที่เกี่ยวข้อง					
150. พนักงานบริการมีปฏิสัมพันธ์ที่ดีกับลูกค้าทำความเข้าใจกับความต้องการและประสานงานเพื่อแก้ไขปัญหาที่เกิดขึ้นได้อย่างสมเหตุสมผล					

<u>ส่วนที่ 3</u> ข้อคิดเห็นและข้อเสนอแนะ

ขอให้ท่านให้ข้อคิดเห็นและข้อเสนอแนะ ในการพัฒนาตัวบ่งชี้เพื่อการบริหารจัดการความต่อเนื่องทางธุรกิจการจัดประชุมภายใต้ภาวะวิกฤต

ในโอกาสนี้ ขอขอบพระคุณทุก ๆ ท่าน เป็นอย่างสูง
ที่ให้ความร่วมมือในการกรอกแบบสอบถามงานวิจัยนี้
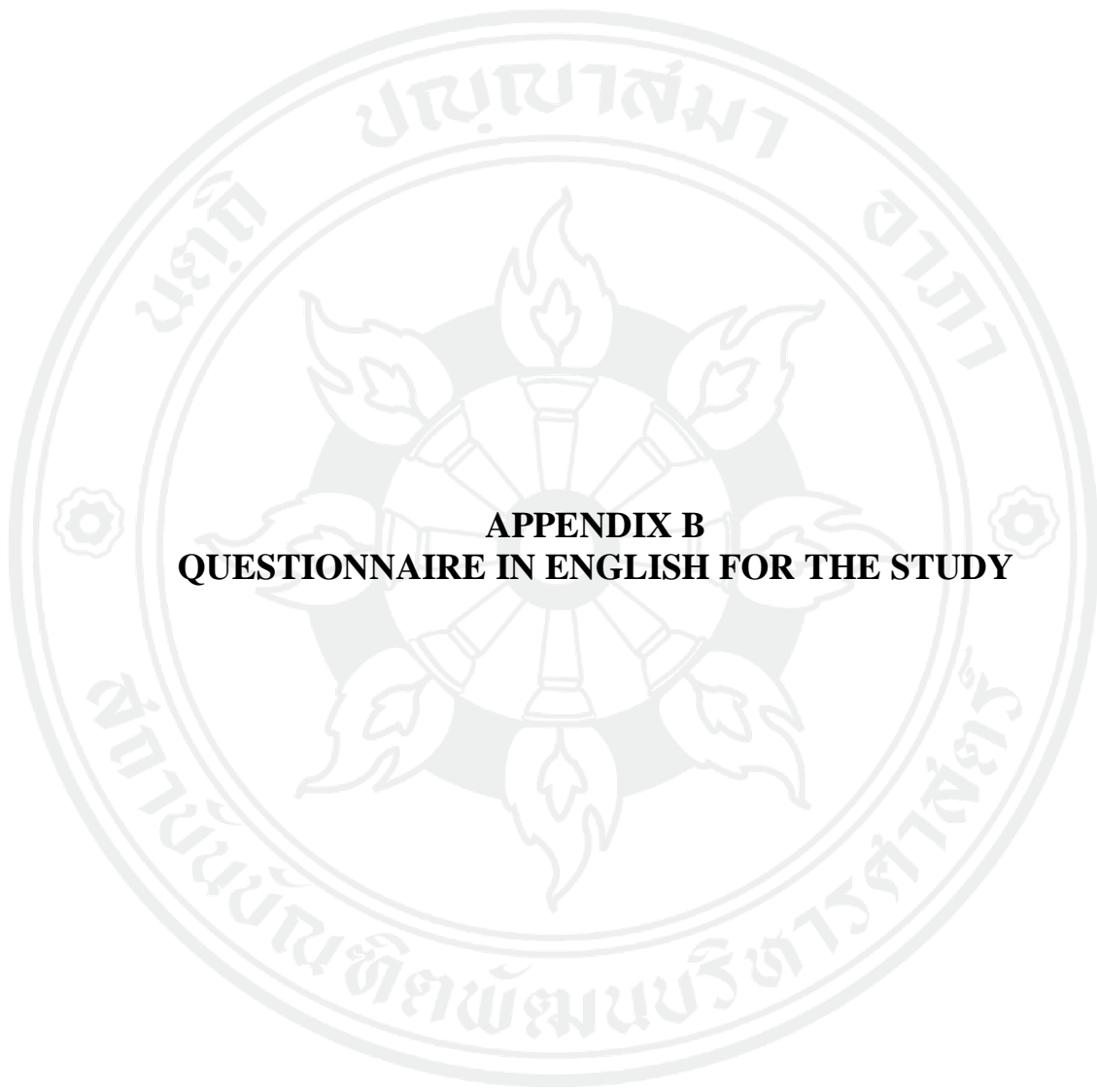
APPENDIX B
QUESTIONNAIRE IN ENGLISH FOR THE STUDY

QUESTIONNAIRE

Indicator Development for business continuity management
of Thai convention venues under crisis.

Dear Participant

      I am a Ph. D. candidate in the Graduate School of Tourism Management at National Institute of Development Administration (NIDA) . I am working on my dissertation on the subject of Indicator Development for business continuity management of Thai convention venues under crisis. The attached questionnaire is designed to assess your opinions about general issues related to Indicator Development for business continuity management of Thai convention venues under crisis. The answers will only be used for academic research. All information that you provide will be highly confidential. I would be appreciated for your valuable time to complete this questionnaire carefully according to the fact.

      Thank you for your good cooperation

Best regards,
Nathsinee Chinthanapoompaisal

There are three parts to complete.

Part I   Personal Data

Direction: Please mark ✓ in ☐ area for your answer.

1.   Gender   ☐ Male   ☐ Female

2.   Age   ☐ Under 21 years   ☐ 21 - 30 Years   ☐ 31 - 40 years
                       ☐ 41 - 50 years   ☐ Over 50 years

3.   Marital Status   ☐ Single   ☐ Married
                       ☐ Divorced/Widowed

4.   Education Level   ☐ Lower than Bachelor   ☐ Bachelor Degree
                       ☐ Master Degree   ☐ Higher than Master Degree

5.   Position   ☐ Management Level   ☐ Manager
                       ☐ Department Head   ☐ Operation Level
                       ☐ Customer/Attendee of MICE Business
                       ☐ Others (specify) ....

6.   Experiences in MICE Business
                       ☐ Lower than 5 years   ☐ 5 - 10 years
                       ☐ 11 - 15 years   ☐ More than 15 years

7.   Type of your organization
                       ☐ PCO   ☐ Hotel/Resort
                       ☐ Venue (Private Sector) ☐ Venue (Government Sector)
                       ☐ Convention and Exhibition Center
                       ☐ Others (specify) ....

Part II Indicators for business continuity management of Thai convention venues under crisis.

Please mark ✓ the score that best describes your answer.

Indicators	Score				
	Agree		→		Disagree
	5	4	3	2	1
1. The organization has follow policy/policy management and announce policy.					
2. Administrator team presents leadership/supporting/monitoring/ to improve task system and develop core competency.					
3. Everyone has participation in planning decision-making and guidelines for development.					
4. Supporting and promoting personnel to implement policy.					
5. Announcement of goals, mission, purpose, and objectives for development activities.					
6. Planning for problem and training needs for employees.					
7. Human resource development plan and service process management.					
8. To have work procedures, work instructions, job manual.					
9. Safety and risk management policy have been applied.					
10. Job design appropriate to protection provider / user service from working in problem.					
11. Business planning has been performed.					
12. The organization's strengths, weaknesses, opportunities, and obstacles (SWOT) have been analyzed					

Indicators	Score				
	Agree		→	Disagree	
	5	**4**	**3**	**2**	**1**
13. Human capacity development can be measured.					
14. To what extent is the work simplified, split up, and tightly controlled?					
15. Human development is the process of enlarging your freedoms, opportunities, and improving your well-being.					
16. Develop skill and knowledge and to perform work that is personally meaningful and important.					
17. Budgets have been allocated for employee development.					
18. Employees have been sent to training courses.					
19. Employee morale has been boosted.					
20. Assignments contribute to maintaining and expanding capabilities rather than leading to obsolescence.					
21. Acquired knowledge and skills can be utilized in future work assignments and the availability of opportunities to advance in organizational or career terms.					
22. The conditions have not affected employees' health, comfort, or convenience when performing their job.					
23. Job security can reduce turnover rates.					
24. Employee development activities help in the growth and development of employees.					
25. External factors can impact the ability of a business to achieve the strategic goals and objectives of the organization.					
26. An opportunity to interact with others and to have freedom from prejudice.					

Indicators	Score				
	Agree		→	Disagree	
	5	4	3	2	1
27. The absence of stratification in the organization and the possibility of upward mobility.					
28. The dignity and respect for the individual giving honest opinions and being treated as an adult.					
29. Managing the strengths of the organization are keys to business success.					
30. The organization's culture respects personal privacy, tolerates dissent, standards of equity in distributing rewards, and provides for due process.					
31. Your organization has followed public policy and administration and implementation.					
32. The work policy in your organization is consistent towards work performance.					
33. The physical of work environment are not in hazardous conditions.					
34. Your organization always respects laws and labor rights.					
35. The organization is socially responsible in its employment practices, marketing techniques, and other activities.					
36. The pay received meets socially-determined standards of sufficiency or the recipient's standard.					
37. The pay received for certain work bears an appropriate relationship to the pay received for other work.					
38. The welfare is higher than the rate set by the law.					
39. The management makes the staff feel good.					
40. The staff has complete faith in the management.					

Indicators	Score				
	Agree		→	Disagree	
	5	4	3	2	1
41. The staff is proud to be associated with the management.					
42. The management expresses in a few simple words what the staff could and should do.					
43. The management provides appealing images about what the staff can do.					
44. The management helps the staff members find meaning in their work.					
45. The management enables the staff to think about old problems in new ways.					
46. The management provides the staff with new ways of looking at puzzling things.					
47. The management gets the staff to rethink ideas that it had never questioned before.					
48. The management helps the staff members develop themselves.					
49. Achievement according to improvement activity.					
50. Work achievement has been monitored and evaluated.					
51. Having good ideas—solutions to problems concerning implementation.					
52. Physical conditions of work, the amount of work, or sequence of events and sufficient equipment.					
53. Employees are willing to learn, understand, and improve their skills.					
54. Adequacy of ventilation, lighting, tools, space, and other such environmental characteristics is included.					
55. Good working and personal relationship will reflect the quality of the relationships among employee.					
56. Appropriateness in assigning tasks to the proper capable persons.					

Indicators	Score				
	Agree		→	Disagree	
	5	4	3	2	1
57. Balance in responsible work load and numbers of personnel.					
58. Play a role, necessarily, in situations involving recognition.					
59. Good working and good personal relationships with subordinates.					
60. Supervisors offer opportunity for work initiation and creation.					
61. Each implementer can set work methods and make problem-solving decisions freely.					
62. Staffs is willing to listen to suggestions and to learn a great deal from the supervisor.					
63. The supervisor is fair in considering your work.					
64. Supervisor's willingness to delegate responsibility.					
65. The organizational culture has a positive impact on the employee's job performance.					
66. Caution about any impact that may occur from self-action, if willing to listen to others opinions.					
67. Degrees of applying a coordination system as a means of helping other team members.					
68. Clarification in the realization of work goals and objectives.					
69. Work team's participation in planning.					
70. Appropriateness in taking judging time and information for decisions.					
71. Capability in righteousness and appropriateness in problem solving corresponding to emergency situations.					
72. Capability in identifying the problems of the work team.					

Indicators	Score				
	Agree		$\longrightarrow$	Disagree	
	5	4	3	2	1
73. Flexibility and adapting to the situation of the work team leaders.					
74. Taking mistakes as lessons for learning rather than punishment.					
75. Believing that conflicts in work are common.					
76. Employing friendship familiarity rather than facts in working.					
77. Acceptance of competency differences.					
78. Clarification in taking the role of individual implementers.					
79. Degrees in taking old traditions as rules for new problem-solving.					
80. Empowering the existing status and power for solving problems by following regulations.					
81. Activities promoting teamwork have been arranged.					
82. Your organization gives opportunity to the staff to develop its work and to solve problems.					
83. Your organization gives opportunity to the staff to understand and deal with crises.					
84. Your organization announces and informs people about policy regarding work to the staff.					
85. Your organization informs the staff about the possible effect of the project before proceeding.					
86. Your organization reports the performance to the staff in the annual budget.					
87. Your organization can solve problems while matching the demands of the staff.					
88. Your organization surveys the troubles and demands of the staff.					

Indicators	Score				
	Agree		→		Disagree
	5	4	3	2	1
89. Your organization always consults about tasks.					
90. Your organization always analyzes the staff data to be guidance for task decisions.					
91. Your organization always has concise data for making decisions.					
92. Your organization uses knowledge to make decision appropriately.					
93. Your organization can make decisions to proceed with the project for development.					
94. Your organization provides plans for development by setting a budget and preventing its reduction.					
95. Your organization provides plans by defining the importance of problems before setting the guidance for development.					
96. Your organization develops projects to fulfill the demands of customers.					
97. Your organization controls the processes of projects by designating work to employees.					
98. Your organization controls the annual budget to follow the defined plan.					
99. Your organization manages efficiently for the budget.					
100. Your organization verifies the performance following the plan/project.					
101. Your organization always has meetings to form conclusions about performance.					
102. Your organization always has a plan to minimize impacts.					
103. Your organization follows the results of the benefit usage of projects or continual activities.					

Indicators	Score				
	Agree		$\longrightarrow$	Disagree	
	5	4	3	2	1
104. The measurements of effectiveness are relative to the core outputs of the system.					
105. Verify the correctness of the performance during task proceedings or projects at each step.					
106. Define performance evaluation after task completion.					
107. The venue image can reflect the work attitudes, behaviors, and the organization's performance.					
108. The venue image is a strategy for the marketing promotion and imparting public confidence.					
109. The venue image is a helpful way to visualize the visitor's ideas about the company's reputation.					
110. The venue image can help to attract visitors for promoting exhibition branding.					
111. The venue image can boost sales and increase the satisfaction and loyalty of customers.					
112. Employees understand the venue image and know how a venue image is formed and how it is measured.					
113. The management always informs employees about the importance of CSR projects.					
114. CSR programs can promote the corporate image.					
115. Your organization always has communication within the company regarding the performance of CSR.					
116. Your organization always develops new products/services which help to reduce social or environmental problems.					

Indicators	Score				
	Agree		→→		Disagree
	5	**4**	**3**	**2**	**1**
117. Involvement and awareness of customers and suppliers regarding CSR issues.					
118. Your organization always concentrates on customers' satisfaction and awareness of CSR.					
119. Your organization always protects of natural resources.					
120. Your organization always motivates and improves employees' morale and ethics concerning CSR.					
121. Your organization has a clear environmental management policy.					
122. Designating a staff or team to be in charge of environmental management.					
123. Your organization has a plan to raise the environmental awareness among the staff and customers.					
124. Your organization always takes action on environmental issues to increase employee satisfaction.					
125. Your organization always takes action on environmental issues to increase customer satisfaction.					
126. Environmental management is an important tool to improve organizational efficiency and adds value to performance and services.					
127. The interior of the meeting room has been designed and decorated in good condition and is ready for use.					
128. The equipment in the meeting room is of an appropriate size and sufficient in number for service.					

Indicators	Score				
	Agree		→	Disagree	
	5	4	3	2	1
129. The wiring systems and electrical equipment in meeting rooms are equipped with the power breaking systems, ground line installation, and were installed by expert technicians.					
130. The permanent power sockets installed around the meeting room and every power socket are in good functional condition.					
131. The lighting systems, air conditioning systems, air ventilating system, and fire preventing systems are sufficient for use.					
132. The welcome, registry, and waiting area, the exhibition area, the coffee break area, and the meal service area are well decorated and presents a clean surrounding area and are ready for use.					
133. The sound system is sufficient in terms of equipment, microphones, speakers, and signal cables for presentations via computers.					
134. The visual system is equipped with a projector, a monitor screen, signal cables, and remote controls for controlling the projector.					
135. Wi-Fi signal distribution points are provided for customers.					
136. Communication equipment is always provided for services.					
137. Designation of staff members that have knowledge, expertise, and experience for service.					
138. The service staff has analytical and synthesizing skills.					
139. The service staff has knowledge, capability, experience and expertise corresponding to the assignment.					

Indicators	Score				
	Agree		→	Disagree	
	5	**4**	**3**	**2**	**1**
140. The service staff performance is oriented towards achievement and operational excellence.					
141. The service staff has the ability to manage time while on duty.					
142. The service staff has knowledge about psychological services and human relations.					
143. The service staff has knowledge and experience in accordance with its role and responsibility.					
144. The service staff has foreign language skills and uses language suitably with customers.					
145. The service staff has conflict-solving and negotiation skills.					
146. The service staff is able to accept feedback form all sectors and suitably applies it for improvement.					
147. The service staff has the ability to respond to the needs of customers that are different in various dimensions.					
148. The service staff is able to handle customer complaints quickly, accurately, and effectively.					
149. The service staff has the ability to solve problems related to work by using relevant theories and techniques.					
150. The service staff has good interactions with customers, understanding their needs and coordinating to solve immediate problems rationally.					

Part III   Suggestion

Suggestion for Indicator Development for business continuity management of Thai convention venues under crisis.

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Thank you for your cooperation

APPENDIX C
INDEX OF ITEM OBJECTIVE CONGRUENCE: IOC

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
1. The organization has follow policy/policy management and announce policy.	1	1	1	3	1.00	Pass
2. Administrator team presents leadership/supporting/monitoring/ to improve task system and develop core competency.	1	0	1	2	0.67	Pass
3. Everyone has participation in planning decision-making and guidelines for development.	1	1	1	3	1.00	Pass
4. Supporting and promoting personnel to implement policy.	1	1	1	3	1.00	Pass
5. Announcement of goals, mission, purpose, and objectives for development activities.	1	1	1	3	1.00	Pass
6. Planning for problem and training needs for employees.	1	0	1	2	0.67	Pass
7. Human resource development plan and service process management.	1	0	1	2	0.67	Pass
8. To have work procedures, work instructions, job manual.	1	1	1	3	1.00	Pass
9. Safety and risk management policy have been applied.	1	1	1	3	1.00	Pass
10. Job design appropriate to protection provider / user service from working in problem.	1	0	1	2	0.67	Pass
11. Business planning has been performed.	1	1	1	3	1.00	Pass
12. The organization's strengths, weaknesses, opportunities, and obstacles (SWOT) have been analyzed.	1	1	1	3	1.00	Pass
13. Human capacity development can be measured.	1	0	1	2	0.67	Pass
14. To what extent is the work simplified, split up, and tightly controlled?	1	0	1	2	0.67	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
15. Human development is the process of enlarging your freedoms, opportunities, and improving your well-being.	1	1	1	3	1.00	Pass
16. Develop skill and knowledge and to perform work that is personally meaningful and important.	1	1	1	3	1.00	Pass
17. Budgets have been allocated for employee development.	1	1	1	3	1.00	Pass
18. Employees have been sent to training courses.	1	1	1	3	1.00	Pass
19. Employee morale has been boosted.	1	1	1	3	1.00	Pass
20. Assignments contribute to maintaining and expanding capabilities rather than leading to obsolescence.	1	1	1	3	1.00	Pass
21. Acquired knowledge and skills can be utilized in future work assignments and the availability of opportunities to advance in organizational or career terms.	1	1	1	3	1.00	Pass
22. The conditions have not affected employees' health, comfort, or convenience when performing their job.	1	1	1	3	1.00	Pass
23. Job security can reduce turnover rates.	1	1	1	3	1.00	Pass
24. Employee development activities help in the growth and development of employees.	1	1	1	3	1.00	Pass
25. External factors can impact the ability of a business to achieve the strategic goals and objectives of the organization.	1	1	1	3	1.00	Pass
26. An opportunity to interact with others and to have freedom from prejudice.	1	1	0	2	0.67	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
27. The absence of stratification in the organization and the possibility of upward mobility.	1	1	0	2	0.67	Pass
28. The dignity and respect for the individual giving honest opinions and being treated as an adult.	1	1	0	2	0.67	Pass
29. Managing the strengths of the organization are keys to business success.	1	1	1	3	1.00	Pass
30. The organization's culture respects personal privacy, tolerates dissent, standards of equity in distributing rewards, and provides for due process.	1	1	1	3	1.00	Pass
31. Your organization has followed public policy and administration and implementation.	1	1	1	3	1.00	Pass
32. The work policy in your organization is consistent towards work performance.	1	1	1	3	1.00	Pass
33. The physical of work environment are not in hazardous conditions.	1	0	1	2	0.67	Pass
34. Your organization always respects laws and labor rights.	1	1	1	3	1.00	Pass
35. The organization is socially responsible in its employment practices, marketing techniques, and other activities.	1	1	1	3	1.00	Pass
36. The pay received meets socially-determined standards of sufficiency or the recipient's standard.	1	1	1	3	1.00	Pass
37. The pay received for certain work bears an appropriate relationship to the pay received for other work.	1	1	1	3	1.00	Pass
38. The welfare is higher than the rate set by the law.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
39. The management makes the staff feel good.	1	0	1	2	0.67	Pass
40. The staff has complete faith in the management.	1	0	1	2	0.67	Pass
41. The staff is proud to be associated with the management.	1	0	1	2	0.67	Pass
42. The management expresses in a few simple words what the staff could and should do.	1	1	1	3	1.00	Pass
43. The management provides appealing images about what the staff can do.	1	1	1	3	1.00	Pass
44. The management helps the staff members find meaning in their work.	1	1	1	3	1.00	Pass
45. The management enables the staff to think about old problems in new ways.	1	1	1	3	1.00	Pass
46. The management provides the staff with new ways of looking at puzzling things.	1	0	1	2	0.67	Pass
47. The management gets the staff to rethink ideas that it had never questioned before.	1	1	1	3	1.00	Pass
48. The management helps the staff members develop themselves.	1	1	1	3	1.00	Pass
49. Achievement according to improvement activity.	1	1	1	3	1.00	Pass
50. Work achievement has been monitored and evaluated.	1	1	1	3	1.00	Pass
51. Having good ideas—solutions to problems concerning implementation.	1	1	1	3	1.00	Pass
52. Physical conditions of work, the amount of work, or sequence of events and sufficient equipment.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
53. Employees are willing to learn, understand, and improve their skills.	1	1	1	3	1.00	Pass
54. Adequacy of ventilation, lighting, tools, space, and other such environmental characteristics is included.	1	1	1	3	1.00	Pass
55. Good working and personal relationship will reflect the quality of the relationships among employee.	1	1	1	3	1.00	Pass
56. Appropriateness in assigning tasks to the proper capable persons.	1	1	1	3	1.00	Pass
57. Balance in responsible work load and numbers of personnel.	1	1	1	3	1.00	Pass
58. Play a role, necessarily, in situations involving recognition.	1	1	1	3	1.00	Pass
59. Good working and good personal relationships with subordinates.	1	1	1	3	1.00	Pass
60. Supervisors offer opportunity for work initiation and creation.	1	1	1	3	1.00	Pass
61. Each implementer can set work methods and make problem-solving decisions freely.	1	0	1	2	0.67	Pass
62. Staffs is willing to listen to suggestions and to learn a great deal from the supervisor.	1	1	1	3	1.00	Pass
63. The supervisor is fair in considering your work.	1	1	1	3	1.00	Pass
64. Supervisor's willingness to delegate responsibility.	1	1	1	3	1.00	Pass
65. The organizational culture has a positive impact on the employee's job performance.	1	1	1	3	1.00	Pass
66. Caution about any impact that may occur from self-action, if willing to listen to others opinions.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
67. Degrees of applying a coordination system as a means of helping other team members.	1	1	1	3	1.00	Pass
68. Clarification in the realization of work goals and objectives.	1	1	1	3	1.00	Pass
69. Work team's participation in planning.	1	1	1	3	1.00	Pass
70. Appropriateness in taking judging time and information for decisions.	1	1	1	3	1.00	Pass
71. Capability in righteousness and appropriateness in problem solving corresponding to emergency situations.	1	1	1	3	1.00	Pass
72. Capability in identifying the problems of the work team.	1	1	1	3	1.00	Pass
73. Flexibility and adapting to the situation of the work team leaders.	1	1	1	3	1.00	Pass
74. Taking mistakes as lessons for learning rather than punishment.	1	1	0	2	0.67	Pass
75. Believing that conflicts in work are common.	1	1	1	3	1.00	Pass
76. Employing friendship familiarity rather than facts in working.	1	1	1	3	1.00	Pass
77. Acceptance of competency differences.	1	1	1	3	1.00	Pass
78. Clarification in taking the role of individual implementers.	1	1	1	3	1.00	Pass
79. Degrees in taking old traditions as rules for new problem-solving.	1	1	1	3	1.00	Pass
80. Empowering the existing status and power for solving problems by following regulations.	1	1	1	3	1.00	Pass
81. Activities promoting teamwork have been arranged.	1	1	1	3	1.00	Pass
82. Your organization gives opportunity to the staff to develop its work and to solve problems.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
83. Your organization gives opportunity to the staff to understand and deal with crises.	1	1	1	3	1.00	Pass
84. Your organization announces and informs people about policy regarding work to the staff.	1	1	1	3	1.00	Pass
85. Your organization informs the staff about the possible effect of the project before proceeding.	1	1	1	3	1.00	Pass
86. Your organization reports the performance to the staff in the annual budget.	1	1	1	3	1.00	Pass
87. Your organization can solve problems while matching the demands of the staff.	1	1	1	3	1.00	Pass
88. Your organization surveys the troubles and demands of the staff.	1	1	1	3	1.00	Pass
89. Your organization always consults about tasks.	1	1	1	3	1.00	Pass
90. Your organization always analyzes the staff data to be guidance for task decisions.	1	1	1	3	1.00	Pass
91. Your organization always has concise data for making decisions.	1	1	1	3	1.00	Pass
92. Your organization uses knowledge to make decision appropriately.	1	1	1	3	1.00	Pass
93. Your organization can make decisions to proceed with the project for development.	1	1	1	3	1.00	Pass
94. Your organization provides plans for development by setting a budget and preventing its reduction.	0	1	1	2	0.67	Pass
95. Your organization provides plans by defining the importance of problems before setting the guidance for development.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
96. Your organization develops projects to fulfill the demands of customers.	1	1	1	3	1.00	Pass
97. Your organization controls the processes of projects by designating work to employees.	1	1	1	3	1.00	Pass
98. Your organization controls the annual budget to follow the defined plan.	1	1	1	3	1.00	Pass
99. Your organization manages efficiently for the budget.	1	1	1	3	1.00	Pass
100. Your organization verifies the performance following the plan/project.	1	1	1	3	1.00	Pass
101. Your organization always has meetings to form conclusions about performance.	1	1	1	3	1.00	Pass
102. Your organization always has a plan to minimize impacts.	1	1	1	3	1.00	Pass
103. Your organization follows the results of the benefit usage of projects or continual activities.	1	1	1	3	1.00	Pass
104. The measurements of effectiveness are relative to the core outputs of the system.	1	0	1	2	0.67	Pass
105. Verify the correctness of the performance during task proceedings or projects at each step.	1	1	1	3	1.00	Pass
106. Define performance evaluation after task completion.	1	1	1	3	1.00	Pass
107. The venue image can reflect the work attitudes, behaviors, and the organization's performance.	1	1	1	3	1.00	Pass
108. The venue image is a strategy for the marketing promotion and imparting public confidence.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	$\sum r$	IOC	Results
109. The venue image is a helpful way to visualize the visitor's ideas about the company's reputation.	1	1	1	3	1.00	Pass
110. The venue image can help to attract visitors for promoting exhibition branding.	1	1	1	3	1.00	Pass
111. The venue image can boost sales and increase the satisfaction and loyalty of customers.	1	1	1	3	1.00	Pass
112. Employees understand the venue image and know how a venue image is formed and how it is measured.	1	1	1	3	1.00	Pass
113. The management always informs employees about the importance of CSR projects.	1	1	1	3	1.00	Pass
114. CSR programs can promote the corporate image.	1	1	1	3	1.00	Pass
115. Your organization always has communication within the company regarding the performance of CSR.	1	1	1	3	1.00	Pass
116. Your organization always develops new products/services which help to reduce social or environmental problems.	1	1	1	3	1.00	Pass
117. Involvement and awareness of customers and suppliers regarding CSR issues.	1	1	1	3	1.00	Pass
118. Your organization always concentrates on customers' satisfaction and awareness of CSR.	1	1	1	3	1.00	Pass
119. Your organization always protects of natural resources.	1	0	1	2	0.67	Pass
120. Your organization always motivates and improves employees' morale and ethics concerning CSR.	1	1	1	3	1.00	Pass
121. Your organization has a clear environmental management policy.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
122. Designating a staff or team to be in charge of environmental management.	1	1	1	3	1.00	Pass
123. Your organization has a plan to raise the environmental awareness among the staff and customers.	1	1	1	3	1.00	Pass
124. Your organization always takes action on environmental issues to increase employee satisfaction.	1	1	1	3	1.00	Pass
125. Your organization always takes action on environmental issues to increase customer satisfaction.	1	1	1	3	1.00	Pass
126. Environmental management is an important tool to improve organizational efficiency and adds value to performance and services.	1	1	1	3	1.00	Pass
127. The interior of the meeting room has been designed and decorated in good condition and is ready for use.	1	1	1	3	1.00	Pass
128. The equipment in the meeting room is of an appropriate size and sufficient in number for service.	1	1	1	3	1.00	Pass
129. The wiring systems and electrical equipment in meeting rooms are equipped with the power breaking systems, ground line installation, and were installed by expert technicians.	1	1	1	3	1.00	Pass
130. The permanent power sockets installed around the meeting room and every power socket are in good functional condition.	1	1	1	3	1.00	Pass
131. The lighting systems, air conditioning systems, air ventilating system, and fire preventing systems are sufficient for use.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
132. The welcome, registry, and waiting area, the exhibition area, the coffee break area, and the meal service area are well decorated and presents a clean surrounding area and are ready.	1	1	1	3	1.00	Pass
133. The sound system is sufficient in terms of equipment, microphones, speakers, and signal cables for presentations via computers.	1	1	1	3	1.00	Pass
134. The visual system is equipped with a projector, a monitor screen, signal cables, and remote controls for controlling the projector.	1	1	1	3	1.00	Pass
135. Wi-Fi signal distribution points are provided for customers.	1	1	1	3	1.00	Pass
136. Communication equipment is always provided for services.	1	1	1	3	1.00	Pass
137. Designation of staff members that have knowledge, expertise, and experience for service.	1	1	1	3	1.00	Pass
138. The service staff has analytical and synthesizing skills.	1	1	1	3	1.00	Pass
139. The service staff has knowledge, capability, experience and expertise corresponding to the assignment.	1	1	1	3	1.00	Pass
140. The service staff performance is oriented towards achievement and operational excellence.	1	1	1	3	1.00	Pass
141. The service staff has the ability to manage time while on duty.	1	1	1	3	1.00	Pass
142. The service staff has knowledge about psychological services and human relations.	1	1	1	3	1.00	Pass
143. The service staff has knowledge and experience in accordance with its role and responsibility.	1	1	1	3	1.00	Pass

Indicators	Reviewer					
	1st	2nd	3rd	∑r	IOC	Results
144. The service staff has foreign language skills and uses language suitably with customers.	1	1	1	3	1.00	Pass
145. The service staff has conflict-solving and negotiation skills.	1	1	1	3	1.00	Pass
146. The service staff is able to accept feedback form all sectors and suitably applies it for improvement.	1	1	1	3	1.00	Pass
147. The service staff has the ability to respond to the needs of customers that are different in various dimensions.	1	1	1	3	1.00	Pass
148. The service staff is able to handle customer complaints quickly, accurately, and effectively.	1	1	1	3	1.00	Pass
149. The service staff has the ability to solve problems related to work by using relevant theories and techniques.	1	1	1	3	1.00	Pass
150. The service staff has good interactions with customers, understanding their needs and coordinating to solve immediate problems rationally.	1	1	1	3	1.00	Pass
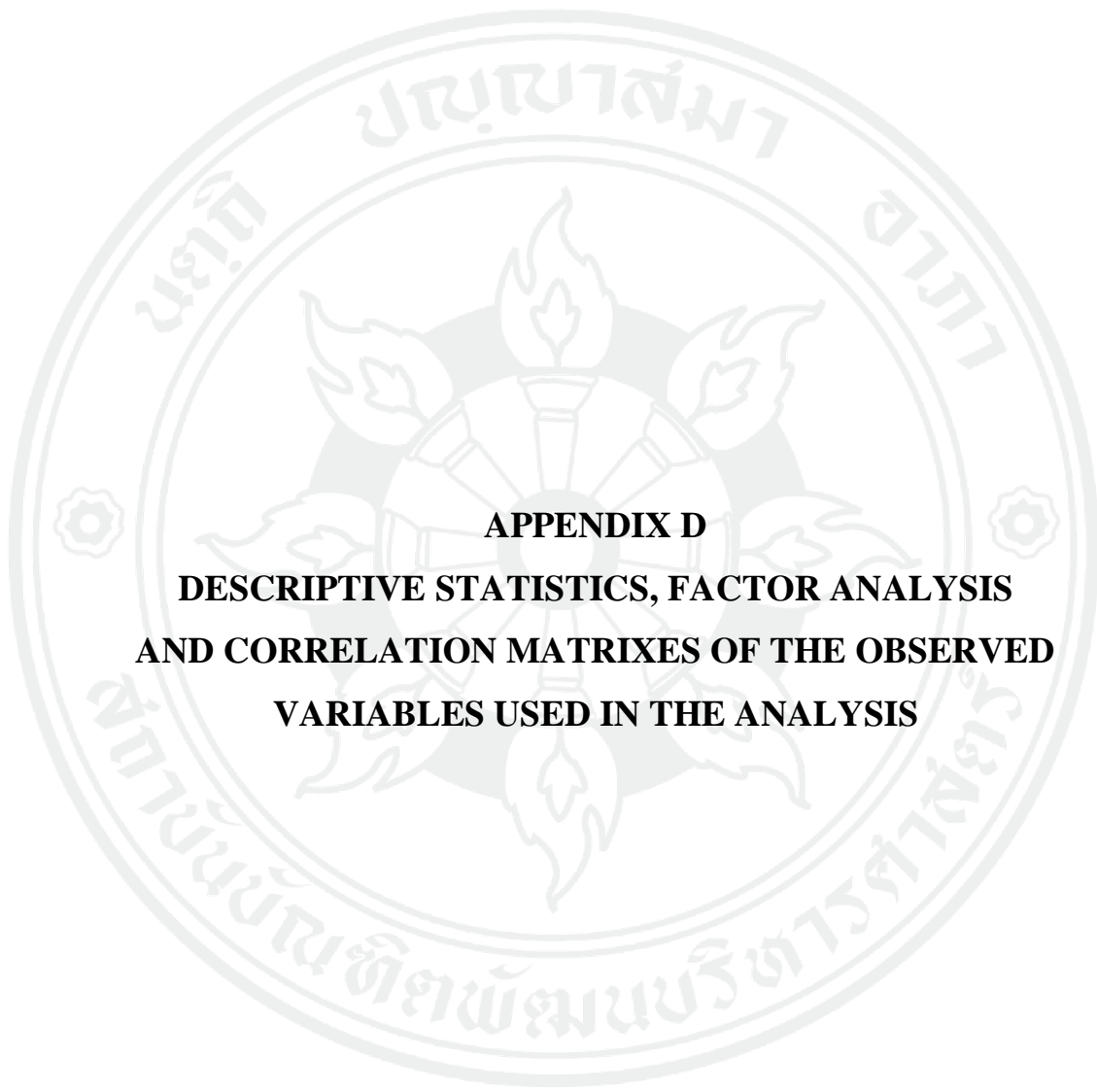
APPENDIX D
DESCRIPTIVE STATISTICS, FACTOR ANALYSIS
AND CORRELATION MATRIXES OF THE OBSERVED
VARIABLES USED IN THE ANALYSIS

DESCRIPTIVE STATISTICS

Frequency Statistics

		Gender	Age	Marital	Education	Position	Exp	Org
Statistics								
N	Valid	155	155	155	155	155	155	155
	Missing	0	0	0	0	0	0	0

Frequency Table

Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	84	54.2	54.2	54.2
	2	71	45.8	45.8	100.0
	Total	155	100.0	100.0	

Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	92	59.4	59.4	59.4
	3	51	32.9	32.9	92.3
	4	12	7.7	7.7	100.0
	Total	155	100.0	100.0	

Marital Status

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	116	74.8	74.8	74.8
	2	39	25.2	25.2	100.0
	Total	155	100.0	100.0	

Education Level

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	110	71.0	71.0	71.0
	3	45	29.0	29.0	100.0
	Total	155	100.0	100.0	

Position

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	10.3	10.3	10.3
	2	36	23.2	23.2	33.5
	3	29	18.7	18.7	52.3
	4	74	47.7	47.7	100.0
	Total	155	100.0	100.0	

Experiences in MICE Business

Exp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	89	57.4	57.4	57.4
	2	43	27.7	27.7	85.2
	3	23	14.8	14.8	100.0
	Total	155	100.0	100.0	

Type of organization

Org

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	11.6	11.6	11.6
	2	112	72.3	72.3	83.9
	3	16	10.3	10.3	94.2
	5	4	2.6	2.6	96.8
	6	5	3.2	3.2	100.0
	Total	155	100.0	100.0	

FACTOR ANALYSIS

Statistical Values of Policy

Indicator 1-12 for Goal attainment

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	1262.794
	df	66
	Sig.	.000

Component Matrix[a]

	Component
	1
In1	.827
In2	.682
In3	.321
In4	.735
In5	.721
In6	.813
In7	.724
In8	.723
In9	.697
In10	.874
In11	.702
In12	.741

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
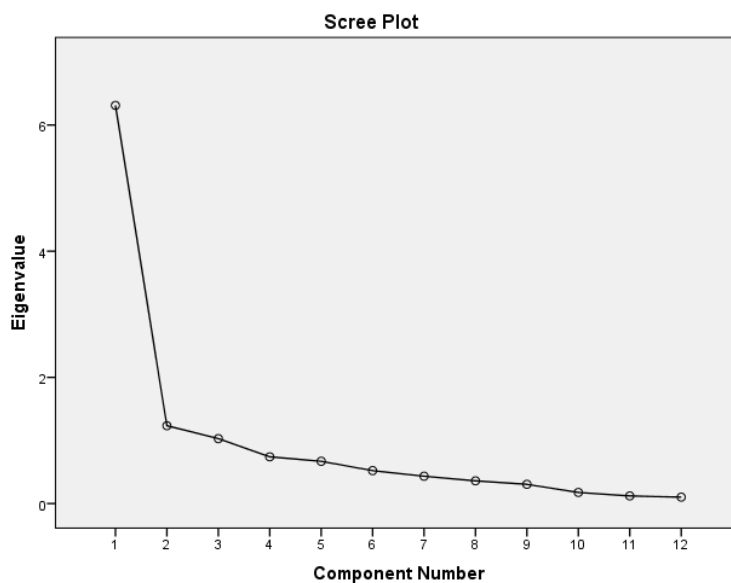
Indicator 13-19 for Development of human capacities

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.773
Bartlett's Test of Sphericity	Approx. Chi-Square	484.597
	df	21
	Sig.	.000

Component Matrix[a]

	Component
	1
In13	.589
In14	.359
In15	.673
In16	.786
In17	.814
In18	.831
In19	.809

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
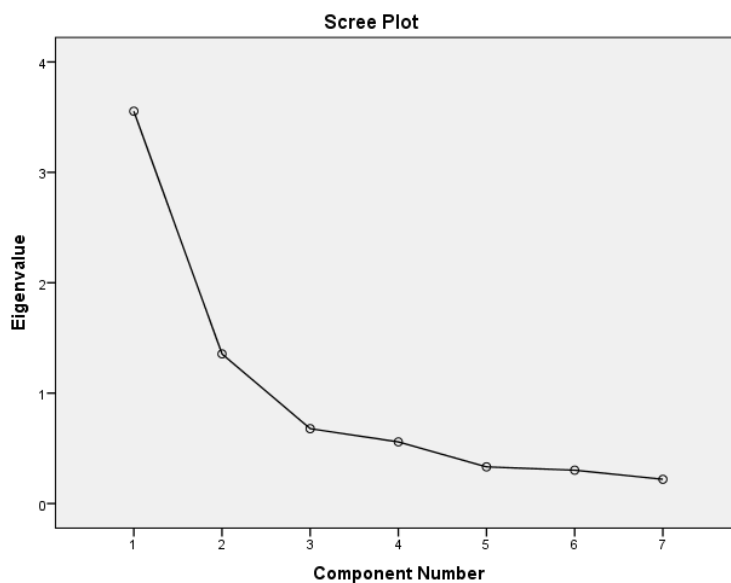
Indicator 20-24 for Growth and securities

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.667
Bartlett's Test of Sphericity	Approx. Chi-Square	366.586
	df	10
	Sig.	.000

Component Matrix[a]

	Component
	1
In20	.810
In21	.612
In22	.817
In23	.806
In24	.780

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
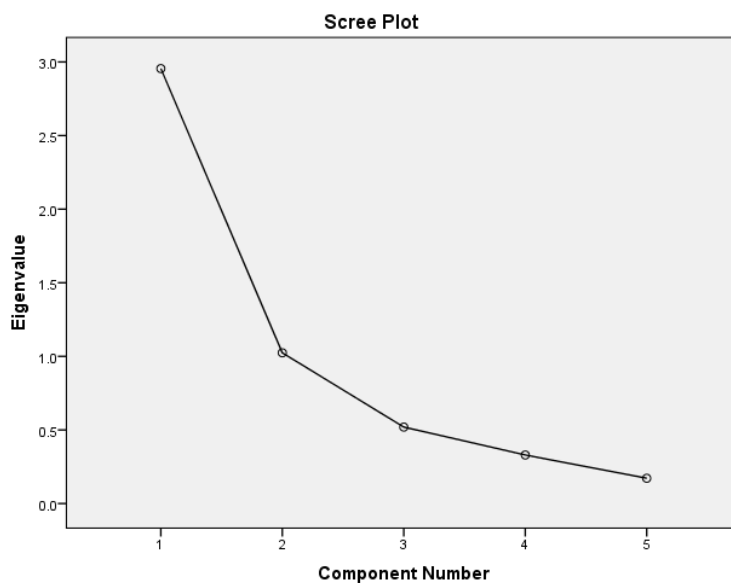
Statistical Values of External Factors

Indicator 25-29 for Social impact

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
Bartlett's Test of Sphericity	Approx. Chi-Square	336.696
	df	10
	Sig.	.000

Component Matrix[a]

	Component
	1
In25	.588
In26	.759
In27	.890
In28	.875
In29	.751

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
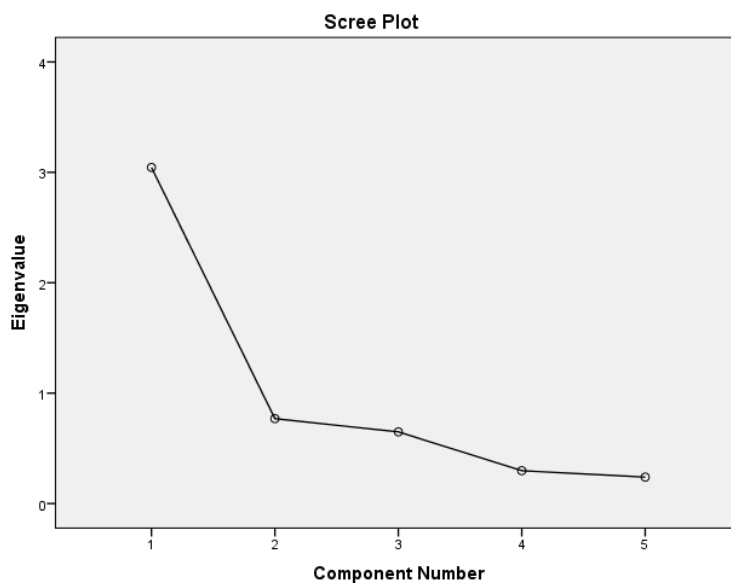
Indicator 30-33 for Constitutionalism

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	309.736
	df	6
	Sig.	.000

Component Matrix[a]

	Component
	1
In30	.852
In31	.811
In32	.876
In33	.870

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
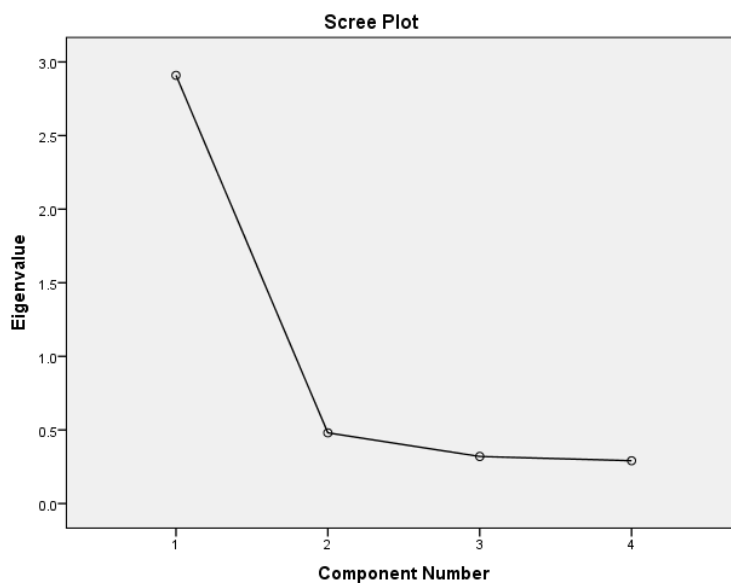
Indicator 34-38 for Politic relevance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.619
Bartlett's Test of Sphericity	Approx. Chi-Square	445.916
	df	10
	Sig.	.000

Component Matrix[a]

	Component
	1
In34	.758
In35	.660
In36	.832
In37	.864
In38	.790

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
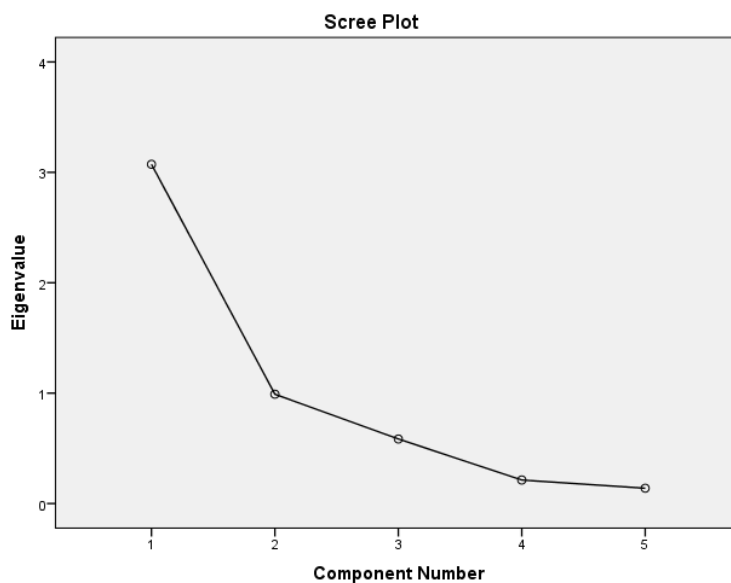
Statistical Values of Venue Administration

Indicator 39-48 for Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.585
Bartlett's Test of Sphericity	Approx. Chi-Square	831.422
	df	45
	Sig.	.000

Component Matrix^a

	Component
	1
In39	.492
In40	.711
In41	.508
In42	.686
In43	.609
In44	.715
In45	.680
In46	.602
In47	.622
In48	.787

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
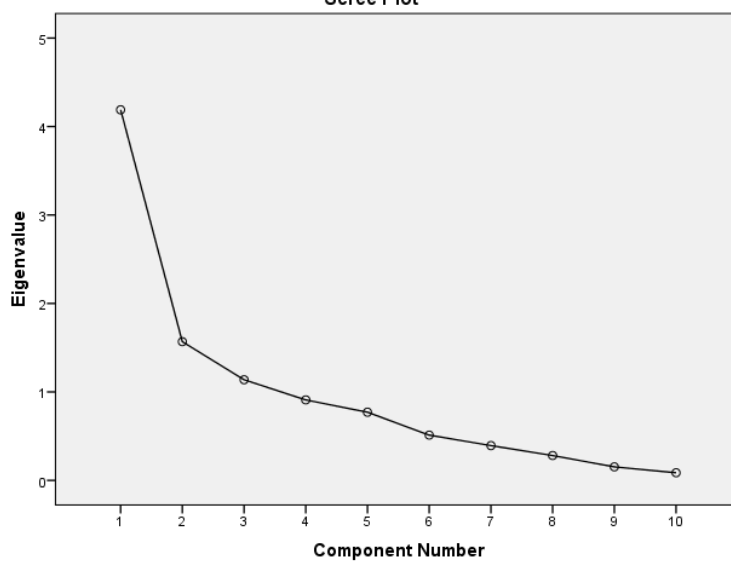
Indicator 49-54 for Achievement

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.709
Bartlett's Test of Sphericity	Approx. Chi-Square	237.733
	df	15
	Sig.	.000

Component Matrix^a

	Component
	1
In49	.617
In50	.562
In51	.742
In52	.737
In53	.588
In54	.714

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
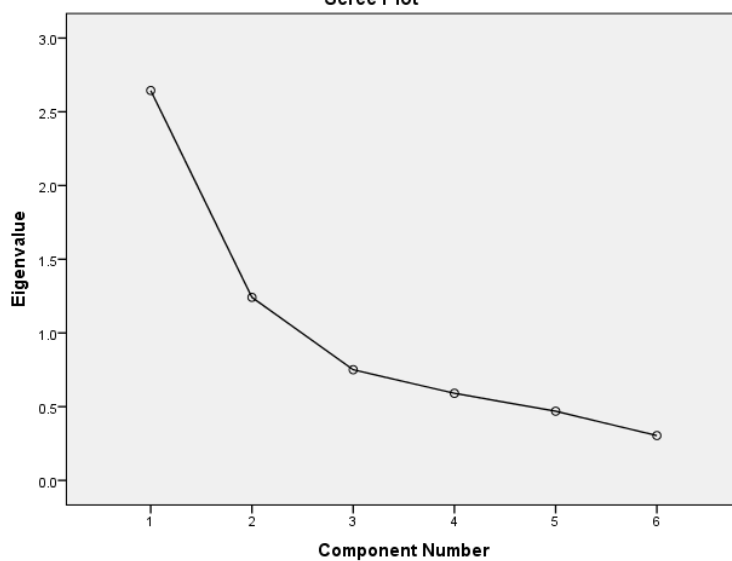
Indicator 55-59 for Self-organization

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.645
Bartlett's Test of Sphericity	Approx. Chi-Square	202.975
	df	10
	Sig.	.000

Component Matrix[a]

	Component
	1
In55	.792
In56	.635
In57	.656
In58	.644
In59	.696

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
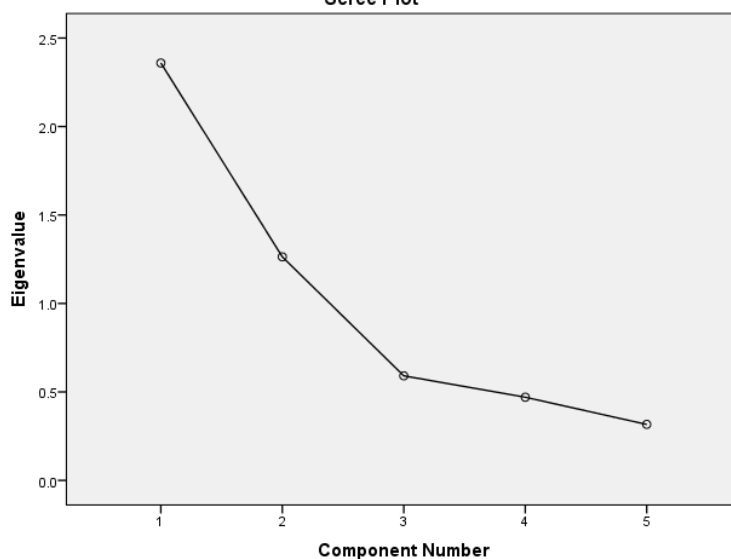
Indicator 60-64 for Responsibilities

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	297.346
	df	10
	Sig.	.000

Component Matrix[a]

	Component
	1
In60	.635
In61	.820
In62	.816
In63	.801
In64	.779

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
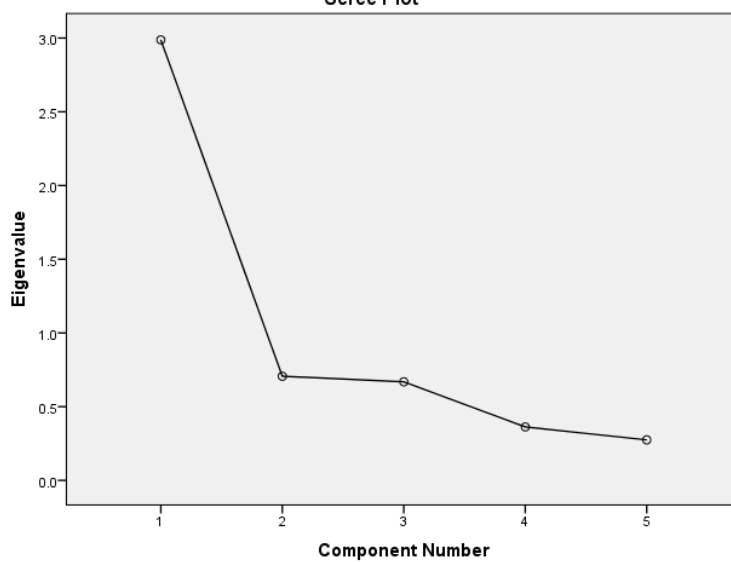
Statistical Values of Crisis Preparing Culture

Indicator 65-71 for Decision making

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.732
Bartlett's Test of Sphericity	Approx. Chi-Square	692.894
	df	21
	Sig.	.000

Component Matrix[a]

	Component
	1
In65	.817
In66	.878
In67	.536
In68	.775
In69	.900
In70	.641
In71	.666

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
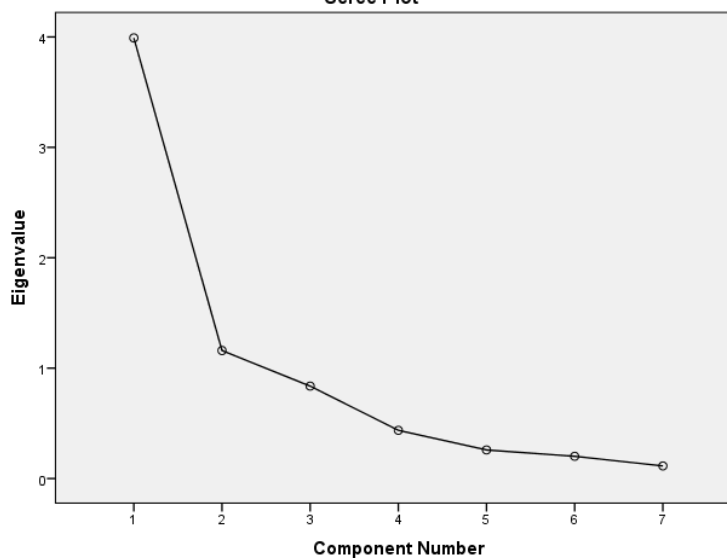
Indicator 72-75 for Organization learning

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.703
Bartlett's Test of Sphericity	Approx. Chi-Square	167.963
	df	6
	Sig.	.000

Component Matrix[a]

	Component
	1
In72	.810
In73	.831
In74	.809
In75	.563

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
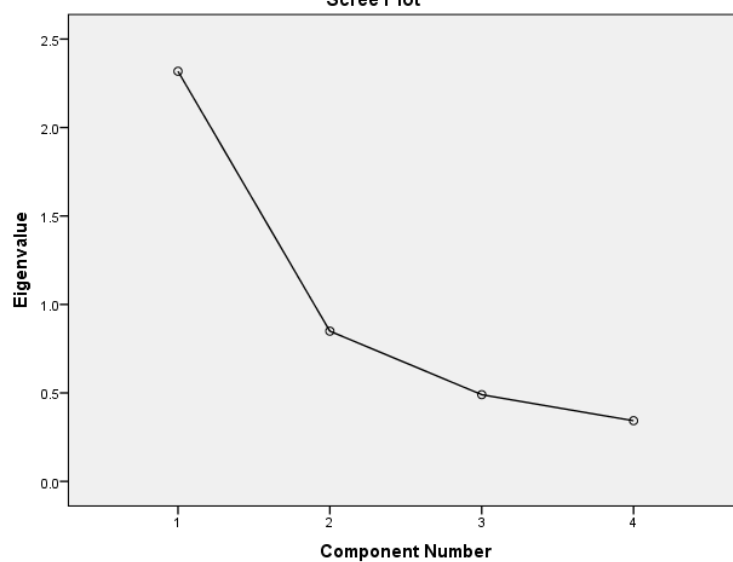
Indicator 76-81 for Role of team members

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.544
Bartlett's Test of Sphericity	Approx. Chi-Square	465.475
	df	15
	Sig.	.000

Component Matrix[a]

	Component
	1
In76	.827
In77	.811
In78	.740
In79	.812
In80	.695
In81	.510

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Scree Plot
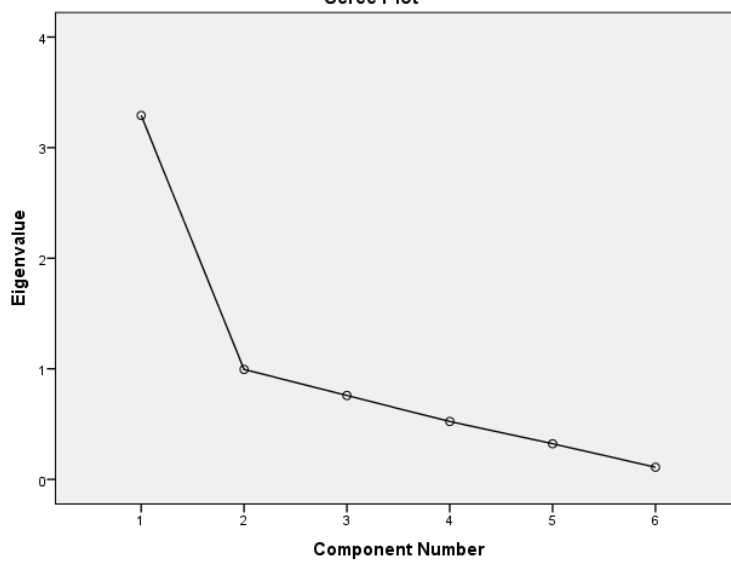
Statistical Values of Business Continuity Effectiveness

Indicator 82-88 Organizational Effectiveness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.731
Bartlett's Test of Sphericity	Approx. Chi-Square	228.322
	df	21
	Sig.	.000

Component Matrix[a]

	Component
	1
In82	.706
In83	.817
In84	.824
In85	.698
In86	.554
In87	.108
In88	.157

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
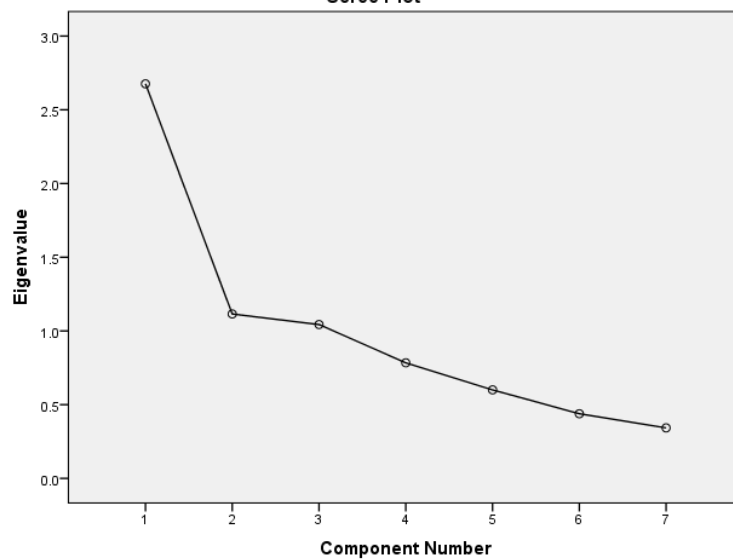
Indicator 89-106 for Performance efficiency

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.749
Bartlett's Test of Sphericity	Approx. Chi-Square	1821.238
	df	153
	Sig.	.000

Component Matrix[a]

	Component 1
In89	-.223
In90	.039
In91	.278
In92	.010
In93	.404
In94	.085
In95	.350
In96	.375
In97	.532
In98	.807
In99	.593
In100	.745
In101	.043
In102	.181
In103	.043
In104	.181
In105	-.215
In106	.794

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
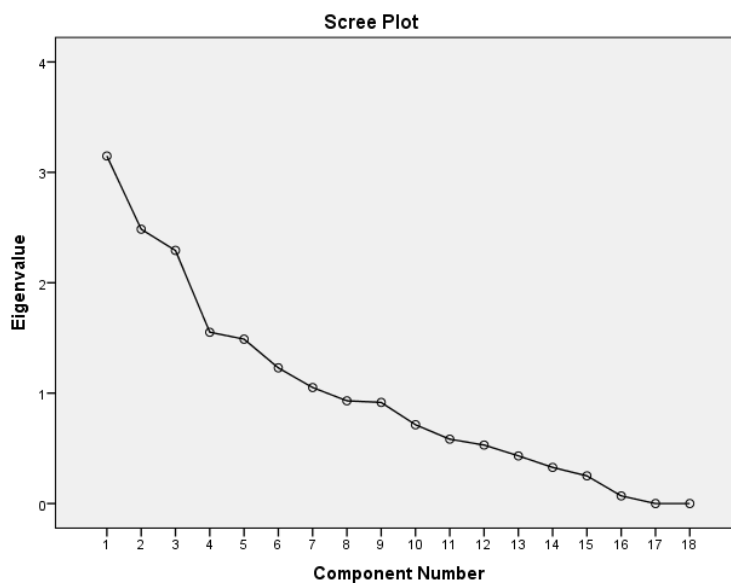
Statistical Values of Venue Image

Indicator 107-120 for CSR

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.535
Bartlett's Test of Sphericity	Approx. Chi-Square	473.724
	df	91
	Sig.	.000

Component Matrix[a]

	Component
	1
In107	-.209
In108	.001
In109	-.126
In110	-.014
In111	.149
In112	-.087
In113	.062
In114	.776
In115	.764
In116	.396
In117	.526
In118	.762
In119	.646
In120	.530

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
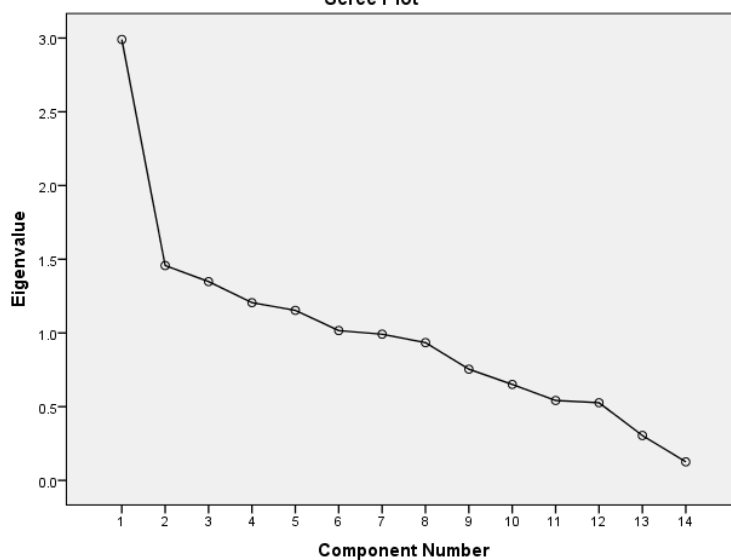
Indicator 121-126 for Environment management

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	133.290
	df	15
	Sig.	.000

Component Matrix[a]

	Component
	1
In121	.247
In122	.644
In123	.522
In124	.700
In125	.768
In126	.645

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
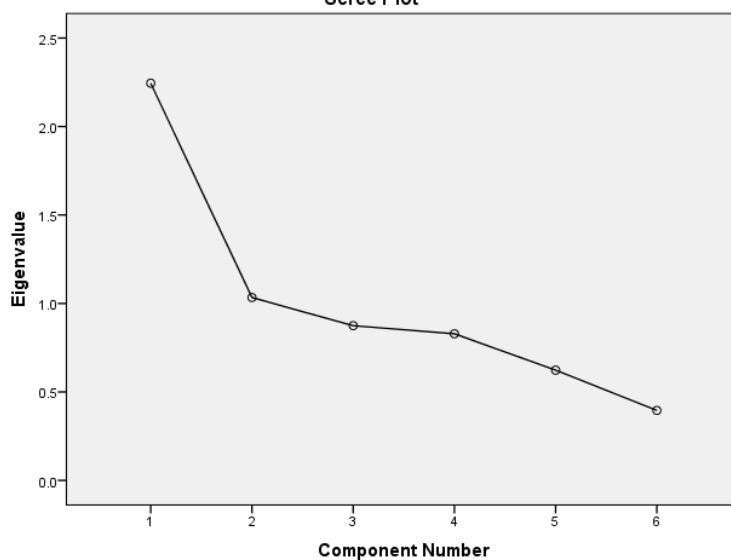
Statistical Values of Venue attribute

Indicator 127-132 for Physical Component

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.612
Bartlett's Test of Sphericity	Approx. Chi-Square	111.774
	df	15
	Sig.	.000

Component Matrix[a]

	Component
	1
In127	.256
In128	.659
In129	.659
In130	.568
In131	.550
In132	.728

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Scree Plot
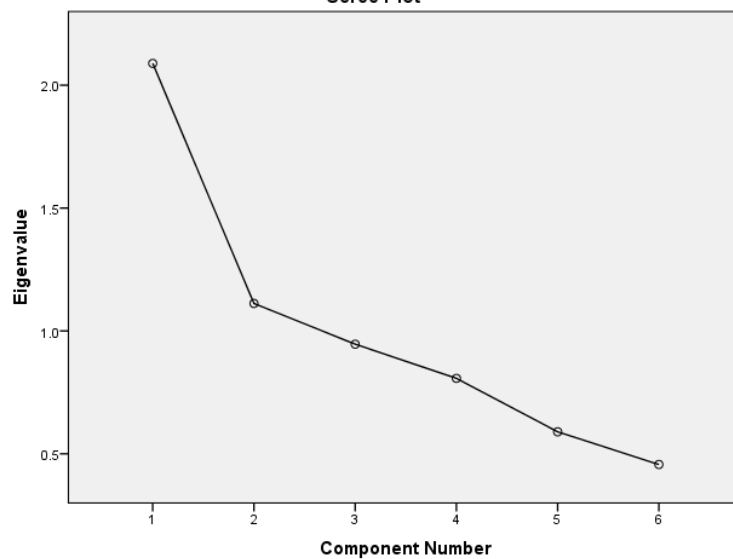
Indicator 133-136 for Technology component

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	279.062
	df	6
	Sig.	.000

Component Matrix[a]

	Component
	1
In133	.714
In134	.778
In135	.854
In136	.913

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
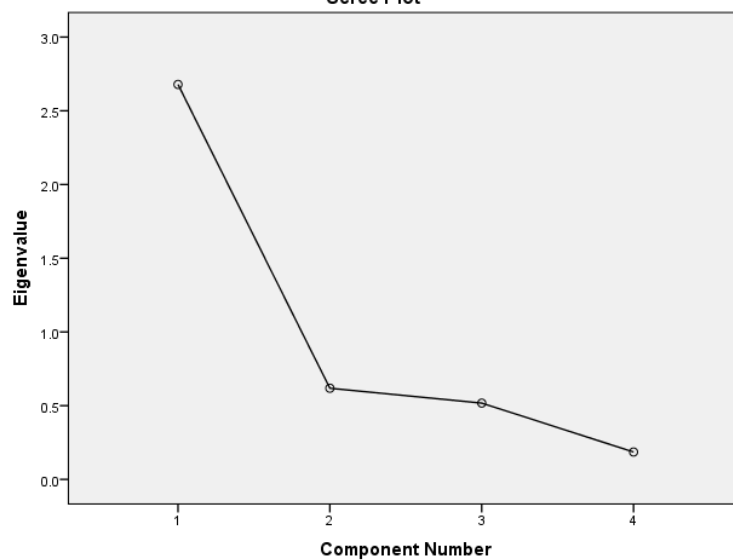
Indicator 137-150 for Service and management component

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.656
Bartlett's Test of Sphericity	Approx. Chi-Square	685.751
	df	91
	Sig.	.000

Component Matrix[a]

	Component
	1
In137	.819
In138	-.101
In139	.576
In140	.675
In141	.668
In142	.471
In143	.682
In144	.781
In145	.655
In146	.371
In147	.118
In148	-.051
In149	.030
In150	.247

Extraction Method:
Principal Component
Analysis.
a. 1 components
extracted.

Scree Plot
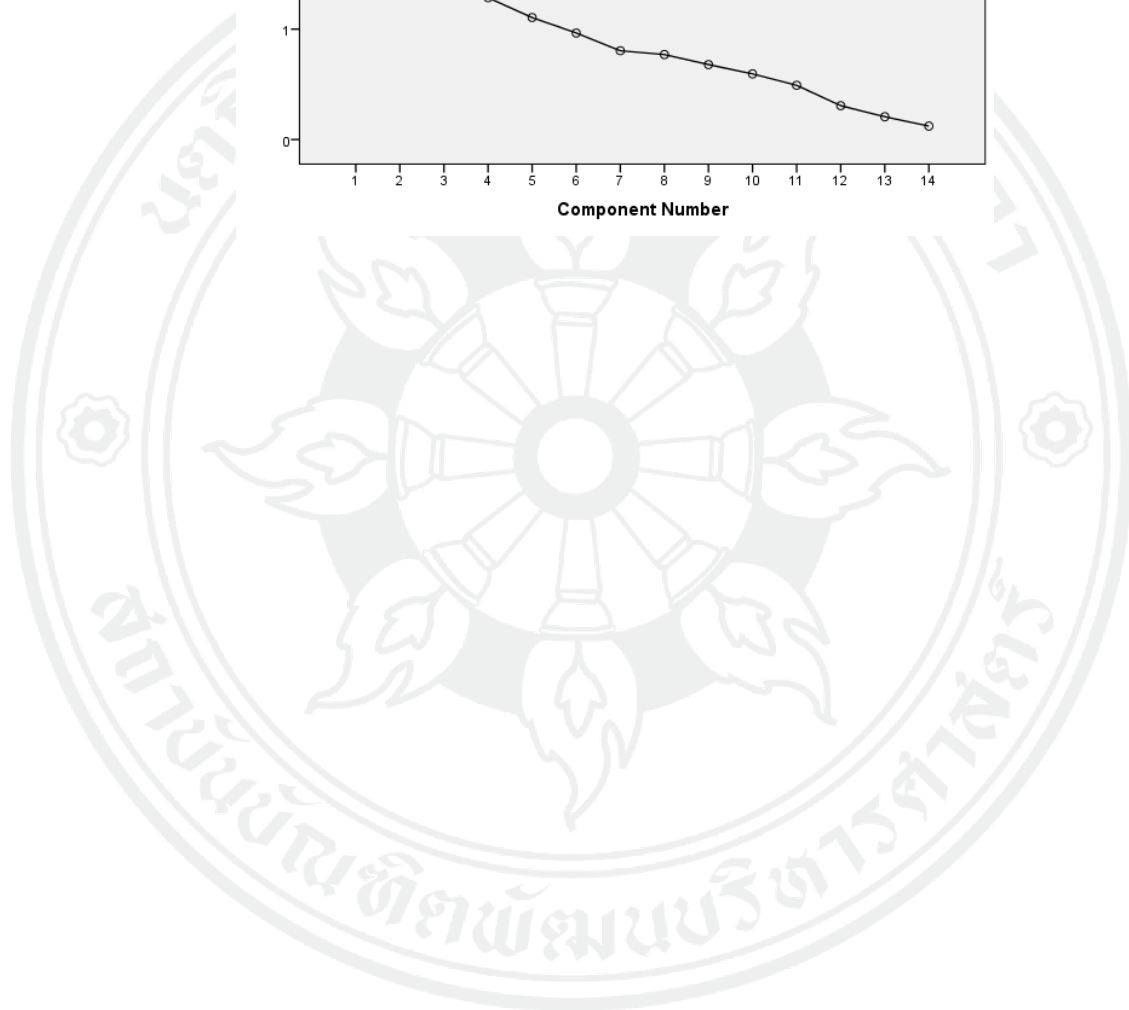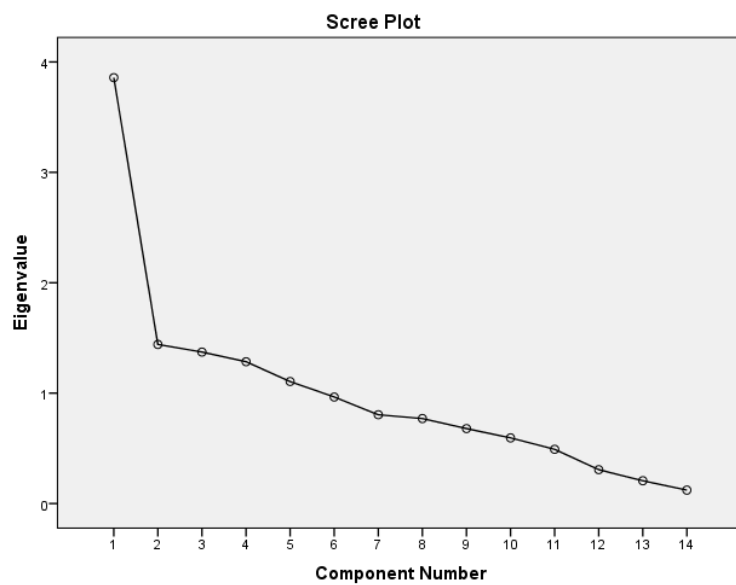
CORRELATION MATRIXES

Indicator 1-12 for Goal attainment

Correlation Matrix

		In1	In2	In3	In4	In5	In6	In7	In8	In9	In10	In11	In12
Correlation	In1	1.000	.482	.339	.524	.567	.695	.653	.515	.606	.600	.669	.448
	In2	.482	1.000	.035	.455	.520	.552	.407	.238	.435	.644	.525	.474
	In3	.339	.035	1.000	.323	.059	.242	.277	.248	.022	.253	.334	.095
	In4	.524	.455	.323	1.000	.417	.522	.422	.486	.353	.780	.583	.457
	In5	.567	.520	.059	.417	1.000	.481	.369	.402	.537	.576	.496	.679
	In6	.695	.552	.242	.522	.481	1.000	.611	.619	.494	.669	.528	.497
	In7	.653	.407	.277	.422	.369	.611	1.000	.578	.531	.583	.378	.406
	In8	.515	.238	.248	.486	.402	.619	.578	1.000	.556	.610	.333	.607
	In9	.606	.435	.022	.353	.537	.494	.531	.556	1.000	.631	.223	.477
	In10	.600	.644	.253	.780	.576	.669	.583	.610	.631	1.000	.484	.612
	In11	.669	.525	.334	.583	.496	.528	.378	.333	.223	.484	1.000	.544
	In12	.448	.474	.095	.457	.679	.497	.406	.607	.477	.612	.544	1.000

Indicator 13-19 for Development of human capacities

Correlation Matrix

		In13	In14	In15	In16	In17	In18	In19
Correlation	In13	1.000	.525	.344	.202	.409	.368	.355
	In14	.525	1.000	.324	.071	.130	.263	.013
	In15	.344	.324	1.000	.451	.509	.440	.326
	In16	.202	.071	.451	1.000	.559	.659	.688
	In17	.409	.130	.509	.559	1.000	.568	.666
	In18	.368	.263	.440	.659	.568	1.000	.661
	In19	.355	.013	.326	.688	.666	.661	1.000

Indicator 20-24 for Growth and securities

Correlation Matrix

		In20	In21	In22	In23	In24
Correlation	In20	1.000	.602	.625	.499	.389
	In21	.602	1.000	.388	.313	.178
	In22	.625	.388	1.000	.477	.601
	In23	.499	.313	.477	1.000	.757
	In24	.389	.178	.601	.757	1.000

Indicator 25-29 for Social impact

Correlation Matrix

		In25	In26	In27	In28	In29
Correlation	In25	1.000	.333	.367	.375	.392
	In26	.333	1.000	.639	.620	.327
	In27	.367	.639	1.000	.747	.620
	In28	.375	.620	.747	1.000	.577
	In29	.392	.327	.620	.577	1.000

Indicator 30-33 for Constitutionalism

Correlation Matrix

		In30	In31	In32	In33
Correlation	In30	1.000	.542	.663	.697
	In31	.542	1.000	.650	.595
	In32	.663	.650	1.000	.667
	In33	.697	.595	.667	1.000

Indicator 34-38 for Politic relevance

Correlation Matrix

		In34	In35	In36	In37	In38
Correlation	In34	1.000	.664	.397	.413	.564
	In35	.664	1.000	.342	.456	.235
	In36	.397	.342	1.000	.819	.619
	In37	.413	.456	.819	1.000	.626
	In38	.564	.235	.619	.626	1.000

Indicator 39-48 for Leadership

Correlation Matrix

		In39	In40	In41	In42	In43	In44	In45	In46	In47	In48
Correlation	In39	1.000	.323	.165	.308	.163	.210	.258	.011	.336	.514
	In40	.323	1.000	.601	.317	.290	.283	.476	.444	.389	.476
	In41	.165	.601	1.000	.512	.450	.095	.290	.049	-.035	.271
	In42	.308	.317	.512	1.000	.601	.322	.251	.358	.203	.560
	In43	.163	.290	.450	.601	1.000	.264	.382	.178	.172	.449
	In44	.210	.283	.095	.322	.264	1.000	.694	.553	.530	.523
	In45	.258	.476	.290	.251	.382	.694	1.000	.416	.315	.263
	In46	.011	.444	.049	.358	.178	.553	.416	1.000	.434	.345
	In47	.336	.389	-.035	.203	.172	.530	.315	.434	1.000	.585
	In48	.514	.476	.271	.560	.449	.523	.263	.345	.585	1.000

Indicator 49-54 for Achievement

Correlation Matrix

		In49	In50	In51	In52	In53	In54
Correlation	In49	1.000	.531	.217	.206	.313	.306
	In50	.531	1.000	.145	.184	.260	.280
	In51	.217	.145	1.000	.680	.265	.487
	In52	.206	.184	.680	1.000	.313	.411
	In53	.313	.260	.265	.313	1.000	.280
	In54	.306	.280	.487	.411	.280	1.000

Indicator 55-59 for Self-organization

Correlation Matrix

		In55	In56	In57	In58	In59
Correlation	In55	1.000	.470	.511	.339	.322
	In56	.470	1.000	.416	.107	.215
	In57	.511	.416	1.000	.127	.203
	In58	.339	.107	.127	1.000	.654
	In59	.322	.215	.203	.654	1.000

Indicator 60-64 for Responsibilities

Correlation Matrix

		In60	In61	In62	In63	In64
Correlation	In60	1.000	.415	.431	.369	.353
	In61	.415	1.000	.545	.499	.670
	In62	.431	.545	1.000	.682	.455
	In63	.369	.499	.682	1.000	.504
	In64	.353	.670	.455	.504	1.000

Indicator 65-71 for Decision making

Correlation Matrix

		In65	In66	In67	In68	In69	In70	In71
Correlation	In65	1.000	.769	.306	.660	.707	.277	.420
	In66	.769	1.000	.503	.582	.839	.378	.418
	In67	.306	.503	1.000	.229	.502	.269	.163
	In68	.660	.582	.229	1.000	.681	.436	.382
	In69	.707	.839	.502	.681	1.000	.423	.466
	In70	.277	.378	.269	.436	.423	1.000	.747
	In71	.420	.418	.163	.382	.466	.747	1.000

Indicator 72-75 for Organization learning

Correlation Matrix

		In72	In73	In74	In75
Correlation	In72	1.000	.640	.477	.267
	In73	.640	1.000	.544	.241
	In74	.477	.544	1.000	.404
	In75	.267	.241	.404	1.000

Indicator 76-81 for Role of team members

Correlation Matrix

		In76	In77	In78	In79	In80	In81
Correlation	In76	1.000	.554	.679	.545	.469	.345
	In77	.554	1.000	.428	.726	.435	.376
	In78	.679	.428	1.000	.562	.265	.285
	In79	.545	.726	.562	1.000	.530	.073
	In80	.469	.435	.265	.530	1.000	.442
	In81	.345	.376	.285	.073	.442	1.000

Indicator 82-88 Organizational effectiveness

Correlation Matrix

		In82	In83	In84	In85	In86	In87	In88
Correlation	In82	1.000	.512	.526	.374	.085	.130	.058
	In83	.512	1.000	.563	.454	.372	.081	.080
	In84	.526	.563	1.000	.411	.450	.070	.043
	In85	.374	.454	.411	1.000	.295	.029	.184
	In86	.085	.372	.450	.295	1.000	-.090	-.008
	In87	.130	.081	.070	.029	-.090	1.000	-.029
	In88	.058	.080	.043	.184	-.008	-.029	1.000

Indicator 89-106 Performance efficiency

Correlation Matrix[a]

		In89	In90	In91	In92	In93	In94	In95	In96	In97	In98	In99	In100	In101	In102	In103	In104	In105	In106
Correlation	In89	1.000	.108	-.053	-.034	-.088	-.069	-.086	-.051	-.007	-.174	-.056	-.036	.060	.205	.060	.205	.922	-.070
	In90	.108	1.000	.053	.009	.009	.030	-.009	.118	-.026	-.051	.081	.028	.065	.114	.065	.114	.063	-.001
	In91	-.053	.053	1.000	-.101	.159	.047	.109	.188	.287	.078	.057	.037	.012	-.028	.012	-.028	-.081	.155
	In92	-.034	.009	-.101	1.000	-.007	.267	.007	.047	.027	.062	-.104	-.049	.000	.040	.000	.040	-.022	.020
	In93	-.088	.009	.159	-.007	1.000	-.046	.043	.206	.066	.170	.240	.214	.045	-.040	.045	-.040	-.117	.285
	In94	-.069	.030	.047	.267	-.046	1.000	.138	.173	.177	.002	-.065	-.009	.094	-.062	.094	-.062	-.067	.004
	In95	-.086	-.009	.109	.007	.043	.138	1.000	.493	.222	.161	-.041	.154	.195	-.040	.195	-.040	-.068	.168
	In96	-.051	.118	.188	.047	.206	.173	.493	1.000	.267	.142	-.008	.037	.148	.067	.148	.067	-.007	.186
	In97	-.007	-.026	.287	.027	.066	.177	.222	.267	1.000	.381	.119	.326	-.125	.053	-.125	.053	.032	.279
	In98	-.174	-.051	.078	.062	.170	.002	.161	.142	.381	1.000	.416	.575	-.052	.123	-.052	.123	-.124	.693
	In99	-.056	.081	.057	-.104	.240	-.065	-.041	-.008	.119	.416	1.000	.528	-.219	.101	-.219	.101	-.095	.425
	In100	-.036	.028	.037	-.049	.214	-.009	.154	.037	.326	.575	.528	1.000	.036	.101	.036	.101	-.063	.535
	In101	.060	.065	.012	.000	.045	.094	.195	.148	-.125	-.052	-.219	.036	1.000	.049	1.000	.049	.036	.137
	In102	.205	.114	-.028	.040	-.040	-.062	-.040	.067	.053	.123	.101	.101	.049	1.000	.049	1.000	.210	.057
	In103	.060	.065	.012	.000	.045	.094	.195	.148	-.125	-.052	-.219	.036	1.000	.049	1.000	.049	.036	.137
	In104	.205	.114	-.028	.040	-.040	-.062	-.040	.067	.053	.123	.101	.101	.049	1.000	.049	1.000	.210	.057
	In105	.922	.063	-.081	-.022	-.117	-.067	-.068	-.007	.032	-.124	-.095	-.063	.036	.210	.036	.210	1.000	-.061
	In106	-.070	-.001	.155	.020	.285	.004	.168	.186	.279	.693	.425	.535	.137	.057	.137	.057	-.061	1.000

Indicator 107-120 CSR

Correlation Matrix

		In107	In108	In109	In110	In111	In112	In113	In114	In115	In116	In117	In118	In119	In120
Correlation	In107	1.000	-.002	-.038	-.145	-.047	.128	.022	-.120	-.074	.013	-.026	-.175	-.086	-.111
	In108	-.002	1.000	.207	.080	-.053	-.023	.019	-.033	.039	.065	.034	.011	-.053	.022
	In109	-.038	.207	1.000	.166	.093	.043	-.036	-.123	-.094	.011	-.089	-.037	-.054	.017
	In110	-.145	.080	.166	1.000	.068	.069	-.091	-.013	.015	.039	-.026	.012	-.086	.013
	In111	-.047	-.053	.093	.068	1.000	-.229	-.019	.038	.072	.090	-.014	.054	.021	.215
	In112	.128	-.023	.043	.069	-.229	1.000	.005	-.044	.033	-.001	-.054	.008	-.028	-.108
	In113	.022	.019	-.036	-.091	-.019	.005	1.000	-.127	.057	.110	-.126	.117	.181	-.005
	In114	-.120	-.033	-.123	-.013	.038	-.044	-.127	1.000	.789	.151	.230	.391	.372	.339
	In115	-.074	.039	-.094	.015	.072	.033	.057	.789	1.000	.377	.292	.381	.234	.235
	In116	.013	.065	.011	.039	.090	-.001	.110	.151	.377	1.000	.280	.204	.188	-.109
	In117	-.026	.034	-.089	-.026	-.014	-.054	-.126	.230	.292	.280	1.000	.399	.327	.014
	In118	-.175	.011	-.037	.012	.054	.008	.117	.391	.381	.204	.399	1.000	.479	.505
	In119	-.086	-.053	-.054	-.086	.021	-.028	.181	.372	.234	.188	.327	.479	1.000	.312
	In120	-.111	.022	.017	.013	.215	-.108	-.005	.339	.235	-.109	.014	.505	.312	1.000

Indicator 121-126 Environment management

Correlation Matrix

		In121	In122	In123	In124	In125	In126
Correlation	In121	1.000	.178	.112	.129	.065	-.010
	In122	.178	1.000	.242	.182	.378	.331
	In123	.112	.242	1.000	.264	.173	.231
	In124	.129	.182	.264	1.000	.531	.275
	In125	.065	.378	.173	.531	1.000	.364
	In126	-.010	.331	.231	.275	.364	1.000

Indicator 127-132 Physical component

Correlation Matrix

		In127	In128	In129	In130	In131	In132
Correlation	In127	1.000	.134	.084	-.122	.117	.192
	In128	.134	1.000	.384	.239	.065	.355
	In129	.084	.384	1.000	.232	.275	.219
	In130	-.122	.239	.232	1.000	.187	.325
	In131	.117	.065	.275	.187	1.000	.328
	In132	.192	.355	.219	.325	.328	1.000

Indicator 133-136 Technology component

Correlation Matrix

		In133	In134	In135	In136
Correlation	In133	1.000	.442	.432	.532
	In134	.442	1.000	.510	.607
	In135	.432	.510	1.000	.798
	In136	.532	.607	.798	1.000

Indicator 137-150 Service and management component

Correlation Matrix

		In137	In138	In139	In140	In141	In142	In143	In144	In145	In146	In147	In148	In149	In150
Correlation	In137	1.000	-.084	.681	.357	.401	.472	.528	.667	.347	.091	.069	-.082	.001	.218
	In138	-.084	1.000	-.023	-.057	-.052	-.012	-.047	-.016	-.037	-.048	-.062	.015	-.006	-.128
	In139	.681	-.023	1.000	.051	.131	.224	.247	.454	.424	.067	.045	-.045	-.074	.108
	In140	.357	-.057	.051	1.000	.662	.242	.475	.369	.430	.258	.079	-.017	.046	.175
	In141	.401	-.052	.131	.662	1.000	.331	.397	.374	.305	.280	.044	-.016	.007	.097
	In142	.472	-.012	.224	.242	.331	1.000	.280	.193	.211	-.166	.111	.039	.057	.053
	In143	.528	-.047	.247	.475	.397	.280	1.000	.431	.361	.014	.086	-.063	.023	.246
	In144	.667	-.016	.454	.369	.374	.193	.431	1.000	.473	.545	.066	.003	.029	.071
	In145	.347	-.037	.424	.430	.305	.211	.361	.473	1.000	.332	.012	-.019	-.014	.024
	In146	.091	-.048	.067	.258	.280	-.166	.014	.545	.332	1.000	.045	.010	.002	.010
	In147	.069	-.062	.045	.079	.044	.111	.086	.066	.012	.045	1.000	.217	.135	-.056
	In148	-.082	.015	-.045	-.017	-.016	.039	-.063	.003	-.019	.010	.217	1.000	.096	-.102
	In149	.001	-.006	-.074	.046	.007	.057	.023	.029	-.014	.002	.135	.096	1.000	.087
	In150	.218	-.128	.108	.175	.097	.053	.246	.071	.024	.010	-.056	-.102	.087	1.000

BIOGRAPHY

NAME   Nathsinee Chinthanapoompaisal

ACADEMIC   Master of Arts (2011)
BACKGROUND   Majoring in International Tourism and Hotel Management
                        Naresuan University, Bangkok, Thailand

                        Master of Arts (2011)
                        Majoring in International Tourism and Hotel Management
                        Southern Cross University, NSW, Australia

                        Bachelor of Arts (2005)
                        Majoring in Tourism Industry
                        Rajabhat Chandrakasem University, Bangkok, Thailand

EXPERIENCES   Lecturer in Tourism Management (2006-Present)
                        Faculty of Hotel and Tourism Management
                        Dusit Thani College, Bangkok, Thailand

                        Deputy Director of Student Affairs (2002-2005)
                        International Hotel and Tourism Management School (I-TIM)
                        Bangkok, Thailand

                        Sr. Guest Service Agent (2001-2002)
                        Sheraton Gulf, Doha, Qatar

                        Activities Manager (1996-2001)
                        Heritage Club, Bangkok, Thailand

                        Tour Guide/ Tour Leader (Freelance)
                        Major Traveler Co., Ltd. Bangkok, Thailand