DEVELOPING HUMAN RESOURCE DEVELOPMENT GUIDELINE BASED ON RELATIONSHIP MARKETING TO ENHANCE EFFECTIVENESS ON BUSINESS PERFORMANCE IN AIRLINE BUSINESS

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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

2016

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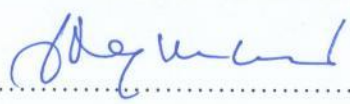
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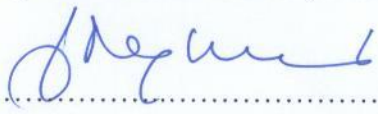(Chokechai Suveatwatanakul, Ph.D.)

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September 2016

ABSTRACT

Title of Dissertation	Developing Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business
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Degree	Doctor of Philosophy (Integrated Tourism Management)
Year	2016

The purpose of this research, developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business are 1) To compare the opinions of employees in the airline industry in each generation regarding the Relationship Marketing concept. 2) To analyze the factors influencing aviation industry indicators of success concerning business performance in terms of Relationship Marketing. 3) developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business. Findings are:

A result of testing shows that only one variable which is "Employee Commitment" was found to have significant differences for changes in Relationship Marketing variables for Generation (significance values = 0.033). The LSD test revealed that differences were to be found between Generation X and Generation Y for changes in Relationship Marketing for Employee Commitment variables.

The final model for Customer Retention with all dependent (Relationship Marketing) included explained 28.90% (Adj. R^2 = 0.289) of the variance in Customer Retention with two significant predictors.

The final model for Client Satisfaction with all dependent (Relationship Marketing) included explained 26.00% (Adj. R^2 = 0.260) of the variance in Client Satisfaction with three significant predictors.

The final model for Interaction with all dependent (Relationship Marketing) included explained 31.10% (Adj. R^2 = 0.311) of the variance in Interaction with three significant predictors.

The final model for Long-term Profitability with all dependent (Relationship Marketing) included explained 24.10% (Adj. $R^2 = 0.241$) of the variance in Interaction Long-term Profitability with three significant predictors.

The final model for Loyalty with all dependent (Relationship Marketing) included explained 24.90% (Adj. $R^2 = 0.249$) of the variance in Interaction with four significant predictors.

The final model for Market Share with all dependent (Relationship Marketing) included explained 21.50% (Adj. $R^2 = 0.215$) of the variance in Market Share with three significant predictors

Core Competencies for Relationship Marketing are Interpersonal Understanding and Proactive. Functional Competencies for Bonding are Service Mind and Listening Skill. Functional Competencies for Empathy are Flexibility and Listening skill. Functional Competencies for Reciprocity are Flexibility and Systematic Thinking. Functional Competencies for Trust are Integrity and Teamwork. Functional Competencies for Communication are Teamwork and Systematic Thinking. Functional Competencies for Shared Value are Integrity and Teamwork. Functional Competencies for Employee's Commitment are Integrity and Listening Skill. Functional Competencies for Cooperation are Achievement Motivation and Teamwork. Functional Competencies for Customer Service are Achievement Motivation and Service Mind. Functional Competencies for Adaption are Achievement Motivation and Flexibility.

For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Service Mind, delivery method was Training Class and evaluation was Observation. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

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CHAPTER 1

INTRODUCTION

1.1 Background and the Importance of the Issue

The growth of the aviation industry has developed rapidly in the form of more competition globally. The liberalization of international aviation and the privatization of national airlines has made the pattern of air traffic change on the basis of the traffic markets, i.e., characterized by bilateral (Bilateral market) and single (Single market) (Civil Aviation Training Center, 2015). More specifically, the nature of the traffic involves networks, both regional and market-linked networks among the various regions. The flight paths that the International The aviation industry has developed from those originally based on a linear response to those of bilateral traffic routes in the network model. As a result, flight paths through the center comply with the single market (Bangkok Airways Public Company Limited, 2015a).

Meanwhile, the development of telecommunications and information has become an extremely favorable factor for the business aviation network. Passengers have the convenience of traveling within a network of airlines that maintains flights more consistently. In the past, the links among airlines were only established during transport (Kannapat Kunkaew, 2012; Boonlert Jittungwattana, 2008).

Consequently, the rising competition of international aviation, particularly in the aviation industry branded as a 'premium airline' that operates in the context of global aviation (Forbes, 2015), the premium airline offers a more a competitive edge. This type covers all the major regions of the world and is prepared to adapt to globalization trends and increasing competition to itself (Kannapat Kunkaew, 2012; Boonlert Jittungwattana, 2008).

For the aviation industry, the concept of premium airline employs two strategies to adapt to globalization trends and increasing competition (Boonlert Jittungwattana, 2008). The first strategy is developing or building its own resources

to step up to compete with other airlines that are able to fly to destinations around the world offering an extensive scope of services. The second strategy relies on partnering with other airlines. This strategy involves building a network of routes across the globe (OK Nation, 2013). Because one single airline's resources are limited, it might not be able to continue its growth strategy alone to progress to the capability of covering the world. Therefore, the second strategy is much more effective and complies with the limited capabilities in the aviation industry to create and maintain the premium airline concept (Kannapat Kunkaew, 2012; Boonlert Jittungwattana, 2008).

Each airline within the partner alliance would endeavor to become a market leader in its respective region and capitalize on the resources of the alliance network by establishing itself as the leading airline on the route or routes among regional airports across the continent (Forbes Thailand, 2015).

The aviation industry regarding maintaining premium airline flights today faces intense competition, even more so than ever in the past. The premium airline partner competition and business aviation premium airline concept meets with stiff competition from newly emerging low cost airlines (Manassa Jitchanthornwong, 2000; Bunyong Pongpanich, 2014).

Relationship Marketing is a concept that focuses on the process to commit of creating value for the customer directly (Grönroos, 2000b). The process of marketing efforts focuses on the relationship between business and customers, both the business markets and the consumer (Grönroos, 2000b).

Moreover, any event that has been used in marketing must be adjusted to suit the management of the business, i.e., marketing efforts must lead to maintaining good customers relations and developing even better connections to increase business profitability. However, if such a relationship cannot result in long-term profits, that business needs to end such relationships immediately (Grönroos, 2000a).

Therefore, to achieve the goals of the premium airline as it has been defined, new marketing strategies must focus on building lasting relationships with customers (Bangkok Airways Public Company Limited, 2015b). Maintaining good customer relationship is the key. In addition, these relations must be continuously developed and improved. Airlines can create strong networks among themselves to achieve a

profitable long term business growth, a business aviation strategy in itself. This can help to create strong networks among aviation business partners to achieve a profitable business growth long term (Grönroos, 1994; Grönroos, 2000a, 2000b).

The premium airline industry concept, Relationship Marketing, is a marketing strategy, that produces good results; it will make the relationship between aviation industry and premium airline strong and continue to grow stronger. Relationship Marketing is able to make business be sustainable and able to achieve the goal (Day, 2000; Grönroos, 2000b, Henning-Thurau & Hansen, 2000; Moller & Halinen, 2000; O' Malley & Tynan, 2000; Rexha, 2000).

To adapt to globalization and increase business competition, premium airlines should choose the Relationship Marketing strategy to support their business performance because this relationship will create a strong network that can last in the long run (Ballantyne, Christopher, & Payne, 2003; Coviello, Brodie, Danaher, & Johnston, 2002; Little & Marandi, 2003; Rao & Perry, 2002; Sin, Tse, Yau, Lee & Chow, 2002).

Based on the principles and concepts mentioned above, this study aims to investigate the development of human resources based on the Relationship Marketing strategy to enhance developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business.

1.2 Research Questions

1.2.1 Does each generation of employees in the aviation industry differ or not concerning the Relationship Marketing concept?

1.2.2 What factors in the aviation industry regarding the Relationship Marketing concept influence the measure of success in terms of business performance?

1.2.3 How should the concept of Relationship Marketing related to the effectiveness on business performance among airline business to enhance effectiveness on business performance?

1.3 Research Objectives

1.3.1 To compare the opinions of employees in the airline industry in each generation regarding the Relationship Marketing concept.

1.3.2 To analyze the factors influencing aviation industry indicators of success concerning business performance in terms of Relationship Marketing.

1.3.3 To develop human resource development guideline based on relationship marketing to enhance effectiveness on business performance.

1.4 Research Scope

1.4.1 Scope Regarding Population Criteria

1) Employees in the aviation industry related to premium airlines in Thailand with a minimum work experience of five years.

2) Human resource staff in premium airlines in Thailand with a minimum work experience of five years.

1.4.2 Area Scope

Business Management in premium airlines including Thai Airways International (Thailand) and Bangkok Airways Company Limited (the Company)

1.4.3 Content Scope

1) The Relationship Marketing concept related to factors including bonding, empathy, reciprocity, trust, communication, shared values, employee's commitment and cooperation

2) Indicators of success involving business performance, e.g., customer retention, client satisfaction, interaction, long-term profitability, loyalty and market share

3) Human resource development activities including assessing the need to develop human capital (Assessing Human Capital Development Needs) and the design and implementation of human capital development (Designing and Implementing Human Capital Development Programs) and evaluation activities to develop human capital (Evaluating Human Capital Development Programs)

1.4.4 Time Scope

The period from August 2558 to July 2559 will serve as the investigation time framework.

1.5 Research Benefits

1.5.1 Benefits Fairs

To be more aware of the Relationship Marketing concept related to the aviation industry

To create greater awareness of the indicators of successful business performance concerning business management

To better understand the model (model) of Relationship Marketing used to promote business Performance

Relevant employees in the aviation industry are informed of the development of human resources to promote the concept of Relationship Marketing concerning business performance related to the airline industry

The academic market is aware of the application of the concept of Relationship Marketing

Academic management is aware of the application of the concept of Relationship Marketing

Academic development is aware of the application of the concept of Relationship Marketing

1.5.2 The Aviation Industry

The management of the airline is aware of the Relationship Marketing concept applied to aviation industry.

The marketing department of the airline is aware of marketing approaches based on the Relationship Marketing concept.

The airline provides information regarding the development of human resources based on the Relationship Marketing concept.

CHAPTER 2

CONCEPT, THEORY, AND RELEVANT RESEARCH STUDY

This study, entitled "developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business", used concepts, theories and research related to Relationship Marketing to guide its findings. The research was divided into the following four topics:

2.1 Concept and Theory of Relationship Marketing

    2.1.1 Background of Relationship Marketing

    2.1.2 Concept and Theory of Relationship Marketing

    2.1.3 Relevant Factors of Relationship Marketing

2.2 Concept and Theory of Business Performance

    2.2.1 Background of Business Performance

    2.2.2 Concept and Theory of Business Performance

    2.2.3 Research Guidelines to Evaluate Performance

    2.2.4 Summary of the Business Performance Concept

    2.2.5 Success Indicators of Business Performance

2.3 Concept and Theory of Human Resource Development

    2.3.1 Principles of Human Resource Development

    2.3.2 Importance of Human Resource Development

    2.3.3 Definition of Human Resource Development in the West

    2.3.4 Definition of Human Resource Development in Thailand

    2.3.5 Human Resource Development Activities

2.4 The Concept of Generation and Age Segmentation/Management Models in Different Organizations (Managing Cross-Generational Workforce).

2.5 Information about Airline Industry

    2.5.1 History of Airline Industry in Thailand

    2.5.2 Organizational Development in the Government Sector

    2.5.3 Organizational Development in Airline Industries

2.1 Relationship Marketing: Concept and Theory

2.1.1 Background of Relationship Marketing

Relationship marketing theory has existed since the beginning of the 1970s, and it focuses on the development of marketing, especially in sustaining relationships between buyers and sellers.

Relationship Marketing has evolved to become a big part of the beliefs and values between the two sides in a business transaction. Many scholars have witnessed the transformation of marketing since 1970 (Bejou, 1997). Bagozzi (1974) is the scholar that first recognized the concept and stated 'the exchange of ideas is fundamental in marketing'. Since then, Bagozzi has developed and emphasized the concept of reciprocity and the importance of quality in the market (Bagozzi, 1978). Furthermore, Arndt (1979) commented on the importance of producers and consumers complimenting and interacting effectively with each other in industries that aim to create beneficial long-standing relationships. Arndt (1979) also commented that each business transaction needs to be planned and based on negotiations within the rules of the agreed terms. Meanwhile, Goodman (1979) agreed with Arndt's comments on the importance of strong relationships when he included the relationship aspect in his marketing mix, also known as the 4Ps of marketing. Due to a lack of empirical evidence itself, studies on the development of relationships between buyers and sellers are in very high demand (Goodman, 1979).

Other scholars such as Dwyer, Schurr, and Oh (1987) have provided support Bagozzi and Arndt's ideas, and focus on exchange relationship marketing in the development of a framework based on the concepts and theory of exchanging, negotiating and marriage. Dwyer, Schurr, and Oh (1987) emphasized that the working relationship is a process that is continual, and requires intelligent negotiation. The individuals working together must be able to rely on each other, as the relationship between buyers and sellers is comparable to the relationship between a husband and wife (Dywer, Schurr, & Oh, 1987). If this reliability is not achieved, either party may

opt to cancel or terminate the relationship. Therefore, contributing to the relationship between buyers and sellers in the territory of traditional marketing is sensible thinking. The study by Dywer, Schurr, and Oh (1987) also demonstrated that both concrete and abstract theories of marketing that had never been identified could be used as a key variable in Relationship Marketing.

During the 1990s, Morgan and Hunt (1994) were one of the key players who convinced and profoundly explained the theory, and tested factors that cause success in interpersonal relationships between buyers and sellers in the industrial market (Haker, 1999). Morgan and Hunt (1994) also emphasized the changes in rules from traditional to contemporary marketing, especially in the 4Ps that were taken from tradition marketing and used in Relationship Marketing. In the past decade, Morgan and Hunt (1994) also completed a literature review covering marketing concepts and theories. The study used quantitative research methods to test multiple variables and explained both positive and negative outcomes of relationships between buyers and sellers. The variables included: trust, commitment, communication, opportunistic behavior, and relationship benefits. The findings of the study proved that the 'trust' and 'commitment' variables were the most important in building and sustaining business relationships. The study indicated the most dominant factors in terms of exchange relationships in the market during that period.

Gronroos (1994) defined Relationship Marketing as 'the role to build, sustain and improve various relationships with customers and partners in order to match the needs of both parties'. In short, these roles can be successfully achieved by exchanging and fulfilling the needs of both parties (Gronroos, 1994). Furthermore, Gronroos (1994) also emphasized that the traditional marketing mix (4Ps) was too simple a marketing concept to apply to modern marketing strategies. Marketing is a social process that is much more complex than the simple marketing mix (4Ps) that had been widely taught in management or marketing classes (Gronroos, 1994; Lindgreen, Palmer, & Vanhamme, 2004). Therefore, even though the traditional marketing concept could help develop strategies for exchanges between businesses, it is limited by its exclusion of other aspects, especially the aspects of identifying relationships or forming consensus between buyers and sellers (Day, 2000; Gronroos, 1994). Gronroos (1994) also stated that the previous concept should be replaced by

the newer concept of 'Relationship Marketing', which could be the latest marketing method or foundation. Moreover, Relationship Marketing is unlike the widely known Marketing Mix (4Ps) as it is not a specific term, or marketing-exclusive. Both of which make the traditional method difficult to change (Gronroos, 1994).

Gronroos (1994) has played an essential role in making Relationship Marketing an important and crucial business strategy. Callaghan, McPhail, and Yau (1995) state that the concept is not well-studied enough to identify and confirm the important factors of the 'Relationship Marketing' concept in the industry sector. Therefore, it is very difficult to convince the management to see the importance of Relationship Marketing, and to understand that it is crucial to marketing success. Many academics have begun to develop and apply more relationship structure, or factors, in the business market (Bejou, 1997). Brodie, Coviello, Brookes, and Little (1997) argued that there is no acceptance of nature in the real definition of Relationship Marketing and it therefore cannot be used in real life. Furthermore, Haker (1999) also supports the arguments of Callaghan, McPhail, and Yau (1995); Bejou (1997); Brodie, Coviello, Brookes, and Little (1997) about the inconsistency of developmental factors in Relationship Marketing.

Callaghan et al. (1995) has adjusted many views to define Relationship Marketing Orientation and identified 4 key factors of Relationship Marketing as follows: bonding, empathy, reciprocity, and trust in the business environment. After that, Sin, Tse, Yau, Lee, and Chow (2002) added two more factors into Relationship Marketing: shared values and communication.

Harker (1999) identified that the Relationship Marketing concept can attract attention from thinkers and philosophers from older generations. He also mentioned the difficulty in summarizing the definition of Relationship Marketing when making it easy to memorize. In addition to this, he also explained a basic understanding of the systematic success factors in the academic field (Haker, 1999). In addition, Harker (1999) created an important Relationship Marketing concept that has been analyzed using qualitative research methods. The analysis of the results can be applied widely to the marketing field. Harker (1999), concluded that the definition by Gronroos (1994) was the most 'beautifully said, more correct and had received the most regnition from acadmics in the relationship marketing field.

Instead of using Relationship Marking as a marketing mix (4Ps) tool, a management team should consider Relationship Marking as one of the key strategies in their organization (Day, 2000). The Relationship Marketing concept has been well-recognized by various organizations in the past decade through direct and indirect marketing strategies (O' Malley & Tynan, 2000). Additionally, Sheth (2002); Das (2009) also state that Customer Relationship Management Technology has been used by organizations in their marketing strategies in order to get through to customers more easily. Many researchers reflect that Relationship Marketing has important impact on a business **(**Chattananon & Trimetsoontorn, 2009**)**.

Marketing academics in the early stage such as Berry **(**1983**)**; Gronroos (1991); Harker **(**1999**)** defined Relationship Marketing as 'the road to business success or a very vital marketing strategy to create shared value or culture that gives importance to the relationships between customers and manufacturers' (Sin et al., 2002). Relationship Marketing is the concept that guides companies to develop various strategic tactics and allocate various resources systematically (Sin, Tse, Chan, Heung, & Yim, 2006). Practically speaking, any activity that applies Relationship Marketing and succeeds, we would call it Relationship Marketing Orientation (Sin, tse, Chan, Heung, & Yimc, 2006). The business aspect of the concept has developed from producing to selling, and from the marketing aspect it leads to Relationship Marketing Orientation (Human & Naude, 2010; Sin et al., 2006).

Later on, marketing academia found three additional steps to explain Relationship Marketing Orientation (Human & Naude, 2010). These were as follows:

1) Giving importance to relationships between customers and manufacturers (Human & Naude, 2010; Sin, Tse, Yau, Chow, Lee, & Lau, 2005).

2) At the organizational level, the Relationship Marketing Orientation concept needs to be implanted to become part of organizational culture in order for employees in the organization to create positive relationships among each other. Ultimately those employees can bring/apply the relationships to their customers in the long term, (Human & Naude, 2010; Winklhofer, Pressey, & Tzokas, 2006) and the mentioned relationships can increase the Business Performance of the organization (Winklhofer et al., 2006).

3) The 'Relationship Marketing Orientation' concept leads to Relationship Investment which refers to the employee sacrificing his or her personal time for target customers of the organization (Camarero, 2007). This is good for the business and can even strengthen relationships with customers and ultimately develop them into long-term relationships. Furthermore, Relationship Marketing Orientation is categorized as part of a business structure that includes the four aspects of Relationship Investment—i.e. Personalization, Communication, Personal Relationships, and Customization (Camarero, 2007; Human & Naude, 2010).

Even though much research has been conducted on the topic of Relationship Marketing Orientation in European countries, little has been conducted or applied in Asian countries. Sin et al., (2006) has apated the concept of 'Relationship Marketing Orientation' put forward by Callaghan et al. (1995) to improve upon the concept of Yau, Sin, Lee, Tse, and Chow (1998) to make it more applicable for Asian countries (Chattananon & Trimetsoontorn, 2009).

2.1.2 Concept and Theory of Relationship Marketing

There has been continual research into the field of Relationship Marketing, but much of what has been conducted has been inconsistent (Ivens, 2006). This is largely due to Relationship Marketing lacking a key basic theory with too many variations of its definition (Tong, Johnson, Umesh, & Lee, 2006). Because of this, it is important to build a unified concept that is well-accepted by a wide range of people (Brodie, Coviello, & Winklhofer, 2008; Lindgreen, Davis, Brodie, & Buchanan-Oliver, 2000). This acceptance can lead to a more productive application and use of Relationship Marketing (Palmer, Lindgreen, & Vanhamme, 2005), which would be a beneficial strategy for businesses to create a competitive advantage (Hunt, 1997).

When aiming to provide an accurate definition of Relationship Marketing, simply combining all the studies that have been conducted on the topic will not create a new and unique concept. There have been many research studies on Relationship Marketing (Coviello & Brodie, 1989; Coviello, Brodie, Danaher, & Johnston, 2002; Coviello, Brodie, & Munro, 1997; Hunt, Arnett, & Madhavaram, 2006; Lindgreen et al., 2004; Moller & Halinen, 2000; Palmer et al., 2005) which prevent the concept being developed as far as it should be. There are also studies regarding the categories

of Relationship Marketing that can be referenced when developing the Relationship Marketing concept.

There are arguments about creating marketing theories. Moller and Halinen (2000) summarized that Relationship Marketing theory is about 1) business markets 2) marketing channels 3) marketing for the service sector and 4) computer-based and direct marketing. The summaries agree with the traditional basic foundation of Relationship Marketing (Brodie et al., 1997; Coviello et al., 1997; Mattsson, 1997; Morgan & Hunt, 1994). Both Moller and Halinen (2000) also stated that there is no Relationship Marketing theory that is truly outstanding just yet. They only present the two sides of Relationship Marketing theory that are 1) Market-Based Relationship Marketing that focuses on customers and 2) Network-Based Relationship Marketing that focuses on business-to-business marketing.

Additionally, Moller and Halinen (2000) also stated that a business should not use only one aspect of Relationship Marketing, and it does not matter if it's Market-Based Relationship Marketing or Network-Based Relationship Marketing. Brodie et. al (2008) agreed with Moller and Halinen (2000). Businesses are facing different marketing situations in different times, and consequently they need different marketing tactics. Therefore, businesses need to explore and find a suitable marketing strategy that fits with their business and competitive competency in order to choose the best marketing solution. However, categorizing the types of Relationship Marketing cannot demonstrate relationships of Relationship Marketing elements.

The concept of "Relationship Marketing" has been presented in many aspects (Brodie et al., 1997; Mattsson, 1997; Palmer et al., 2005) but there are two well-accepted concepts that are: The Nordic School (Grönroos, 2000b), and The IMP group network approach (Cunningham, 1980; Ford, Gadde, Hakansson, Lundgren, Snehota, Turnbull, & Wilson, 1998; Hakansson, 1982). The studies about traditional "Relationship Marketing" agreed and focused on the relevancy and differences of marketing at the same period of time (Haker, 1999; Rao & Perry, 2002). That said, the overwhelming definitions of "Relationship Marketing" concept have shown both similarity and differences in their definitions (Egan, 2003; Mattsson, 1997).

2.1.2.1 "Relationship Marketing" concept by The Nordic School

Relationship Marketing is viewed as a systematic action to add value for customers. Therefore, Relationship Marketing is a marketing process that needs to

take action to create added value for customers directly (Grönroos, 2000b). The marketing process focuses on relationships between business and customers, in both consumer and business markets (Grönroos, 2000b). The Nordic School places emphasis on relationships between other stakeholders, thus the Relationship Marketing strategy is also successful (Grönroos, 2000b).

Additionally, marketing tactics need to be adapted to fit with the particular management system of the business. This means that marketing processes must create and sustain positive relationships with customers, and continuously improve the relationships for higher business profits. However, if the relationships cannot give long-term profits, the business needs to terminate such relationships (Grönroos, 2000a).

The Nordic School focuses the three relationship processes as follows:

1) Interaction process-a process that has interactive relationships. The relationships comprise of step-by-step actions that result in forming relationships in the last step of the process, (Holmlund, 1996).This final step is the most important step in the Relationship Marketing concept (Grönroos, 2000b).

2) Dialogue process-a process that has negotiating conversations. It is the two-way communications between businesses and customers.

3) Value process-a process that creates value as a result of Relationship Marketing. Businesses need to create value for their customers, and customers must corporate with businesses through interactive processes. The process, then, becomes more trustworthy with negotiation conversations (Grönroos, 2000b).

The interactive process includes continuous step-by-step processes. The action is the smallest element that can be used to analyze interactive processes (Grönroos, 2000b) that are seen in various marketing processes of the business. The steps include various actions, for example meetings between a management team and its distributors. The 'action' is the activities that occur during the meeting. Thus, the 'action' is the most prominent example of 'Relationship Marketing' for businesses. Other academics refer to such action as 'marketing activities' (Brodie, 2002; Brodie et al., 1997; Coviello et al., 1997). All the steps that happen lead to outcomes that strengthen relationships between businesses and customers (Grönroos, 2000b). Businesses that do not follow the Relationship Marketing concept cannot operate their businesses sustainably.

The Nordic School also sets a hypothesis that interaction between buyers and sellers are part of communications, and those communications are mostly about mutual objectives (Grönroos, 2000a). If the interaction happens in parallel with the negotiation processes (or vice versa), it can automatically create Relationship Marketing between buyers and sellers. Plus, marketing activities and all communications to customers (both direct and indirect) are part of a negotiation processes that supports Relationship Marketing (Grönroos, 2000b). Therefore, the negotiation process can be considered as part of the successful and efficient use of Relationship Marketing.

The interaction process is the most important element of Relationship Marketing, while the negotiation process is considered the 'communication responsibility' carried out during relationships. However, the two processes will be completely useless if customers cannot perceive the value that businesses try to create for them (Grönroos, 2000b). Therefore, the value-creation process needs to be carried out well in order for Relationship Marketing to succeed. The value-creation process happens continuously, and it is the result of using Relationship Marketing.

2.1.2.2 "Relationship Marketing" by The Network Approach to Industrial Marketing

The IMP group studied business relationships, business interactions, and business networks since 1970 (Ballantyne, Christopher, & Payne, 2003). The study focused on "interactions" (Cunningham, 1980; Ford & Hakansson, 2006; Turnbull, Ford, & Cunningham, 1996) and investigated business-to-business marketing (Palmer et al., 2005; Payne & Holt, 2001). The study was comprised of 3 objectives that were:

1) to understand corporation patterns of business units,

2) to learn about business unit adjustment in order to satisfy another business unit,

3) to analyze reaction and interaction between the two business units (Turnbull et al., 1996). The method strongly challenged the business structure concept and the business operations they encountered (Ford & Hakansson, 2005). Thus, the IMP group disagreed with the idea of operating businesses with lots of customers but not participating in interaction with them (Turnbull et al., 1996).

There are 4 important elements for business-customer interactions as shown below (Cunningham, 1980):

1) focus on creating and sustaining long-term relationships between buyers-sellers.

2) have more interactions than just simply having 'relationships' (Ford & Hakansson, 2006). This also includes mutual investments between sellers and buyers which can give mutual benefits in the future (Ford & Hakansson, 2006; Turnbull et al., 1996). The mutual investments mentioned earlier include investments in products, business procedure, or mutual investments for organizations.

3) depending on each other (dependence) will establish positive relationships between buyers and sellers, and in the end that will create strong networks. The IMP group said that business structure is similar to a business relationship network in which all parts are connected (Ford & Hakansson, 2005). Such relationships derive from mutual relationships created by sharing between buyers and sellers (Turnbull et al., 1996).

4) investment funds and the level of business risk plays a role in screening partners as both parties need to depend on each other.

For the IMP group, Relationship Marketing was the foundation of strong two-way relationship between buyers and sellers in the business market. And such relationships can establish strong networks in the long run.

2.1.3 Relevant Factors of Relationship Marketing

From studying and reviewing existing relevant text books, documents, and research studies about "Relationship Marketing", the concept can be concluded as below:

Table 2.1 Factors that Are Relevant to Relationship Marketing

	Bonding	Empathy	Reciprocity	Trust	Communication	Shared value	Employee commitment	Cooperation	Customer service	Adaptation
Chaston & Baker, 1998				√			√			
Dupont, 1998				√			√			
Tax, Brown, & handrashekaran, 1998				√			√			
Kim & Michell, 1999				√			√			
Wong & Chan, 1999				√						√
Conway & Wilcocks, 2000							√			
White, 2000				√			√	√		
Wulf & Odekerken-Schroder, 2001					√			√		
Lindgreen, 2001			√	√	√	√	√	√		
Husted & Whitehouse, 2002						√				
Delien, 2003				√	√		√			
Chong Kum Whye, MBA, 2003				√			√	√		
Gilbert, & Powell-Pewy, 2003	√			√						
Jirask Trimetsoontorn, 2003	√	√	√	√						

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Table 2.1 (Continued)

	Bonding	Empathy	Reciprocity	Trust	Communication	Shared value	Employee commitment	Cooperation	Customer service	Adaptation
Salen & Elofsson, 2005				√			√			
Rex & Davis, 2005	√		√	√	√		√	√		√
McNally & Griffin, 2005	√						√	√		
Pressey & Tzokas, 2006	√									
Bussell & Forbes, 2006	√			√		√	√		√	
Palmatier, Grewe, & Evans, 2006				√				√		
Shammout, 2007	√									
Bush, Underwood III, & Sherrell, 2007				√						
Moeller, Fassnacht & Klose, 2008				√						
Nijssen & Van Heck, 2009				√		√				
Cobos, Wang, & Okumus, 2009	√			√	√					
Theron & Teblandie, 2010	√			√	√	√	√			
Doyle, 2010				√			√	√		
Lay & Bowden, 2011				√			√			

Table 2.1 (Continued)

	Bonding	Empathy	Reciprocity	Trust	Communication	Shared value	Employee commitment	Cooperation	Customer service	Adaptation
Alvarez, Casielles, & Martin, 2011				√						
Chimote & Ankita Srivastava, 2011	√						√	√		
Mustafa & Alnaimi, 2012	√						√			
Oakley & Bush, 2012	√			√						
Kwan Yuet Han & Rebecca, 2012	√	√	√	√	√	√				√
Fernando, Ho, Algunaid, & Zailani, 2013	√	√	√	√	√					
Tariq et al, 2014	√									

Table 2.1 illustrates factors that are relevant to Relationship Marketing. According to the reviews of textbooks, documents, and research studies, there are 10 relevant factors that include: bonding, empathy, reciprocity, trust, communication, shared value, employee's commitment, cooperation, customer service, and adaptation. All mentioned items will be used as independent variables for this study.

2.2 Concept and Theory of Business Performance

2.2.1 Background of Business Performance Concept

The Business Performance concept has been recognized since the very beginning of the study of Organizational Theory, according to Campbell (1977) in Pichai Rattanadilok Na Phuket (2009). The concept is the core element that drives the organization in various aspects, for example: organizational strategic planning, organizational structure, leadership, and organizational culture in order to achieve the organizational objectives. The business performance concept is, therefore, the ultimate goal of the management team. The concept refers to the level of which the organization achieves its short-term and long-term objectives, in both outcome and processes that affect the survival of the organization (Robbins, 1990).

During the early era of the study of the Business Performance concept, there were two key different concepts. The first concept uses only one approach to measure the organization's Business Performance: to measure from manufacturing performance etc. The concept is called the Ultimate Effectiveness Measures Concept (Steers, 1977). Another concept is the opposite; it uses many approaches to measure the organization's Business Performance, and it is called the Multivariate Effectiveness Measures, according to Thorndike (1949) in Pongtep Chantasuwan (2010).

Industrial psychologists and sociologists try to evaluate Business Performance by finding only the most appropriate approach (i.e. Ultimate Criterion). Therefore, there are many Business Performance measuring criteria. In 1973, Campbell examined an Ultimate Criterion to measure Business Performance and found that there were more than 19 criteria. Each criterion aims to evaluate Business Performance and each criterion is considered as a dependent variable in order to study

its relationships with identified independent variables. Later, Campbell (1977) combined the Business Performance measuring criteria that had been used and found that they could be classified into 30 criteria (Campbell, 1977) comprising planning and objective establishment of

1) Productivity

2) Efficiency

3) Profitability

4) Information technology management

5) Stability

6) Control

7) Readiness

8) Flexibility-adaptability

9) External evaluation

10) Resources utilization

11) Growth

12) Morale

13) Conflict-harmony

14) Quality

15) Focus on training and development

16) Human resource value

17) Overall effectiveness

18) Collection and circulation

19) Absent

20) Accident

21) Motivation

22) Job satisfaction

23) Understanding of the goal

24) Agree with the goal

25) Consistency of normative and role

26) Interpersonal management skills

27) Work management

28) Participation and mutual influence

29) Focus on goal achievement

However, academia found that there are many supporting reasons for the Ultimate Effectiveness Measures to Evaluate Business Performance. These were: 1) it is difficult to admit that these variables have big enough scope to measure Business Performance 2) many variables for measuring Business Performance, e.g. satisfaction, tend to place importance on the personal values and judgment of researcher instead of using generic (non-biased) variables 3) it is difficult to mix these independent variables together in order to create understanding about "Business Performance" **(**Poranee Mahanont, 1986**)**

Further, Cameron (1981) said that the Ultimate Business Performance concept is not appropriate, as an organization is generally comprised of many projects that may have conflicts or overlapping working procedures as they have different objectives identified by many stakeholders (Broad Array of Constituencies). Therefore, using the concept is inappropriate. For example, using "profit" as guideline to measure the organization's Business Performance might be able to measure the success of only one project but, at the same time, it might not be able to measure Business Performance of other projects in the organization as other projects might have goals that are not "profit orientated"—e.g. production project might target at "reducing cost" and "profit cannot be used to measure Business Performance of the production team. Thus, using only one measurement like "profit" cannot be used to measure overall Business Performance. Multivariate Effectiveness Measures were then introduced to measure Business Performance by creating models and testing hypotheses, or finding relationships between core variables that might affect Business Performance of the organization.

It is evident that the approaches to measure Business Performance vary depending on the perceptions of each academic. This also includes varieties of definitions and meanings of Business Performance concept as well. Pongtep Chantasuwan (2010) also stated that Business Performance concept still has not reached 'Generalization Stage'. Therefore, it is difficult to evaluate Business Performance at empirical level largely because there is no perfect and absolute definition or meaning of Business Performance concept.

2.2.2 Concept and Theory of Business Performance

Exploring definitions of Business Performance concept has been continuing since the late 19th Century. Even though the concept has been widely used, there has been no identification of a concrete definition, nor clear success indicators (Cameron, 1986) because Business Performance concept is vague and difficult to define. Cameron (1981) explained that there are three reasons for this issue: 1) Concepts of Organization originates or is conceptualized from many concepts, for example the definitions of "organization" and the differences between each organization. These varieties of organizational concepts affect the attempt and success of identifying the approaches, as well as the success for Business Performance because there is no standard in the definition of "organization" (Cameron, 1981) 2) In the previous studies of Business Performance, researchers have used non-overlapping success performance for Business Performance which results in "Not Cumulative" in the academic aspect. This means that when researchers want to evaluate Business Performance, success indicators that had been picked were generally the result of "convenience" or "bias" of the researcher instead of creating systematic success indicators (Campbell, 1977; Steers, 1977). The action, therefore, affected the progress of the study about Business Performance concept. However, there has been slight progress in creating theory about Business Performance Concept in the following reason. 3) According to Cameron (1981), the 3rd reason that creates difficulty in defining Business Performance is the complexity of the organization. That is, organizations have a variety of conflicting objectives and goals that create complexity and make defining specific conditions to measure Business Performance challenging. Organizations often have conflicting objectives (Weick, 1979) except when they have goals to achieve profits and productivity or conditions that largely depend on economic aspects; while other parts of the organization that are not seeking profits have more difficulty in identifying success indicators set to the measure overall goals and objectives of the organization. This vagueness and ambiguity make most definitions of Business Performance concept, as well as the approaches to measure the concept, in the past inappropriate to the modern and complex organizations (Cameron, 1981).

Thus, there are different definitions for the concept, that vary by each researcher and those definitions can sometimes be conflicting as well. According to a published document, the definition of Business Performance Concept is the level in which the organization can achieve its goal (Eizioni, 1964). Georgopoulos and Tomnenbaum (1957) stated that Business Performance is the level in which an organization, as part of social system, is able to achieve its goal by using, without ruining, its existing resources and not creating inappropriate tension between its members. Robbins (1990) also said that Business Performance Concept is the level in which the organization can achieve both its outcomes, and process short-term and long-term goals. Choosing variables or evaluation guidelines reflect 1) the strategic values that impact the survival of the organization 2) the interest of the evaluators and 3) the duration that the organization has been established. Thongchai Santiwong (2008) said that Business Performance happens when the organization can use the environment to achieve its targeted goals, but the most important element that plays along with Business Performance is efficiency. Efficiency means having a high capacity and being able to generate high benefits—i.e. receiving higher values in outputs than spending on existing resources. Therefore, it could be concluded that Business Performance is the level in which an organization achieves its identified goals that are critical to the survival state of the organization.

2.2.3 Study Guideline to Evaluate Business Performance

From the literature reviews, it was found that there are two key guidelines to evaluate Business Performance. These are 1) Independent Business Performance Study and 2) Integrated Business Performance Study or Multi-Guidelines Business Performance Study.

2.2.3.1 Independent Business Performance Study

Cameron (1981) divided the concept into 4 approaches: The Goal Attainment Approach, The System Resource Approach, Internal Process Approach and Strategic Constituencies Approach—with different study guidelines as follows:

1) The Goal Attainment Approach is the most popular approach. It believes that an organization should focus on achieving the ends, rather than the means. The Approach believes that an organization exchanges opinions and

seeks out its own goals. Thus, achieving the goals and successes is the appropriate success indicator for Business Performance (Robbins, 1990: 53). In other words, the approach connects Business Performance concept with the organizational success in achieving its goals (Eizioni, 1964; Price, 1997). The Approach can be applied only when the organization has the characteristics and goals following the 5 following hypotheses: 1) the organization that we are studying has real goals 2) we can see and understand those goals 3) those goals must not be too many for us to measure 4) we need to agree upon those real goals and 5) we must be able to measure "what" "when" and "how" the success the organization is currently having. However, this approach has methodological shortcoming and bias because "operational goals" are often different than "identified goals" and there are many goals that need to be prioritized by their importance and timing.

2) The System Resource Approach was introduced by Yuchtman and Seashore (1967). The approach tries to avoid the weaknesses and flaws of evaluating Business Performance without considering the goals of the organization, because it can be difficult to use "goal achievement' as a success indicator for Business Performance. The approach studies Resource System Models to analyze Business Performance instead. It believes that an organization should consider the ability of Inputs and Transactional Processes to be Outputs in order to learn the stability and balance of the organization in the long run. This Approach assumes that an organization has relationships with sub-systems and if the sub-systems do not work well, they will affect the whole working system (Robbins, 1990). Relationships between each system can be categorized in the form of "variable" or "proportion" which comprise Output/Input (0/I); Transactional Process/Input (T/I); Transactional Process/Output (T/0); Transactional Process of Input (I/I) and others. However, this Approach is not that different than the earlier one (The Goal Attainment Approach) because one of the goals of an organization is to "acquire" resources from the environment.

3) Internal Process Approach focuses on Internal Processes and Operations of the organization. It believes that in order for an organization to have Business Performance, the level of internal process must be appropriate, or not too long (not more processes than are needed). In order to achieve that, members in the organization must be unified with the internal processes to achieve a smooth

working process with good work quality. The key elements that connect members to such a state are trust and benevolence, which also result in smooth information flow in the organization with no obstruction in the structural aspect, both vertically and horizontally (Likert, 1961). The state is also called Healthy Systems. Thus, the Approach believes that an organization would achieve higher Business Performance if it can sustain internal processes at a healthy level. On the other hand, the organization would have poor Business Performance if the internal processes of the organization is unhealthy (Cameron, 1981).

       4) Strategic Constituencies Approach focuses on the ability to respond to the needs and create satisfaction for relevant or strategic stakeholders as a success indicator of whether the organization has good Business Performance or not. The approach assumes that an organization comprises of sub-groups that are competing to control the resource. Thus, it is important to evaluate if an organization succeeds in responding to the needs of participating strategic stakeholders or not (Robbins, 1990). It is difficult to determine who are the most "strategic stakeholders" because amongst all stakeholders, there would be only limited number of stakeholders that are critically important to the organization and able to control necessary resources for the survival of the organization. Furthermore, changes of the environment also affect the identification of "strategic stakeholders" and their needs.

Table 2.2 Shows Comparison of the Approaches in Respect of Effectiveness

Guideline	Definition	Application condition
1. The Goal Attainment	Achieving identified objectives	Having clearly-set and measurable objective
2. Systems Resource	Need to search for resources	Clear relations between import factors and productivity
3. Internal Process	No internal pressure, pleasant internal system	Clear relations between work processes and key task
4. Strategic Constituencies	All stakeholders have certain level of satisfaction	Relevant stakeholders have power over the organization and the organization responds to the needs

2.2.3.2 Integrated Business Performance Study

Integrated Business Performance Study is another theory to study Business Performance with the initial perception that Business Performance is not a concept generated from "observation" and to induce an abstract level. Instead, it is comprised of values (Quinn & Rohrbaugh, 1983; Pongtep Chantasuwan, 2010). The study stated that Business Performance changed based on individual values, and in order to evaluate Business Performance, it would depend "who" was to evaluate it and what evaluator focused on. Further, there is no "best" way to evaluate Business Performance because the concept is subjective. Effective Business Performance is difficult for everybody to agree upon as it depends on values and benefits. The concept derives from academics that want to integrate Business Performance concept to build Business Performance elements. Steers (1977); Campbell (1977) proposed similar approaches. The first step is to identify variables that are expected to be success indicators for Business Performance, and then study the variables on how they have similar relationships (Pongtep Chantasuwan, 2010). Many researchers tried to follow the concept of (Scott, 1977; Cameron, 1979; Seashore, 1979) by attempting to integrate Business Performance models together.

However, Quinn and Rohrbaugh (1983) shared that the attempt to integrate Business Performance concept, as mentioned above, still holds vagueness because the concepts that had been integrated were still different, they were unable to find connections among them, and they were unable to be categorized without them "overlapping". The reason for such vagueness might derive from lack of appropriate tools or methods to analyze multiple variables at the time. It can be stated that the Integrated Business Performance Study still has various models and connections between each concept that are not clear and lack guidelines to categorize them. This is another important cause of such vagueness.

Therefore, Quinn and Rohrbaugh (1983) studied Business Performance by systematically categorizing concrete success indicators of Business Performance. They introduced a strong integrated model that is called The Competing-Values Approach. The approach views Business Performance variety by each individual's values, meaning evaluating Business Performance of an organization depends on "who" evaluates it and "what" aspect the evaluator focuses on. The Approach

assumes that there is no "best" way to evaluate Business Performance since the concept is subjective and difficult for everybody to agree on. It depends on values and benefits as well (Robbins, 1990). There are 3 groups of basic values that compete internally in the organization:

The first group of values focuses on two values from the organizational structure that have two opposite dimensions; flexibility and control. Flexibility values innovations, adaptations, and changes. On the other hand, control focuses on stability, order, and predictability of what is happening in the organization. Flexibility and control dimensions are opposite values similar to adaptation and maintenance in the Social System Theory.

The second group focuses on internal management and can be categorized by focusing on well-being and development of its internal "people"; or focusing on "internal" integration and developing the "organization"; or focusing on "external" and creating a difference. In short, it is the group that chooses between "people" or the "job". Focusing on "people" emphasizes the feelings and needs of the people in the organization, and focusing on "work" emphasizes productivity and task accomplishment.

The third group focuses on relationships between Organizational Means and Organizational Ends. Focusing on means gives importance to internal processes and long-term continuity; while focusing on organizational goals emphasizes the last outcome and the short-term. Quinn and Rohrbaugh (1983) stated 4 models of the relationships as shown below:

1) Human Relations Model emphasizes group values of flexibility and group values that focus on internal organization that enhance cohesion and morale, and that create the ends to develop a skilled work force.

2) Open System Model has an important set of values comprised of flexibility and a value asset that focuses on the external using the means of flexibility and readiness with the end result of acquisition of resources.

3) Rational Goal Model has an important set of values comprised of control and a value set that focuses on the external using the means of planning with the end result of productivity and efficiency.

4) Internal Process Model has an important set of values comprised of control and a value set that focuses on the internal using the means of information management with the end result of stability.

Table 2.3 Competing Values Framework

Combination	Core value	Definition
OFM	Flexibility	Ability to adjust to deal with changes of the conditions and external demands.
OFE	Acquisition of Resources	Ability to increase external support and internal work expansion.
OCM	Planning	Clear and understandable goals.
OCE	Productivity and Efficiency	High productivity and high proportion of exporting VS importing.
PCM	Information Management	Communication channels that help inform people about current situations that could affect work.
PCE	Stability	Value orders, consistency, and smooth operation.
PFM	Cohesive Work Force	Reliability and respectful amongst workforce and being able to work together smoothly.
PFE	Skilled Work Force	The workforce is well-trained, skillful, and has appropriate capacity.

Source: Robbins, 1990.

Later, a study regarding Business Performance under Competing Values Framework shows that to create criteria to measure Business Performance, only 2 value sets are need, a value set in structure and value set in focus. The first value set reflects the differences between flexibility or change and control or stability. While the latter value set reflects 'focus' highlighting internal organization that places emphasis on people, and 'external; that places emphasis on the organization (Quinn, 1988).

2.2.4 Summary of Business Performance Concept

Business Performance concept has long been studied since it is the core concept that drives an organization towards its goals. Business Performance, therefore, is the ultimate goal that the management team wants to achieve. There are two assumptions to studying Business Performance Concept: 1) the assumption that believes that there is only one criterion to measure Business Performance (Ultimate Effectiveness Measures concept) and 2) the assumption that believes that there are many criteria to measure Business Performance (Multivariate Effectiveness Measures). Even though Business Performance has been widely used, there are no clear or concrete definitions nor success indicators because there is no perfect condition of the definition of Business Performance (Cameron, 1986). Therefore, different definitions vary by researchers, which are conflicting. It can be concluded that Business Performance concept is the level in which the organization can achieve its identified goals that are important conditions to the survival of the organization.

There are 4 approaches to the Ultimate Effectiveness Measure concept and each approach has different studying guidelines. These are: 1) The Goal-Attainment Approach links Business Performance concept to the success in achieving organizational goals. This can be used only when the organization has clear and measurable goals. 2) The System-Resource Approach considers receiving relevant resources sufficiently in order to survive. 3) Internal Process Approach believes that an organization would have higher Business Performance when they can sustain high quality internal processes. 4) Strategic-Constituencies Approach views that having Business Performance means that the organization can create satisfaction for important strategic stakeholders at the most minimum level that they can accept.

Multivariate Effectiveness Measures concept is another approach to study Business Performance, with assumptions that Business Performance is not a concept that derives from observing the environment at an abstract level. Instead, it derives from variables and varies for each individual. The evaluation of an organization's Business Performance depends on "who" evaluates it and "what" the evaluator places emphasis on. This approach assumes that there is no best way to evaluate Business Performance because Business Performance is subjective and it is difficult for everybody to agree upon as it depends on an individual's values and benefits. This

approach was created from the attempts of researchers to integrate Business Performance concept to explore elements of Business Performance. Steers (1977); Campbell (1977) introduced a similar guideline that aims to firstly set variables which are expected to be success indicators, and then study similarities and relationships between those variables. Later, Scott (1977); Cameron (1979); Seashore (1979) tried to integrate Business Performance models together. However, Quinn and Rohrbaugh (1983) suggested that previous attempts to integrate Business Performance were still vague because the integrated concepts are still widely-different and could not be connected nor categorized to prevent overlapping. One of the reasons for the vagueness mentioned earlier could be lack of appropriate tools or methods to analyze multiple variables at a time. Thus, it can be concluded that integrated Business Performance concept still has a variety of different models, no clear connections between each model, and lack of criteria to classify or categorize the concepts. As a result, Quinn and Rohrbaugh (1983) studied Business Performance concept by systematizing concrete Business Performance measuring criteria and discovered a strong integrated model. This model was the Competing Values Approach which illustrated 3 value sets that are "Structure", "Focus" and "Means and Ends" with 4 models as follows: Human Relations Model; Open System Model; Rational Goal Model and Internal Process Model.

2.2.5 Indicators of Success for Business Performance

Studies show that there are many textbooks and research papers related to business performance has found indicators of success for the business performance as follows:

Table 2.4 Above Demonstrates the Indicators of Success for Business Performance

Name ／ Indicators	Market share	Customer retention	Clients satisfaction	Long-term profitability	Interaction	Loyalty
Gummessen, 1994				√	√	
Payne, 1994		√	√	√		
De Burca, Brannick & Meenaghorn, 1995	√					√
Dunn & Thomas, 1995		√			√	
Prabhakar, Goldhar & Lei, 1995				√		
Walker, 1995		√		√		
Hamlun & Kock, 1996			√	√		
Chaston & Baker, 1998		√				
Dupont, 1998		√				
Tax, Brown & Chandrshekaran, 1998		√				
Donnell & Cummins, 1999				√		
Kim & Michell, 1999		√				√
Lindgreen & Crawford, 1999	√	√				√
Lui & Wang, 1999			√			
Conway & Wilcocks, 2000		√				√

Table 2.4 (Continued)

Name	Indicators	Market share	Customer retention	Clients satisfaction	Long-term profitability	Interaction	Loyalty
Donaldson & Toole, 2000							√
So & Speece, 2000			√		√		√
White, 2000			√				
Chattopadh Yay, 2001			√				√
Lindgreen, 2001			√				
Husted & Whitehouse, 2002			√				√
Whye, 2003				√			
Gillbert & Powell-Perry, 2003			√				
Delien, 2003			√	√		√	√
Salen & Elofsson, 2005			√			√	
Davis, 2005			√				
Rex & Davis, 2005			√				
McNally & Griffin, 2005			√			√	
Pressey & Tzokas, 2006			√		√		√
Bussell & Forbes, 2006			√				√

Table 2.4 (Continued)

Name \ Indicators	Market share	Customer retention	Clients satisfaction	Long-term profitability	Interaction	Loyalty
Palmatier, Dant, Grewal, & Kenneth, 2006		√	√	√		√
Shammuut, 2007		√	√			
Bush, Underwood III, & Sherrell, 2007		√	√	√		√
Aryut Arslan, 2008		√				
Moeller, Frassnacht, & Klose, 2008			√			
Nijssen & Van Herk, 2009			√			√
Cobos, Wang, & Okumus, 2009					√	
Theron & Teblanche, 2010	√		√		√	
Doyle, 2010		√				√
Zhuang & Zhuang, 2011		√				
Lay-Hwa, 2011		√	√			
Suarez, Casielles, & Martin, 2011			√		√	

Table 2.4 (Continued)

Name / Indicators	Market share	Customer retention	Clients satisfaction	Long-term profitability	Interaction	Loyalty
Naraj Kishore Chimote & Ankita Srivastara, 2011		√			√	
Husam Mustafa Abdallah Alnaimi, 2012		√	√			√
Oakley & Bush, 2012		√		√		√
Rebecca, 2012	√	√		√		
Yadi Fernando, Theresa, Algunaid, & Zailani, 2013			√			
Tariz et al, 2014		√	√			

Table 2.5 above demonstrates the indicators of success for business performance that have been derived from literature review and reveals 7 factors which are: Customer retention, Client satisfaction, Interaction, Long-term profitability, Loyalty, Customer's commitment, Market share. These 7 factors will be used as dependent variables for this research.

2.3 Concepts and Theories of Human Resource Development

2.3.1 The Importance of Developing Human Resources

Thongsri Kampoo Na Ayutaya (1991) explained that:

1) Human resource development requires an investment of time, knowledge and management action to achieve concrete results.

2) Human resource development is a development of the continuation of the life of human society, national and enterprise levels, each of which will need to be invested differently.

3) Human resource development is an obvious target for people to learn about the effect changes in behavior and practices have on society.

4) Human resource development is an activity that needs to be held constant in order to enhance the effectiveness of resources.

However, Pace, Smith, and Mill (1991) suggest otherwise as follows:

1) The value in the individual realizing and accepting that they are important and a key factor in determining the quality of the organization.

2) For human resources personnel at all levels of an organization to achieve success now and in the future, it is necessary to prepare the personnel to sharpen their skills and get ready for the future.

3) A good working environment and quality of life in terms of safety and labor relations must be regularly updated.

4) In order to achieve employee satisfaction, employees should aim to build a great organization and aim to achieve a great sense of satisfaction in work with third -party organizations to become successful and encourage people to commit to the organization. Jobs should be redesigned to achieve appropriate conditions that are suitable for humans rather than robots, otherwise discontent may arise within the staff.

5) All individuals must recognize the need to learn continuously. There should not be any individuals within the organization that lack the desire to improve their knowledge and skills to help the organization achieve its expected goals.

6) Employees should be ready to adapt to changes in market conditions, environment and resource requirements that create a need to prepare personnel in different parts of the organization.

7) Expanded perspective on human resource development. This will not only be in the form of training, but it will also include an understanding of human behavior and the importance that human potential has at all levels of the organization.

On the other hand, Danai Tianput (2010) concluded the concept of human resources development as follows:

1) Analysis of human resource development in the organization should have a broader conception based on the theory of the system, which can point out the factors showing which environments people are compatible with.

2) The people in the organization should be paid attention to, and considered as being part of a 'living system' that, if secured, will lead to constructive outcome for the organization.

Therefore, the development of human resources in the organization has been recognized as a learning process that has continued throughout the life of the people in the organization. Moreover, the experience of learning from the classroom is most effective when coupled with experience gained from interactions with environmental factors that affect employee performance.

2.3.2 The Need and Importance of Human Resource Development.

Many organizations may not see the need in developing human resources. However, many academics have begun to realize that human resources are essential and therefore require development. Pracha Tayrat (1987) concluded the following:

1) Human resources is a key factor in communication and the success or failure of the organization. Therefore, the effectiveness and potential of the individuals in a organization are paramount to the organization's success. Only when the organization improves the effectiveness of its employees will it bear the fruit of success and push on to greater heights.

2) The organization needs to be able to update their knowledge and skills to adapt to changes outside the organization in technology, economics, society and politics, otherwise the organization will reap negative effects.

3) Changes within the organization, such as modifying corporate policies or moving into new buildings require thorough planning and communication to all employees. If this is not achieved the people working in an organization may find adjusting to the changes extremely difficult. Another change an organization must manage is the retirement of its older employees.

4) All of the people in an organization are looking to make progress in their career. They want job security and as each of them have a different skill set they require individual plans to aid them. Individuals should develop in any direction, in accordance with their skills or preferences and goals.

However, Kruewan Limapichart (1988); Visit Chuwong (1990) suggested that:

1) No institution can produce people that are able to work in various corporate organizations. New personnel need to be trained, or the institution needs to work to introduce new personnel that are familiar with the workplace and understand the rights and duties of the members of the organization. They will also need to understand the purpose of the agency with the knowledge, skills and attitude that are appropriate to the needs of the organization.

2) The development of human resources has helped prevent wasteful spending by the corporate personnel. They need to ensure there is not a lack of guidance and counseling. Human resource development must be considered as an investment by the organization with the aim of having personnel working effectively and contributing to the productivity and quality of the organization to bring prosperity in the desirable direction.

2.3.3 The Definition of Human Resource Development from the West

Nadler and Nadler (1989) used the term Human Resource Development or HRD for the first time in 1968 (Nadler & Nadler, 1989). The meaning of human resource development involves employers providing learning experiences to employees in a given period of time to induce functional improvement for the better,

or for growth in the workforce. The focus is to provide learning experiences that include education and training methods developed by the duration of use. Killian in Mollyvetchachewa (1981) explained that human resource development should be planned in advance and constructed for employees on an individual basis, to prepare them to be ready to achieve the best results by taking care of their physical strength as well as their intelligence, wisdom and energy to get their job done effectively. McLagan (1989) suggested that human resource development is the combination of individual career development and organizational development to improve the effectiveness of individuals, groups and organizations. According to Pace et.al. (1991) the meaning of HRD in the globalized world is to integrate a mix man's role in relation to personal development, career development and organizational development with a focus on development of life and social organization. Quality is improved with professional science, and leads to higher productivity, customer satisfaction related to increased organizational effectiveness.

2.3.4 The Definition of Human Resource Development from Thailand.

There are many Thai scholars who have defined Human Resource Development as follows:

Sompong Kasamesin (1980) stated that human resource development refers to the process to enhance performance in the work of practitioners in thought, action, abilities and skills.

Pracha Tayrat (1987) stated that human resource development is the process of enhancing cognitive skills, experience and attitudes appropriate to strengthen the capacity of the individual to be able to adjust themselves quickly to changes inside and outside the organization so they are ready to fulfill their responsibilities both now and in the future to get the most effective organization.

Jira Hongladarom (1989) explained that human resource development should include activities that enhance the knowledge, skills and experiences to make it useful and in line with market demand.

Chartchai Na Chiangmai (1990) explained that human resource development should be defined as a systematic process that continues to seek viable alternatives available to people in the organization to be a happy member of an agency. Workers

are assigned and can make their own and overall responsibility for the agency's success goals.

The definitions above can be defined and determined roles of executives at all levels of the organization for the management of human resources which is comprised of:

1) Set the objective in the development of each line of each level with a clear target.

2) Mobilize resources, both internal and external entities should be used in the development of human resources.

3) Promote and support opportunities for workers at all levels in all areas to take part in the setting of guidelines in the human resources departments.

4) Directing and coordinating the activities of agencies that contribute both directly and indirectly to the development prospects that have been defined.

5) Ongoing monitoring and evaluating of human resources departments in a systematic way.

On the other hand, Bangon Sohon (1995) suggested that human resource development should:

1) Enhance the effectiveness of individual workers in working correctly to achieve their targets within the given time showing perseverance and satisfaction.

2) Increase the capacity to utilize human resources.

3) Search for methods and tools to create an atmosphere of operational resources to stimulate human creativity in order to create innovative leadership and willingness to cooperate.

4) Create an atmosphere of satisfaction and reduce operational procedures in practice.

5) Change the values of the workforce to be centered around ethics, accountability, operational integrity and accuracy by adhering to the principle of sincerity in performance.

6) Prevent accidents, conflicts or any issue related to the operation, including employee strikes and resignations.

7) Adjust or modify itself to solve problems that arise in the organization at any time.

In summary, the development of human resources with a definition can be summarized with three dimensions:

1) A definition on a target consisting of personnel working productively with a high quality of work life and good corporate performance.

2) A definition that includes the development of a learning experience for planning authorities to seek alternative practices or processes that are involved in other organizations.

3) A definition that features the ability to develop skills, insight, attitude and morale of employees.

2.3.5 Activities of Human Resource Development

Human capital development activities for organizations in the travel industry are an important activity and the need is great, as mentioned previously. The forwarding of business tourism products and services will be carried through human capital, and it is available to customers in the enterprise or service itself.

The processes of implementation of human capital development activities in an organization include three key steps:

1) Assessing Human Capital Development Needs is the process of conducting activities related to the development of human capital with the goal of assessing whether employees are essential and need to develop skills that may be split into three groups that need to be developed. Some activities include: 1) training which includes development activities focused on bringing knowledge into practice as soon as possible. 2) Education that is focused on work related to preparing for the future and development activities. 3) Development that is focused on organizational development in the future.

The process of assessing the need to develop human capital in the travel industry, and services can be done in many ways. But, to carry out such activities in line with the corporate strategy defined; it should be assessed using the form of performance competency model. This model is believed to be the most suitable method to develop key performance indicators as well as identifying skill gaps that

need to be developed, with the objective to develop the human capital development activities in each sub- activity.

2) Designing and Implementing Human Capital Development Programs

All those involved in the development of human capital in the corporate travel industry have set the objectives of developing human capital with clear activities for each event. The operation and design activities and the developing of human capital is a process that must continue to guide the activities. It can be divided into activities for learning, not from actual work or what is known as off the job training, for example, seminars, case studies and learning from the real work. On the job training includes coaching and mentor systems.

Process design and process development activities of human capital, should start out by taking into account the purpose of the activity in each of the subsections of the event. It also needs to determine the number of participants that will participate along with other components such as guest speakers and budget. Selecting the format to be used for any activity should take into account the cost effectiveness of the activities that will take place and the satisfaction of those attending the event and learning principles.

3) Evaluating Human Capital Development Programs

When organizations have activities to develop human capital, the evaluation process is one important event that helps fund the activities of the human mind to incorporate investment activities and to determine whether activities are worth it or not. Therefore, the scope of the evaluation of activities is not only determined by the satisfaction of the participants after the event has ended, but includes a tracking process that participants can put their knowledge to use and to see whether the actual performance was effective or not.

In addition, the concept of the process evaluation of the event is divided into two components, which are: 1) an assessment after the event has ended focused on measuring satisfaction, the learning that took place, as well as recommendations that can be applied in the future. 2) Tracking the knowledge gained that can be used in their work that is focused on evaluating the behavior changes in performance towards the objectives, defined or not, as well as any barriers that stopped objectives being achieved. It also needs to rely on the cooperation of supervisors in assessing an employee's activities.

2.4 Concept of Generation and Managing Cross-Generational Workforce

Nattawut Pongsiri (2009) offered a concept of managing a cross-generational workforce that can be summarized as an organization that consists of people who have a variety of experience, gender, age, race, religion, social status or identity of the group or the individual. The individuals who perform with them may have a variety of personalities. As a result people in the HR management department need to have the right skills to understand these differences in individuals.

The history of the world includes events that have affected the lives of people in society. These events have also affected the nature of the people who have lived through them. Certain events that have characteristics that can vary from others. The characteristics of each period of recent history are as follows:

Table 2.5 Individual Characteristics of Each Period

Year	Situation	Type of Society	Generation
1900-1929	Before World War II	Medical and Health Science obsolete	Veterans
1930-1945	During World War II	In a situation of war	Silent Gen of Golden Age
1946-1965	After World War II	People casualties were reduced	Baby boomer
1966-1980	Before the emerge of communication systems	Seeking meaningful difference to their lives	Generation X
1981-2000	Entering the use of Internet	Depending on means of communications technology and internet	Generation Y
2001-present	Globalization Without Borders	Rapid Dynamics	Generation Z (Millennium)

At present, people of working age are in the third phase; Baby Boomers (aged between 49-68 years) Generation X (aged between 34-48 years) and Generation Y (aged between 14-33 years). Therefore, organizations must understand the nature of all the three generations to manage them correctly in order for both the individual and the organization to benefit. The characteristics of the three models are as follows:

2.4.1 Baby Boomer

1) Characteristics:

(1) After World War II, the birth rate increased in order to compensate for the deaths caused by the war.

(2) After the war, technology such as TVs were invented, the civil rights movement began along with improvements in the public sector followed by economic growth and prosperity.

(3) After the war there was a situation that inspired a sense of stability and opportunity.

(4) The growing wealth helped improve quality of life, health, well-being and growth.

(5) People understand the principles of hard work to earn a living and tend to be leaders.

(6) Maybe give priority to work over family matters.

2) Management Guidelines:

(1) Prepare the work environment with a balance between the workload and nature of work.

(2) Provide opportunities for employees to prove their ability

(3) Ask questions and find the mutual agreement and understanding

(4) Help gain recognition both within and outside the organization

(5) Rewarding work ethically and continuity in the long term

2.4.2 Generation X

1) Characteristics

(1) Were born during a time when humanity travelled out of Earth successfully.

(2) They grew up in the progression of analog to digital and technology.

(3) Most families were shaky. There was a decline in loyalty in this generation.

This led many to resign and change jobs, refuse overtime or quit jobs, find new job, and become upset because they believe that work is not everything in life.

2) Management Guidelines

(1) Must provide clear, concise and straightforward information because Generation X like to be treated frankly.

(2) Email can be used to communicate with this group. If it is really a big deal management should speak face to face with Generation X. They do not like to be orchestrated. They prefer to find their own solutions.

2.4.3 Generation Y

1) Characteristics

(1) Grew up in an era of dramatic changes in social environment, economics and politics, as well as large technological advances.

(2) Strong sense of individuality with valor and courage of expression. It is useful to think of the organization as a positive factor that allows for changes in the organization, particularly in a state that organizations must adapt to competitive conditions of the market and consumer behavior changes.

2) Management Guidelines

(1) Give them opportunity to express themselves to the assigned work, and encourage teamwork.

(2) Give them chance to think outside the box without too many conditions and rules.

(3) Encourage the use of technologies over paper and documents work.

CHAPTER 3

FRAMEWORK AND RESEARCH METHOD

The study determined human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business combining both quantitative and qualitative methods. The research focused on collecting information from personnel employed in the airline industry, especially premium airline human resources.

The study aimed to know the Relationship Marketing factors affecting the measure of success of the business performance and noted the relevant comments and suggestions regarding the airline industry revenue. The objectives of this study were to determine the factors affecting Relationship Marketing and successful business performance indicators determined through questionnaires and indepth interviews with relevant airline employees.

This chapter is divided in four major sections as described below.

3.1 Concepts in Education

3.2 Process Research

3.3 Definition Operations

3.4 Methods

    3.4.1 Quantitative Research

        3.4.1.1 Surveying the population samples in the study

        3.4.1.2 Developing instruments to collect data in the study

        3.4.1.3 Testing the reliability of the instruments

        3.4.1.4 Collecting data

        3.4.1.5 Forming and testing hypotheses

        3.4.1.6 Analyzing the data and statistics used

    3.4.2 Research

        3.4.2.1 The information collected in the study

        3.4.2.2 The tools used in the study

3.4.2.3 The reliability of the instruments

3.4.2.4 Data collection

3.4.2.5 Data analysis and statistics used

3.1 Process Research (Research Framework)
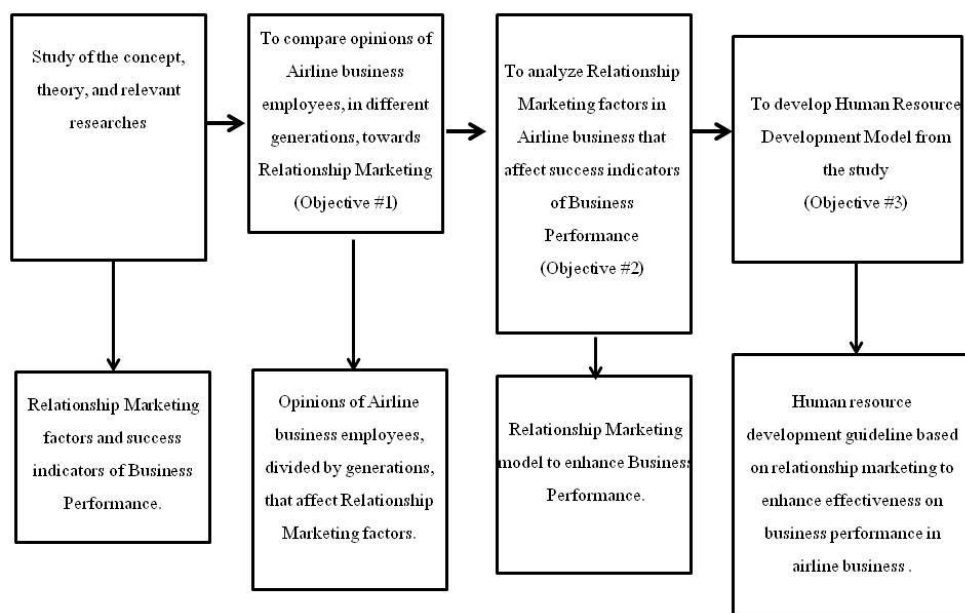
Figure 3.1 The Research Process: Developing Human Resource Development
Guideline Based on Relationship Marketing to Enhance Effectiveness on
Business Performance in Airline Business

The research investigated concepts related to the theory of Relationship
Marketing leading to success in education using quantitative research methods.
Questionnaires were used to collect data to compare and analyze the opinions of
employees in the airline industry according to each generation. The questionnaires
explored the development of human resources in the airline industry that influence the
measure of success of the business performance to design the optimum Relationship
Marketing model.

The study also employed qualitative research methods to determine the business performance potential to identify and promote best practices. In-depth interviews were conducted with six key informants, namely, academic human resources. Employees and human resources of premium airlines in Thailand with a minimum of five years' work experience were interviewed to identify those factors which could successfully develop human resources based on the Relationship Marketing Model.

3.2 The Conceptual Framework Used in the Study

The study identified important variables that could define the concept of Relationship Marketing as shown in Figure 3.2 below.
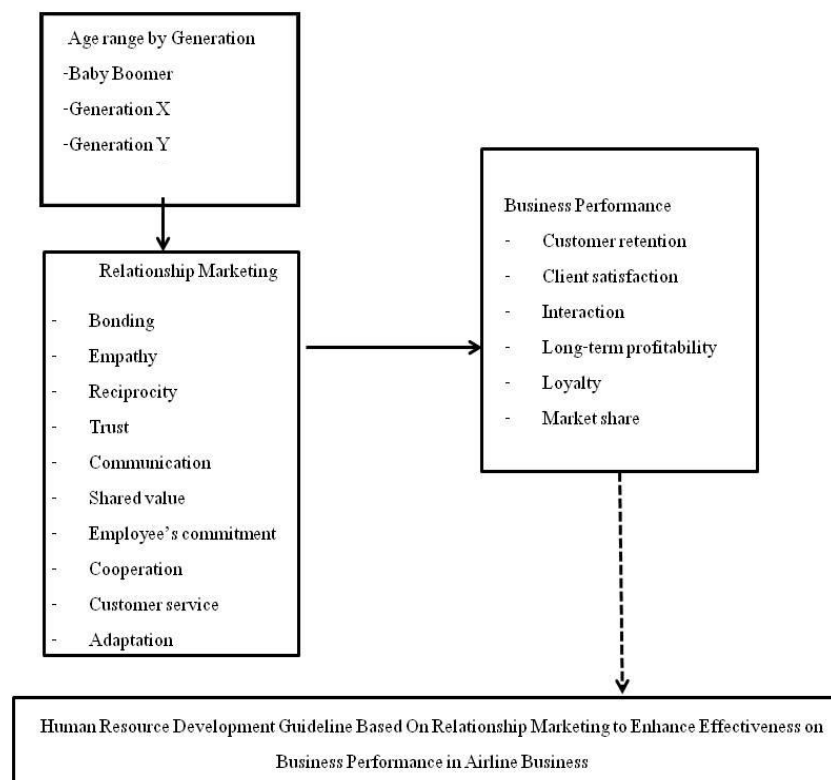
Figure 3.2 The Conceptual Framework for this Study: Developing Human Resource
Development Guideline Based on Relationship Marketing to Enhance
Effectiveness on Business Performance in Airline Business

The ten independent variables affecting the Relationship Marketing Model are described below.

1) Bonding means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective is achieved.

2) Empathy is defined as any behavior in which buyers and sellers endeavor to understand the situation and conditions they face, their shared purposes and their stated intentions toward one another.

3) Reciprocity refers to any business relationship in which one party provides assistance to the other party or treats one partner differently from others. These practices enable the partners to identify best practices or guidelines to be established in the future.

4) Trust refers to any business relationship which compels the partners to commit to agreements stated by both parties with integrity. That means that each party believes that the partners will follow through the stated commitments given to the other party.

5) Communication means exchanging information at the right moment between buyers and sellers, both official and unofficial.

6) Shared value refers to the belief that similar values exist between the partners. Partners agree on the issue of values, objectives or policies that are necessary or appropriate to the successful achievement of mutual goals.

7) Employee commitment represents the sense of commitment to the organization positively indicated by the results achieved. Employee job satisfaction involves dedicating body and soul to the work and performing in full cooperation to assist both organizations. The organizations have the potential to compete while remaining loyal to the organization believed to ensure long term survival.

8) Cooperation represents a corresponding action and collaboration in working together between partners to meet the stated and shared objectives of both parties.

9) Customer service refers to the process of managing and delivering quality customer care with professionalism. Customer service provides assistance to

clients before, during and after interacting to meet the expressed desires and wishes of the customers.

10) Adaptation refers to the ability of the organization to adapt to changing environments both inside and outside of the organizations to manage the changes to strengthen the competitiveness of the organizations involved.

Variables serving as a measure of success including business performance

The six independent variables affecting the Business Performance Model are described below.

1) Customer retention is defined as business processes conducted to make customers feel that they are important and feel comfortable with products and services of the business. In addition in involves the long term re-use of goods and services to other businesses.

2) Client satisfaction means making contact with customers when goods or services from the business have created a favorable impression. The perceived satisfaction is compared with the initial expectations of the customers towards the goods or services received.

3) Interaction refers to the relationship between buyers and sellers in communication with each other. This relationship represents more than a commitment to trading. Further, it is characterized in the form of trust and mutual dependence.

4) Long-term profitability means that customers remain clients of the company for a long time. Moreover, the purchase of goods is very high and sustained over a long period. The company can make profit continuously.

5) Loyalty represents the attitude of customers towards the company and makes customers want to return to the company over time.

6) Market share refers to the percentage of the company's total sales compared with sales of 100% of the market over a period of time. It involves a comparison of the size of the market compared with the size of other companies in the same market.

3.3 Operation Definitions

Factors associated with Relationship Marketing refer to the variables bonding, empathy, reciprocity, trust, communication, shared value, employee's commitment, cooperation, customer service and adaptation.

Indicators of success include business performance parameters, customer retention, client satisfaction, interaction, long-term profitability, loyalty and market share.

Activities of human resource development refers to activities to assess the needs in human capital development (assessing human capital development needs) to design and implement human capital development (designing and implementing human capital development programs) and to evaluate activities involving human capital development (evaluating human capital development programs).

Business aviation in this study's context means the premium airlines in Thailand, operated by Thai Airways International Public Company Limited (Thailand) and Bangkok Airways Company Limited (the Company).

3.4 Method and Subjects

Several methods were employed to compare the opinions of employees in the airline industry according to each generation regarding Relationship Marketing and to analyze the factors in the airline industry that influence the success of the business performance metrics for quantitative research. The details are shown below.

3.4.1 The Population in the Research Study

The population in this study comprised employees in the aviation industry working in a premium airline in Thailand.

1) Employees of Thai Airways International Public Company Limited (TA) have worked at least five years, but the exact number is unknown due to the policy not to disclose official information.

2) Employees of Bangkok Airways (BA) have worked at least five years, but the exact number is unknown due to the policy not to disclose official information.

3.4.2 The Subjects Enrolled in the Research Study

The subjects in this research comprised employees in the aviation industry employed at a premium airline, i.e., Thai Airways International Public Company Limited (TA), and Bangkok Airways (BA) Al have worked at least five years, with a sample size calculated using the method for determining the number of subjects based on the concept of Cohen (1998). The appropriate size was calculated with data derived from a trial (Try Out) query numbering 30, having an effect size, f2 = 0.0570825 and value err prob = 0.05. The power of the probability of error (1prob) = 0.80 value number represented those tested. The predictors totaled 10 samples representing a total of 294 samples collected from employees, i.e., 294 subjects.

3.4.3 Tools Used in the Research Study

Tools were used in the quantitative part of the research to collect comments and general feedback. Awareness about issues related to questions of organizational commitment in terms of closed-ended questions. The questionnaire consisted of four sections.

The first section concerned the personal information of the respondents.

The second section considered the factors of Relationship Marketing using a Likert scale comprising five levels based on the independent variables, i.e., variables comprising bonding, empathy, reciprocity, trust, communication, shared values, employee's commitment, cooperation, customer service and adaptation.

The third section measured successful business performance using a Likert scale questionnaire comprising five levels based on the seven variables, i.e., customer retention, customer satisfaction, interaction, long term profitability, loyalty, customer's commitment and market share.

Finally, recommendations were gathered by open-ended questions.

1) Literature related to the study was reviewed by gathering information from documents: theses, books, journals, research articles and other relevant documents.

2) The information and ideas gathered from the literature were summarized.

The scope was determined by query. The content was validated the accuracy (Content Validity) by experts then the items were revised according to the comments and updated to achieve suitability before pilot testing (Try Out).

3) The amended questionnaire was pilot tested with an experimental group.

4) Unclear items were remove the questionnaire and revised to obtain richer data.

5) The results of the questionnaire were tested to obtain the confidence score. (Reliability)

3.4.4 Data Collection

Data collection involved quantitative research methods. The questionnaires were given directly to employees in a premium airline, i.e., TA and BA. All personnel had worked at least five years. An appointment was set to have the questionnaires returned.

The information from the employees of TA and BA was then coded and analyzed. In particular, the structure of the detailed questionnaire clearly stated the study's objectives and scope.

3.4.5 Testing the Reliability of the Engine

A study was conducted to test the validity (Content Validity) after which the questionnaires were compiled. Five qualified research experts examined the validity (Validity) of the content and the appropriateness of the language used. The suggestions made for improvements were used to improve the instrument. In the introduction to the actual data, the IOC acquired a score equal to 0.80 by the experts listed below.

1) Prof. Dr. Kesara from the Faculty of Tourism Management, NIDA

2) Mr. Ruth Sri K. Wah Bank Gul, former General Manager for South Africa, Commercial Lines Company Limited (Thailand), who currently holds the position of Chief Commercial Officer, Thai AirAsia X Limited.

3) Ms. Busaba Sangkhla Vipa, Vice President, Market Development and Customer Services, Commercial Lines Company Limited (Thailand).

4) Mr. Akaradej Chai Bu Ru Ti, Education Division Chief Personnel Officer Personnel international and regional. Manager of Employee Benefits, Human Resources Department Human Resources and Corporate Events Company Limited (Thailand).

5) Captain Beaching Wattanakul, pilot trainer of the Boeing 747-400, a teacher in Crew Resource Management for the pilots and crew of TA and Secretary of the Pilots Thailand.

The study was carried out to test the reliability of the questionnaire. The questionnaire was revised and pilot tested with respondents who, in this case, represented employees of TA, and BA with at least five years' experience. A set of 30 questions in each section were interpreted as appropriate or not and difficult or easy to understand with a final Cronbach's Alpha score of 0.958.

3.4.6 Assumptions

The assumption was made that employees in the airline industry would differ regarding Relationship Marketing according to each generation.

Relationship Marketing assumptions associated with indicators of the success of the business performance are listed below.

1) Bonding
2) Empathy
3) Reciprocity
4) Trust
5) Communication
6) Shared values
7) Employee's commitment
8) Cooperation
9) Customer service
10) Adaptation

An assumption was made that of three factors related to Relationship Marketing at least one factor would influence the achievement of successful business performance.

3.4.7 Data Analysis Methods

1) The integrity of the questionnaire was completely analyzed, rated and reviewed.

2) The study was conducted using data analysis, i.e., Statistics for Social Sciences Program.

3) The completeness and accuracy of all information was verified before being coded.

4) The information was recorded and coded in a data recorder and computer.

5) The accuracy of the data was checked by a computer program.

6) Data was processed to achieve the goals of research.

3.4.8 The Statistics Used to Analyze Data.

Data analysis was conducted using Social Science Statistical Software Package as shown below.

Descriptive statistics was used to describe the features of the town.

1) Percentage (P) was used in the analysis of the sample.

2) The average score was given in Mean (M) to interpret the data points.

3) Standard deviation (SD) was combined with the average for the distribution of information.

Interpretation

Interpretation of the comments was based on the average of the opinions on the basis of the best practices (1981: 179-187 referred to in Siriwan Serirattana et al., (1998); Hughes and Large. (1993, p. 67).

Measuring range was from the highest rating to the lowest rating.

The values are as follows: 5 to 1 = / 5 = 0.80.

The frequency was determined, then averaged and presented as SD. The level of engagement with the criteria was used to interpret the bond means (Viroj Sawangtuen, 2004, p. 35).

The average mean scores

4:21 to 5:00, the highest range

3:41 to 4:20 the next highest range

2.61 -3.40 the medium range

1.81 to 2.60, showed a minimum commitment

1.00 to 1.80, also showed a minimum commitment

The statistics used to test the hypothesis

1) To test the hypothesis, one-way Anova analysis was used to compare the opinions of employees in the airline industry according to each generation concerning Relationship Marketing.

2) To test the two hypotheses correlation analysis (Pearson's Correlation) was applied.

3) To test the relationships regarding Relationship Marketing, the success of the business performance was measured.

4) To test the hypothesis, three methods were used to analyze the data, i.e., multiple regression (Multiple Regression Analysis) statistical modeling and structural equation (Structural Equation Modeling). These analyses were used to test the influence of Relationship Marketing compared with the measure of success of the business performance.

3.4.4 Objective 2

Guidelines were deduced to develop human resources based on the Relationship Marketing concept to enhance business performance in the airline industry using the method of qualitative research, as detailed below.

3.4.2.1 The Main Data Used in the Study

The data in this study focused on employees in the aviation industry working in a premium airline and scholars in the field of human resource management. A total of 6 members were examined, of which the primary or key informants represented an appropriate number from six to ten and were used to support data acquisition (Yin, 2003) as shown below.

1) Human resources staff, who were experienced in working in a premium airline in for a minimum of five years, totaled four persons.

2) Scholars in the field of human resources management totaled 2 members.

3.4.2.2 Tools Used in the Research Study

In-depth and semi-structured interviews were conducted using open-ended questions. The results were used to shape the quantitative research based on the objectives of the research regarding factors Relationship Marketing to enhance and promote business performance.

Business Management can be defined by related issues. Each issue on the questionnaire included several items, and each answered the question why. Individual in-depth interviews used identical questions to discuss the relevant issues and answers were elicited carefully. In addition, the interviewees were asked to explain why. This method ensures the interview will be informative, thorough and elicit specific details. Moreover its flexibility can be adapted to resolve the issues until the question is completely clarified. In addition, because they can communicate directly with each other, they can understand the data better. It can also be used to observe the interview. For that reason, the study chose to use individual indepth interview technique. Because the study was more thorough, it could be used to generate specific details related to human resources based on the Relationship Marketing concept applied to enhance business performance in the aviation industry as well.

3.4.4.3 Testing the Reliability of the Data

The reliability of the data was checked (trustworthiness) using the steps described below.

1) An intimate interviewer to interviewee relationship built trust and established rapport, which could affect the accuracy and veracity of the information obtained.

2) The accuracy of the information could be verified (Member Checking) by the quality of the data obtained. The interview was recorded in detail and clearly explained. Feedback was given to the interviewees to confirm the accuracy of the information so that it actually matched the 'feel' of the interview. \

3) The reliability of the data was checked (Dependability) by presenting the information to the advisor of the research project to verify the accuracy and the desired objectives.

4) The research results were applied (Transferability) by writing the method data analysis and examining whether the context was clear to increase the reliability and to ensure the results showed similar context.

5) The results of the study were confirmed (Conformability) by the researcher by collecting various related documents involving education as well. The information was then inspected (Audit Trial) to confirm that the data was bias free and matched the line of thinking of the study.

3.4.4.4 Data Collection

Data collection for this research employed indepth interviews with qualified key informants until the information was reiterated. The interview did not produce any new information and no further questions arose. Saturated data (Data Saturation) offers evidence of the quality of qualitative research and once obtained, the interview was ended.

Pat the Valiant (2005, p. 233) explained that the saturation potential of information gathered exhibits a rather similar (Emergence of Regularities), or in other words, the data collected on the characteristics overlap materially on the same issues and create guidelines for interviewing and analyzing the results of the interview. Interviews are conducted directly either by phone or in person. These interviews allow researchers to understand interviewee opinions and discover ways to improve and strengthen the promotion of the factors affecting organizational commitment of employees within the hotel industry.

3.4.4.5 Data Analysis

The study analyzed data converted by step analysis of the collected qualitative data (Colaizzi, 1978b), which is a recognized and widely used technique in phenomenological research as described below.

1) Once the interview was completed, the study used the information derived from a transcription of the recorded audio version. This was repeated many times to achieve a complete understanding of the overall data and the key issues involved.

2) The data was read again to extract an accurate text interpretation focusing on the relevant key phrases to ensure the same meaning or close to the same intended meaning. The idea is to identify relevant data. The code

labels every message or every sentence then indicates the key words. This helps to identify the major issues (Themes) and subtopics under the definition of the main issues (Subthemes) to better understand that the information from the interview was already unique.

3) Care was taken to explain the full details. The authors provided continuity and harmony between the texts or single sentence. At this stage definitions and topics are determined and unnecessary information and topics are eliminated.

4) The authors described their findings clearly and in copious detail. No theories exist to control the phenomenon. The examples of important words includes significant keywords to clearly confirm the incident described actually occurred.

5) The validity of information is rigorously checked. The conclusions will determine whether the information is true or false as described and explained. The need exists to acquire a complete and final conclusion from the findings of verified facts from the information provided. Then the information is checked with the research advisor, team members and specialists again.

CHAPTER 4

QUANTITATIVE SURVEY DATA ANALYSIS

For this chapter, a quantitative study was conducted to investigate the hypothesized effect of the Relationship Marketing variables measured specifically through a knowledge sharing lens on organizational learning outcomes described in the learning organization literature and supplemented with the interview results reported above. The independent organizational variable sets were bonding, empathy, reciprocity, trust, communication, shared value, employment's commitment, cooperation, customer service and adaptation. The six dependent variables were customer retention, client satisfaction, interaction, long-term profitability, loyalty, and market share. Multiple regression analysis was used to examine the relationships between the independent and dependent variables.

4.1 Sample Characteristics

A direct survey was sent to 294 samples in Thai Airways International Company Limited and 34 samples in Bangkok Airways Public Company Limited. There are three parts in the questionnaire including a demographic section and the independent and dependent variables sections as described above. We turn now to consider the demographics of the sample.

4.1.1 Gender

Table 4.1 Frequency and Percentage of Respondents by Gender

Gender	Frequency	Percent
Male	135	41.20
Female	185	56.40
No Data	8	2.40
Total	328	100

As shown in Table 4.1, a majority of the sample was female 56.40%, while male respondents accounted for 41.20% and no data was 2.40% of the total sample.

4.1.2 Education Level

Table 4.2 Frequency and Percentage of Respondent by Education Level

Education Level	Frequency	Percentage
Below or equivalent diploma	8	2.40
Bachelor degree	251	76.50
Master degree or higher	57	17.40
No Data	12	3.70
Total	328	100

Respondents were asked to report the level of education they had attained. As shown in table 4.2, 76.50% of the respondents attained a Bachelor's degree and 17.40% attained a Master's degree, approximately 2.40% attained below or equivalent diploma.

4.1.3 Respondent Generation

Table 4.3 Frequency and Percentage of Respondents by Generation

Generation	Frequency	Percentage
Generation Y (1980-1997)	81	24.70
Generation X (1965-1979)	221	67.40
Generation Baby Boomer (1946-1964)	18	5.50
No Data	8	2.40
Total	328	100

Respondents were asked to indicate the range in which their generation fell. The majority 67.40% of the sample were in the Generation X (1965-1979), 24.70% were in the Generation Y (1980-1997), 5.50% were in Generation Baby Boomer (1946-1964) and no data 2.40%. The complete results for respondent generation groups are reported in table 4.3

4.1.4 Number of Working Years

Table 4.4 Frequency and Percentage of Respondents by Number of Working Years in the Organization

Number of Working Years	Frequency	Percentage
1-5 years	38	11.60
6-10 years	45	13.70
11-15 years	32	9.80
16-20 years	51	15.50
21-25 years	82	25.00
26-30 years	50	15.20
Greater than 31 years	25	7.60
No Data	5	1.50
Total	328	100

Respondents were asked to indicate the length of time they have worked with their organization. Approximately 25.00% of the respondents had worked for their organization 21-25 years, followed by 15.50% having worked for their company between 16-20 years, and 15.20% between 16-20 years. The complete results for number of years working in the organization are reported in Table 4.4

4.1.5 Organization

Table 4.5 Frequency and Percentage of Respondent by Organization

Organization	Frequency	Percentage
Thai Airways International Company Limited	294	89.63
Bangkok Airways Public Company Limited	34	10.37
Total	328	100

Respondents were asked to select one of 2 organizations that best describes their company. 294 respondents are the employees of Thai Airways International Company Limited. The rest 34 respondent are the employees of Bangkok Airways Public Company Limited. The responses for organizations are summarized in Table 4.5.

4.1.6 Descriptive Results for Relationship Marketing Factors and Business Performance Indicators

The researcher conducted a descriptive procedure with the independent variables and dependent variables were perceived as having the following: bonding, empathy, reciprocity, trust, communication, shared value, employee commitment, cooperation, customer service, adaptation, customer retention, client satisfaction, interaction, long-term profitability, loyalty and market share. To describe the variable in this study, the interpretation of the mean scores of each variable were determined based on the following

Scores 4.21-5.00 mean very high measurement scales.

Scores 3.41-4.20 mean high measurement scales.

Scores 2.61-3.40 mean moderate measurement scales.

Scores 1.81-2.60 mean low measurement scales.

Scores 1.00-1.80 mean very low measurement scales.

Table 4.6 Descriptive Results for Relationship Marketing Factors

	Minimum	Maximum	Mean	Std. Deviation	Meaning
bonding	2.00	5.00	4.31	0.62	Very high
empathy	2.67	5.00	4.31	0.57	Very high
reciprocity	2.00	5.00	4.43	0.59	Very high
trust	2.33	5.00	4.51	0.58	Very high
communication	1.33	5.00	4.11	0.66	High
Shared value	1.00	5.00	3.72	0.76	High
Employee commitment	1.67	5.00	4.49	0.66	Very high
cooperation	2.33	5.00	4.10	0.58	High
Customer service	3.00	5.00	4.59	0.54	Very high
Adaptation	2.33	5.00	4.29	0.57	Very high

Respondents were asked to indicate the relationship marketing factors for customer service was in very high level (mean=4.59, SD=0.54), following by trust which was in very high level (mean=4.51, SD=0.58) and employee commitment was in very high level (mean=4.49, SD=0.66). The complete descriptive results for relationship marketing factors and business performance indicators are reported in Table 4.6

Table 4.7 Descriptive Results for Relationship Marketing Factors

	Minimum	Maximum	Mean	Std. Deviation	Meaning
Customer retention	1.67	5.00	4.18	0.69	high
Client satisfaction	1.00	5.00	4.02	0.69	high
Interaction	1.67	5.00	4.11	0.69	high
Long term profitability	1.67	5.00	3.95	0.73	high
Loyalty	2.00	5.00	4.07	0.71	high
Market share	1.00	5.00	3.70	0.81	high

Respondents were asked to indicate the business performance indicators for customer retention was in high level (mean=4.18, SD=0.69), following by interaction which was in high level (mean=4.11, SD=0.69) and loyalty was in high level (mean=4.07, SD=0.71). The complete descriptive results for relationship marketing factors and business performance indicators are reported in Table 4.7

4.2 Differences Between Two Groups

In this research, it was questioned whether there were any significant differences in the mean scores of 10 variables between Gender and Organization

4.2.1 T-test Result for the Differences in Relationship Marketing Variables for Gender

Table 4.8 T-test Result for the Differences in Relationship Marketing Variables for Gender

Relationship Marketing factors	Males			Females		
	n	$\overline{X}$	SD	N	$\overline{X}$	SD
Bonding	135	4.29	0.68	184	4.34	0.56
Empathy	133	4.30	0.61	182	4.33	0.54
Reciprocity	134	4.40	0.57	183	4.46	0.59
Trust	134	4.49	0.59	183	4.53	0.58
Communication	133	4.04	0.66	183	4.17	0.65
shared value	133	3.64	0.79	183	3.77	0.74
employee's commitment	133	4.43	0.71	183	4.53	0.62
Cooperation	133	4.13	0.59	181	4.09	0.58
customer service	133	4.48*	0.57	182	4.67*	0.49
Adaptation	131	4.27	0.56	179	4.31	0.58

Note: *Statistical Significance at 0.05 Level

In this research, it was questioned whether there were any significant differences in the mean scores of 10 variables between Males and Females. There were:

1) Bonding
2) Empathy
3) Reciprocity
4) Trust
5) Communication
6) Shared value
7) Employee's commitment

8) Cooperation

9) Customer Service

10) Adaptation

Two characteristics of gender were examined by males and females. In order to answer these questions, the independent-sample T-test was used. This is one of the most useful parametric tests associated with testing the hypothesis to see whether there is a significant difference between males and females. Summary of T-test (associated with total number of variables that were significantly different) was presented in Table 4.8

Independent-sample T-test was employed to check if there is a significant difference between the mean scores on Males and Females. As shown on Table 4.8, 1 category which is "Customer Service" significant differences of the mean scores of Relationship Marketing variables for Gender of male subjects were lower than those of female subjects. The rest did not have significant differences.

4.2.2 T-test Result for the Differences in Relationship Marketing Variable for Organization

Table 4.9 T-test Result for the Differences in Relationship Marketing Variables for Organization

Business Performance Indicators	Thai Airways International Company Limited			Bangkok Airways Public Company Limited		
	N	$\overline{X}$	SD	N	$\overline{X}$	SD
Bonding	294	4.33	0.62	33	4.21	0.64
Empathy	290	4.31	0.55	33	4.26	0.73
Reciprocity	292	4.43	0.59	32	4.42	0.57
Trust	292	4.53*	0.59	33	4.31*	0.49
Communication	290	4.10	0.67	34	4.17	0.55
shared value	290	3.73	0.76	34	3.64	0.71

Table 4.9 (Continued)

Business Performance Indicators	Thai Airways International Company Limited			Bangkok Airways Public Company Limited		
	N	$\overline{X}$	SD	N	$\overline{X}$	SD
employee's commitment	290	4.48	0.67	34	4.55	0.61
Cooperation	288	4.11	0.59	34	4.05	0.49
customer service	289	4.59	0.55	34	4.62	0.41
Adaptation	284	4.32*	0.56	34	4.07*	0.62

Note: *Statistical Significance at 0.05 Level

In this research, it was questioned whether there were any significant differences in the mean scores of 10 variables between Thai Airways International Company Limited and Bangkok Airways Public Company Limited. There were:

1) Bonding

2) Empathy

3) Reciprocity

4) Trust

5) Communication

6) Shared value

7) Employee's commitment

8) Cooperation

9) Customer Service

10) Adaptation

Two companies of organization were examined by Thai Airways International Company Limited and Bangkok Airways Public Company Limited. In order to answer these questions, the independent-sample T-test was used. This is one of the most useful parametric tests associated with testing the hypothesis to see whether there is a significant difference between Thai Airways International Company Limited and Bangkok Airways Public Company Limited. Summary of T-test (associated with

total number of variables that were significantly different) was presented in Table 4.9. Independent-sample T-test was employed to check if there is a significant difference between the mean scores on Thai Airways International Company Limited and Bangkok Airways Public Company Limited. As shown on Table 4.9, two categories which are "trust" and "Adaptation" significant differences of the mean scores of Relationship Marketing variables. Both of variable which are "trust" and "adaptation", Thai Airways International Company Limited subjects were higher than those of Bangkok Airways Public Company Limited subjects. The rest did not have significant differences.

4.3 Differences Between More than Two Groups

In this research, it was questioned whether there were any significant differences in the mean scores of 10 variables between Education level and Number of Working Year.

4.3.1 One-way ANOVA Test for Changes in Relationship Marketing Variables for Education Level

Table 4.10 One-way ANOVA test for Changes in Relationship Marketing Variables for Education Level

		Sum of Squares	Df	Mean Square	F	Sig.
Bonding	Between Groups	1.302	2	0.651	1.738	0.178
	Within Groups	116.919	312	0.375		
	Total	118.221	314			
Empathy	Between Groups	2.401	2	1.201	3.825	0.023
	Within Groups	96.687	308	0.314		
	Total	99.088	310			
Reciprocity	Between Groups	0.027	2	0.013	0.039	0.962
	Within Groups	106.356	310	0.343		
	Total	106.383	312			

Table 4.10 (Continued)

		Sum of Squares	Df	Mean Square	F	Sig.
Trust	Between Groups	0.410	2	0.205	0.616	0.541
	Within Groups	103.368	310	0.333		
	Total	103.778	312			
Communication	Between Groups	1.497	2	0.749	1.688	0.187
	Within Groups	137.020	309	0.443		
	Total	138.517	311			
Shared value	Between Groups	0.132	2	0.066	0.113	0.894
	Within Groups	181.568	309	0.588		
	Total	181.700	311			
Employee's commitment	Between Groups	0.064	2	0.032	0.072	0.931
	Within Groups	137.269	309	0.444		
	Total	137.333	311			
Cooperation	Between Groups	0.390	2	0.195	0.558	0.573
	Within Groups	107.398	307	0.350		
	Total	107.788	309			
Customer service	Between Groups	0.367	2	0.183	0.657	0.519
	Within Groups	86.000	308	0.279		
	Total	86.367	310			
Adaptation	Between Groups	0.844	2	0.422	1.275	0.281
	Within Groups	100.295	303	0.331		
	Total	101.139	305			

Note: *Statistical Significance at 0.05 Level

A One-way ANOVA (analysis of variance) was considered to be appropriate to test this proposition on the grounds of testing difference of means of more than two groups at a time. In addition, the fact that ANOVA is sensitive to uneven class sizes has been recognized and allowed for in the analysis. As shown in Table 4.8, a result

of testing shows that only one variable which is "Empathy" was found to have significant differences for changes in Relationship Marketing variables for Education Level (significance values = 0.023).

4.3.2 LSD Test for Changes in Relationship Marketing Variables for Empathy

Table 4.11 LSD Test for Changes in Relationship Marketing Variables for Empathy

Educational Level		Below or equivalent diploma	Bachelor degree	Master degree or higher
	$\bar{\mathrm{x}}$	4.25	4.28	4.51
Below or equivalent diploma	4.25		0.03	0.26
Bachelor degree	4.28			0.22*
Master degree or higher	4.51			

Note: *Statistical Significance at 0.05 Level

According to Table 4.11, since One-way ANOVA does not show the details of the differences, LSD test were conducted. The LSD test revealed that differences were to be found between Bachelor degree and Master degree for changes in Relationship Marketing for empathy.

4.3.3 One-way ANOVA Test for Changes in Relationship Marketing Variables for Number of Working Years in the Organization

Table 4.12 One-way ANOVA test for changes in Relationship Marketing Variables for Number of Working Years in the Organization

		Sum of Squares	Df	Mean Square	F	Sig.
Bonding	Between Groups	2.708	6	0.451	1.208	0.302
	Within Groups	117.686	315	0.374		
	Total	120.395	321			
Empathy	Between Groups	2.736	6	0.456	1.426	0.204
	Within Groups	99.472	311	0.320		
	Total	102.207	317			
Reciprocity	Between Groups	3.996	6	0.666	1.977	0.069
	Within Groups	105.426	313	0.337		
	Total	109.422	319			
Trust	Between Groups	3.367	6	0.561	1.690	0.123
	Within Groups	103.908	313	0.332		
	Total	107.275	319			
communication	Between Groups	7.154	6	1.192	2.811	0.011
	Within Groups	132.333	312	0.424		
	Total	139.487	318			
Shared value	Between Groups	4.307	6	0.718	1.251	0.280
	Within Groups	179.044	312	0.574		
	Total	183.351	318			
Employee's commitment	Between Groups	7.699	6	1.283	3.013	0.007
	Within Groups	132.885	312	0.426		
	Total	140.584	318			

Table 4.12 (Continued)

		Sum of Squares	Df	Mean Square	F	Sig.
cooperation	Between Groups	2.913	6	0.486	1.427	0.204
	Within Groups	105.498	310	0.340		
	Total	108.411	316			
Customer service	Between Groups	2.442	6	0.407	1.435	0.201
	Within Groups	88.228	311	0.284		
	Total	90.670	317			
adaptation	Between Groups	2.191	6	0.365	1.117	0.352
	Within Groups	100.016	306	0.327		
	Total	102.207	312			

Note: *Statistical Significance at 0.05 Level

A One-way ANOVA (analysis of variance) was considered to be appropriate to test this proposition on the grounds of testing difference of means of more than two groups at a time. In addition, the fact that ANOVA is sensitive to uneven class sizes has been recognized and allowed for in the analysis. As shown in Table 4.12, a result of testing shows that only two variables which are "Communication" and "Employee Commitment" were found to have significant differences for changes in Relationship Marketing variables for Number of Working Years in the Organization (significance values = 0.011 and 0.007, respectively)

4.3.4 LSD Test for Changes in Relationship Marketing Variables for Communication

Table 4.13 LSD test for Changes in Relationship Marketing Variables for Communication

Number of working years		5-10 years	11-15 years	16-20 years	21-25 years	26-30 years	greater than 31 years
	$\bar{x}$	4.11	4.24	4.28	3.91	3.99	4.24
5-10 years			0.13	0.17	0.21	0.12	0.13
11-15 years				0.04	0.34*	0.25	0.00
16-20 years					0.37*	0.28*	0.04
21-25 years						0.09	0.33*
26-30 years							0.25
greater than 31 years							

Note: *Statistical Significance at 0.05 Level

According to Table 4.13, since One-way ANOVA does not show the details of the differences, LSD test were conducted. The LSD test revealed that differences were to be found between 1-15 years, 11-15 years,16-20 years, and greater than 31 years for changes in Relationship Marketing for communication.

4.3.5 LSD Test for Changes in Relationship Marketing Variables for Employee Commitment

Table 4.14 LSD Test for changes in Relationship Marketing variables for Employee Commitment

Number of working years		5-10 years	11-15 years	16-20 years	21-25 years	26-30 years	greater than 31 years
	$\bar{x}$	4.11	4.24	4.28	3.91	3.99	4.24
5-10 years			0.13	0.17	0.21	0.12	0.13
11-15 years				0.04	0.34*	0.25	0.00
16-20 years					0.37*	0.28*	0.04
21-25 years						0.09	0.33*
26-30 years							0.25
greater than 31 years							

Note: *Statistical Significance at 0.05 Level

According to Table 4.14, since One-way ANOVA does not show the details of the differences, LSD test were conducted. The LSD test revealed that differences were to be found between 1-15 years, 6-10 year, 21-25 years, and greater than 31 years for changes in Relationship Marketing for Employee Commitment.

4.4 Propositions 1 -Test Result

According to Propositions 1, One-way ANOVA test was adopted for testing changes in Relationship Marketing variables for Generation

4.4.1 One-way ANOVA Test for Changes in Relationship Marketing Variables for Generation

Table 4.15 One-way ANOVA Test for changes in Relationship Marketing Variables for Generation

Relationship Marketing factors		Sum of Squares	df	Mean Square	F	Sig.
bonding	Between Groups	0.938	2	0.469	1.252	0.287
	Within Groups	118.428	316	0.375		
	Total	119.366	318			
empathy	Between Groups	1.224	2	0.612	1.917	0.149
	Within Groups	99.621	312	0.319		
	Total	100.844	314			
reciprocity	Between Groups	0.131	2	0.065	0.189	0.828
	Within Groups	108.328	314	0.345		
	Total	108.458	316			
trust	Between Groups	0.202	2	0.101	0.302	0.740
	Within Groups	105.174	314	0.335		
	Total	105.377	316			
communication	Between Groups	0.462	2	0.231	0.522	0.594
	Within Groups	138.341	313	0.442		
	Total	138.803	315			
shared value	Between Groups	0.065	2	0.033	0.057	0.944
	Within Groups	178.687	313	0.571		
	Total	178.752	315			

Table 4.15 (Continued)

Relationship Marketing factors		Sum of Squares	df	Mean Square	F	Sig.
employee's commitment	Between Groups	3.019	2	1.510	3.443	0.033
	Within Groups	137.235	313	0.438		
	Total	140.254	315			
cooperation	Between Groups	0.726	2	0.363	1.066	0.346
	Within Groups	105.880	311	0.340		
	Total	106.606	313			
customer service	Between Groups	0.396	2	0.198	0.698	0.498
	Within Groups	88.354	312	0.283		
	Total	88.750	314			
adaptation	Between Groups	0.401	2	0.200	0.610	0.544
	Within Groups	100.827	307	0.328		
	Total	101.228	309			

Note: *Statistical Significance at 0.05 Level

A One-way ANOVA (analysis of variance) was considered to be appropriate to test this proposition on the grounds of testing difference of means of more than two groups at a time. In addition, the fact that ANOVA is sensitive to uneven class sizes has been recognized and allowed for in the analysis. As shown in Table 4.15, a result of testing shows that only one variable which is "Employee Commitment" was found to have significant differences for changes in Relationship Marketing variables for Generation (significance values = 0.033).

4.4.2 LSD Test for Changes in Relationship Marketing Variables for Employee Commitment

Table 4.16 LSD Test for Changes in Relationship Marketing Variables for Employee Commitment

Generation		Generation Y	Generation X	Baby boomer
	$\bar{x}$	4.64	4.42	4.59
Generation Y			0.22*	0.04
Generation X				0.17
Baby Boomer				

Note: *Statistical Significance at 0.05 Level

According to Table 4.16, since One-way ANOVA does not show the details of the differences, LSD test were conducted. The LSD test revealed that differences were to be found between Generation X and Generation Y for changes in Relationship Marketing for Employee Commitment variables.

4.5 Propositions 2 -Test Result

According to Propositions 2, Correlation Matrix Analysis for variables was adopted for testing correlation of variables

4.5.1 The Correlation Matrix

Table 4.17 Correlation Matrix Analysis for Variables

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	Y1	Y2	Y3	Y4	Y5	Y6
(X1)	1															
(X2)	.45	1														
(X3)	.44	.54	1													
(X4)	.41	.49	.44	1												
(X5)	.43	.43	.39	.47	1											
(X6)	.40	.35	.28	.39	.44	1										
(X7)	.45	.42	.42	.38	.39	.47	1									
(X8)	.38	.31	.34	.44	.45	.47	.38	1								
(X9)	.39	.44	.47	.51	.38	.31	.43	.39	1							
(X10)	.37	.46	.38	.45	.42	.44	.39	.52	.48	1						
(Y1)	.45	.35	.35	.34	.44	.35	.36	.35	.34	.315*	1					
(Y2)	.37	.32	.36	.35	.38	.36	.26	.39	.35	.342*	.69	1				
(Y3)	.42	.36	.39	.36	.40	.41	.36	.41	.36	.385*	.61	.71	1			
(Y4)	.38	.21	.30	.29	.37	.38	.32	.29	.27	.237*	.64	.64	.69	1		
(Y5)	.36	.30	.28	.32	.41	.35	.32	.36	.36	.281*	.63	.71	.71	.77	1	
(Y6)	.32	.23	.22	.25	.33	.39	.28	.34	.18	.201*	.55	.58	.56	.71	.67	1

Note: *Statistical Significance at 0.05 Level,

** Statistical Significance at 0.01 Level

  This study utilized correlation analysis for analyzing the correlation between Relationship Marketing and Business Performance. As shown in Table 4.17, there was a statistically significant linear relationship between the independent variables of Relationship Marketing and the dependent variable of Business Performance. The Correlation matrix shows that the highest correlation is the correlation between Relationship Marketing and Business Performance which is 0.776. Examination of

both correlation matrices suggested that multicollinearity was not a problem in this study since none of the correlation coefficients exceeded the limit of 0.80 recommended by Berry and Feldman (1985) and Hair (2006).

Multicollinearity is a statistical technique which can predict variables in a multiple regression model. Kline and Pual (1994) noted that this problem affects how a researcher interprets any relationship between the independent variables and the dependent variable, and multicollinearity can be detected by examining the correlation matrix.

4.6 Proposition 3 -Test Result

According to Propositions 3, The Factor Analysis, Principle Component Analysis (PCA) and Regression was adopted for testing the proposition

4.6.1 The Factor Analysis of Relationship Marketing

Factor analysis is a statistical technique which can be applied to examine a broad range of data sets. Its main purpose is to reduce the numbers of variables as well as to identify the structure of relationship between those variables. Thus, it is a data reduction and structure detection method (Blumberg, Cooper & Schindler 2005). Kline (2005) advocates that it is a statistical technique to simplify the complexity of data. This study has applied factor analysis in achieve the same purposes.

This section aims to illustrate the integration of variables from questionnaire survey using the factor analysis. It shows a summarization of the independent variables (Relationship Marketing variances). Independent variables were Bonding, Empathy, Reciprocity, Trust, Communication, Shared Value, Employee Commitment, Cooperation, Customer Service and Adaptation.

Table 4.18 Total Variance Explained for Relationship Marketing

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.842	48.419	48.419	4.842	48.419	48.419
2	0.901	9.006	57.425			
3	0.763	7.633	65.058			
4	0.628	6.278	71.336			
5	0.552	5.522	76.858			
6	0.548	5.480	82.339			
7	0.514	5.145	87.484			
8	0.463	4.635	92.119			
9	0.430	4.305	96.424			
10	0.358	3.576	100.000			

According to Table 4.18, Extraction sums of squared loadings, Initial ten values and two values after extraction are the same for PCA extraction, the sum of variances for all factor, which is equal to the number of variables since the variance of a standardized variable is 1.00. Only one component shows initial ten values. Then, Relationship Marketing variance is one component.

4.6.2 Principle Component Analysis (PCA)

Table 4.19 Principle Component Analysis (PCA), No Rotated for Relationship Marketing

Relationship Marketing Variable	Component score
Bonding	0.686
Empathy	0.717
Reciprocity	0.679

Table 4.19 (Continued)

Relationship Marketing Variable	Component score
Trust	0.733
Communication	0.696
Shared value	0.654
Employee commitment	0.685
Cooperation	0.686
Customer service	0.702
Adaptation	0.716
Eigen values	4.842
Explained Variance (%)	48.419
Cumulative Exp. Variable (%)	48.419

From Table 4.19, one factor is extracted from factor analysis of Relationship Marketing. Ten of the variables are considered loading very high. The grand mean of this factor is 0.733. Therefore, this factor is considered loading moderately high to high. One factor accounted for 48.41 % of the total variance and therefore represents the t variables very well.

4.6.3 Regression of Relationship Marketing Toward Business Performance

Table 4.20 Regression of Relationship Marketing Toward Customer Retention

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	.697	.358	1.947	.052
	Bonding	.268**	.068	3.944	.000
	Empathy	.032	.079	.409	.683
	Reciprocity	.049	.075	.654	.514

Table 4.20 (Continued)

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
Trust	-.007	.078	-.088	.930
Communication	.223**	.064	3.506	.001
Shared value	.059	.056	1.058	.291
Employee commitment	.069	.065	1.055	.292
Cooperation	.091	.075	1.210	.227
Customer service	.058	.082	.711	.478
Adaptation	-.019	.078	-.243	.808

Note: $R^2 = 0.312$, Adj. $R^2 = 0.289$

     **Statistical Significance at 0.01 Level

Table 4.20 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Customer Retention. The coefficient of determination, Adj. R^2 is 0.289. The interpretation is that the model explained 28.90 percent of the variances in Customer Retention. Clearly, the result is statistically significant ($R^2 = 0.312$, Adj. $R^2 = 0.289$). The analysis results show that two variables including Bonding and Communication that influence Relationship Marketing, positively affected the Customer Retention. Looking closely at the standardized coefficients of all two predictors, the degree of beta are perceived Bonding (Beta = 0.268), and Communication (Beta = 0.223), respectively. These are the unique contributors to the predictor of Customer Retention.

4.6.4 Regression of Relationship Marketing Toward Client Satisfaction

Table 4.21 Regression of Relationship Marketing Toward Client Satisfaction

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.581	.366	1.589	.113
	Bonding	.168**	.070	2.414	.016
	Empathy	.009	.081	.113	.910
	Reciprocity	.129	.076	1.693	.091
	Trust	.039	.080	.491	.624
	Communication	.116	.065	1.775	.077
	Shared value	.137**	.057	2.378	.018
	Employee commitment	-.088	.067	-1.329	.185
	Cooperation	.185**	.077	2.405	.017
	Customer service	.115	.084	1.371	.171
	Adaptation	.012	.080	.152	.880

Note: $R^2 = 0.284$, Adj. $R^2 = 0.260$

    **Statistical Significance at 0.01 Level

Table 4.21 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Client Satisfaction. The coefficient of determination, Adj. R^2 is 0.260. The interpretation is that the model explained 26.00 percent of the variances in Client Satisfaction. Clearly, the result is statistically significant ($R^2 = 0.284$, Adj. $R^2 = 0.260$).

The analysis results show that three variables including Bonding, Shared value and Cooperation that influence Relationship Marketing, positively affected the Client Satisfaction. Looking closely at the standardized coefficients of all three predictors, the degree of beta are perceived Bonding (Beta = 0.168), Shared value (Beta = 0.137) and Cooperation (Beta = 0.185), respectively. These are the unique contributors to the predictor of Client Satisfaction.

4.6.5 Regression of Relationship Marketing Toward Interaction

Table 4.22 Regression of Relationship Marketing Toward Interaction

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.237	.356	.667	.505
	Bonding	.196**	.068	2.891	.004
	Empathy	.021	.079	.268	.789
	Reciprocity	.159**	.075	2.137	.033
	Trust	.031	.078	.404	.686
	Communication	.105	.063	1.654	.099
	Shared value	.132**	.056	2.380	.018
	Employee commitment	.002	.065	.035	.972
	Cooperation	.134	.075	1.791	.074
	Customer service	.079	.082	.965	.335
	Adaptation	.057	.078	.725	.469

Note: $R^2 = 0.333$, Adj. $R^2 = 0.311$

    **Statistical Significance at 0.01 Level

Table 4.22 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Interaction. The coefficient of determination, Adj. R^2 is 0.311. The interpretation is that the model explained 31.10 percent of the variances in Interaction. Clearly, the result is statistically significant ($R^2 = 0.333$, Adj. $R^2 = 0.311$).

The analysis results show that three variables including Bonding, Reciprocity and Shared value that influence Relationship Marketing, positively affected the Interaction. Looking closely at the standardized coefficients of all three predictors, the degree of beta are perceived Bonding (Beta = 0.196), Reciprocity (Beta = 0.159) and Shared value (Beta = 0.132), respectively. These are the unique contributors to the predictor of Interaction.

4.6.6 Regression of Relationship Marketing Toward Long-term Profitability

Table 4.23 Regression of Relationship Marketing Toward Long-term Profitability

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	.964**	.395	2.438	.015
	Bonding	.251**	.075	3.341	.001
	Empathy	-.145	.087	-1.666	.097
	Reciprocity	.149	.083	1.801	.073
	Trust	.029	.087	.337	.737
	Communication	.192**	.070	2.723	.007
	Shared value	.197**	.062	3.186	.002
	Employee commitment	.056	.072	.775	.439
	Cooperation	.049	.083	.585	.559
	Customer service	.053	.091	.590	.556
	Adaptation	-.108	.087	-1.253	.211

Note: $R^2 = 0.265$, Adj. $R^2 = 0.241$

   **Statistical Significance at 0.01 Level

Table 4.23 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Long-term profitability. The coefficient of determination, Adj. R^2 is 0.265. The interpretation is that the model explained 26.50 percent of the variances in Long-term profitability. Clearly, the result is statistically significant ($R^2 = 0.265$, Adj. $R^2 = 0.241$).

The analysis results show that three variables including Bonding, Communication and Shared value that influence Relationship Marketing, positively affected the Long-term profitability. Looking closely at the standardized coefficients of all three predictors, the degree of beta are perceived Bonding (Beta = 0.251), Communication (Beta = 0.192) and Shared value (Beta = 0.197), respectively. These are the unique contributors to the predictor of Long-term profitability.

4.6.7 Regression of Relationship Marketing Toward Long-term Pprofitability

Table 4.24 Regression of Relationship Marketing Toward Loyalty

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.695	.377	1.845	.066
	Bonding	.142*	.072	1.987	.048
	Empathy	.034	.083	.413	.680
	Reciprocity	.035	.078	.449	.654
	Trust	.000	.083	.001	.999
	Communication	.214**	.067	3.190	.002
	Shared value	.113	.059	1.922	.056
	Employee commitment	.018	.069	.257	.797
	Cooperation	.159*	.079	2.021	.044
	Customer service	.186*	.086	2.155	.032
	Adaptation	-.096	.082	-1.170	.243

Note: $R^2 = 0.273$, Adj. $R^2 = 0.249$

*Statistical Significance at 0.05 Level,

**Statistical Significance at 0.01 Level

Table 4.24 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Loyalty. The coefficient of determination, Adj. R^2 is 0.273. The interpretation is that the model explained 27.30 percent of the variances in Loyalty. Clearly, the result is statistically significant ($R^2 = 0.273$, Adj. $R^2 = 0.249$).

The analysis results show that four variables including Bonding, Communication, Cooperation and Customer service that influence Relationship Marketing, positively affected the Loyalty. Looking closely at the standardized coefficients of all four predictors, the degree of beta are perceived Bonding (Beta = 0.142), Communication, Cooperation (Beta = 0.159) and Customer service (Beta = 0.186), respectively. These are the unique contributors to the predictor of Loyalty.

4.6.8 Regression of Relationship Marketing toward Market Share

Table 4.25 Regression of Relationship Marketing Toward Market Share

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.819	.438	1.867	.063
	Bonding	.203*	.083	2.438	.015
	Empathy	.021	.097	.214	.831
	Reciprocity	.061	.091	.672	.502
	Trust	.022	.096	.229	.819
	Communication	.145	.078	1.858	.064
	Shared value	.245**	.068	3.577	.000
	Employee commitment	.031	.080	.391	.696
	Cooperation	.245**	.092	2.671	.008
	Customer service	-.078	.101	-.776	.439
	Adaptation	-.171	.096	-1.785	.075

Note: $R^2 = 0.241$, Adj. $R^2 = 0.215$

*Statistical Significance at 0.05 Level,

**Statistical Significance at 0.01 Level

Table 4.25 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Market share. The coefficient of determination, Adj. R^2 is 0.241. The interpretation is that the model explained 24.10 percent of the variances in Market share. Clearly, the result is statistically significant ($R^2 = 0.241$, Adj. $R^2 = 0.215$).

The analysis results show that three variables including Bonding, Shared value, and Cooperation that influence Relationship Marketing, positively affected the Market share. Looking closely at the standardized coefficients of all three predictors, the degree of beta are perceived Bonding (Beta = 0.203), Shared value (Beta = 0.245) and Cooperation (Beta = 0.245), respectively. These are the unique contributors to the predictor of Market share.

4.6.9 Regression of Relationship Marketing Toward Business Performance

Table 4.26 Regression of Relationship Marketing Toward Business Performance

| | Unstandardized Coefficients | | | |
Model	B	Std. Error	t	Sig.
1 (Constant)	.679	.305	2.226	.027
Bonding	.212**	.058	3.648	.000
Empathy	-.007	.068	-.102	.919
Reciprocity	.091	.064	1.431	.154
Trust	.016	.067	.247	.805
Communication	.168**	.054	3.101	.002
Shared value	.145**	.048	3.020	.003
Employee commitment	.015	.055	.278	.781
Cooperation	.136*	.064	2.120	.035
Customer service	.072	.070	1.030	.304
Adaptation	-.052	.067	-.770	.442

Note: $R^2 = 0.370$, Adj. $R^2 = 0.348$

    *Statistical Significance at 0.05 Level,

    **Statistical Significance at 0.01 Level

Table 4.26 presented the model evaluation and the result of multiple regression analysis on ten predictors of Relationship Marketing that predicted Business Performance. The coefficient of determination, Adj. R^2 is 0.348. The interpretation is that the model explained 34.80 percent of the variances in Business Performance. Clearly, the result is statistically significant ($R^2 = 0.370$, Adj. $R^2 = 0.348$).

The analysis results show that four variables including Bonding, Communication, Shared value, and Cooperation that influence Relationship Marketing, positively affected the Business Performance. Looking closely at the standardized coefficients of all four predictors, the degree of beta are perceived Bonding (Beta = 0.212), Communication (Beta = 0.168), Shared value (Beta = 0.145)

and Cooperation (Beta = 0.136), respectively. These are the unique contributors to the predictor of Business Performance.

4.6.10 Summarize the Determinant Model of Relationship Marketing and Business Performance

Table 4.27 Summarize the Determinant Model of Relationship Marketing and Business Performance

	Customer Retention	Client Satisfaction	Interaction	Long-term profitability	Loyalty	Market share
Model	Adj. R^2 = 0.289	Adj. R^2 = 0.260	Adj. R^2 = 0.311	Adj. R^2 = 0.241	Adj. R^2 = 0.249	Adj. R^2 = 0.215
Bonding	.268**	.168*	.196**	.251**	.142*	.203*
Empathy	.032	.009	.021	-.145	.034	.021
Reciprocity	.049	.129	.159*	.149	.035	.061
Trust	-.007	.039	.031	.029	.000	.022
Communication	.223**	.116	.105	.192**	.214**	.145
Shared value	.059	.137*	.132*	.197**	.113	.245**
Employee commitment	.069	-.088	.002	.056	.018	.031
Cooperation	.091	.185*	.134	.049	.159*	.245**
Customer service	.058	.115	.079	.053	.186*	-.078
Adaptation	-.019	.012	.057	-.108	-.096	-.171

Note: * Statistical Significance at 0.05 Level,

** Statistical Significance at 0.01 Level

Table 4.27 presented the final model for Customer Retention with all dependent (Relationship Marketing) included explained 28.90% (Adj. R^2 = 0.289) of the variance in Customer Retention with two significant predictors.

The final model for Client Satisfaction with all dependent (Relationship Marketing) included explained 26.00% (Adj. R^2 = 0.260) of the variance in Client Satisfaction with three significant predictors.

The final model for Interaction with all dependent (Relationship Marketing) included explained 31.10% (Adj. R^2 = 0.311) of the variance in Interaction with three significant predictors.

The final model for Long-term Profitability with all dependent (Relationship Marketing) included explained 24.10% (Adj. R^2 = 0.241) of the variance in Interaction Long-term Profitability with three significant predictors.

The final model for Loyalty with all dependent (Relationship Marketing) included explained 24.90% (Adj. R^2 = 0.249) of the variance in Interaction with four significant predictors.

The final model for Market Share with all dependent (Relationship Marketing) included explained 21.50% (Adj. R^2 = 0.215) of the variance in Market Share with three significant predictors.

CHARPTER 5

QUALITATIVE IN-DEPTH INTERVIEW DATA ANALYSIS

In chapter 4, the research methodology used to gather and analyze the data was discussed. Consequently, the purpose of this chapter is to summaries and present the results of the descriptive statistics used to describe the samples. This chapter outlines the use of a computer package for analyzing data from questionnaire surveys, and presents the findings of the data analysis. Because this research was conducted in multiple stages, it was considered more appropriate to combine the empirical results and deliver them as sections within a single chapter. Section 5.2 focuses on the exploratory qualitative interview sample. Section 5.3 is devoted to the quantitative survey sample. The conclusion are presented in section 5.4

5.1 Qualitative In-depth Interview Data Analysis

Following the quantitative data analysis, in-depth interviews were taken for this study. Six in-depth interviews were carried out with four Training Directors in Thai Airways international Company Limited and Bangkok Airways Public Company Limited and two academic staffs. The main purpose of this pilot study was to gain enough understanding about these issues in airline business to develop the competencies, human resource development delivery methods and evaluation for competencies. The results of the in-depth interviews are reported as follow**;**

5.1.1 Profile of Respondent

Table 5.1 Profile of Respondents from the Qualitative In-depth Interviews

Respondent	1	2	3	4	5	6
Gender	F	F	M	M	F	F
Age	40-50	50-60	40-50	50-60	50-60	50-60
Qualification	Master	Master	Master	Master	PhD	PhD
Position	Director	Director	Director	Director	Professor	Lecturer
Experience	25 years	37 years	24 years	26 years	23 years	20 years
Organization	TG	TG	PG	PG	NIDA	RU

As this study focuses its investigation on Airline Business, it was deemed appropriate to gather responses, about the ten factors of Relationship Marketing from Airline Business. The expert people from the list of organizations which have adopted Relationship Marketing concept as a management tool were chosen from the Airline Business in Thailand, as they would provide valid and consistent views on the ten factors as they are relate to their organization and Business Performance. The interviewees comprise six people in various positions such as Director, Professor and Lecturer (see Table 5.1 for the full list of participants).

The aggregate demographic data from the interviewees are provided in Table 5.1. Briefly, four of the six interviewees were female; three were aged between 40 and 50 with the other three between 50 and 60. Only two did hold a qualification of Ph.D. and four did hold a qualification of Master Degrees.

5.1.2 Competencies for Relationship Marketing

1) Competencies for Bonding

Five interviewees suggest "Service Mind" as the influencing competency for bonding follow by "Interpersonal Understanding", "Proactive" and "Listening Skill".

2) Competencies for Empathy

The interviewees suggest "Interpersonal Understanding" as the influencing competency for empathy follow by "Proactive", "Flexibility" and "Listening Skill"

3) Competencies for Reciprocity

Five interviewees suggest "Interpersonal Understanding" as the influencing competency for reciprocity follow by "Proactive", "Flexibility" and "Systematic Thinking"

4) Competencies for Trust

Six interviewees suggest "Integrity" as the influencing competency for trust follow by "Interpersonal Understanding", "Proactive" and "Teamwork"

5) Competencies for Communication

Six interviewees suggest "Interpersonal Understanding" as the influencing competency for communication follow by "Proactive", "Teamwork" and "Systematic Thinking"

6) Competencies for Shared Value

Five interviewees suggest "Integrity" as the influencing competency for shared Value follow by "Interpersonal Understanding", "Proactive" and "Teamwork"

7) Competencies for Employee's Commitment

Six interviewees suggest "Integrity" as the influencing competency for employee's commitment follow by "Interpersonal Understanding", "Proactive" and "Listening Skill"

8) Competencies for Cooperation

Six interviewees suggest "Achievement Motivation" as the influencing competency for cooperation follows by "Interpersonal Understanding", "Proactive" and "Teamwork"

9) Competencies for Customer Service

Six interviewees suggest "Achievement Motivation" as the influencing competency for customer service follow by "Service Mind", "Interpersonal Understanding" and "Proactive".

10) Competencies for Adaptation

Five interviewees suggest "Achievement Motivation" as the influencing competency for adaptation follow by "Interpersonal Understanding", "Proactive" and "Flexibility".

5.1.3 Human Resource Development Delivery Methods and Evaluation for Relationship Marketing.

1) Human Resource Development Delivery Methods and Evaluation for Competencies in Achievement Motivation

Six interviewees suggest "Project Based" as human resource development delivery method and the evaluation is "Project Evaluation" for Competencies in Achievement Motivation follow by "Training Class" as delivery method and the evaluation is "Working Observation".

2) Human Resource Development Delivery Methods and Evaluation for Competencies in Service Mind

Six interviewees suggest "Training Class" as human resource development delivery method and the evaluation is "Working Observation" for competencies in Service Mind follow by "Simulation Method" as delivery method and the evaluation is "Examination".

3) Human Resource Development Delivery Methods and Evaluation for Competencies in Integrity

Six interviewees suggest "Case Study and Incident Method" as human resource development delivery method and the evaluation is "Observation" for competencies in integrity follow by "Project Based" as delivery method and the evaluation is "Project Evaluation".

4) Human Resource Development Delivery Methods and Evaluation for Competencies in Interpersonal Understanding

Five interviewees suggest "Simulation Method" as human resource development delivery method and the evaluation is "Third Party Evaluation" for competencies in interpersonal understanding, follow by "Training Class" as delivery methods and the Evaluation is "Examination".

5) Human Resource Development Delivery Methods and Evaluation for Competencies in Proactive

Six interviewees suggest "Project Based" as human resource development delivery method and the evaluation is "Project Evaluation" for competencies in proactive follow by "Simulation Method" as delivery method and the evaluation is "Third Party Evaluation".

6) Human Resource Development Delivery Methods and Evaluation for Competencies in Flexibility

Six interviewees suggest "Coaching and Monitoring" as human resource development delivery method and the evaluation is "Observation" for competencies in flexibility follow by "Simulation Method" as delivery method and the evaluation is "Third Party Evaluation".

7) Human Resource Development Delivery Methods and Evaluation for Competencies in Teamwork

Six interviewees suggest "Project Based" as human resource development delivery Method and the evaluation is "Project Evaluation" for competencies in teamwork, follow by "Simulation Method" as delivery method and the evaluation is "Third Party Evaluation".

8) Human Resource Development Delivery Methods and Evaluation for Competencies in Systematic Thinking

Four interviewees suggest "Training Class" as human resource development delivery Method and the Evaluation is "Examination" for competencies in systematic thinking follow by "Case Study and Incident Method" as method and the evaluation is "Third Party Evaluation".

9) Human Resource Development Delivery Methods and Evaluation for Competencies in Listening Skill

Six interviewees suggest "Simulation Method" as human resource development delivery method and the evaluation is "Third Party Evaluation" for competencies in listening skill follow by "Job Instruction Training" as delivery method and the evaluation is "Third Party Evaluation".

5.1.4 Summary of Human Resource Development Delivery Methods and Evaluation for Competencies

Table 5.2 Summary of Human Resource Development Delivery Methods and Evaluation for Competencies by Relationship Marketing Factors

Factors	Competencies	Delivery	Evaluation
Bonding**	Service Mind	Training Class	Observation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Listening Skill	Simulation Method	Third Party Evaluation
Empathy	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Flexibility	Coaching and Monitoring	Observation
	Listening Skill	Simulation Method	Third Party Evaluation
Reciprocity	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Flexibility	Coaching and Monitoring	Observation
	Systematic Thinking	Training Class	Examination
Trust	Integrity	Case Study and Incident Method	Observation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Teamwork	Project Based	Project Evaluation

Table 5.2 (Continued)

Factors	Competencies	Delivery	Evaluation
Communication**	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Teamwork	Project Based	Project Evaluation
	Systematic Thinking	Training Class	Examination
Shared Value**	Integrity	Case Study and Incident Method	Observation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Teamwork	Project Based	Project Evaluation
Employee Commitment	Integrity	Case Study and Incident Method	Observation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Listening Skill	Simulation Method	Third Party Evaluation
Cooperation*	Achievement Motivation	Project Based	Project Evaluation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Teamwork	Project Based	Project Evaluation
Customer Service	Achievement Motivation	Project Based	Project Evaluation
	Service Mind	Training Class	Observation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation

Table 5.2 (Continued)

Factors	Competencies	Delivery	Evaluation
Adaptation	Achievement Motivation	Project Based	Project Evaluation
	Interpersonal Understanding	Simulation Method	Third Party Evaluation
	Proactive	Project Based	Project Evaluation
	Flexibility	Coaching and Monitoring	Observation

Note: *Statistical Significance at 0.05 Level,

      **Statistical Significance at 0.01 Level

Table 5.2 presented 2 the Summary of Human Resource Development Delivery Methods and Evaluation for Competencies by Relationship Marketing Factors. The Relationship Marketing Factors which had Statistical Significance were Bonding, Communication, Shared value and Cooperation.

    1) Bonding

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

    2) Communication

Competencies for Communication are Interpersonal Understanding, Proactive, Teamwork and Systematic Thinking. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

3) Shared Value

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

4) Cooperation

Competencies for Cooperation are Achievement Motivation Interpersonal Understanding, Proactive and Teamwork. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

The others of Human Resource Development Delivery Methods and Evaluation for Competencies by Relationship Marketing Factors were

1) Empathy

Competencies for Empathy are Interpersonal Understanding, Proactive, Flexibility and Listening Skill. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

2) Reciprocity

Competencies for Reciprocity are Interpersonal Understanding, Proactive, Flexibility and Systematic Thinking. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

3) Trust

Competencies for Trust are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

4) Shared Value

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

5) Employee Commitment

Competencies for Employee Commitment are Integrity, Interpersonal Understanding, Proactive and Listening Skill. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

6) Customer Service

Competencies for Customer Service are Achievement Motivation, Service Mind, Interpersonal Understanding and Proactive. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation.

7) Adaptation

Competencies for Adaptation are Achievement Motivation, Interpersonal Understanding, Proactive and Flexibility. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation.

Table 5.3 Summary of Competencies Enhance Relationship Marketing Factors

RM / Competencies	Bonding	Empathy	Reciprocity	Trust	Communication	Shared value	Employee commitment	Cooperation	Customer service	Adaptation
Service Mind	√								√	
Interpersonal Understanding	√	√	√	√	√	√	√	√	√	√
Proactive	√	√	√	√	√	√	√	√	√	√
Listening Skill	√	√					√			
Flexibility		√	√							√
Systematic Thinking			√		√					
Integrity				√		√	√			
Teamwork				√	√	√	√			
Achievement Motivation								√	√	

Table 5.3 mentioned summary of competencies enhance relationship marketing factors as follow;

Service Mind enhances Bonding and Customer service of relationship marketing.

Interpersonal Understanding enhances Bonding and Customer service of relationship marketing.

Proactive enhances Bonding, Empathy, Reciprocity, Trust, Communication, Shared value, Employee commitment, Cooperation, Customer service and Adaptation of relationship marketing.

Listening Skill enhances Bonding, Empathy and Employee commitment of relationship marketing.

Flexibility enhances Empathy, Reciprocity and Adaptation of relationship marketing.

Systematic Thinking enhances Reciprocity and Communication of relationship marketing.

Integrity enhances Trust, Shared value and Employee commitment of relationship marketing.

Teamwork enhances Trust, Communication, Shared value and Employee commitment of relationship marketing.

Achievement Motivation enhances Cooperation and Customer service of relationship marketing.

CHAPTER 6

SUMMARY, FINDINGS AND CONCLUSION

The study of developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business had purposes of the study which were 1) to compare the opinions of employees in the airline industry in each generation regarding the Relationship Marketing concept. 2) to analyze the factors influencing aviation industry indicators of success concerning business performance in terms of Relationship Marketing 3) To develop human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business

The study determined the guidelines to develop human resources to promote the concept of Relationship Marketing business performance in the airline industry combining both quantitative and qualitative methods. The research focused on collecting information from personnel employed in the airline industry, especially premium airline human resources.

The study aimed to know the Relationship Marketing factors affecting the measure of success of the business performance and noted the relevant comments and suggestions regarding the airline industry revenue. The objectives of this study were to determine the factors affecting Relationship Marketing and successful business performance indicators determined through questionnaires and in-depth interviews with relevant airline employees and academic's views.

6.1 Conclusion of the Study

The study of developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business could be summarized as follow;

6.1.1 Sample Characteristics

A direct survey was sent to 294 samples in Thai Airways International Company Limited and 34 samples in Bangkok Airways Public Company Limited. There are three parts in the questionnaire including a demographic section and the independent and dependent variables sections as described above. We turn now to consider the demographics of the sample. A majority of the sample was female 56.40%, while male respondents accounted for 41.20% and no data was 2.40% of the total sample. Respondents were asked to report the level of education they had attained. As shown in table 4.2, 76.50% of the respondents attained a Bachelor's degree and 17.40% attained a Master's degree, approximately 2.40% attained below or equivalent diploma. The indicate the range in which their generation fell. The majority 67.40% of the sample were in the Generation X (1965-1979), 24.70% were in the Generation Y (1980-1997), 5.50% were in Generation Baby Boomer (1946-1964) and no data 2.40%. The length of time they have worked with their organization. Approximately 25.00% of the respondents had worked for their organization 21-25 years, followed by 15.50% having worked for their company between 16-20 years, and 15.20% between 16-20 years. Respondents were asked to select one of 2 organizations that best describes their company. 294 respondents are the employees of Thai Airways International Company Limited. The rest 34 respondent are the employees of Bangkok Airways Public Company Limited.

6.1.2 The Result of Comparing the Opinions of Employees in the Airline Industry in Each Generation Regarding the Relationship Marketing Concept. (Objective 1)

A One-way ANOVA (analysis of variance) was considered to be appropriate to test this proposition on the grounds of testing difference of means of more than two groups at a time. A result of testing shows that only one variable which is "Employee Commitment" was found to have significant differences for changes in Relationship Marketing variables for Generation. The LSD test revealed that differences were to be found between Generation X and Generation Y for changes in Relationship Marketing for Employee Commitment variables.

6.1.3 The Result of Analyzing the Factors Influencing Aviation Industry Indicators of Success Concerning Business Performance in Terms of Relationship Marketing (Objective 2).

The final model for Customer Retention with all dependent (Relationship Marketing) included explained 28.90% of the variance in Customer Retention with two significant predictors ,including Bonding and Communication.

The final model for Client Satisfaction with all dependent (Relationship Marketing) included explained 26.00% of the variance in Client Satisfaction with three significant predictors, including perceived Bonding, Shared value and Cooperation.

The final model for Interaction with all dependent (Relationship Marketing) included explained 31.10% of the variance in Interaction with three significant predictors, including Bonding, Reciprocity and Shared value.

The final model for Long-term Profitability with all dependent (Relationship Marketing) included explained 24.10% (Adj. R^2 = 0.241) of the variance in Interaction Long-term Profitability with three significant predictors, including Bonding, Communication and Shared value.

The final model for Loyalty with all dependent (Relationship Marketing) included explained 24.90% (Adj. R^2 = 0.249) of the variance in Interaction with four significant predictors, including Bonding, Communication, Cooperation and Customer service.

The final model for Market Share with all dependent (Relationship Marketing) included explained 21.50% (Adj. R^2 = 0.215) of the variance in Market Share with three significant predictors including, Bonding, Shared value and Cooperation,

6.1.4 The Result of Developing Guidelines Based on Relationship Marketing to Enhance Business Performance in the Airline Industry (Objective 3)

Summary of Competencies of relationship marketing could be summarized that;

Core Competencies for Relationship Marketing were Interpersonal Understanding and Proactive

Functional Competencies for Bonding were Service Mind and Listening Skill.

Functional Competencies for Empathy were Flexibility and Listening skill.

Functional Competencies for Reciprocity were Flexibility and Systematic Thinking.

Functional Competencies for Trust were Integrity and Teamwork.

Functional Competencies for Communication were Teamwork and Systematic Thinking.

Functional Competencies for Shared Value were Integrity and Teamwork.

Functional Competencies for Employee's Commitment were Integrity and Listening Skill.

Functional Competencies for Cooperation were Achievement Motivation and Teamwork.

Functional Competencies for Customer Service were Achievement Motivation and Service Mind.

Functional Competencies for Adaption were Achievement Motivation and Flexibility.

The summary of Human Resource Development Delivery Methods and Evaluation for Competencies, the delivery methods and evaluation which were recommended by the most interviewees for each competency were summery as follow;

For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation.

For Service Mind, delivery method was Training Class and evaluation was Observation.

For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation.

For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation.

For Proactive, delivery method was Project Based and evaluation was Project Evaluation.

For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation.

For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

6.2 Discussion

1) This study find that one variable which is "Employee Commitment" is found to have significant differences for changes in Relationship Marketing variables for Generation. The LSD test revealed that differences are be found between generation X and generation Y for changes in Relationship Marketing for Employee Commitment variables. It could be implied that generation Y concerned about the Employee Commitment. According to theories and many studies about the generation which discussed with the expectation and requirement of working, generation Y believe that the relationships with other is one of the most concern for their working and decision to work with some organizations which focus on developing job satisfaction by developed employee relation (Caporale, 2015; Chowdhury, 2004; Grieves, 2006; Guba, 1989; Joiner, 1994; Meyers, 2013; Miller, 1975; Roussel, 1991; Maccall, 1999; Ratcha Asisonthisakul, 2006, Ratchada Asisonthisakul, & Aoyauma Rungloang. 2005; Lerrattana Anuratpanich, 2010; Vittaya Cheewarunothai, 2012; Ampawan Witsavatheeranont,1998). In summary, the finding of this research which is Generation Y concerned about Employee Commitment variables relate the Generation theory.

2) The finding of this study presented that in order to develop Customer retention which defined as business processes conducted to make customers feel that they are important and feel comfortable with products and services of the business, two significant variables of the Relationship Marketing, bonding and communication, are concerned.

Bonding, one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective relates the purpose of Relationship Marketing theory (Boonajsevee and Nova Southeastern University, n.d.; Carson and University

of Connecticut, n.d.; Gruen and Indiana University, n.d.). It links with the study of factors of Relationship Marketing which mention that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt, et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Communication, one factor of this study, means exchanging information at the right moment between buyers and sellers, both official and unofficial relates the purpose of Relationship Marketing theory (Georgopoulos & Tomnenbaum, 1957; Walls, 2003; Westfall, 2002). It links with the study of factors of Relationship Marketing which mention that communication is one of the related Relationship Marketing factors. (Harrison-Walker, 1995; Yau et al., 1998; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Ford & Hakansson, 2005; Cobos et al., 2009; Zhuang & Zhang, 2011; Fernando, Ho, Algunaid, & Zailani, 2013)

3) The finding of this study presented that in order to develop Client satisfaction, means making contact with customers when goods or services from the business have created a favorable impression. The perceived satisfaction is compared with the initial expectations of the customers towards the goods or services received, three significant predictors, Bonding, Shared value and Cooperation are concerned.

Bonding ,one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective is achieved relate the purpose of Relationship Marketing theory (Boonajsevee Bhoomipan, 2005; Carso, 2006; Gruen, 2000). It links with the study of factors of Relationship Marketing which mentioned that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Kongnirundornsuk 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Shared value ,one factor of this study, refers to the belief that similar values exist between the partners. Partners agree on the issue of values, objectives or policies

that are necessary or appropriate to the successful achievement of mutual goals. means exchanging information at the right moment between buyers and sellers, both official and unofficial relate the purpose of Relationship (Bagozzi, 1978; Arndt, 1979; Cameron, 1979). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors. (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Supanee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013)

Cooperation, one factor of this study, refers to Cooperation represents a corresponding action and collaboration in working together between partners to meet the stated and shared objectives of both parties relate the purpose of Relationship (Payne and Chartered Institute of Marketing, 1995; Rutsohn and D.E. Visuals (Firm), 1995; Walker, 1995). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors (Ford et al., 1998; Yau et al., 1998; Payne & Holt, 2001; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Davis, 2005; McNally & Griffin, 2005; Doyle, 2010; Zhuang & Zhang, 2011).

4) The finding of this study presented that in order to develop Interaction refers to the relationship between buyers and sellers in communication with each other, three significant predictors, Bonding Reciprocity and Shared value, are concerned.

Bonding, one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective is achieved relate the purpose of Relationship Marketing theory (Boonajsevee Bhoomipan, 2005; Carson, 2006; Gruen, 2000). It links with the study of factors of Relationship Marketing which mentioned that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush 2012; Fernando et al., 2013).

Reciprocity, one factor of this study, refers to any business relationship in which one party provides assistance to the other party or treats one partner differently from others. These practices enable the partners to identify best practices or guidelines to be established in the future relates the purpose of Relationship Marketing theory (Cunningham, 1980; Cameron, 1981; Hakansson, 1982). It links with the study of factors of Relationship Marketing which mentioned that Reciprocity is one of the related Relationship Marketing factors (Morgan & Hunt, 1994; Chaston & Baker, 1998; Brodie, 2002; Egan, 2003; Trimetsoontorn, 2003; Davis, 2005; Hunt et al., 2006; Boonleart Jittangwattana, 2008; Zhuang & Zhang, 2011; Fernando et al., 2013).

Shared value, one factor of this study, refers to the belief that similar values exist between the partners. Partners agree on the issue of values, objectives or policies that are necessary or appropriate to the successful achievement of mutual goals. means exchanging information at the right moment between buyers and sellers, both official and unofficial relate the purpose of Relationship (Bagozzi, 1978; Arndt, 1979; Cameron, 1979). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors. (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Supanee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

5) The finding of this study presented that in order to develop Long-term profitability, means that customers remain clients of the company for a long time. Moreover, the purchase of goods is very high and sustained over a long period. The company can make profit continuously, three significant predictors, Bonding, Communication and Shared value, are concerned.

Bonding, one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective relates the purpose of Relationship Marketing theory (Boonajsevee Bhoomipan, 2005; Carson, 2006; Gruen, 2000). It links with the study of factors of Relationship Marketing which mention that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995;

Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Communication, one factor of this study, means exchanging information at the right moment between buyers and sellers, both official and unofficial relates the purpose of Relationship Marketing theory (Georgopoulos & Tomnenbaum, 1957; Walls and University of Tennessee, n.d.; Westfall and Cardinal Stritch University, n.d.). It links with the study of factors of Relationship Marketing which mention that communication is one of the related Relationship Marketing factors. (Harrison-Walker, 1995; Yau et al., 1998; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Ford & Hakansson, 2005; Cobos et al., 2009; Zhuang & Zhang, 2011; Fernando et al., 2013)

Shared value ,one factor of this study, refers to the belief that similar values exist between the partners. Partners agree on the issue of values, objectives or policies that are necessary or appropriate to the successful achievement of mutual goals. means exchanging information at the right moment between buyers and sellers, both official and unofficial relate the purpose of Relationship (Bagozzi, 1978; Arndt, 1979; Cameron, 1979). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors. (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Supanee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

6) The finding of this study presented that in order to develop Loyalty, represents the attitude of customers towards the company and makes customers want to return to the company over time, three significant predictors, Bonding, Communication, Cooperation and Customer service are concerned.

Bonding, one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective relates the purpose of Relationship Marketing theory (Boonajsevee Bhoomipan, 2005; Carson, 2006; Gruen, 2000). It links with the

study of factors of Relationship Marketing which mention that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Kongnirundornsuk, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Communication, one factor of this study, means exchanging information at the right moment between buyers and sellers, both official and unofficial relates the purpose of Relationship Marketing theory (Georgopoulos & Tomnenbaum, 1957; Walls, 2003; Westfall, 2002). It links with the study of factors of Relationship Marketing which mention that communication is one of the related Relationship Marketing factors. (Harrison-Walker, 1995; Yau et al., 1998; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Ford & Hakansson, 2005; Cobos et al., 2009; Zhuang & Zhang, 2011; Fernando et al., 2013)

Cooperation, one factor of this study, refers to Cooperation represents a corresponding action and collaboration in working together between partners to meet the stated and shared objectives of both parties relate the purpose of Relationship (Payne and Chartered Institute of Marketing, 1995; Rutsohn and D.E. Visuals (Firm), 1995; Walker, 1995). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors (Ford et al., 1998; Yau et al., 1998; Payne & Holt, 2001; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Davis, 2005; McNally & Griffin, 2005; Doyle, 2010; Zhuang & Zhang, 2011).

Customer service, one factor of this study, refers to the process of managing and delivering quality customer care with professionalism. Customer service provides assistance to clients before, during and after interacting to meet the expressed desires and wishes of the customers relate the purpose of Relationship (Brodie et al., 1997; Coviello et al., 1997; Halinen, 1997). It links with the study of factors of Relationship Marketing which mentioned that Customer service is one of the related Relationship Marketing factors (Bussell & Forbes, 2006; Thai Smile Airways Co.Ltd, 2014).

7) The finding of this study presented that in order to develop Market share, refers to the percentage of the company's total sales compared with sales of 100% of

the market over a period of time. It involves a comparison of the size of the market compared with the size of other companies in the same market, three significant predictors, Bonding, Shared value and Cooperation are concerned.

Bonding, one factor of this study, means a business relationship that gradually builds up slowly between two partners, step by step. The partners spent sufficient time together, so that the desired objective relates the purpose of Relationship Marketing theory (Boonajsevee Bhoomipan, 2005; Carson, 2006; Gruen, 2000). It links with the study of factors of Relationship Marketing which mention that boning is one of the related Relationship Marketing factors (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Suparnee Komgnirundomsuk, 2005; Bussell & Forbes, 2006; Hunt et al. 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Shared value ,one factor of this study, refers to the belief that similar values exist between the partners. Partners agree on the issue of values, objectives or policies that are necessary or appropriate to the successful achievement of mutual goals. means exchanging information at the right moment between buyers and sellers, both official and unofficial relate the purpose of Relationship (Bagozzi, 1978; Arndt, 1979; Cameron, 1979). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors. (Dywer et al., 1987; Harrison-Walker, 1995; Brodie et al., 1997; Moller & Halinen, 2000; Gilbert & Powell-Perry, 2003; Trimetsoontorn, 2003; McNally & Griffin, 2005; Supanee, 2005; Bussell & Forbes, 2006; Hunt et al., 2006; Cobos et al., 2009; Zhuang & Zhang, 2011; Oakley & Bush, 2012; Fernando et al., 2013).

Cooperation, one factor of this study, refers to Cooperation represents a corresponding action and collaboration in working together between partners to meet the stated and shared objectives of both parties relate the purpose of Relationship (Payne and Chartered Institute of Marketing, 1995; Rutsohn and D.E. Visuals (Firm), 1995; Walker, 1995). It links with the study of factors of Relationship Marketing which mentioned that Shared value is one of the related Relationship Marketing factors (Ford et al., 1998; Yau et al., 1998; Payne & Holt, 2001; Wulf & Odekerken-Schröder, 2001; Egan, 2003; Davis, 2005; McNally & Griffin, 2005; Doyle, 2010; Zhuang & Zhang, 2011).

8) The finding of this study compare to the findings of the other studies presented that

(1) According to an examination of the impact of a relationship marketing orientation on business performance outcomes in Hong Kong , the finding of the study in the information systems (IS) outsourcing service sector is different and not related to the relationship marketing factors of this study which are empathy, reciprocity and trust (Kwan, 2012). These three relationship marketing factors could not enhance the effectiveness on business performance of the airline business because both of the passengers and the crews do not try to understand the situations, aims and the desire of each other (Fernando et al., 2013; Hunt et al., 2006; Trimetsoontorn, 2003; Zhuang & Zhang, 2011) due to the limitation of the flight time of the certain flight. The passengers and the crews do not gain the benefits from doing the business or expect to have the interchange from the other in the future (Brodie, 2002; Chaston & Baker, 1998; Egan, 2003; Fernando et al., 2013; Hunt et al., 2006; Morgan & Hunt, 1994; Trimetsoontorn, 2003; Zhuang & Zhang, 2011; Boonlert Jittangwattana, 2008). Secondly, the chance to service the same passengers hardly happen on board so that relation between the passengers and the crews could not be done easily, that means the passengers and the crews could not do and trust as they commit with each other (Ballantyne et al., 2003; Bowden, 2011; Brodie, 2002; Bush, Underwood, & Sherrell, 2007; Bussell & Forbes, 2006; Cobos et al., 2009; Davis, 2005; Doyle, 2010; Egan, 2003; Fernando et al., 2013; Ford et al., 1998; Ford & Hakansson, 2005, 2006; Gilbert & Powell-Perry, 2003; Harrison-Walker, 1995; Hunt et al., 2006; Moeller, Fassnacht, & Klose, 2008; Morgan & Hunt, 1994; Oakley & Bush, 2012; Payne & Holt, 2001; Sin et al., 2006; Trimetsoontorn, 2003; Turnbull et al., 1996; Yau et al., 1998; Zhuang & Zhang, 2011; Nattawut Pongsiri, 2009). Besides, the International Air Transport Association (IATA) and International Civil Aviation Organization (ICAO) support aviation with global standards for airline safety, security, efficiency and sustainability. However, the passengers can get the global standards from the airline which is different from the others business so that the finding in the information systems (IS) outsourcing service sector is different from the finding in the airline business.

(2) According to privacy issues concerning direct relationship marketing in health care, the finding of the study in health care is different and not related to the

relationship marketing factors of this study which are service marketing, database marketing, direct marketing (Wagner, Fleming, Mangold, & LaForge, 1994) customer retention, long-term relationships and partnership (Conway & Willcocks, 2000). Health care is an area ideally suited to direct relationship marketing. Successful marketing professionals can build long-term relationships with consumers. Evaluating the use of data and informing consumers how the information will be utilized can effectively address many privacy concerns. Consumers will share information if they are assured that they will receive significant benefit from the relationship. While health care providers are subject to new federal regulations, all organizations can obtain a competitive advantage by considering data usage and privacy in designing marketing programs (Duck, 1991). The passengers' data and information must be used in the airline business due to the safety and security reasons (The International Air Transport Association (IATA), International Civil Aviation Organization (ICAO). The relationship marketing factors in health care business could not enhance the effectiveness on business performance of the airline business because collecting data and information of the passengers is the basic activity of every airline.

(3)   The finding of the study in retails sector is different and not related to the relationship marketing factors of this study which are database marketing, interaction marketing and network marketing (Wagner et al., 1994). Retails sector is an area ideally suited to direct relationship marketing. Successful marketing professionals can build long-term relationships with consumers. Evaluating the use of data and informing consumers how the information will be utilized can effectively address many privacy concerns. Consumers will share information if they are assured that they will receive significant benefit from the relationship. While retails sector providers are subject to new marketing system, all organizations can obtain a competitive advantage by considering data usage and privacy in designing marketing system (Duck, 1991). The passengers' data and information must be used in the airline business due to the safety and security reasons (The International Air Transport Association (IATA), International Civil Aviation Organization (ICAO)). The relationship marketing factors in retails sector could not enhance the effectiveness on business performance of the airline business because collecting data and information of the passengers is the basic activity of every airline.

The comparisons of the findings above present that using relationship marketing to enhance the effectiveness on the business performance of the other service business is different and not related to the airline business so that the findings above could insist that it is necessary to study relationship marketing to enhance the effectiveness of the business performance of the airline business.

6.3 Human Resource Development Guidelines Based on Relationship Marketing Factors

This study presents Human resource development guidelines based on relationship marketing factors as below;

1) Bonding

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

2) Empathy

Competencies for Empathy are Interpersonal Understanding, Proactive, Flexibility and Listening Skill. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

3) Reciprocity

Competencies for Reciprocity are Interpersonal Understanding, Proactive, Flexibility and Systematic Thinking. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

4) Trust

Competencies for Trust are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

5) Communication

Competencies for Communication are Interpersonal Understanding, Proactive, Teamwork and Systematic Thinking. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

6) Shared Value

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

7) Employee Commitment

Competencies for Employee Commitment are Integrity, Interpersonal Understanding, Proactive and Listening Skill. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

8) Cooperation

Competencies for Cooperation are Achievement Motivation Interpersonal Understanding, Proactive and Teamwork. For Achievement Motivation, delivery

method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

9) Customer Service

Competencies for Customer Service are Achievement Motivation, Service Mind, Interpersonal Understanding and Proactive. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation.

10) Adaptation

Competencies for Adaptation are Achievement Motivation, Interpersonal Understanding, Proactive and Flexibility. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation.

6.4 Developing Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business

6.4.1 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Customer Retention

The variance in Customer Retention with two significant predictors, including Bonding and Communication.

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Communication are Interpersonal Understanding, Proactive, Teamwork and Systematic Thinking. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

6.4.2 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Client Satisfaction

The variance in Client Satisfaction with three significant predictors, including perceived Bonding, Shared value and Cooperation.

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

Competencies for Cooperation are Achievement Motivation Interpersonal Understanding, Proactive and Teamwork. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

6.4.3 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Interaction

The variance in Interaction with three significant predictors, including Bonding, Reciprocity and Shared value.

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Reciprocity are Interpersonal Understanding, Proactive, Flexibility and Systematic Thinking. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Flexibility, delivery method was Coaching and Monitoring and evaluation was Observation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

6.4.4 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Long-term Profitability

The variance in Interaction Long-term Profitability with three significant predictors, including Bonding, Communication and Shared value.

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Communication are Interpersonal Understanding, Proactive, Teamwork and Systematic Thinking. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

6.4.5 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Loyalty

The variance in Interaction with four significant predictors, including Bonding, Communication, Cooperation and Customer service.

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class

and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Communication are Interpersonal Understanding, Proactive, Teamwork and Systematic Thinking. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation. For Systematic Thinking, delivery method was Training Class and evaluation was Examination.

Competencies for Cooperation are Achievement Motivation Interpersonal Understanding, Proactive and Teamwork. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

Competencies for Customer Service are Achievement Motivation, Service Mind, Interpersonal Understanding and Proactive. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation.

6.4.6 Human Resource Development Guideline Based on Relationship Marketing to Enhance Effectiveness on Business Performance in Airline Business for Market Share

The variance in Market Share with three significant predictors including, Bonding, Shared value and Cooperation,

Competencies for bonding are Service Mind, Interpersonal Understanding, Proactive and Listening Skill. For Service Mind, delivery method was Training Class and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Listening Skill, delivery method was Simulation Method and evaluation was Third Party Evaluation.

Competencies for Shared Value are Integrity, Interpersonal Understanding, Proactive and Teamwork. For Integrity, delivery method was Case Study and Incident Method and evaluation was Observation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

Competencies for Cooperation are Achievement Motivation Interpersonal Understanding, Proactive and Teamwork. For Achievement Motivation, delivery method was Project Based and evaluation was Project Evaluation. For Interpersonal Understanding, delivery method was Simulation Method and evaluation was Third Party Evaluation. For Proactive, delivery method was Project Based and evaluation was Project Evaluation. For Teamwork, delivery method was Project Based and evaluation was Project Evaluation.

6.5 Suggestions for Future Study

The study of developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business find some area of future study such as; 1) The handbook of delivery method may be developed and may trial with employee in airline business 2) The handbook of evaluation method may be developed and may trial with employee in airline business 3) the model of this study may apply to study in other business.

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APPENDICES

APPENDIX A

QUESTIONNAIRE FOR SURVEY

QUESTIONNAIRE

Research Title
"Developing Human Resource Development Guideline based on Relationship
Marketing to enhance Effectiveness on Business Performance in Airline
Business"

This questionnaire is part of a dissertation for a Doctoral Degree in Integrated Tourism Management, The Graduate School of Tourism Management, National Institute of Development Administration (NIDA). The objectives of this study were 1) to compare the opinions of employees in the airline industry in each generation regarding the Relationship Marketing concept. 2) to analyze the factors influencing aviation industry indicators of success concerning business performance in terms of Relationship Marketing. 3) developing human resource development guideline based on relationship marketing to enhance effectiveness on business performance in airline business. Data obtained from this questionnaire will be employed only in conducting this dissertation research as a part of the study. The researcher ensures that there will be no effect to participant performance in the organization and all data will be stored secretly without reviewing the status of the participants.

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Part 1 The Factors of Relationship Marketing.

Relationship Marketing is a concept that focuses on the process to commit of *creating value for the customer directly*. The process of marketing efforts focuses on the relationship between business and customers, both the business markets and the consumer.

Moreover, any event that has been used in marketing must be adjusted to suit the management of the business, i.e., marketing efforts must lead to *maintaining good customers relations and developing even better connections to increase business profitability*. However, if such a relationship cannot result in long-term profits, that business needs to end such relationships immediately.

Questionnaire Part 1

Please consider the following sentences and put ○ in an appropriate descriptive word that corresponds to your opinion about the factors of Relationship Marketing. The answers are based on your experience rather than the current reality of your company. The scorings are as follow

5 scores means *strongly agree*

4 scores means somewhat agree

3 scores means *neutral*

2 scores means *somewhat disagree*

1 scores means *strongly agree*

No.	Relationship Marketing factors	Strongly disagree		→		Strongly agree
		1	2	3	4	5
Bonding						
1.	Marketing is *the process to focus on creating good customers' relationship* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5

No.	Relationship Marketing factors	Strongly disagree	→			Strongly agree
		1	2	3	4	5
2.	Marketing is *the process to focus on maintaining good customers' relationship* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
3.	Marketing is *the process to focus on considering of creating the desired objectives together* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Empathy						
4.	Marketing is *the process to focus on the customers' situations* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
5.	Marketing is *the process to focus on the need of customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
6.	Marketing is *the process to focus on the behaviors to understand the customers' compassion* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Reciprocity						
7.	Marketing is *the process to focus on the special assistances to the loyalty customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
8.	Marketing is *the process to focus on the special privileges to the loyalty customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5

No.	Relationship Marketing factors	Strongly disagree	→			Strongly agree
		1	2	3	4	5
9.	Marketing is *the process to focus on the customer service to the loyalty customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Trust						
10.	Marketing is *the process to focus on the promises to the customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
11.	Marketing is *the process to focus on the loyalty to follow the promises that give to the customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
12.	Marketing is *the process to focus on the confidences to follow the promises that give to the customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
13.	Marketing is *the process to focus on exchanging the significant information with the customers* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
14.	Marketing is *the process to focus on exchanging the significant information with the customers in the right time* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
15.	Marketing is *the process to focus on exchanging the significant information with the*	1	2	3	4	5

No.	Relationship Marketing factors	Strongly disagree		→		Strongly agree
		1	2	3	4	5
	customers in the proper way which will enhance effectiveness on business performance in airline business.					
Shared value						
16.	Marketing is *the process to focus on community and social development policy* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
17.	Marketing is *the process to focus on corporate social responsibility (CSR)* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
18.	Marketing is *the process to focus on sustainable development* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Employee's commitment						
19.	Marketing is *the process to focus on employee engagement* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
20.	Marketing is *the process to focus on employee satisfaction* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
21.	Marketing is *the process to focus on employee dedication which* will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Cooperation						
22.	Marketing is *the process to focus on creating business collaboration network* which will	1	2	3	4	5

No.	Relationship Marketing factors	Strongly disagree	→			Strongly agree
		1	2	3	4	5
	enhance effectiveness on business performance in airline business.					
23.	Marketing is *the process to focus on creating the clear objectives of the business collaboration network and can get the benefits together* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
24.	Marketing is *the process to focus on continuous activities of the business collaboration network* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Customer service						
25.	Marketing is *the process to focus on efficient and professional customer service process* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
26.	Marketing is *the process to focus on the delivery of the efficient and professional customer service process* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
27.	Marketing is *the process to focus on efficient and professional assistant process* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
Adaptation						
28.	Marketing is *the process to focus on the ability of the airline to adjust itself for the internal*	1	2	3	4	5

No.	Relationship Marketing factors	Strongly disagree				Strongly agree
		1	2	3	4	5
	environment which will enhance effectiveness on business performance in airline business.					
29.	Marketing is *the process to focus on the ability of the airline to adjust itself for the external environment* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5
30.	Marketing is *the process to focus on the innovation that conform the customer requirement* which will enhance effectiveness on business performance in airline business.	1	2	3	4	5

Part 2 The Success Indicators of Business Performance.

The business performance concept is the ultimate goal of the management team. The concept refers to *the level of which the organization achieves its short-term and long-term objectives*, in both outcome and processes that affect the survival of the organization.

Questionnaire Part 2

Please consider the following sentences and put ◯ in an appropriate descriptive word that corresponds to your opinion about the success indicators of Business Performance. The answers are based on your experience rather than the current reality of your company. The scorings are as follow

5 scores means *strongly agree*

4 scores means somewhat agree

3 scores means *neutral*

2 scores means *somewhat disagree*

1 scores means *strongly agree*

No	Business Performance indicators	Strongly disagree		→		Strongly agree
		1	2	3	4	5
Customer retention						
31.	Relationship Marketing is a concept that can help *creating value for the customer*.	1	2	3	4	5
32.	Relationship Marketing is a concept that can help *creating customer satisfaction.*	1	2	3	4	5
33.	Relationship Marketing is a concept that can help *customers return to use the airline service again and again.*	1	2	3	4	5
Client satisfaction						
34.	Relationship Marketing is a concept that can help *customers determine to buy the products before the customers can get the service.*	1	2	3	4	5
35.	Relationship Marketing is a concept that can help *customers feel appreciated for the service.*	1	2	3	4	5
36.	Relationship Marketing is a concept that can help *increasing the anticipation of the customers for the service.*	1	2	3	4	5
Interaction						
37.	Relationship Marketing is a concept that can help *creating good relationship with the customers.*	1	2	3	4	5
38.	Relationship Marketing is a concept that can help *creating good relationship with the customers better than the contract.*	1	2	3	4	5

No	Business Performance indicators	Strongly disagree		→		Strongly agree
		1	2	3	4	5
39.	Relationship Marketing is a concept that can help *creating trust from the customers.*	1	2	3	4	5
Long-term profitability						
40.	Relationship Marketing is a concept that can help *turning the customers into the loyalty customers.*	1	2	3	4	5
41.	Relationship Marketing is a concept that can help *the customers continuously buy the products.*	1	2	3	4	5
42.	Relationship Marketing is a concept that can help *the airline can get the sustainable profits.*	1	2	3	4	5
Loyalty						
43.	Relationship Marketing is a concept that can help *creating the customer's good attitude for the airline.*	1	2	3	4	5
44.	Relationship Marketing is a concept that can help *creating the customer's good attitude for the airline.*	1	2	3	4	5
45.	Relationship Marketing is a concept that can help *creating the customer's words of moth.*	1	2	3	4	5
Market share						
46.	Relationship Marketing is a concept that can help *increasing the sales circulation compared to the other airlines.*	1	2	3	4	5
47.	Relationship Marketing is a concept that can help *increasing the amount of the customers compared to the other airlines.*	1	2	3	4	5

No	Business Performance indicators	Strongly disagree	→			Strongly agree
		1	2	3	4	5
48.	Relationship Marketing is a concept that can help *increasing the profits compared to the other airlines.*	1	2	3	4	5

Part 3 Demographic Data

Demographic data about your company.

Questionnaire Part 3

Please put a ✓ in the ☐ and fill in the bank about the information that corresponds to the current reality of yourself and your company.

49. Gender ☐ 1) Male ☐ 2) Female

50. Age ☐ 1) born in 1980 – 1997 (Generation Y)

☐ 2) born in 1965 – 1979 (Generation X)

☐ 3) born in 1946 – 1964 (Generation Baby Boomer)

51. Educational Level ☐ 1) Below or equivalent diploma ☐ 2) Bachelor degree

☐ 3) Master degree or higher ☐ 4) No Data

52. Organization

☐ 1) Thai Airways International Company Limited

☐ 2) Bangkok Airways Public Company Limited

53. Number of Working Years in the Organization

☐ 1) 1-5 years ☐ 2) 6-10 years ☐ 3) 11-15 years

☐ 4) 16-20 years ☐ 5) 21-25 years ☐ 6) 26-30 years

☐ 7) Greater than 31 years

APPENDIX B

QUESTIONNAIRE FOR INTERVIEW

The Explanations for the Interviewees

1. This Semi In-depth Interview form of the research title "Developing Human Resource Development Guideline based on Relationship Marketing to enhance Effectiveness on Business Performance in Airline Business" is a 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. Data obtained from this questionnaire will be employed only in conducting this dissertation research as a part of the study. The researcher ensures that there will be no effect to participant performance in the organization and all data will be stored secretly without reviewing the status of the participants.

2. Personal background of the interviewees will not be exposed.

3. The interviewees have the right to immediately stop the interview and refuse to give the opinions any time they need.

4. The interviewees may use the samples as follow for this interview. However, the additional opinions from the interviewees are appreciated.

4.1 Competencies for Relationship Marketing such as achievement motivation, service mind, integrity, interpersonal understanding, proactive, flexibility, etc.

4.2 Developing human resource development delivery methods such as training class, simulation method, project based, etc.

4.3 Human resource development evaluation for competencies such as observation, third party evaluation, project evaluation, examination, etc.

Semi In-depth Interview

Developing Human Resource Development Guideline based

on Relationship Marketing to enchance Effectiveness on

Business Performance in Airline Business

Open questions about the human resource development delivery methods and evaluation for competencies.

1. What are the human resource development delivery methods and evaluation for competencies in bonding**?**

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2. What are the human resource development delivery methods and evaluation for competencies in empathy?

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3. What are the human resource development delivery methods and evaluation for competencies in reciprocity?

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4. What are the human resource development delivery methods and evaluation for competencies in trust?

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5. What are the human resource development delivery methods and evaluation for competencies in communication?

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6. What are the human resource development delivery methods and evaluation for competencies in shared value?

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7. What are the human resource development delivery methods and evaluation for competencies in employee's commitment**?**

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8. What are the human resource development delivery methods and evaluation for competencies in Cooperation**?**

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9. What are the human resource development delivery methods and evaluation for competencies in Customer service?

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10. What are the human resource development delivery methods and evaluation for competencies in Adaptation?

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BIOGRAPHY

NAME   Mr.Theerapong Theerathanongwut

ACADEMIC BACKGROUND   Bachelor of Arts Degree in Poitical
                                  Science from Kasetsart University as of October
                                  7, 1995

                                  Master of Public Administration in Change
                                  Management from Thaksin University as of July
                                  5, 2010

PRESENT POSITION   Air Purser of Thai Airways International
                                  Public Company Limited,
                                  Bangkok, Thailand

EXPERIENCES   21 years of being the flight attendant of Thai
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PUBLICATIONS ARISING FROM THE DISSERTATION

Theerapong Theerathanongwut., Chokechai Suveatwatanakul. (2016). Determinants of Relationship Marketing and Business Performance in Airline Industry. *Dusit Thani Colledge Journal, 11*(2)(May-August 2017).