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Ungul Laptaned  
Ioannis Manikas  
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## Welcome Address from President, Sripatum University

Welcome to the ninth volume of International Journal of Management, Business, and Economics (IJMBE). IJMBE is dedicated to increasing the depth of the subject across business disciplines with the ultimate aim of expanding knowledge of the subject. The IJMBE is a thrice peer-reviewed journal published by Graduate College of Management, Sripatum University; University of Greenwich; and Lincoln University.

In retrospect, Sripatum University, one of the oldest and most prestigious private universities in Thailand, was established in 1970 by Dr. Sook Pookayaporn by the name "Sripatum College." The name "Sripatum" meaning "Source of Knowledge Blooming like a Lotus" was conferred on the college by Her Royal Highness the Princess Mother. In 1987, the college was promoted to university status by the Ministry of University Affairs, and has since been known as Sripatum University. The university's main goal is to create well-rounded students who can develop themselves to their chosen fields of study and to instill the students with correct attitudes towards education so that they are enthusiastic in their pursuit of knowledge and self-development.

To strive to be among the best, this third issue of the IJMBE is therefore instrumental for the most important academic growths to extend a high quality tradition in the education field to the world. The journal welcomes the submission of manuscripts that meet the general criteria of significance and scientific excellence, and will publish original articles in basic and applied research, case studies, critical reviews, surveys, opinions, commentaries and essays. It is hoped that this third issue will set a new benchmark in terms of academic publications. Through the support of our Editorial and Advisory Boards, I hope this journal could provide academic articles of the highest quality to all readers.



Dr. Rutchaneeporn Pookayaporn Phukkamarn  
President, Sripatum University

## Welcome Address from Dean, Sripatum University

It is appropriate to celebrate the continuity of an exciting and esteemed journal. The IJMBE will serve and provide a forum for exchange of ideas among business executives and academicians concerned with Management, Business, and Economics issues. With the rapid evolution of corporate business from international to global in recent years, general business has been one of the areas of greatest added complexity and concern for corporate managers. The IJMBE will be an academic journal combining academic inquiry and informed business practices. It will publish empirical, analytical, review, and survey articles, as well as case studies related to all areas of Management, Business, and Economics. A sentiment often expressed by practitioners is that academic research in general may not be addressing the most relevant questions in the real world.

It is fair to say that the IJMBE will publish high-quality applied-research papers. Nevertheless, studies that test important theoretical works and shed additional light on the issue with some business implications will also be solicited. Each submitted paper has been reviewed by several members of the IJMBE international editorial board and external referees. On the basis, we would like to thank all of them for their support with review process of submitted papers.

I cordially invite papers with theoretical research/conceptual work or applied research/applications on topics related to research, practice, and teaching in all subject areas of Management, Business, and Economics, or related subjects. I welcome paper submissions on the basis that the material has not been published elsewhere. The ultimate goal is to develop a journal that will appeal to both management and business practitioners. I expect the IJMBE to be an outstanding international forum for the exchange of ideas and results, and provide a baseline of further progress in the aforementioned areas.



Assoc. Prof. Dr. Vichit U-on  
Dean, Graduate College of Management  
Sripatum University

## The Editors

### Editor-In-Chief



Dr. Ungul Laptaned is an Assistant Professor in the Graduate College of Management, Sripatum University. He graduated with a Ph.D. in 2003 from the University of Nottingham, United Kingdom in the field of Manufacturing Engineering and Operations Management. Ungul has published over 60 proceedings and journal papers; for instances, Industrial Engineering Network, Asia Pacific Industrial Engineering and Management, International Association of Science and Technology for Development, Operations and Supply Chain Management, Intelligent Manufacturing System, Business and Information, etc. He served as a program chair and a steering committee for several domestic and international conferences. He was a journal editor of International Journal of Logistics and Transport, and Thai Researchers' Consortium of Value Chain Management and Logistics Journal, and has consulted for several public organizations and industrial firms on logistics and supply chain management such as Thailand Research Fund, Phitsanulok Province, Public Warehouse Organization, Amatanakorn Industrial Estate, Wyncoast Industrial Park, Iron and Steel Institute of Thailand, Chacheongsao Province, JWD Infologistics Co., Ltd., Kerry Distribution (Thailand) Co., Ltd., TKL Logistics and Supply Chain Co., Ltd., and Ministry of Transport (Thailand).

### Associate Editor



Dr Ioannis Manikas holds a Bachelor in Agriculture and a Master of Science in the field of logistics from Cranfield University. He holds a PhD from the Department of Agricultural Economics in AUTH and his primary interest includes supply chain management, logistics and agribusiness management. Dr Manikas has conducted research for projects regarding supply chain modelling, development of IT solutions for agrifood supply chain management and traceability both in Greece and the UK. He has a wide experience in the elaboration of research proposals under FP6, FP7, and Eurostars-Eureka funding mechanisms; lifelong learning oriented programmes such as Leonardo; and Interregional development programmes such as Interreg III and Interreg IV. His work as a self employed project manager and consultant in the agrifood sector includes the design and development of regional operational programmes; analysis of regional needs and respective development policies focused on rural and food production; definition of funding areas and financing resources; definition of strategic goals for regional development and formulation of respective performance monitoring systems; and assessment (ex-ante, on-going, ex-post) of the implementation of EC and national funding mechanisms in national and regional levels.

### Guest Editor



Dr. Gilbert Nartea is an Associate Professor in the Waikato Management School, University of Waikato, New Zealand. Dr. Nartea graduated a Master's Degree from New England and a Ph.D. from Illinois, USA. He is a senior lecturer in Finance. His teaching interests are in the area of investments, futures and options, and finance. The area of research interests area asset pricing, investment management, decision-analysis and risk management, and microfinance and poverty alleviation. He has published several papers in such journals as of Property Investment and Finance, International Journal of Managerial Finance, Asian Journal of Business and Accounting, Australian Journal of Agricultural and Resource Economics, Pacific Rim Property Research Journal, Review of Applied Economics, Review of Development Cooperation, American Journal of Agricultural Economics, and Journal of the American Society of Farm Managers and Rural Appraisers.

## Foreword

Welcome to the 3<sup>rd</sup> issue of the 9<sup>th</sup> volume of International Journal of Management, Business, and Economics (IJMBE), the Editors received a number of papers from different countries such as Cambodia, China, and Thailand. The received papers encompassed many areas of marketing, banking, economics, insurance and risk management, industrial and operation management, strategic management, and international and global business management. After the review process, a total of ten manuscripts were selected for publication.

The first article is conducted by *Chakarat Kanakasai*, and is entitled “*Causal Factors Affecting Operations and Customer Loyalty in the Digital Restaurant Business in Thailand*”. The objective of this article is to present knowledge from a literature review about the study of causal factors affecting operations and customer loyalty in the digital restaurant business in Thailand.

The second article is authored by *Dissatat Prasertsakul and Thanyaporn Chinthammit*, and named as “*The Effects of Perceived Risks on Consumers’ Attitudes Towards Social Commerce: A Case of Bangkok, Thailand*”. This research proposes a conceptual framework to investigate the impact of perceived risks on the attitudes of Bangkok people towards social commerce shopping.

The third paper is examined by *Korakot Pookayaporn and Vichit U-on*. Their paper is entitled “*Causal Factors of Quantum Marketing Strategy Affecting the Marketing Performance in Higher Education Sector*”. The objective of this research was to model the causal factors of quantum marketing strategies affect performance.

In the fourth article, entitled “*A Guideline on the Change Management in Thai Language Programs at Universities in Yunnan Province, China*” is conducted by *Li Yang, Waraporn Thaima, and Sirinthorn Sinjindawong*. The objective of this research was to study the change management and find a guideline in Thai language discipline of universities in Yunnan, China.

The fifth article is authored by *Metaratt Chullasara, Kamontip Bonyasuwon, and Thanarit Thanaiudompat*, and is entitled “*The Influence of Workplace Happiness Factors on Organizational Commitment in Sport Competition Management Business*”. This descriptive analytical study aimed to study workplace happiness factors influencing organizational commitment.

Article number six is entitled “*Research on the Mediating Role of Entrepreneurial Motivation in the Factors Influencing Entrepreneurship Growth*”, and is examined by *Qian Wu and Xing Huawang*. This study takes entrepreneurial growth as a guide to systematically study the influencing factors of college students ‘entrepreneurial motivation, analyzes entrepreneurial motivation from multiple perspectives.

The seventh article is conducted by *Rungpol Virochpoka*, and is entitled “*Causal Factors of Marketing Risk Outcome Affecting the Corporate Performance and Business Performance Co-Operation*”. The main objective of the study was to identify, characterize, and assess threats, and assess the vulnerability of critical assets to specific threats.

In the eight article, entitled “*Causal Factors Affecting Team Leader Competency and Operating Results of Direct Sales Business in Thailand*” conducted by *Tanida Phoosuan*.

Article number nine is written by *Tawit Thinkohyao, Theerapat Kueachoo, and Sirawit Sirirak*, and is entitled “*Relationship of Service Marketing and Quality on Customer Satisfaction and Loyalty of Full-Service Car Care Customer in Phuket*”.

This research aimed to study the relationship of service marketing and quality on customer satisfaction and loyalty of full-service car care in Phuket Province.

Last but not the least, the article entitled “*The Analysis of Logistics’ System in Cambodia*”, is conducted by *Vannary Chin*. The research claims about an introduction of the growth under the Logistic field in Cambodia after the economic instability has returned to normal condition

It is hoped that you will enjoy reading these articles and that they will generate responses and discussions that will help advance our knowledge of the field of Management, Business, and Economics. The Editors and the Editorial Board of the IJMBE would like to welcome your future submissions to make this journal your forum for sharing ideas and research work with all interested parties.

Ungul Laptaned  
Editor-In-Chief

Associate Editor  
Ioannis Manikas

Guest Editor  
Gilbert Nartea

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**A Guideline on the Change Management in Thai Language  
Programs at Universities in Yunnan Province, China**

by

**Li Yang**

Ph.D. Student in Educational Administration,  
Graduate College of Management,  
Sripatum University, Bangkok, Thailand  
E-mail: 2148168390@qq.com

and

**Waraporn Thaima and Sirinthorn Sinjindawong**

School of Liberal Arts, Sripatum University,  
Bangkok, Thailand  
E-mail: waraporn.th@spu.ac.th

**IJMBE** International Journal of  
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**Li Yang**

Ph.D. Student in Educational Administration,  
Graduate College of Management,  
Sripatum University, Bangkok, Thailand  
E-mail: 2148168390@qq.com

and

**Waraporn Thaima and Sirinthorn Sinjindawong**

School of Liberal Arts, Sripatum University,  
Bangkok, Thailand  
E-mail: waraporn.th@spu.ac.th

### **Abstract**

An important problem in the development of Thai language department at present is a number of executive's lack of management leadership that reflects on educational management. The objectives of this research were to: 1) study the change management in Thai language discipline of universities in Yunnan, China, 2) find a guideline for the change management in Thai language discipline of universities in Yunnan, China; and 3) assess a management guideline for the change in Thai language courses of universities in Yunnan Province, China. A group chat was used as quantitative research, using a questionnaire. The 5-level estimation scale was a tool for collecting data. Samples in this research study were administrators, teachers and staffs. A total of 126 participants were randomized using multistage randomization. Data were analyzed using descriptive statistics by mean and standard deviation and content analysis. The results of the research revealed that a study on the change management in Thai language discipline of universities in Yunnan, China. An overall picture was that when considering the aspect from the highest to the least average, it was found that the top 4 were leadership of the executives, vision of the executives, personnel in change management, and change management structure, respectively. In addition, an assessment of the appropriateness and feasibility of the change management in Thai language discipline of universities in Yunnan, China found that the overall average was at a high level. Article 3 translates the vision of Thai language discipline into policies, plans, strategies, work plans, structures and activities, with approach questions number 6 open to opportunities. Engaging personnel to participate in the promotion and development of potential had the highest average with the highest mean ( $X = 4.60$ ,  $S.D. = 0.55$ ), followed by the first approach defining a vision that facilitates change. Managing work were resulted from the participation of personnel and Article 5 had a policy to create incentives set environment and create engagement of personnel. There were high averages ( $X = 4.40$ ,  $S.D. = 0.55$ ). The guidelines for the change management in Thai language discipline of universities in Yunnan, China were 6 items. In an overall, all items were appropriate and feasible.

**Keywords:** Change Management Concept, Change Management Components, Thai Language Discipline, Yunnan Province, China

## 1. Introduction

### 1.1 Background and Importance of the Problem

Nowadays, the changing trend of the world society in terms of the advancement of artificial intelligence (AI), digital technology, social globalization and knowledge-based economy has resulted in the need for a paradigm shift in organizational management such as education reform. As a result, higher education in China has changed. The universities development should be adapted to the globalization of the economy and the rapid development of science and technology in order to enable each university to find a solution for self-improvement in an increasingly fierce competition. These changes impacts and drives the state of change in educational institutions in terms of improving the quality of higher education, management style, and administration. The roles of administrators and personnel tend to be in the same way which education administration delivers great efficiency and effectiveness. The management of departments in the university needs to adjust the operation guidelines in order to achieve goals and objectives. In order to survive and succeed, the administration of departments in the university must focus on change management. Any action in every department requires some analytical preparation, systematic plan, step-by-step process, clearly measure of success as well as maintaining good conditions for sustainable development (Keesukphan, 2016).

The president Xi Jinping said “Education is the foundation of the country's development; therefore, we must concentrate on creating a new generation. Prior to that, China had major education reforms under President Jiang Zémín around 1993, and later announced the "National Development Strategy through Education and Technology" followed by the “Medium and Long-Term Education Reform and Development Plan (2010-2020)” during the reign of President Hú Jintao. Until the reign of president Xi Jinping, education was a priority to create new generations to develop the country into future greatness by announcing the "China Education Strategy for Modernization 2035" on the 23<sup>rd</sup> February 2020 to be the direction of modernity in the next 15 years. The Chinese authorities require all departments and areas to seriously integrate the implementation of the strategy into action. This newest strategy attention to eight basic concepts, namely 1) morality precedes, 2) all-round development of people, 3) access to education 4) lifelong learning, 5) learning according to learners' potential/interests, 6) internal awareness into action, 7) Integrated development, and 8) co-create and share by adhering to the implementation of 'Chinese characteristics' to achieve the goal of modernization. As a result, China has a strong in education, a country of learning, strength in human resource, a solid foundation that builds a prosperous modern socialist country, a civilized democracy, harmony and beauty in the middle of the 21<sup>st</sup> century. (Chinese Education Strategy To the modern year 2035, 2020).

The Ministry of Education of the People's Republic of China has a policy to change the management of higher education through higher education reform. The guidelines for educational reform are set which are establishing courses reform, the position management system reform, the environment for entry and uses reform, faculty and personnel reform, improve and strengthen the management of capital utilization, improve the internal management of the university and strengthen the supervision and optimization of services. Universities are the most important educational organizations in the management of education; therefore, administrators must play a role in implementing educational reforms.

## 1.2 Research Question

The results of the educational management of Thai language departments in universities will achieve the goals will according to the Core Curriculum of Teaching Quality in Higher Education 2018, which is aiming to develop learners with potential for further education and careers. Upon graduation, they must have the following characteristics: 1) have morals, ethics, discipline, and overall high quality, 2) fluency foreign language skills and stable profession, 3) acquire relevant professional knowledge, and 4) cultivate a professional and foreign language talent person then mixed, adapted to the country's foreign communication and suitable for social and economic development at local and national levels as well as suitable for the industrial needs related to various foreign countries and the field of foreign language education and academic research (Ministry of Education, 2018).

An important problem in the development of the Thai language department at present is a number of executives lack of management leadership then reflect on educational management.

## 1.3 Research Objective

The objectives of this research were 1) to study the management of change in Thai language discipline of universities in Yunnan, China; 2) to find guidelines for the management of changes in Thai language discipline of universities in Yunnan, China; and 3) To assess the management guidelines for the change in Thai language courses of universities in Yunnan Province, China.

## 2. Literature Review

### 2.1 Related Concepts and Theories

Modern enterprises heavily rely on Information Systems (IS) in order to operate and interact with stakeholders both internally and externally. According to Alter (2008), Information Systems perform various combinations of six types of operations, i.e., capturing, transmitting, storing, retrieving, manipulating and displaying information. Our investigation focuses explicitly on the intersection area defined by Modern enterprises (i.e., Enterprises and Information Systems) and Change Management.

Moran and Brightman (2001) define change management as a “the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers”. Bridges (1986) points out that “change happens when something starts or stops, or when something that used to happen in one way starts happening in another”. A clear common denominator also on other definitions found in literature, is that the fact that change requires a shift from a familiar situation towards a new one and this has varying impact on people, processes, and organizations.

Change in organizations, and especially in large multi-national modern enterprises, is always a challenging issue. Strebel (1996) points out that “success rates in Fortune 1,000 companies are well below 50%; some say they are as low as 20%”. A popular narrative also put forward by Burnes and Jackson (2011), claims that “there is substantial evidence that some 70% of all change initiatives fail”, while others question such statistics; for instance Hughes (2011) points out that “there is no valid and reliable empirical evidence to support such a narrative (of 70% failure)”.

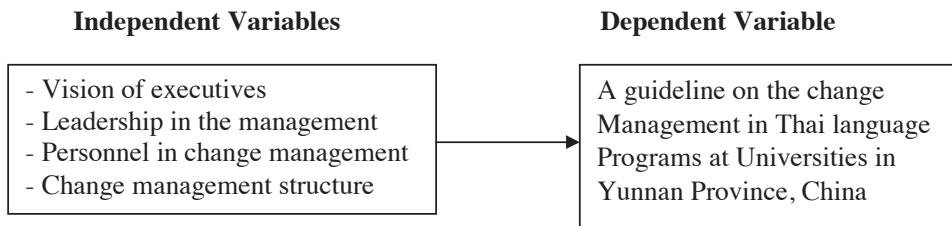
## 2.2 Literature Surveys

Pin and Shavarebi (2021) preparing the change for new product of the board manufacturing company. The Change from the external market force of market demand on the supply of thin sheet board material thus prompted the marketing department to make the market survey that there is a need to introduce a new product to be competitive in the board manufacturing market and offer a complete range of board products for the building industry. Internally, The marketing Department has to convince the top management and the main stakeholder to agree and accept the urgent change. At the same time has to balance the sales revenue with the cost of technology investment and economical scale perspectives of producing the targeted product. The proposal of this change's success should be judged by how the new product can help to sustain the future growth of the company and give reasonable revenue.

Ibidapo (2022) stated that who of all living beings would, during the Christmas or thanksgiving celebrations of 2019, have thought, or even belief the mention of it, that people all over the world would in the following year be condemned to involuntary lockdowns, working from home, school closures, restaurant closures, social distancing, and mask wearing to compromise the quality of human life and living? And may be some of those alive then in 2019 never heard or read about the Spanish flue of 1918 until the COVID-19 pandemic year 2020 rolled in.

Németh and Varga (2022) provide an overview of the fundamental dynamics of change. The books written about this subject cover long shelves in the libraries, so there is no point of going into a detailed discussion in this chapter. Instead, the following pages seek to provide a comprehensive overview of the issue. The management consultancy guide is mostly concerned with how a leader can influence an organization's system while the individual chapters discuss, from various aspects, how organizations can be made more efficient and viable. Any process aimed at such a development must be based on change management.

## 2.3 Conceptual Framework



## 2.4 Research Hypothesis

Hypothesis 1: Vision of executives has a positive influence on a guideline on the change management in Thai language programs at Universities in Yunnan Province, China.

Hypothesis 2: Leadership in the management has a positive influence on a guideline on the change management in Thai language programs at Universities in Yunnan Province, China.

Hypothesis 3: Personnel in change management has a positive influence on a guideline on the change management in Thai language programs at Universities in Yunnan Province, China.

Hypothesis 4: Change management structure has a positive influence on a guideline on the change management in Thai language programs at Universities in Yunnan Province, China.

### **3. Research Methodology**

#### **3.1 Population and Sample**

This research determined the population and sample groups for data collection into 3 parts as follows:

1) Quantitative data

The population used was 214 administrators related to the Thai language program and 214 teachers at 26 Thai universities in Yunnan Province, according to statistics from the Foreign Language Teaching and Learning Advisory Committee of Yunnan Province. The sample was randomly selected for 5 people, totaling 130 people by simple sampling method. Data were collected from 126 people, representing 96.92 percent.

2) Qualitative data

The data was obtained from key informants with the use of an interview the administrators and heads of the Thai language department of Yunnan Province, China, 5 locations, 3 people each, totaling 15 people by structured interview form.

#### **3.2 Research Instruments**

Evaluate the research approach used a focus group meeting from experts which consists of university administrators Dean or Associate Dean, academician, educational policy maker Measurement and evaluation of education in the Thai language field and teaching and learning management in Thai language to check and consider with an assessment form Appropriateness and feasibility of management approaches to change the Thai language discipline of universities in Yunnan Province, China, total 5 persons.

#### **3.3 Data Collection**

This research uses a combination of qualitative mix method and a quantitative method to collect both quantitative data and qualitative data. The researcher has set the procedure for conducting research in 3 phases as follows:

Phase 1: Studying on change management of Thai language programs at Universities in Yunnan Province, China. It is a quantitative research phase (quantitative research methodology) to study concepts, theories and related research to develop questionnaires by collect data from the sample as designed. There was a process for finding research tool quality according to the questionnaire quality criterion with IOC 0.95 (Boonchom Srisaat, 2013) and reliability coefficient from 0.94 to 0.96. There are 4 steps of action, consisting of determining the population as an administrator. Lecturers from the Thai language department of 26 universities in Yunnan Province, China were totaled to 214 people, with randomly sampled, 5 each, totaling 130 people. Simple sampling was 126 people, representing 96.92 percent of the data from the questionnaire. Then, creating a research tool was done, data collection, and data analysis.

Phase 2: Determining guidelines for the management of changes in Thai language courses of universities in Yunnan Province, China and drafting guidelines for management of change in the Thai language field of universities in Yunnan Province. It is related to leadership of executive's personnel in change management and structure, with identifying research tools, interview forms, qualitative analysis and data analysis.

Phase 3: Assessing the appropriateness and feasibility of the change management approach of the department of Thai language of universities in Yunnan Province, China by the focus group discussion of an informant group. It consists of university administrators, dean or associate dean, academician, educational policy maker, measurement and evaluation of education in the Thai language field. Also, teaching and learning the Thai language field is managed to examine and consider the appropriateness and feasibility of the management approach. It is for the change of Thai language courses of universities in Yunnan Province with a quality assessment form for change management guidelines of the department of Thai Language of universities in Yunnan Province from 5 experts. Tools include: 1) questions used for a focus group by finding the quality of the assessment tool and content analysis, 2) quality assessment form for change management on guidelines on the department of Thai language of universities in Yunnan Province to find the quality of the assessment tool and content analysis.

## **4. Data Analysis and Findings**

### **4.1 Introduction**

Results of the analysis were discussed of change management in Thai language departments of universities in Yunnan Province from the first objective. It was found that most of them had a high average level. The leadership of the executives had the highest average followed by the vision of the executives and personnel in change management.

### **4.2 Data Analysis of the Quantitative Data**

The change management structure had the lowest mean when considering each latent variable summarized as follows:

1) For executive vision in overall, it was found that the mean was at a high level. The mean ( $\bar{X}$ ) was at a high level, the mean ( $\bar{X}$ ) was 4.01, the standard deviation (S.D.) was 0.83, spreading the vision with the highest average, followed by the performance determination according to the vision and creating a vision according to the conditions and creative has the lowest average.

2) For leadership of executives in overall, it was found that the mean was at a high level. The mean ( $\bar{X}$ ) was at a high level, the mean ( $\bar{X}$ ) was 4.00 and the standard deviation (S.D.) was 0.84. The average is at a high level. The ability to work with other personnel was the highest average, followed by creativity. And having the ability to manage in the field of study has the lowest average.

3) For personnel of change management in overall, it was found that the mean was at a high level. The mean ( $\bar{X}$ ) was at a high level, the mean ( $\bar{X}$ ) was 4.00 and the standard deviation (S.D.) was 0.82. Performance in various fields had the highest average, followed by encouraging personnel to show the power of cooperation and having activities to promote knowledge and abilities for personnel to develop themselves with the lowest average



4) Change Management Structure Overall, it was found that The mean was at a high level, the mean ( $\bar{X}$ ) was at a high level, the mean ( $\bar{X}$ ) was 3.96, the standard deviation (S.D.) was 0.82, with the highest mean, followed by clearly and strongly structured with the lowest mean.

## 5. Conclusion, Discussion, and Recommendation

### 5.1 Conclusion

The results of the study to find an appropriate approach to manage the change in the Thai language field of universities in Yunnan Province, China, based on the data obtained from the case studies of the Thai language department of universities in Yunnan Province, China. From the research, it was found that Appropriate guidelines for managing changes in the Thai language department of universities in Yunnan Province China is as follows: 1) the administrators and heads of the Thai language department define the vision that facilitates change, 2) adjust the structure to be in line with the changing strategies and missions, 3) convert the vision of the Thai language department into policies, plans, strategies, work plans structure and activities, 4) Create a change in management resulting from the participation of personnel, 5) Have a policy to create incentives. set environment and create engagement of personnel, 6) Provide opportunities for personnel to participate in promoting and developing their potential

The results of the evaluation of the change management in the Thai language field of study of universities in Yunnan Province, China Use an assessment Assessing the appropriateness and feasibility of the change management approach in the Thai language field of universities in Yunnan Province, China, found that the overall average was at a high level. Guideline Question No. 3 Translating the vision of the Thai language discipline into policies, plans, strategies, work plans, structures and activities with guideline questions 6, allowing personnel to participate in the promotion and development of their potential. have the highest average The highest mean ( $\bar{X}=4.60$ , S.D.=0.55), followed by guideline question No. 1, define a vision that facilitates change. Changes in management resulting from the participation of personnel and Article 5 have a policy to create incentives. set environment and create engagement of personnel It has the highest mean ( $\bar{X}=4.40$ , S.D.=0.55). The guidelines for the management of changes in Thai language courses of universities in Yunnan Province, China, are 6 items. Overall, they are appropriate and feasible.

### 5.2 Discussion

The researcher therefore divided the content of the discussion into two parts: Part 1 on the management of change in the Thai language field of universities in Yunnan Province, China; Part 2 on the approach on management of change in the Thai language field of study. of Universities in Yunnan Province, China, Part 3, about evaluating management approaches for the change in Thai language courses of universities in Yunnan Province, China. In which each episode contains important issues that were discovered, details are as follows:

The management of change in the Thai language field of universities in Yunnan Province, China has 4 components, which can be described as follows:

Executive vision It consisted of 3 observable variables: conditional vision formation and creativity spreading the vision and setting the operational guidelines according to the vision. It was found that the average was at a high level by disseminating the vision have the highest average. This shows that the data is distributed close to the mean. Since the standard deviation is less than 1, it means that the dissemination of the vision is the duty of the administrator or head of the Thai

language department. By relying on the administrators or heads of the Thai language department using effective communication methods able to convince personnel to accept and be willing to work to achieve the vision set and has the ability to convey the vision to personnel at all levels, in line with Jitima Wannasri (2014), who explained that one component of the vision is the dissemination of the vision. which is a communication for teachers and related people to understand the vision including acceptance and willingness to work to achieve the vision gave additional views that the success of an educational institution is to bring the vision into action together, while the outreach component had the lowest average, most executives lacked communication skills and public relations activities and news to personnel and people involved

For leadership of executives, it consists of 3 observable variables, namely the ability to work with other personnel, creativity and having the ability to manage tasks in the field It was found that the average was at a high level. The ability to work with other personnel has the highest average. This shows that the data is distributed close to the mean. Since the standard deviation is less than 1, it means having the ability to work with other personnel. Participation is an opportunity for personnel. have helped each other with kindness and friendliness ready to assist all personnel in joint thinking create a working atmosphere By jointly thinking, planning, considering decisions and sharing responsibility in various matters of the field to create quality management. It helps to develop the field of study and to make it actively and to help one's self-development. Strengthening relationship with each other with happy work Consistent with Sakthai Surakijbororn (2018), said the dissemination of the vision that communicating and interpreting the vision and Niknchala, while from Blake & Mouton's Leadership Net Model 9.9 Team Management, which shows that participation is the involvement of effective individuals, both Personnel and work It's perfect leadership with participatory decision-making and problem solving Executives can achieve personal goals harmonize with the objectives of the organization according to this model Executives can enhance work productivity along with moral ethics. It is the most effective form of management and one that is good for all executives and organizations.

Personnel in change management It consists of 3 observable variables, which are: creating results in various fields; motivating personnel to show the power of cooperation; and have activities to promote knowledge and abilities for personnel to develop themselves It was found that the average was at a high level by producing results in various fields with the highest average This shows that the data is distributed close to the mean. Since the standard deviation is less than 1, it means that productivity is something that the operator needs to have a good performance and their own abilities It takes a lot of effort, patience, tact, wit, determination. You must know yourself and be open-minded to change, think carefully, plan accordingly in a systematic way. Real thinking, real action, real problem solving. Always learning new things, dare to think, imagine, able to create new things better from media sources of knowledge on new technologies, trainings, seminars, good mentoring from experts, supervisors and colleagues. Take the opportunity to try it often and improve your skills. and turn off your own bias So there will be a better performance. It is in line with Munirah Jeming (2016) human resource development. It is a process to promote, improve, and enhance experiences, good attitudes and knowledge and abilities for personnel in educational institutions to develop yourself able to bring knowledge with the ability to develop work to maximize the benefits of the school. While John P. Kotter (1996) said that the work was evident in the first place pushing for small jobs such as sub-projects in the change management process. Successful, it benefits the stakeholders as a preliminary role model to build morale of the team and an opportunity to receive additional cooperation from stakeholders.

For change management structure, it consists of two observable variables, namely goal achievement and efficiency and has a clear and strong structure by achieving the goal.

### 5.3 Recommendation.0

From the study of research results, it was found that the change management of Thai language courses of universities in Yunnan Province, China The overall picture is at a high level. When considering the aspect from the highest to the least average, the top 4 were the leadership of the executives. The vision of the executives' personnel in change management and change management structure were reviewed. Therefore, when there is a change in the Thai language discipline, it is important to clearly focus on executive leadership, vision, personnel, and new structure. Executives reflect their own personality and charm. as a tool to achieve goals By coordinating the relationship of all aspects and according to the situation, the work is achieved according to the goals and build a team towards the goal Executives or heads of departments They should find new ways and change their vision and structure change in management thinking Able to develop leadership abilities and change the way of personnel management Create a blossoming heart There are activities to promote knowledge and abilities for personnel to develop yourself Encourage personnel to show the power of cooperation Make branch management more effective.

From the research study, it was found that the appropriateness and feasibility of the change management approach to the Thai language discipline were assessed of universities in Yunnan Province, China. Overall, the average is at a high level. Executives or heads of Thai language departments should be creative. It stimulates the motivation that allows individuals and teams to perform their duties and show behavior effectively and create engagement of personnel in the Thai language field by organizing activities to promote knowledge and increase the ability of personnel for self-development in teaching and learning management and creating more academic results according to the goals of the institute and the field of study to be successful.

A number of suggestions for further research are shown as follows: 1) it is suggested that the recommendations for utilizing the research results. Policy formulation of operational improvements to be used as a guide for decision-making, problem solving, administration, and changes in the Thai language discipline in each Yunnan University to achieve the objectives and policies effectively, 2) there should be research on management change management practices of other discipline, and 3) there should be a study change management with students as a sample group to add completeness and usefulness in bringing the results to improve management change teaching management and develop student quality can be used for further work.

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## Sripatum University, Thailand

Sripatum University is one of the oldest and most prestigious private universities in Bangkok, Thailand. Dr. Sook Pookayaporn established the university in 1970 under the name of "Thai Suriya College" in order to create opportunities for Thai youths to develop their potential. In 1987, the college was promoted to university status by the Ministry of University Affairs, and has since been known as Sripatum University. "Sripatum" means the "Source of Knowledge Blooming Like a Lotus" and was graciously conferred on the college by Her Royal Highness, the late Princess Mother Srinagarindra (Somdet Phra Srinagarindra Baromarajan). She presided over the official opening ceremony of SPU and awarded vocational certificates to the first three graduating classes. Sripatum University is therefore one of the first five private universities of Thailand. The university's main goal is to create well-rounded students who can develop themselves to their chosen fields of study and to instill students with correct attitudes towards education so that they are enthusiastic in their pursuit of knowledge and self-development. This will provide students with a firm foundation for the future after graduation. The university's philosophy is "Education develops human resources who enrich the nation" which focuses on characteristics of Wisdom, Skills, Cheerfulness and Morality.

## University of Greenwich, United Kingdom

The University of Greenwich is a British university with campuses in south-east London and north Kent. These include the Greenwich Campus, located in the grounds of the Old Royal Naval College in the Royal Borough of Greenwich, London, England. It is the largest university in London by student numbers and the greenest in the UK as assessed by The People & Planet Green League. The university's wide range of subjects includes architecture, business, computing, education, engineering, humanities, natural sciences, pharmacy and social sciences. It has a strong research focus and well-established links to the scientific community.

## Lincoln University, New Zealand

Lincoln is New Zealand's third oldest university. Founded in 1878 as a School of Agriculture, the organisation was linked to Canterbury College, welcoming its first intake of students in 1880. In 1896, with agriculture now well established as the mainstay of New Zealand's exports, the School of Agriculture separated from Canterbury College and became Canterbury Agricultural College, with its own governing body and the ability to award degrees through the University of New Zealand. In 1961, the university was officially renamed Lincoln College, becoming a constituent college of the University of Canterbury. In 1990 Lincoln University formally separated from the University of Canterbury and became the self-governing national university that it is today. Internationally Lincoln University has academic alliances with complementary institutions in Asia, the Middle East, Europe and the Americas. These alliances support academic relationships and enhance educational opportunities for teaching staff, students and those undertaking advanced research.



### Sripatum University

2410/2 Phaholyothin Rd., Jatujak, Bangkok, 10900, Thailand

Tel.: +66 2 579 1111, Fax.: +66 2 558 6868

E-mail: [ir@spu.ac.th](mailto:ir@spu.ac.th)

Website: [www.spu.ac.th](http://www.spu.ac.th)

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