

UBRU

INTERNATIONAL JOURNAL
of Humanities and Social Sciences

Vol. 1 NO. 3
September- December
2021



Ubon Ratchathani Rajabhat University
Ubon Ratchathani, Thailand

ISSN 2774-0439

Journal Owner Ubon Ratchathni Rajabhat University

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Objective

As mentioned above the aim of this journal is to provide a platform and a means for disseminating and exchanging of knowledge and experience pertaining to academic advancement and research findings which may be beneficial for academy and society as a whole.

Deadline - Period of Publication

The UBRU INTERNATIONAL JOURNAL is a four-month academic journal (4 months per issue or 3 issues per year); the first issue is from January-April; the second from May-August; and the third from September-December.

Published at Limited Partnership Ubon Print & Media
No. 88/13 Jae Ramae Subdistrict Mueang District Ubon Ratchathani Province.
Phone:082-669-8295 Email: Ubon Print08@gmail.com

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Published on December 2021

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Message from the President

Season's Greetings!

Dear Our Valued Readers:

As the president of UBRU, may I keep you informed that it is our pride as well as our accomplishment being able to issue an International Journal both online and in hard copies for the benefits of our valued readers, searchers, web-travelers and so on. This is our Vol. 1 No.3 appeared just a few hours before the year 2022. As the New Year 2022 is coming amidst the outbreak of COVID-19, especially the Omicron virus, may I take this special occasion to wish all of you, our readers, all the journal staffs and the editorial board members A Very Happy New Year blessed with all the best filled with good health and safety from any kind of diseases, mental strength and physical security, great success in all missions, prosperity in your duties or businesses, and happiness in all situations concerned. I also would like to express our sincere thanks and appreciation to those who have contributed to our Journal by handing in academic articles and studies to the editorial board for publishing consideration and judgment. We highly appreciate your kind cooperation and distribution in this instance since it helps us fulfill our mission as a higher education institution. Though the world is still confronting with COVID-19 pandemic, we continue carrying our functions including issuing this journal for distributing academic information, knowledge as well as advancement in various areas to professors, researchers, other personnel in academe, and interested persons. We would like to further stress, once again that this is a platform for our respected lecturers, professors, and researchers from all over the countries, regions and the world to exhibit their research papers, academic articles or academic accomplishment to other fellows.

Once again, have A Very Happy New Year 2022 and be successful all the year.



Assoc. Prof. Thamarak La-ongnual
Acting President, UbonRatchathni Rajabhat University
30 December 2021

EDITORIAL

Dear Valued Readers:

“Times flies” as it is internationally stated and understood. Within a span of twelve months, it seems pretty long but it also passes quickly without notice. During the past twelve months of 2021, we had issued three consecutive online journals on this academic platforms for your reading as well as searching. It is hoped that our academic articles and studies have rung your bell clicking, adding up or building your perception, experience, attitude, interest, world view, specialization as well as vision.

This issue is Journal Vol. 1 No.3 officially issued by UBRU (Ubon Ratchathani Rajabhat University), a state university located in Ubon Ratchathani, Northeast Thailand where it shares its border with Lao PDR (Lao People’s Democratic Republic) and the Royal Kingdom of Cambodia. It is a university dedicated itself to local development, near and far. Therefore, there have been students not just from its local areas but also from its neighboring countries coming to study both at the undergraduate and graduate levels. Thus, this journal also functions a bridge joining the academes from the neighboring countries and other ASEAN nations as well.

As the New Year 2022 is approaching, may I take this opportunity to express my sincere gratitude and appreciation to our editorial board members, authors of the articles for their cooperation, assistance and contribution that make this journal possible and meaningful to our valued readers and interested persons, without all of whom this journal may not be possible. May I also wish all of them a Happy New Year 2022 blessed with all great success, good health, prosperity, safety from COVID-19 pandemic, and happiness.

Once again, we would like to invite our readers and interested persons to submit their academic articles or studies for publishing in our journal. Please contact us at ThaiJo system at <https://so04.tci-thaijo.org/index.php/ubruij> and website <http://www.bba.ubru.ac.th/ubruij/>.

We sincerely hope that you find this journal meaningful and applicable in your situation.



Asst. Prof. Dr. Pimook Somchob

Editor

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Guideline for the Next Decade Agricultural Wholesale Business Management in Ubon Ratchatani Province

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Article Info
Received 8 August 2021
Revised 22 December 2021
Accepted 26 December 2021
Available online 31 December 2021

Abstract

This research aims to study a guideline for agricultural wholesale business management in the next decade. It is a qualitative research employing a data synthesis research method via documents from any related organizations. The resources include textbooks, academic papers, researches, theses, journals, digital media data, internet, and online database. To collect information, the researcher used the criteria based on trustworthy, truth, credibility, and accurate definition. The study has shown that business could adapt according to six aspects of management: ordering, inventory, logistics, finance, marketing, and human resource management. This guideline will benefit the agricultural wholesale business in Ubon Ratchatani province to survive and develop in the next decade.

Keywords: Guideline, Agricultural Wholesale, Business Management

Introduction

ASEAN Economic Community (AEC) is the trade agreement framework focusing on cooperation between ASEAN countries. At present AEC has influenced some businesses in practical ways; therefore, some that are not prepared in advance could be affected. These business sectors must appropriately adapt and continuously monitor business news and information from both private and government agencies. Furthermore, they must utilize opportunities and cooperation from both private sector as well as civil sector organizations.

Thailand, as one of ASEAN members, is necessarily to integrate itself to AEC since the market opening rules depends on reducing or removing any obstructive regulations for services and investments. There will be changes in labor mobility, company registration, fund movement in investing in the country, and enacting various standard rules together for which Thailand must be prepared (Prachachat Business, 2012).

Considering when the tariff rates reduce to 0%, Thailand export sector would be benefited and be more competitive in the ASEAN market. On the other hand, other ASEAN

members' products would be more competitive too. To create advantages and reduce any weaknesses, we must determine competing with quality and service differences (Rungroj Itrat, 2015). And for wholesale businesses that are facing intense competition similar to retail businesses after Modern Trade companies have developed a business model not only limiting to retail business but expanding to wholesale business, especially on consumer products. As a result, most of retailers or SMEs purchase goods and products from Modern Trade companies instead of purchasing from local wholesalers. By joining the AEC, wholesalers will be inevitably facing more intense competition, whether in importing cheap products from wholesale investors from ASEAN. Though they could be benefited from networking between wholesalers and retailers, familiarity from trading together for a long time could be used as the strength to maintain their customer base. This opportunity could be utilized to gain more income after joining AEC. However, the whole trading movement throughout the system is constantly changing according to consumer behaviors. Therefore, wholesalers must improve their business operations in order to respond to any variability from manufacturers to retailers and up until the very end consumers. This is the way to strengthen the business to cope with the profound competition that is expected to become more intense after AEC has operated at full scale (Uthai Sukvivatsirikun, 2013).

The business environment and agricultural business analysis in Ubon Ratchathani Province

Starting from 2015 to 2017, Ubon Ratchathani province had formulated a strategic plan that mainly focused on encouraging trade, investment, development, and processing agricultural products (Rungroj Itrat, 2015). These business analyses showed that the economic growth came from the retail and wholesale sectors at 2.67%. Separated by the provincial gross product, trade sector (including both retailing and wholesaling) had 28.6% GPP share and agricultural sector had 15.2% GPP share as per illustrated below.

Economic growth in Ubon Ratchathani is mainly from wholesaling and retailing sector (2.67%), financial broker sector (0.93%), and industrial sector (0.26%)

Table 1 Economic growth in Ubon Ratchathani Province 2015 to 2017

SECTORs	16 PRODUCTION LINES	%GPP Share	% Growth (5 years avg.)
Agriculture	Agriculture, hunting, forestry	15.2	0.6
	Fishery	0.4	4.1
Industry	Mine, quarry	0.1	15.8
	Industry	18.7	3.4
	Electricity, gas, waterworks	1.1	3.9
Trade	Wholesale, retail	28.6	2.9
Tourism	Hotel, restaurant	0.7	3.0
	Transportation, warehouse	1.3	1.8
Other services	Construction	3.0	10.7
	Financial broker	7.5	8.7
	Properties services	8.8	2.7
	Government related, homeland security	5.5	3.9
	Education	6.1	2.7
	Health care, social services	2.4	6.9
	Community services	0.4	6.5
	Household labor	0.2	16.6

Source: (Rungroj Itrat, 2015)

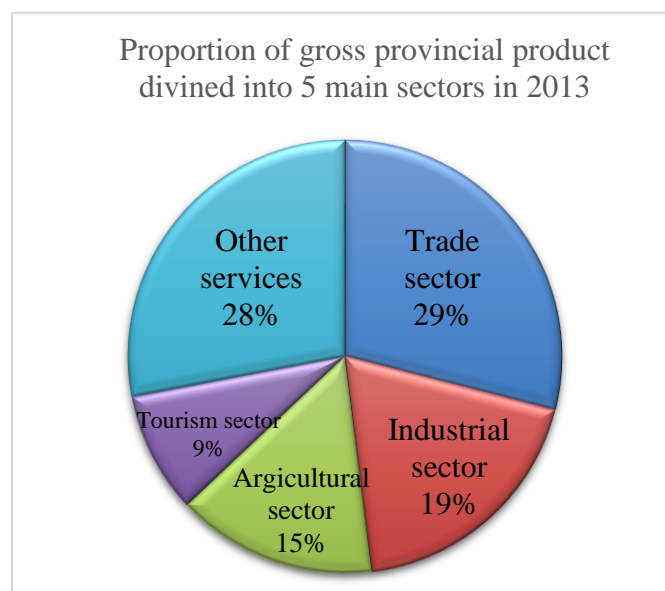


Figure 1: Proportion of gross provincial product divided into 5 main sectors in 2013

Source: (Rungroj Itrat, 2015)

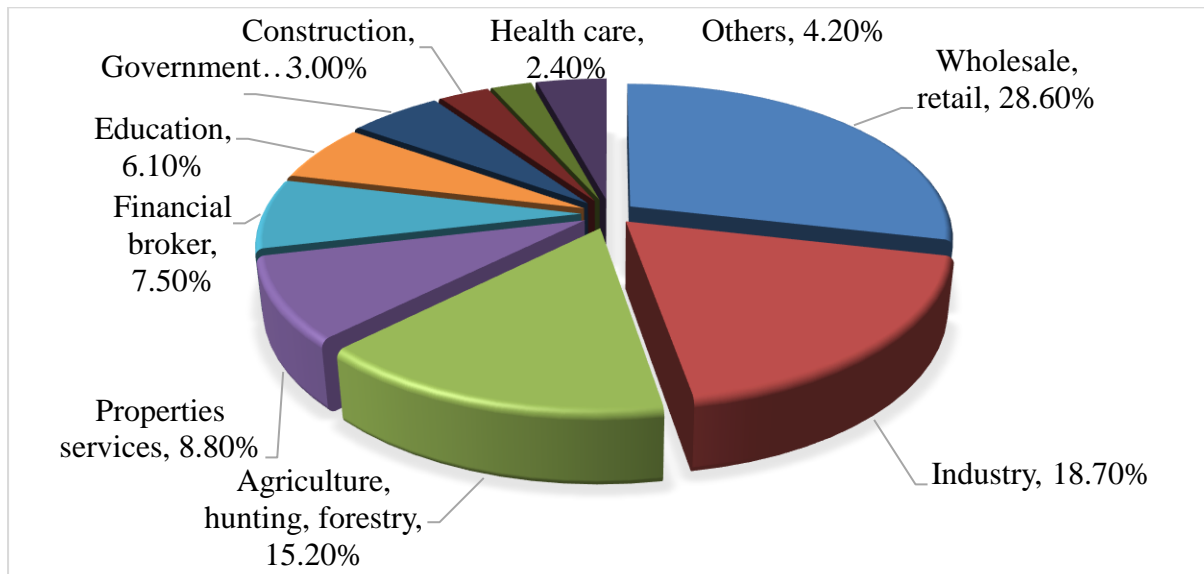


Figure 2: Gross Product Structure in Ubon Ratchathani Province, 2013

Source: (Rungroj Itrat, 2015)

The analysis has revealed that agricultural wholesale in Ubon Ratchathani province has sustainable potential to grow in the future because the proportion of GPP in the trade sector is 28.6%, the highest proportion, and in the agricultural sector is 15.2%. Ubon Ratchathani is also a strategic province on sharing border with Laos and Cambodia. These could be the distribution point in both importing and exporting demanded products from the neighboring countries.

Agricultural wholesale related researches

A number of studies or researches support the concept of agricultural wholesale business management as follows:

Airada Pronjarern (2013) investigated the guidelines for the management of agricultural wholesale businesses in Warin Chamrap district, Ubon Ratchathani province to improve business potential by dividing the area of business management into six areas (marketing, finance, transportation, warehouse, purchasing, and human resources). It was found that overall the businesses had high potential.

Juthamas Prommontree (2012) studied the fruit and vegetable wholesale system in Pongcharoen Market and Taweesub Market, Hat Yai district, Songkhla province under the framework of logistics management. It has shown that in an agricultural product wholesale system, logistics are a crucial part that needed to be improved immediately. The difficulty of logistics management in the system is from the products themselves, lack of vision, and knowledge of technology- know- how. The Department of Export Promotion and related agencies could encourage these entrepreneurs by educating them about exporting products to neighboring countries. They could learn about sales channels, promotional activities, and that

product prices fluctuated throughout the year. Since most of them purchase goods from farmers or middlemen and manage their own selling. Some seasonal products could be oversupplied and have no price guarantee, which will decrease the market price.

Pattarapon Kanlaya (2010) studied logistics activities for exporting Nam-Dok-Mai mangoes from Thailand. It has shown that the lacking in information exchange between buyers and producers could cause them to be unable to supply enough product quantities to suit the customer's requirement.

Kanokpon Mekeaw (2010) made a study on an analysis of garlic wholesaler's business management in Lamphun and Chiang Mai provinces using a value chain model. A garlic wholesaler is an SME with one owner, with working capital in investment less than 25 million THB, less than 40 employees, hiring some temporary employees, paying minimum wage, providing accommodation, bonus, and social security. In term of production line, they have a large and high ceiling warehouse in a remote area located far from community that used to store, dry, process, sizing, pack, and transport garlic. There is enough garlic kept in the warehouse to supply orders throughout the year. Their products are including bunch of garlic, single head garlic, and garlic cloves that are graded and packed according to customers' requirements using a peeler machine, a grader machine, and unskilled labors. Their marketing channels in Thailand are food and drug factories via brokers, and general consumers via wholesalers in Bangkok and other merchants. For exporting, they sell through wholesale exporters. Garlic price could be varied depending on season, demand, and supply. Their promotions are including discount for customers facing garlic quality issue. Financially, a requirement in investing assets is not high, though a working capital is required to manage raw material inventory. Sources of funds are from both owners' funds and loan from general commercial banks. Customers usually have 15 days credit payment so owner could circulate funds and pay off bank debt. The study of the value chain of garlic wholesale business showed that their business purchased Thai garlic from the northern part of Thailand, through farmers, merchants, wholesalers, and cooperatives. For Chinese garlic, they purchase from importers. After the garlic is acquired, it will be stored, cleaned, processed, graded, and packed. They might add up product value in their inventory to meet the requirements of customers. After that, they will transport and distribute garlic to food industry factories, wholesale markets in Bangkok and other provinces, and export to foreign markets.

Aphichat Wanpira (2005) conducted a study on analyzing the wholesale market structure for fresh vegetables and fruits in Chiang Mai Municipality. Most of sellers in the market are female sellers aged between 40-49 years, with primary school or secondary school diploma. Their residences are in Mueang district and have been selling in this market from 1-3 years. From the product perspective, the marketing value of fresh vegetables is approximated 840,090 THB per day. The top three highest value are limes, fresh chilies, and potatoes that are produced within Chiang Mai province. The marketing value of fruits is approximated 885,976 THB per day. The top three highest value are tangerines from Fang district, durians from Chanthaburi and Rayong provinces, and pineapples from Chiang Rai and Lampang provinces. The products will be delivered to sellers at the market by brokers. Shops will open between 03.00 am to 1.00 pm, have one employee each, size of shops is 1-3 square meters, rent is 50-99 THB per day, and income less than 5000 THB per day. The study of market competition level using Herfindahl-Hirschman index showed the result that fresh vegetables and fruits have a high level of competition in the market. None of the seller is dominating the market and controlling product prices. Some problems found in the market are that the parking spaces and loading points are not enough. The air ventilation system should be improved as well.

Some guidelines for agricultural wholesale business management in Ubon Ratchathani province in the future

From the study above, there would be six aspects to consider for enhancing and developing sustainable agricultural wholesale business management in competitive environment in the next decade, namely: ordering, inventory, logistics, finance, marketing, and human resource management.

1. Ordering: Entrepreneurs should provide more flexible and convenient ordering system to customers. The system that allows customers to tailor their order by choosing the right quantity, type of products, and the right price for them. The entrepreneurs and suppliers should be swiftly and preciously exchanging information to provide sufficient products to customers. Social media platforms (Line and Facebook for examples) should be utilized as communication channels between venders, suppliers, and customers. They will benefit from low costs and fast paces of communications. They can transmit data, add images or data files that could be kept as records. This trading information should be reviewed retrospectively and analyzed the purchase order to enhance any future decision effectively.

2. Inventory: Storage area and selling point should share same facilities for more convenience in sorting and stocking products. Facilities must be designed according to products conditions, for example, well air ventilation and controlled temperature. Cleanliness and safety are the most important though. These will help maintaining the products' quality. In case of left-over products, business plans should be provided to process and add value to them since most of agricultural products have short shelf life. Any purchasing orders in the past should be analyzed and utilized to predict the volume of products to meet customers' requirements.

3. Logistics: Entrepreneurs can utilize logistics technology to manage products transportation to maintain quality and freshness of fruits and vegetables. Trucks used to transportation must be prepared sufficiently to the demand. Entrepreneurs could manage logistics by themselves to ensure that their products received good care they deserved. The transportation routes must be studied to ensure that they are the fastest and lowest costs.

4. Finance: Sufficient funds must be provided for daily working capital. This is necessary to achieve decent market liquidity. Financial and accounting systems should be well prepared with transparency and accuracy. More importantly, business costs reduction management is a must. Studying cash cycle operating strategies will improve working capital management.

5. Marketing: Entrepreneurs could provide fast delivery and door to door services that would impress customers. This can lead to more returned customers and more brand loyalty. The businesses would be received better reputation accordingly. The Department of Trade Promotion and related agencies should help educating and building knowledge base about exporting to neighboring countries in order to increase more sale channels and promotional activities. In term of price, product prices could be varied all year depending on the season. Products are often oversupplied and have no price guarantee. Organic fruits and vegetables can be added in production lines to establish more customer base. This high-end customer base is expanding. For risk management, expanding to a new customer base while maintaining the existing customer base is crucial.

6. Human resource management: Sufficient amount of workers should be provided to achieve better work performance. Entrepreneurs should take good care of employees in term of welfare, salary, and living. Well-being employees would be encouraged to be honest to their organization. And to provide good, polite, and impressive service to customers which is important in creating customers impression. This also help businesses acquiring decent

employees that have loyalty to their organization. Training employees about related subjects, for example, how to store products and product processing methods. These will cherish them, so that they are able to give advice to customers to make difference from other competitors.

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The Sensory Experience Marketing Affecting Repurchasing through Customers' Satisfaction with Cafe Business in Chonburi Province: A Case Study of Mongchang Cafe

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Article Info
Received 21 December 2021
Revised 31 December 2021
Accepted 31 December 2021
Available online 31 December 2021

Abstract

The purpose of this research was to study the sensory experience marketing on sensory affecting repurchasing through the customers' satisfaction with café business in Chonburi province, a case study of Mongchang Cafe. The questionnaire was used as a tool to collect data from 400 customers who have used the service at the Cafe, selected by non-probability sampling with multi - stage random sampling. The statistics for data analysis were descriptive statistics, namely: percentage, mean, standard deviation as well as the multiple regression analysis, for testing a hypothesis. It was found that the sense experience marketing, sight sense, sound sense, smell sense, taste sense, and touch sense affected the customers' satisfaction of Monchang Cafe significantly at the critical level 0.05. Besides, the testing of mediator variables found that the customers' satisfaction was a mediator variable of the sense experience marketing and repurchasing. Therefore, the results of this study could be applied as a guideline for the café business to develop the sense experience marketing to suit their customers, resulting in creating satisfaction and repurchasing, and leading to creating the marketing strategies for competitive advantages.

Keywords: Sensory Experience Marketing, Customers' Satisfaction, Repurchasing

Introduction

Currently, there have been various forms of food stores arising in Thailand. There are also various supportive factors derived from changes in various aspects, including smaller demographic structures, fast customers' life styles, and the majority of people eating out (Wanthanee and Others, 2017). These factors created food business to have value as high as 440,000 million baht in 2020 which was the highest in five years, but the growth rate was 1.4-2.4% which was inclined from the past year. It was that in the year 2021 the expansion would decrease by 1.4-2.4%, lower than the past year and was expected that the expansion would decrease by 1.4-2.6%, lower than potentiality, while one of the food business like café business conversely grew up with the expansion of 15-30% and with the values more than 20,000 million baht, resulting from coffee consumption of Thai people which increased

1.2 kilograms per person per year. However, there is a chance for an increasing expansion since it is still minimal compared to other countries. These factors make café business to be an eye-catching business for both customers and new entrepreneurs at present (Suwatcharee Phrombunmee, 2019).

Based on the various factors mentioned above, new entrepreneurs have invested in this business, resulting in high competitions and at the same time there are also high close down rates because customers have choices to choose. For this reason, royalty to this business is low. Therefore, the entrepreneurs have to create strategies to make differences in order to attract customers to repurchase (Chatchai Wangmееjongmee, 2009). A study found that marketing strategies on sense experience is one of the strategies that makes customers come back to repurchase. The sense experience marketing comprises five senses, namely: sight sense, sound sense, smell sense, taste sense, and touch sense (Chatchapan Lekcharoen, 2016). It was also found that customers' repurchasing was originated from their satisfaction of what they had previously received (Chatchai Wangmееjongmee, (2009). Satisfaction, therefore, became one of the factors that the entrepreneurs should take into consideration if they wished the customers to come back to repurchase at their businesses.

Mongchang Café is one of the business which is very popular at present because the owner has made differences by bringing a mini zoo into the café in order to create new experience for the customers. This has created social trends a great deal, especially in the online world, making the customers to be interested and make decision to use the services at the café despite the fact that the café has just been opened for only five months by developing from an elephant village, which has been established for 50 years . While there are a lot of new customers coming in, but the rate of repurchasing is still small. This may make Mongchang café go into recession period, a life cycle of the product in the future.

Based on a study on sense experience marketing and customers' royalty in attending a talk show (Chatchapan Lekcharoen, 2016), it was known that the sense experience marketing affected the customers' intention to come back to repurchase again. Together with a study by Chatchai Wangmееchongmee who stated that before the customers returned to repurchase, they would have satisfaction first. So the researcher has to investigate whether the sensory experience marketing affects repurchasing through customers' satisfaction, a case study of Monchang Café, Chonburi province. It is believed that this study would be a guideline for efficient application for researchers, entrepreneurs and marketers.

Objective

1. To investigate the sensory experience marketing on sight sense affecting repurchasing through customers' satisfaction on café business in Chonburi province, a case study of Mongchang Café.

2. To investigate the sensory experience marketing on sound sense affecting repurchasing through customers' satisfaction on café business in Chonburi province, a case study of Mongchang Café.

3. To investigate the sensory experience marketing on smell sense affecting repurchasing through customers' satisfaction on café business in Chonburi province, a case study of Mongchang Café.

4. To investigate the sensory experience marketing on taste sense affecting repurchasing through customers' satisfaction on café business in Chonburi province, a case study of Mongchang Café.

5. To investigate the sensory experience marketing on touch sense affecting repurchasing through customers' satisfaction on café business in Chonburi province, a case study of Mongchang Café.

Literature Review

1. History of Mongchang Café

Mongchang Café is a business established in 2020 amidst Covid-19 crisis. It is a café business aimed at creating experience through mixing original business of Pattaya elephant village, Chonburi which is the first elephant camp for tourism in Thailand. Inside the compound of Mongchang Café there is a mini zoo to make differences from competitors including a unique food and beverage selling as detailed below.

1.1 Products inside Mongchang Cafe

1.1.1 Food products with main dishes, snacks and desert with the style of dish decorations emphasizing naturalness using rattan or pinto utensils with banana leaves beneath the food.

1.1.2 Drink products with various kinds such as tea, coffee, fruit juice with dominant love-the world containers using the mugs with the ears made from bamboo, and using bamboo tubes to contain certain drink menus.

1.2 Services inside Mangchang Café

1.2.1 Ridding on elephant's back seeing nature

1.2.2 Bathing the elephant

1.2.3 Feeding the elephant

1.2.4 Khatcha elephant show

1.2.5 Photo view points for tourists

1.2.6 Mini zoo

2. Concepts on sensory experience market

The experiential marketing is a kind of marketing strategy that is able to create good experience and responsive to customers' needs deriving from interaction between the customers and organizations both in the aspects of products and services. It consists of five aspects: 1) sensory, 2) feeling, 3) ideas, 4) action, and 5) linking (North, Hargreaves, David, McKendrick & Jennifer, 1999). In this study, the researcher is interested to investigate the sense experience marketing on sensory experience because it is aimed at creating experience through the five senses of customers, namely: seeing, hearing, smelling, tasting, and touching in various forms in order to response to different customers' needs, and to encourage the customers to be interested in what the organization is presenting which will lead to good feeling and attitudes towards the products or services and create an opportunity to repurchase (Chatchapan Lekcharoen, 2016). The five components of sensory are classified as follows:

1. Sensory on sight: It is the most dominant among the five senses that enables customers to see what they are interested in or what they favor (Chatchapan Lekcharoen, 2016). Thus, creating and presenting physical characteristics that help customers see is a way of creating satisfaction in service providing and eventually make them decide to come back to repurchase or tell other people. The physical characteristics also include interior decoration of the shop, food menus and the atmosphere that shows the concept of the shop.

2. Sensory on sound: It is one of the processes of customers' perception that affects their behavior which can lead to decision making to purchase the product or service. It is in

line with a study by Anchalee Naksisuk (2011) who states that the customer hears the sound can create satisfaction more than not. Different forms of sound affects the customer to have pleasure and good feeling that create good attitude towards the organization and be able to make an opportunity to come back to repurchase the product or service (Anchalee Naksisuk, 2011).

3. Sensory on smell: Smell is the thing that helps activating customers' feeling to have satisfaction in the product or service and incline to buy it more than usual, as well as directly affect customers' behaviors. Smell will create familiarity, binding, arouse memory, pictures, mood, and build better relationship than other touches. Therefore, choosing a unique smell for communication will help customers to have better memory and a much more rate of repurchasing.

4 Sensory on taste: Mostly, taste is usually applied with food and drink products, being a sensory influenced by sensory on smell. When customers receive the smell, the taste will follow. If they do not have the sensory on smell, 80% of the sensory on taste will be lost (Chatchapan Lekcharoen, 2016), being in line with a study of Kanyarat Phanklin (2016) who investigated marketing communication on perception through sensory, stating that mouth sensory receives the taste which is directly related with the smell. Having a specific taste will make the customer to perceive, learn and memorize it and affect the process of decision making to repurchase in a later stage.

5. Sensory on touch is sending information on feeling through the touch of products, environments, uniqueness and what the organization presents. It takes part in creating perception and memory that link to the mind and emotion which lead to purchasing behavior eventually (Kanyaratana Phanklan, 2016), being in line with a study of Kanyaratana Phanklan (2016) who studied sensory strategies on touching stating that stimuli can be stimulated by the touch sensory to the brain to be to be evaluated and make decision to purchase. Besides, touching also increase an opportunity for customers and brand to be much closer. Therefore, it is one of the instruments in making good experience for the customers till they become satisfied and return to repurchase the products or services.

3. Concepts on Satisfaction

Satisfaction is a positive behavior originated from evaluation of the relation among people. On business term it is the relation between the customer and the organization after consumption of the product or service of the organization

When consumers have satisfaction, they will become customers of the organization and will be pleased to purchase the product or service later eventually. Thus, satisfaction is an important factor in building relationship or building royalty between the organization and the consumers (Mekkla Sangtrakun, 2014).

For this reason, building satisfaction is necessary for an organization should emphasize in marketing, particularly creating good experience for consumers since it makes them feel good (Rust & Oliver, 1994) and receive positive emotion and feeling in such a way that they become satisfied and eventually repurchase (Benchapha Jaengwetchchai, 2016) making

incomes that are beneficial for the growth of the organization (Wiele, Boselie & Hesselink, 2000).

4. Concepts on Repurchasing

Repurchasing is the customers' behavior that chooses the service of the previous service provider (Thanakrit Tapanee and Surasit Bunchunon, 2019). It is brought about by the experience firstly received and evaluated. Because of the service provider's care and attention, given to the customers, they have satisfied attitude, satisfaction and perceive the value (Bolton & Bramlett, 2000), resulting in returning for repurchasing or using the service again with no organization to replace it. This leads to positive words of mouth to tell close people, the family and acquaintance. Apart from this, customers' repurchasing is also an indicator that shows the organization's ability and how much potential it has and whether it can create advantages over its competitor.

Conceptual Framework of the Study

The conceptual framework of the study derived from literature review and related studies consists of independent variable, namely sensory experience marketing, mediating variable, namely customers' satisfaction, and dependent variable, namely repurchasing.

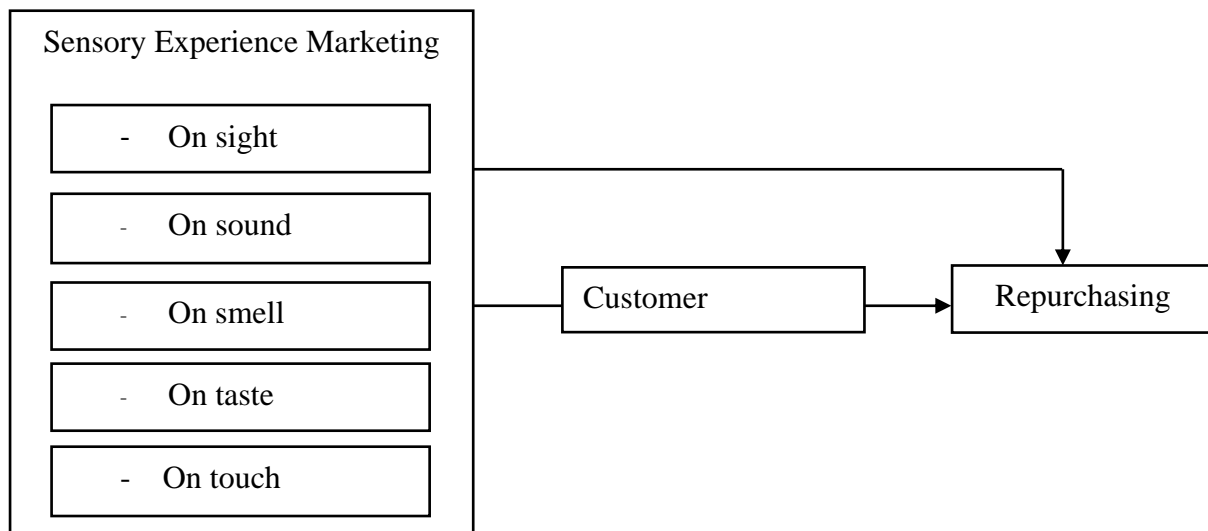


Figure 1: Conceptual framework

Research Methodology

This study is a quantitative research collected data by a survey using a closed-end questionnaire and the samples were selected from those who used the service of Mongchang Café, both male and female, in Chonburi province, calculated by Cochran's formula (Cochran, 1977 in Kalaya Vanichbancha, 2007) because the exact number of the population was not known.

The reliability was specified at 95% with 5% reserved for loss of the questionnaire and the calculation formula was $n = \frac{Z^2}{4e^2}$.

n = size of population

Z = Z value at 95 % of reliability or at critical level 0.05 with $Z = 1.96$

e = level of error of acceptable sampling with error level the at 0.05.

The formula could be represented as:

$$n = \frac{(1.96)^2}{4(0.05)^2} = 384.16 \approx 385 \text{ samples}$$

Based on the formula and calculation, the samples were 385 with 15 samples reserved in case of loss of the questionnaires. However, as for correctness, completeness and appropriateness, the researcher used 400 samples in order to create more reliability by calculating for the samples without using probability. Therefore, multi-stage random sampling was used, namely: (1) using convenience sampling by choosing from the population that clicked to follow the page or checked-in at Mongchang Café through Facebook platform and Instagram because it was convenient in collecting the questionnaire through online, (2) using survey sampling to collect the information from both male and female customers at Changmong Café, and using purposive sampling by through a screening question as to meet the qualification the researcher wished to investigate, that is "Have you ever used the service of Mongchang Café?"

As for the questionnaire, it was divided into four parts: Part 1 was on general information of the respondent, Part 2 was about the information on behavior of using Mongchang Café with close-ended response question using a check list, Part 3 was a survey of customers' opinions about variables the researcher wanted to investigate whether they were related or not and to what extent through close-ended response questions using Likert's five-point rating scale (1-5), Part 4 was about opinions and suggestions from the respondent in the form of open-ended questions. As a whole the questionnaire had reliability more than 0.7 through Cronbach' Alpha Coefficient (Stanley and Hopkin, 1972).

The data were analyzed using percentage to explain the general demographic information of the respondents and their behavior using the service of Mongchang Café. Mean was used to analyzed the opinions of the respondents, and to find the standard deviation in analyzing the relation among the variables, multiple regression analysis was used to test the relation of the mediating variable towards the independent variable and the dependent variable.

Research Findings

The study of the sensory experience marketing on sensory affecting repurchasing through the customers' satisfaction with café business in Chonburi province, a case study of Mongchang Café. Based on 400 samples of customers found that most of the respondents were female with a total number of 257 people or 62.25 %, 201 people or 50.25% aged 21-30, 243 people or 60.75 were single, 293 people or 73.25 % received a bachelor's degree or equivalence as the highest education level, 167 people or 41.75% were employees in private companies, 175 people or 43.75% had a monthly income of 15,001 – 30,000 baht. Considering the behavior of using Mongchang Café, Chonburi, it was found that the sample group lastly used its service during the last 1 – 2 months with a total number of 251 people or 62.75%, and 334 people or 83.50 % using fewer than 1 time or equal per month. The most popular menu was Thai style fried noodles with 98 customers or 24.50%, and the popular drink was green tea ordered by 114 people or 28.5%. The popular activity in the café was photo-point for tourists favored by 140 people or 35%. What they wanted more, by 200 people or 50% was a quick service.

Based on an analysis of the average of the factors affecting repurchasing, it was found that most samples formed a sensory experience on sight the most. They could memorize the café's image with an average 4.40, followed by sensory experience on touch by receiving experience with friendly animals in the shop with an average 4.32, experience on sound that is the employees' voice tone with an average 4.28, experience on taste with an average 4.07, and experience on smell--the smell of food and drink in the shop 4.05 respectively. On satisfaction, it was found that the samples were satisfied with the employees' service with an average 4.33. On repurchasing, it was found that various kinds of experience above have stimulated the samples to return for repurchasing again when there is a chance.

Table 1 shows coefficient value between creating sensory experience on touch consisting sight, smell, taste, touch, and satisfaction affecting repurchasing of the samples (n= 400)

Variable	Sight	Sound	Smell	Taste	Touch	Satisfaction	Repurchasing
On sight	1.000**						
On sound	0.630**	1.000**					
On smell	0.576**	0.462**	1.000**				
On taste	0.577**	0.452**	0.669**	1.000**			
On touch	0.599**	0.464**	0.599**	0.700**	1.000**		
Satisfaction	0.526**	0.452**	0.297**	0.471**	0.653**	1.000**	
Repurchasing	0.305**	0.226**	0.329**	0.359**	0.592**	0.660**	1.000**

** significant at $\alpha = 0.01$.

The results of an analysis of coefficient between sensory experience marketing consisting of sight, sound, smell, taste, touch and satisfaction that affected repurchasing of the samples, it was found that the independent variable has relation between 0.22-0.70 which does not exceed 0.80 and when considering the VIF, it was found between 1.38-2.482, not exceeding 10, and that the tolerance value was between 0.403-0.725 which is between $0 < 1$. Thus, it can be concluded that the coefficient value of the factors on every side has relation in the same direction at the critical level at $\alpha = 0.01$, and there is no Multicollinearity, so that the information can be analyzed using multiple regression.

An analysis of the relation of independent variable affecting repurchasing is a kind of sensory experience marketing on sight, sound, smell, taste and touch which include an analysis of the relation of independent variable affecting repurchasing when there is satisfaction as a mediating variable, and the result is shown below.

Table 2 The result of testing the influence of the mediating variable in hypothesis 1.

Research Hypothesis	Total effect	Direct effect	Indirect effect	P=0.000
H1	0.305	-0.058	0.363	0.000

$R = 0.662$ $R^2 = 0.438$ Adjusted $R^2 = 0.435$ $F = 154.693$ $S.E. = 0.685$

Hypothesis 1, the sensory experience marketing on sight affected repurchasing significantly (Beta = 0.305, Sig. <0.05). Afterward, when bringing the variable in relation to satisfaction as an mediating variable, the value of sensory experience marketing on sight affected repurchasing in an opposite direction with a decrease significantly (Beta = 0.058, Sig. <0.05). Therefore, it can be said that the sensory experience marketing on sight affected repurchasing through satisfaction significantly (Beta = 0.363, Sig. <0.05). Thus, hypothesis 1 is accepted.

Table 3 The result of testing the influence of the mediating variable in hypothesis 2.

Research Hypothesis	Total effect	Direct effect	Indirect effect	P=0.000
H2	0.226	-0.091	0.317	0.000

$R = 0.665$ $R^2 = 0.442$ Adjusted $R^2 = 0.439$ $F = 157.290$ $S.E. = 0.683$

Hypothesis 2, the sensory experience marketing on sound affected repurchasing significantly (Beta = 0.226, Sig. <0.05). Afterward, when bringing the variable in relation to satisfaction as an mediating variable, the value of sensory experience marketing on sound affected repurchasing in an opposite direction with a decrease significantly (Beta = 0.091, Sig. <0.05). Therefore, it can be said that the sensory experience marketing on sound affected repurchasing through satisfaction significantly (Beta = 0.317, Sig. <0.05). Thus, hypothesis 2 is accepted.

Table 4 The result of testing the influence of the mediating variable in hypothesis 3.

Research Hypothesis	Total effect	Direct effect	Indirect effect	P=0.000
H3	0.329	0.146	0.183	0.000

$R = 0.674$ $R^2 = 0.455$ Adjusted $R^2 = 0.452$ $F = 156.665$ $S.E. = 0.675$

Hypothesis 3, the sensory experience marketing on smell affected repurchasing significantly (Beta = 0.329, Sig. <0.05). Afterward, when bringing the variable in relation to satisfaction as an mediating variable, the value of sensory experience marketing on smell

affected repurchasing with a decrease significantly (Beta = 0.146, Sig. <0.05). Therefore, it can be said that the sensory experience marketing on smell affected repurchasing through satisfaction significantly (Beta = 0.183, Sig. <0.05). Thus, hypothesis 3 is accepted.

Table 5 The result of testing the influence of the mediating variable in hypothesis 4.

Research Hypothesis	Total effect	Direct effect	Indirect effect	P=0.000
H4	0.359	0.063	0.297	0.000

R = 0.662 R²=0.439 Adjusted R²= 0.436 F =155.057 S.E. = 0.685

Hypothesis 4, the sensory experience marketing on taste affected repurchasing significantly (Beta = 0.359, Sig. <0.05). Afterward, when bringing the variable in relation to satisfaction as an mediating variable, the value of sensory experience marketing on taste affected repurchasing with a decrease significantly (Beta = 0.063, Sig. <0.05). Therefore, it can be said that the sensory experience marketing on taste through satisfaction at a high level, so it affected repurchasing significantly (Beta = 0.297, Sig. <0.05). Thus, hypothesis 4 is accepted.

Table 6 The result of testing the influence of the mediating variable in hypothesis 5.

Research Hypothesis	Total effect	Direct effect	Indirect effect	P=0.000
H5	0.592	0.281	0.311	0.000

R = 0.693 R²=0.481 Adjusted R²= 0.478 F =183.874 S.E. = 0.658

Hypothesis 5, the sensory experience marketing on touch affected repurchasing significantly (Beta = 0.592, Sig. <0.05). Afterward, when bringing the variable in relation to satisfaction as an mediating variable, the value of sensory experience marketing on touch affected repurchasing with a decrease significantly (Beta = 0.281, Sig. <0.05). Therefore, it can be said that the sensory experience marketing on touch affected repurchasing through satisfaction significantly (Beta = 0.311, Sig. <0.05). Thus, hypothesis 5 is accepted.

Discussion

Based on the analysis of the relation of the mentioned factors, the question and the objectives set by the researcher could be answered and met respectively. That is every independent variable affected repurchasing at Mongchang Café. The variable which affected repurchasing most was sight through a mediating variable satisfaction. This means that the way the entrepreneur decorated the café, the food and drink menu and other factors in the cafe appropriately and the customers feel satisfied because of the experience they receive in the café. Then they come back again for repurchasing. But it is contradict with a study by Kotchakorn Detkamhaeng and Rachanon Taweephon (2020) who state that sensory strategy on sight does not affect decision making to use the café's services since internal decoration in the shop does not reflect the menu in the shop. Such a conflict research result may arise from the factors other than the variables used in the research, whether it be the business used as a case study, difference of respondents, as the case maybe. Besides, there are also experiential

marketing on other aspects which affects repurchasing, namely experience on sound, smell, taste, and touch that could create satisfaction in such a way that customers come back for repurchasing at Mongchang Café respectively.

Suggestions

Suggestions for Business Application

Those who run a café business should give emphasis on five sensory experience marketing strategies that affect customers to have satisfaction and return for repurchasing in order to be guidelines for effective business running that could be summarized as follow.

1. On sight, consumers will experience on seeing from memorizing the shop's image. If the entrepreneur could use the sensory experience marketing strategy on seeing in building the image for the consumers to remember, it would affect satisfaction and return for repurchasing continuously.

2. On sound, consumers will be satisfied by the voice of employees, thus the entrepreneur should place importance on the sensory experience marketing strategy on hearing. If the entrepreneur could make the consumers to have satisfaction from hearing the voice of the employees and other services in the shop, it would affect repurchasing.

3. On smell, consumers will have experience on smell from the smell of food and drinks in the shop. If the entrepreneur could attract the consumers by using the food and drink smell or other smell in the shop, it would affect the customer to have satisfaction and return for repurchasing continuously.

4. On taste, customers will have experience on taste from consuming the food and drink in the shop and they would have satisfaction. The entrepreneur should give importance with the taste of food and drinks in order to satisfy the customer and return to repurchase again.

5. On touch, consumers would have experience on a good touch from receiving experience with friendly animals in the shop that the entrepreneur who runs animal café business could use sensory experience marketing on touch in running business by bringing animals to create good experience for the consumer to have satisfaction in order to result in repurchasing.

Suggestions for Future Study

1. An interested researcher should study the factors that affect repurchasing of café business in Chonburi province, a case study of Mongchang Café by changing variables on other aspects such as marketing mix in order to have different results.

2. An interested researcher should study the sensory experience marketing that affects repurchasing of customers of the café business in other provinces where there are a lot of café businesses and service users in the study area in order to have different results.

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A Digital Age Communication and Work Efficiency of Government Sectors in Ubon Ratchathani Province

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Article Info
Received 21 December 2021
Revised 29 December 2021
Accepted 30 December 2021
Available online 31 December 2021

Abstract

The purposes of this research were to study the influence between communication in a digital age model and work efficiency of government sectors in Ubon Ratchathani province. The research instrument was a rating-scale questionnaire with verified validity and reliability of .935. The data were analyzed to using multiple linear regression to test hypotheses. The research results showed that the overall communication model had influence on the overall work efficiency of the government sectors in Ubon Ratchathani province with statistical significance at the critical level .01 and .05.

Key Words: Digital Age, Communication, Work Efficiency, Government Sectors

Introduction

In the globalization era, it is generally accepted that technologies have played major roles in communication. This can be evidenced in the fact that many effective channels of communication allow mankind to overcome obstacles and turn into limitless and timeless communication systems. People from different continents are able to interact with each other conveniently and instantly. This phenomenon is communication breakthrough that changes the era. Digital media world is the world of integration, a media that can perform multi-tasks and reach more than one person sense at once. On the other hand, one person can interact with more than one media at once too. Social media have been created, then the world that used to be private turning into a centralized world (Waraporn Damjub, 2017). In the digital society that adapts more digital technologies in daily life, internet users have grown exponentially. In 2012, there were a total of 23,056,712 internet users. In 2017, the number of the internet users increased to 45,189,944 representing a growth rate of 96.0% while the total number of Thai population in 2017 was 66,188,503 people. Hence, more than two-thirds of the country's population were internet users (Office of the Broadcasting Commission National Television and Telecommunications Commission, 2018). Thailand Internet Profile research in 2018 by Electronic Transactions Development Agency (ETDA) had shown Social Networking activities accounted for 86.8% of users. The top five activities on internet were: (1) Facebook, Twitter, Instagram 93.3%, (2) email 74.2%, (3) searching for information 70.8%, (4) online video and audio broadcasting 60.7%, and (5) online shopping 51.3% (Electronic Transaction Development Agency, 2018). Business environment has been changing recently and rapidly due to globalization, information technology, economy, competitive condition, society, and culture. Many organizations had to adjust their structure, strategy, practice, and management.

Because their former pattern, process, or notion succeeded may not be as effective in current and future situations (Sompit Thongpan, 2016). These changing circumstances force human resource management team to face new challenge that cannot rely on outmoded management principles. They have to adapt practice and operation to suit organization management context (Noe, et al., 2012). Internal communication is one of the organizational architecture structures that human resource management team obligates to develop for the effectiveness (Walaiporn Sukplang, 2015). Especially in communication age, communication strategy is one of the crucial strategies. Communication is a process for awareness and learning that leads to consistent understanding of individuals throughout an organization (Patchanee Tharasena, 2007). This is corresponding to or in line with Chothip Boromathanarat (2014). For this reason, internal communication is so important and essential for activities and operations in any organization for positive efficiency and effectiveness.

Organizational behavior research on the use of social media resemble effective communication has shown that online learning media and social media utilizations would benefit internal communication effectiveness. Because current behavior, competence, skill of staffs, and media development have been changed according to development and directions of technology (Slitta Saributr, 2011). From the surveys, it has shown that social media is extremely effective in communication. The concept of organization development has been discussed about internal change of information technology that turns them into digital organizations, leading them to be a learning center network as well as a centralized information system data center. For example, researcher study digital communication channels and applications such as websites, Facebook, Line, Twitter, YouTube, weblog, email, and Skype for communication in the digital age of government sectors in Ubon Ratchathani province. The channel of communications includes posting texts and pictures, sending video clips, downloading data, uploading data, pressing like and share buttons. The researcher examined in three aspects of communication patterns within government agencies, namely: (1) the communication between supervisors to operators, (2) the communication between operators to supervisors, and (3) the communication among operators. The objective was to investigate the internal communication influencing operation effectiveness from government agencies in Ubon Ratchathani province. This research can be utilized as a guideline for any related agencies to achieve the most effective strategy in managing organization communication and to improve teaching and learning management as well.

Objective

This research is aimed to investigate a pattern of communication in digital age that influences the operation effectiveness of the government sectors in Ubon Ratchathani province.

Research Methodology

Population and sample group

The population of this study consisted of 10,250 personnel staffs from government sectors in Ubon Ratchathani province. The researcher used Yamane formula for the sample size. The confidence level was set at 95% with tolerance less than 5% or at the level of statistical significance of 0.05. The samples of the study were 384 people representing personnel staffs from the government sectors in Ubon Ratchathani.

Research Instrument

The research instrument was a questionnaire consisting four parts:

Part 1: general information of participants, multiple choices with one answer, the closed-ended question.

Part 2: information on communication devices and exposure to digital media, multiple choices with one answer and multiple choices with multiple answers, the closed-ended question.

Part 3: communication patterns in the government sectors in Ubon Ratchathani province, scored by summation rating method using Likert's five-level- rating scale with interval data classified.

Part 4: communication effectiveness, containing five sub-questions. On each aspect scored by summation rating method using Likert's five-level- rating scale with interval data classified.

Data Collection Methods

Researcher collected and analyzed the data as followed details:

1.The researcher collected the data using an online questionnaire via Google Form application to survey personnel staffs from government sectors in Ubon Ratchathani province.

2.On data verification, researcher had verified data for accuracy and reliable.

3.On data coding, researcher had been coding verified questionnaires to turn data into information hence, the information recorded in computer for analysis.

4.On the data analysis, researcher analyzed information with statistical package program.

Data Analysis

Data analysis was done by a statistical package program using statistical data and justifying the hypothesis to evaluate the influence in communication between digital age communication pattern of government sectors and operation effectiveness of personnel staffs in the government sectors in Ubon Ratchathani province using multiple linear regression statistical method.

Research Result

Table 1: Result of Multiple Linear regression analysis between communication pattern and operation effectiveness in work quality aspect including accuracy, completeness, and reliability by Enter method.

Variables	B	Std. Error	Beta	t	p
Constant value	1.732	.186		9.300**	.000
The communication from supervisors to operators through digital media/application	.101	.053	.098	1.920**	.056
The communication from operators to supervisors through digital media/application	.366	.047	.446	7.806**	.000
The communication between operators to operators through digital media/application	.111	.045	.129	2.449*	.015
$R^2 = .758$, $F = 70.697$, $Sig. = .000$					

* Statistical significance level 0.05

** Statistical significance level 0.01

Table 1 shows that the communication pattern (the communication from supervisors to operators via digital media/application and the communication from operators to supervisors via digital media/application) influenced operation effectiveness (accuracy, completeness, reliability) at statistical significance level 0.01 and .05 respectively. $R^2 = 0.758$ showed that two independent variables in communication pattern influenced dependent variable (operation effectiveness consisted of accuracy, completeness, and reliability) by 75.8%. The other 24.2% was influenced by a variable outside this model.

Multiple Linear regression analysis by Enter method showed that communication from supervisors to operators via digital media/application factor and communication from operators to supervisors through digital media/application factor can explain progression of operation effectiveness consisting of accuracy, completeness, and reliability at statistical significance level 0.01 and 0.05 respectively as shown in equation 1 model.

work quality aspect: accuracy, completeness, reliability	= 1.732 + .366 (communication from supervisors to operators via digital media/application) + .111 (communication from operators to supervisors via digital media/application).....	(1)
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Table 2: Result of Multiple Linear regression analysis between communication pattern and operation effectiveness showing the aspect of operational achievement according to workload comparing to target by Enter method.

Variables	B	Std. Error	Beta	t	p
Constant value	2.511	.172		14.585**	.000
The communication from supervisors to operators through digital media/application	.108	.049	.124	2.204*	.028
The communication between operators to supervisors through digital media/application	.161	.043	.233	3.707**	.000
The communication between operators to operators through digital media/application	.142	.042	.197	3.388**	.001
$R^2 = .622, F = 36.042, \text{Sig.} = .000$					

* Statistical significance level 0.05

** Statistical significance level 0.01

Table 2 shows that communication pattern (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) influenced operation effectiveness in operational achievement according to workload comparing to target at statistical significance level 0.01 and .05 respectively. $R^2 = 0.622$, 3 independent variables in communication pattern influenced dependent variable (operation effectiveness, aspect of operational achievement according to workload comparing to target) by 62.2%. The other 37.8% was influenced by variable outside this model.

Multiple Linear regression analysis by Enter method showed that these three factors (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) could explain progression of operation effectiveness, aspect of operational achievement according to workload comparing to target at statistical significance level 0.01 and 0.05 respectively as shown in equation 2 model.

operational achievement according to workload comparing to target	$= 2.511 + .108 (\text{communication from supervisors to operators via digital media/application}) + .161 (\text{communication from operators to supervisors via digital media/application}) + .142 (\text{communication between operators to operators via digital media/application}) \dots\dots\dots$	(2)
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Table 3: Result of Multiple Linear regression analysis between communication pattern and operation effectiveness showing the aspect of operational punctual accomplishment by Enter method.

Variables	B	Std. Error	Beta	t	p
Constant value	2.312	.172		13.418**	.000
Communication from supervisors to operators via digital media/application	.284	.049	.323	5.811*	.000
Communication from operators to supervisors via digital media/application	.018	.043	.026	.418**	.676
Communication between operators to operators via digital media/application	.168	.042	.229	3.999**	.000
$R^2 = .745, F = 41.00, \text{Sig.} = .000$					

** Statistical significance level 0.01

Table 3 shows that the communication pattern (communication from supervisors to operators via digital media/application, communication between operators to operators via digital media/application) influenced operation effectiveness in operational punctual accomplishment at statistical significance level of 0.01. $R^2 = 0.745$, 2 independent variables in communication pattern influenced dependent variable (operation effectiveness, the aspect of operational punctual accomplishment) by 74.5%. The other 25.5% was influenced by a variable outside this model.

Multiple Linear regression analysis by Enter method shown communication from supervisors to operators via digital media/application factor and communication between operators to operators via digital media/application factor could explain progression of operation effectiveness, the aspect of operational punctual accomplishment was at statistical significance level 0.01 as shown in equation 3 model.

operational punctual accomplishment	= 2.312 + .284 (communication from supervisors to operators via digital media/application) + .168 (communication between operators to operators via digital media/application).....	(3)
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Table 4: Result of Multiple Linear regression analysis between communication pattern and operation effectiveness showing the aspect of operational early accomplishment before given deadline by Enter method.

Variables	B	Std. Error	Beta	t	p
Constant value	1.611	.162		9.952**	.000
The communication from supervisors to operators via digital media/application	.425	.046	.462	9.262**	.000
The communication from operators to supervisors via digital media/application	.089	.041	.121	2.185**	.000
The communication between operators to operators via digital media/application	.105	.039	.137	2.658**	.008
$R^2 = .592$, $F = 81.645$, $Sig. = .000$					

** Statistical significance level 0.01

From Table 4 showed that communication pattern (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) influenced operation effectiveness in operational early accomplishment before given deadline at statistical significance level 0.01. $R^2 = 0.592$ showed that three independent variables in communication pattern influenced dependent variable (operation effectiveness, aspect of operational early accomplishment before given deadline) by 59.2%. The other 40.8% was influenced by a variable outside this model.

Multiple Linear regression analysis by Enter method showed that these 3 factors (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) could explain progression of operation effectiveness, aspect of operational early accomplishment before given deadline at statistical significance level of 0.01 as shown in equation 4 model.

operational accomplishment given deadline	early before	$= 1.611 + .425 (\text{communication from supervisors to operators via digital media/application}) + .089 (\text{communication from operators to supervisors via digital media/application}) + .105 (\text{communication between operators to operators via digital media/application}) + \dots$	(4)
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Table5: Result of Multiple Linear regression analysis between communication pattern and operation effectiveness showing the aspect of operational achievement with cost-effectiveness and sustainability by Enter method.

Variables	B	Std. Error	Beta	t	p
Constant value	2.199	.169		12.995**	.000
The communication from supervisors to operators via digital media/application	.158	.048	.173	3.293**	.001
The communication from operators to supervisors via digital media/application	.147	.043	.202	3.448**	.001
The communication between operators to operators via digital media/application	.228	.041	.300	5.538**	.000
$R^2 = .724$, $F = 60.836$, $Sig. = .000$					

** Statistical significance level 0.01

Table 5 shows that communication pattern (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) influenced the operation effectiveness in operational achievement with cost-effectiveness and sustainability at statistical significance level 0.01. $R^2 = 0.724$, 3 independent variables in communication pattern influenced dependent variable (operation effectiveness, aspect of operational achievement with cost-effectiveness and sustainability) by 72.4%. The other 27.6% was influenced by a variable outside this model.

Multiple Linear regression analysis by Enter method showed that these three factors (communication from supervisors to operators via digital media/application, communication from operators to supervisors via digital media/application, communication between operators to operators via digital media/application) could explain progression of operation effectiveness, aspect of operational achievement with cost-effectiveness and sustainability at statistical significance level of 0.01 as shown in equation 5 model.

operational achievement with cost-effectiveness and sustainability	$= 2.199 + .158 (\text{communication from supervisors to operators via digital media/application}) + .147 (\text{communication from operators to supervisors via digital media/application}) + .228 (\text{communication between operators to operators via digital media/application}) \dots\dots\dots$	(5)
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Discussion

The digital age communication patterns in the government sectors in Ubon Ratchathani province influenced the operational effectiveness. The research showed that all three patterns of the digital age communication in the government agencies influenced the operational effectiveness of the personnel in the government agencies in Ubon Ratchathani province. These three patterns influenced more than 70% on operational effectiveness in work quality aspect (accuracy, completeness, and reliability), the operational punctual accomplishment aspect, operational achievement with cost-effectiveness and the sustainability aspect. The influence on in operational achievement according to workload comparing to target aspect and operational early accomplishment before given deadline aspect was more than 50%. According to Chantira Mungkornsaksit (2013: Abstract) who studied the opinions of employees towards organizational communication of Nonthavej Hospital. The study showed that employees considered direction of the most communication pattern they found was from top-down (supervisors to employees), followed by horizontal communication and cross-functional communication, the least communication pattern was found from bottom-up. Employees conceded that the quality of communication in Nonthavej Hospital was at high level. According to Rathanan Nongyai (2015: Abstract) who investigated the internal communication factors in organization affecting employee's exposure to information: a case study of The Shine and Villa Hotel. The study revealed: (1) all communication patterns (top-down, bottom-up, horizontal, cross-functional) influenced employee's exposure to information (exposure selection, attention selection, recognition selection, memorizing selection), and (2) cross-functional communication pattern influenced employees' exposure to the information, followed by horizontal communication and bottom-up communication patterns respectively. The cross-functional communication pattern improved communication rapidity and reduced the processes in coordination between departments.

Suggestions

Suggestion for Research Utilization

1. On aspect of communication between supervisors to operators via digital media/application: at present, most organizations have a form of notification or issue orders in the highest commander ascending to operational level structure. Most of them are using official books or memorandums within their agency due to the government regulations. These agencies can analyze their work and separate information that can communicate via digital media/application. The increasing of communication channel or providing electronic document creates awareness among the personnel staffs by managing communication acknowledgement and understanding throughout their sectors.

2. On aspect of communication from operators to supervisors through digital media/application: the organization should encourage their personnel staffs' awareness and foster their behaviors of expressing opinions about working through digital media/applications to supervisors. Construct organizational atmosphere for subordinates to feel that communication through digital media/application is viable in modern days. Since some

organizations are still attached to old culture which is to respect for the elders; therefore, communication atmosphere should be developed through some tools and digital technologies to encourage and show them that this communication is not an inappropriate behavior.

3. On aspect of communication between operators to operators via digital media/application: the organization should raise an awareness on ethical manner in internal information communication and assure to create a safe internal communication. Therefore, some organizations are in state of distrust. For example, whether there are some consulting and exchanging opinions between colleagues then those advisory messages will be served as evidence to sue supervisors or leaked to other organization.

Suggestion for Next Research

1. In this study the sampling was based on government personnel staffs in Ubon Ratchathani municipality area only. Therefore, future study should cover the government personnel in other areas.

2. Obtain the new finding information aside from the link between communication pattern and operational effectiveness to enhance organizational ability.

3. In this study, the author applied a quantitative research to find the characteristics that appeared in the form of statistical data. Therefore, qualitative research can be utilized in next study to collect more in-depth information within the organization.

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How Corporate Social Responsibility (CSR) Impacts on Corporate Image and Consumers' Trust with Social Trend as an Extraneous Variable: A Case Study of Red Bull Beverage Co., Ltd.

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Article Info
Received 18 December 2021
Revised 29 December 2021
Accepted 30 December 2021
Available online 31 December 2021

Abstract

The objectives of this study were: 1) to study how sustainable marketing influences consumer trust 2) to study corporate advertising had influence on consumer trust 3) to study donation activities had influence on consumer trust 4) to study the corporate image and the influence on the trust of consumers with the social trend as a complication and empirical data. The data was analyzed by using the Process method. The analysis results showed that the sustainable marketing, corporate advertising, corporate image trust, and the social trend significant level of 0.05 was influenced by partial mediator on trust, which supported the hypothesis. The organizational image factor influenced the trust variable at 76% and the influence of the complication variable was -1.1% which rejected the hypothesis.

Keywords: Sustainable Marketing, Advertising, Giving, Image, Trust, Social Trend

Introduction

Behaviors of consumer have been changing recently due to customers' realization in the corporate social and environmental responsibilities (Kritchanat Saentawee, 2017). This shows an influence between corporate social responsibility and behaviors of customer in many aspects. The aspects are including corporate reputation, brand loyalty, and brand image (Lee, Park, Rapert, & Newman, 2012). Furthermore, the complicated business competition had forced many organizations to adapt along with invent their new strategies and endure their development. In order to create an advantage and make a difference for sustainable business.

Sustainable marketing, advertising corporate, and corporate giving (philanthropy) are corporate social responsibility (CSR) strategies that would benefit organizations to operate their business sustainably and successfully (Wangsiripaisan & Rapeetoncho, 2020). It had shown that CSR would aid consumer to recognize decent image of organizations. The effective CSR activities are containing both types of CSR, CSR-after-Process and CSR-in-Process. There are uncontrollable corporate external factors that affect social trend in both positive and negative ways. Whenever those are happened, especially in negative way. Corporate must act to ensure space in medias by utilize CSR that would cover any bad reputation, divert inferior point, reduce damage and consumer negative perception (Charloemphon, Watcharobon &

Pongsuwan, 2018). These are crucial points that would aid corporate through any crisis and become sustainable business under any business competition in harsh environment.

Researchers tend to study the effects of CSR to corporate image and consumer trust with social trend as complication variable. This would guide corporate when facing uncontrollable difficult circumstance, CSR will be other solution since CSR could earn corporate image and consumer trust.

Objectives

1. To investigate sustainable marketing had influence on consumer trust with corporate image as mediator variable.
2. To study corporate advertising had influence on consumer trust with corporate image as mediator variable.
3. To review giving activities had influence on consumer trust with social trend as mediator variable.
4. To study corporate image had influence on consumer trust with social trend as extraneous variable.

Literature Review

Concept of Sustainable Marketing

The whole idea of sustainable marketing is to establish connection between all stakeholders and maintain the connection individually. The connections between corporate, employees, customers, suppliers, society, communities, and environment will empower together with organizations and deliver superior value to consumer as one type of CSR-in-process. Sustainable marketing is focusing on utilizing internal process to take care of society as if corporate customers. Corporate benefit in determining their marketing strategies according to the needs of both present and future of stakeholder. Corporate earn decent image, credibility, and trust in sustainable business operations (Gertner & Kotler, 2004).

(H1): Sustainable marketing had influence on consumer trust through corporate image.

Concept of Corporate Advertising

Corporate Advertising is an instrument that create positive image by illustrate corporate grace, it concern about selling products and services also targeting on consumer impression and friendly with the corporation. These convince consumers to provide information, and remind consumers about corporate (Farbey, 1998). Corporate advertising on CSR is the center that driving their activities by emphasize stakeholder about their dedication to society and environment by presenting the contents of CSR in the same direction with corporate intention. That generate positive response on securing consumer in image and acceptance of corporate, gaining consumer trust and supportive activity (Schuler & Cording, 2006).

(H 2): Corporate advertising had influence consumer trust through corporate image.

Concept of Corporate Giving

Corporate Giving is a type of expressing their responsibility to society. This contribution to society could be in form of financial aid or donating supplement to charities. By donating part of their profit from business back to society or CSR-after-process that focusing on activities for society and environment which in directly in volve the corporate operation. The cooperation will benefit in many aspects including corporate image and establishing valuable connection among stakeholders. Eventually, corporate earn credibility and trust in society.

(H 3): Corporate giving had influence on consumer trust through corporate image.

Concept of Corporate Image

Gray & Balmer (1998) stated that corporate image was consumer perception to the entire picture and operation of corporate. This perception take place in consumer mind and had establish from their experience, impression, and affection by consider the corporate as a person, each one would have different image and personality. Gray & Balmer (1998) stated that corporate image was an image that occur in mind (Mental Picture) of consumer while hearing, seeing corporate name or logo. Corporate image is crucial to their successful operation in both short term and long term. These construct consumer trust and encourage corporate with good image and would cooperate to its successful operation.

Concept of Trust

Trust is perception of customer, consumer will estimate their level of trust base on corporate image, products and services offering. This is an important indicator of relationship that customer has with corporate (Morgan & Hunt, 1994) that concentrate on consumer feeling base on confidence, reliability, and integrity of corporate. To earn customer trust, corporate must do whatever it takes to protect customer benefit and must not take any advantage from consumer.

Concept of Social Trend

Many organizations have been using social trend for their public relation and image recognition which are components of believe, notion, and impression from individual to organizations (Gertner & Kotler, 2004). A negative social trend could be criticism or exposing mischief behavior of people in organization. It might impact corporate image and consumer trust. The corporate obtain to manage the impact from social trend by encouraging the positive impact and reducing the negative one. Furthermore, organization possess ensure space in medias for interesting news to minimize damage from negative news.

(H 4): Corporate image had influence on consumer trust with social trend as extraneous variable.

Conceptual Framework

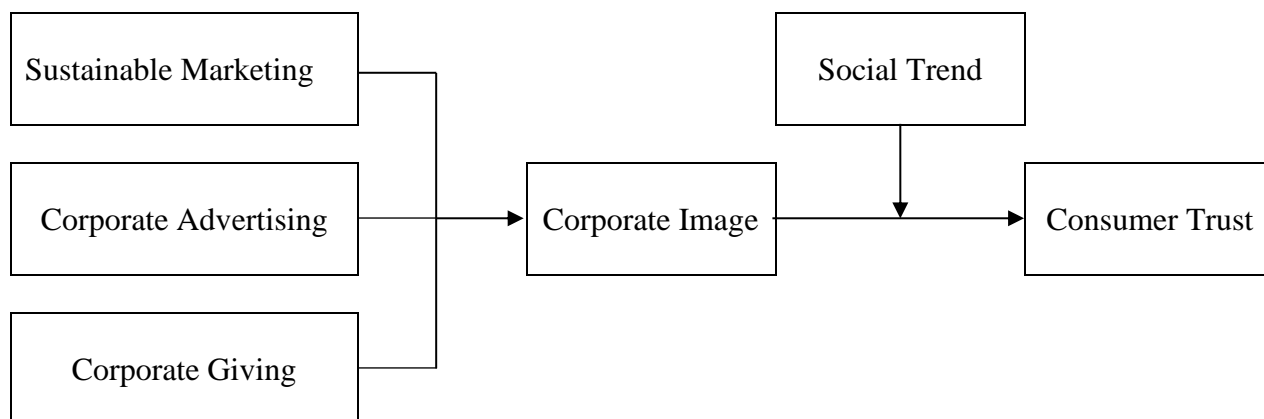


Figure 1: Conceptual Framework

Research Methodology

Population and Sample Selection

Population in this research was Gen Y in Chonburi Province. They had knowledge and realization in environmental issues comparing to other groups of people. They could access information easily and rapidly, and meet a concern on corporate social responsibility in the present time. But due to large target population, researchers applied the sample size. Researchers could not acquire definite population number (N), hence researcher used Cochran's sample size formula (Cochran, 1977 in Kalaya Vanichbancha, 2007) which the results appear at least 385 samples. Then researchers had increased sample group by 10 percent (according to Yamane method) to prevent any mistakes from incomplete or incorrect questionnaire hence, the sample group of this study was 440 people.

Research Instrument

The instrument for this research was questionnaire interpretation from various articles, documents, and many sources of data to gather information and guideline to create questionnaire and data collection. The questionnaire contained 4 parts: 1) close - ended questions on knowledge in corporation for screening participant 2) close-ended questions with multiple choices on general information of participant 3) close-ended questions with 5 level choices about each variable 4) open-ended questions on comments and suggestions. Researchers collected 440 set of questionnaires by simple random sampling from universities and department stores in Sriracha district, Chonburi Province.

Validity and Reliability

Questionnaire was validated and verified value of correspondence between the question and the objective by two experts. Using IOC method, the IOC value of each question was at 0.50 to 1.00 consistent. The average value was 0.91 thus greater than 0.50, meaning the questionnaire questions and the objectives were accurate (Kalaya Vanichbancha, 2007).

The questionnaire was tried out on 40 people from sample population by conducting a pilot test to verify the defects and problems. The question accuracy verification had shown

reliability value of variable and accuracy value of questions equaled to 0.959 thus greater than 0.70 hence, the set of questions used to measure each variable was reliable and can be employed in the research (Nunnally, 1978).

Data Collection

Researchers had collected data for four months from December 2020 to March 2021.

Data Analysis and Interpretation

1. Descriptive Statistic: Researchers explained and described properties, data distribution structure, and variables as followed:

- General information on participants include gender, age, education level, occupation, and average monthly income was analyzed by frequency and percentage methods.
- The 6 aspects of variable include sustainable marketing variable, corporate advertising variable, corporate giving variable, corporate image variable, consumer trust variable, and social trend variable were analyzed by mean and standard deviation methods.

2. Inference Statistic Researchers had analyzed data as followed:

- The relationships between variables were analyzed using correlation with Pearson correlation coefficient method.
- The relationships between independent variables to dependent variables were analyzed using multiple regression with process method

Research Finding

Part 1: Participant general information analysis

The research showed 435 out of 440 people had already known the corporate at 98.9 percent. Containing 151 males (34.5 percent) and 284 females (64.5 percent). Age between 21-25 years was 308 people (70 percent). Studying in bachelor's degree was 370 people (84.1 percent). 360 of them are students (69.5 percent).

Part 2: Result of opinion level variable analysis

Table 1: Mean and standard deviation correlation

Variable	\bar{x}	S.D.	Interpretation
Sustainable Marketing	3.9096	.73131	High
Corporate Advertising	4.0659	.57535	High
Corporate Giving	3.9120	.71188	High
Corporate Image	3.8129	.67679	High
Consumer Trust	4.0276	.64140	High
Social Trend	4.0864	.81171	Highest

Table 1 shows an analysis result on social trend factor that influenced consumer trust at highest level (\bar{x} = 4.0864) with the consumers gave priority to corporate advertising factor (\bar{x} = 4.0659) and consumers' trust factor (\bar{x} = 4.0276). The consumers also paid attention to sustainable marketing, corporate giving, and corporate image.

Part 3: Results of correlation coefficient analysis and influence of the variables analysis by process method

Table 2: Pearson's Correlation Coefficient Analysis

Correlations						
	Sustainable Marketing	Corporate Advertising	Corporate Giving	Corporate Image	Consumer Trust	Social Trend
Sustainable Marketing	1					
Corporate Advertising	.626**	1				
Corporate Giving	.738**	.661**	1			
Corporate Image	.595**	.501**	.627**	1		
Consumer Trust	.557**	.566**	.626**	.774**	1	
Social Trend	.063	.194**	.047	.100*	.265**	1

**Statistical significance at the significance level of 0.01

*Statistical significance at the significance level of 0.05

Table 2 shows the correlation value that the primary variable (Sustainable Marketing, Corporate Advertising, and Corporate Giving) influenced consumers' trust through corporate image with social trend as complication variable. Pearson's correlation coefficient analysis between 6 variables showed all pairs of variables were positive correlated in the same direction, values were between 0.047 and 0.774. None of the variables had a correlation coefficient greater than 0.80, considering there was no variable multicollinearity.

Table 3: Process method analysis on influence of variables

Corporate Image												
		(Total effect)		Direct effect		IV-M ₁		M ₁ -DV		Indirect effect		P=
		c		c'		a1		b1		a1*b1		.000
Dependent Measures (V)	Independent Measure (IV)	B	SE	b	SE	b	SE	b	SE	b	SE	
Consumer Trust	Sustainable Marketing	.489	.035	.132	.033	.550	.036	.648	.035	.357	.034	.000
	Corporate Advertising	.631	.044	.266	.037	.589	.049	.629	.032	.365	.045	.000
	Corporate Giving	.564	.034	.209	.034	.597	.036	.595	.036	.355	.032	.000

Social Trend							
Dependent Measures (V)	Independent Measure (IV)		coeff.		SE		P
Consumer Trust	Corporate Image		.758		.104		.000
	Social Trend		.189		.093		.044
Int_1: Corporate Image x Social Trend			-.011		.025		.665

Variable correlation analysis showed that correlation total effects the cline in path $X > Y$ when comparing to c' while c' value was reduced and had insignificant level subsequently showed whether mediator had influence. If value was reduced but still in significant level, then mediator had partial influence. The result of model analysis according to table 3 had shown the total of domination compared to direct influence had a significant reduction. This explained that corporate image variable was partial mediation between correlations of sustainable marketing, corporate advertising, and corporate giving variables. The analysis also showed complication variables Int_1: Corporate Image x Social Trend had no influenced correlation on corporate image variable to consumer trust variable.

Conclusion

How sustainable marketing, corporate advertising, and corporate giving factors influence consumers' trust with Red Bull beverage Co., Ltd.

1.Sustainable Marketing

Red Bull Beverage Co., Ltd. sustainable marketing had influenced on consumer trust ($\beta = .132$, $p < 0.05$). Consumers were mainly focusing on corporate action and honest responsibility to their employees, sincerely responsibility to their customers, environmental attention, honesty, integrity, and community obligation. Corresponding to Jaesuk Jung, Sang Jin Kim, Kyung Hoon Kim (2020), the sustainable marketing could improve Corporate Image in positive way. This would earn Consumer Trust, corporate could strengthen their image by continuously conducting sustainable marketing activities.

2.Corporate Advertising

Red Bull Beverage Co., Ltd. corporate advertising had influenced on consumer trust ($\beta = .266$, $p < 0.05$). The decent advertising obtain simple wording, easy to understand, and straightforward corporate representation. They illustrate their responsibility to society,

concreate their point, and add value to services and products attractively. Corresponding to Watphuangkao & Thiangtham (2018), consumer's priorities were perception and interpretation. Colors and symbols could be utilized to attract their attention. Message, picture, and video could be utilized to gain their recognition. The most important things are sincere and transparent communication that would gain consumer trust significantly.

3. Corporate Giving

Red Bull Beverage Co., Ltd. corporate giving had influenced on consumer trust ($\beta = .209, p < 0.05$). Corporate giving activities contain proper relationship between corporate and consumer. Their regular donations from part of profit gave back to communities were highly appreciated. Continuous charities enrich community spirits were highly appreciated too. The activities must be transparent and appropriate to the needs of members in communities. In accordance to Charloemphon, Watcharobon & Pongsuwan (2018) social activities, donations, and volunteer can earn positive result in consumer trust.

The Red Bull Beverage Co., Ltd corporate image was mediation to sustainable marketing, corporate image, and corporate giving which leads to consumer trust.

1. Corporate Image

Corporate image as mediation to sustainable marketing, corporate image, and corporate giving partially influenced on consumer trust. There are other factors represent corporate image. Researchers suggested that the 3 factors had partially influenced through mediation because consumer trust could be impacted directly from those 3 factors without corporate image as mediation. However, corporate image could stimulate consumer trust. If corporate usually conducts sustainable marketing, corporate giving, and corporate advertising then consumer would recognize corporate image and gain consumer trust.

2. Social Trend

Social trend was a complication factor that had no impact on a corporate image to influence consumers' trust. Hence, it was a controllable factor. Researchers suggested that even social trend had no influence on consumers' trust, but corporate image in their perception might have. For example, while corporate had negative social trend, they still conducting social responsibility activities regularly. Their donation and social service again positive corporate image which lead to consumer trust. Accordance to Nikarn and Napan (2012), social responsibility activities support social issue would result decent image and value to corporate. Corresponding to Pattanapong (2014), when corporate image is in a good level, corporate should continuously and regularly reveal their information to maintain corporate image.

Suggestion

This study may benefit any corporate in understanding of CSR in sustainable marketing, advertising, giving, image, and social trend aspects that are able to lead to consumers' trust. This guideline can improve corporate image to gain an advantage in competition. The most concerning factor is advertising since advertising will make consumers realize about the information from the corporate. Advertising could also build a corporate image that would lead to the consumers' trust.

1. The corporation must focus on these three factors, namely: sustainable marketing, advertising, and giving by prioritizing on fair responsibility with employees in the organization. Consumers always expect the corporate to treat their employees equally. Advertising could be

simple and easy to understand aside from conducting donation regularly to earn good relationship between the consumers and the corporate.

2. To build a good corporate image is a crucial factor that can earn the consumers' trust. In a recent competitive situation, a good corporate image will lead to the advantage in competition and persist the consumers' trust. However, focusing on communications and services can enrich a corporate image.

3. The corporation should prevent negative social trend alter consumers decision about products and services hence, to minimize an impact of negative social trend to the lowest level. Thus attending social activities repeatedly to express social responsibility. These CSR activities create exceptional reputation, reducing the negative impact, and gaining customers' trust.

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Original Preparation Guidelines UBRU INTERNATIONAL JOURNAL

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1. The article including the title and the content should pinpoint the issue the writer wishes to present and it should be organized in an appropriate order so that it is clearly and easily understood by the reader. The issue or issues must be analyzed and summarized using academic principles. The writer may use the knowledge based on the conceptual framework and theories from various sources for a synthesis and clearly express his academic viewpoints for the benefits of the reader.

2. In case of a research article, the method and findings should be presented systematically with the following components (the topic and components may vary).

2.1 Introduction: significance and background of the study together with overall view of the article.

2.2 Objective

2.2 Literature Review

2.3 Research Methodology: steps of doing the research, samples for the study, data collection, research instrument and statistics.

2.4 Research Finding

2.5 Discussion and Conclusion

2.6 References

References

In submitting an article for consideration, you need to write citations of other documents or the sources of information used at the end of the article. By providing references only in English and categorized in APA style, the submitter should check the correctness and completeness of the citation in accordance with the criteria specified by the journal. Any articles on topics that have a citation format that has not yet been complied with the journal will not be forwarded to a qualified reader for reviewing in the next step. The submitter must adhere to the following main guidelines.

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1. The editorial board will keep the author informed when they have received the article according to the set criteria.

2. The editorial board will jointly examine the titles and the contents of the articles whether they are appropriate and consistent with the journal objectives including their quality in terms of theories and application in humanities and social sciences.

3. In case the editorial board do not receive the article for further step, they will keep the author informed of the rejection with some seasons and brief suggestions through the e-mail.

4. In case the editorial board accept the article, they will forward it to at least three experts in the related field for peer reviews and make decision whether to accept, reject or revise it. This is a double-blind process, where the experts and the article authors will not know each other.

5. After the experts have reviewed the article, the editorial board will make decision based on the suggestions made by the experts whether it should be published in the UBRU INTERNATIONAL JOURNAL or return to the author for major/minor revision or rejection.

6. Once the editorial board have examined the article revised by the author according to the experts' suggestions, they will keep the author informed of accepting it for publishing in the UBRU INTERNATIONAL JOURNAL.

Paper Submission

Those who wish to submit an article for review in the journal, please send the original file (Microsoft Word) in English using the Times New Roman font, size 12 point only. (Text Size: Research Topic 18, Topic in Journal 14, Journal Content 12). The channel for submitting the article is ThaiJo system. <https://so04.tci-thaijo.org/index.php/ubruij/login>