



## The Relationship of Career Anchors on Job Satisfaction Mediated by Work - Family Enrichment in Convention and Exhibition Industry in Thailand

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### Abstract

The research aimed (1) to explore the relationship of career anchors on job satisfaction, (2) to investigate the mediating effect of work – family enrichment on the relationship between career anchor and job satisfaction in convention and exhibition industry in Thailand. The key literature relating to career anchors, work - family enrichment and job satisfaction is reviewed which is followed by a discussion of the findings based on a survey of 519 convention and exhibition professionals in Thailand. This study employed a quantitative correlational design using a path model via multiple regression. Findings indicated that work to family enrichment and family to work enrichment significantly mediated the relationship of need based anchor, value-based anchor to job satisfaction. However, the effect of work to family enrichment and family to work enrichment did not mediated the relationship of talents based anchor on job satisfaction. The results highlights the role of individual differences in values and job outcome which would help the organizations to determine the non-monetary factor which affect work and job satisfaction, and career anchors provide a way of understanding these motivators of career decision.

**Keywords:** Career anchors, Work - family enrichment, Convention and Exhibition industry

### Introduction

The Meeting, Incentive, Convention and Exhibition (MICE) industry has evolved into an important sector of business tourism in Thailand. Revenues generated by MICE sector, would be huge so the future of this industry in Thailand looks quite appealing, as the demands for conventions, meetings, and exhibition will only be going up (Thailand convention and exhibition bureau, 2019, Online). Thus, governments of developing and developed countries do focus on this industry and are encouraging its growth as a part of their national business policies (Thailand convention and exhibition bureau, 2019, Online). Moreover, the convention and exhibition sector is a key of MICE industry that generates a high revenue for Thailand. This is also highly labor intensive, and quality of staff is very important in order have competitive advantage (Thailand convention and exhibition bureau, 2019, Online). In 2019, convention and exhibition sectors generated revenue more than 30,000 million baht for Thai government (Thailand convention and exhibition bureau, 2019, Online).

Presently, business environment is rapidly changing and has a tremendous impact on both employees and employers (Meiliani, 2014, p.2). Furthermore, Meiliani (2014, p.2) added that traditional



career progression has been changed by an understanding that individuals will be less relevant and engaged with organizations, as they try to find opportunities to improve and develop their own career. Moreover, Schein (2006, p.6) stated that individuals develop their own career through adequate working experiences, assessing their own progress, and making decisions about their occupations. Schein (2006, p.12) added that career self-concept that is known as career anchor that includes talents, needs and values. Individuals who understand their career anchors can enhance their satisfaction by changing from one organization to another or remaining with the organization if they support and provide a stable working environment (Schein, 2006, p.12). The individual's career anchor affects the organization in terms of outcomes such as job satisfaction (Schein, 2006, p.14). However, if individuals feel that their job environments are not matched with their career anchors, they will pull them back from that job environments and also impact the organization negatively (Schein, 2006, p.14). Individuals choose a job or organization that allows them to engage their career anchors, leading to greater job satisfaction.

In addition to, job satisfaction, career anchor is influenced by family concerns. Both are viewed as important for a person to be satisfied about their work and life (Greenhaus & Powell, 2006, p.72-92). At presently, Individuals choose a job or organization that allows them to fulfil their career anchors, leading to better balance between work and family life, and perform better and have a greater job satisfaction. Salehi *et al.* (2015, p.379-388) showed that parents influenced on individual values and expectations when balancing between work and family life, a corresponding number of children will grow up with a different family structure on which to model their own values and attitudes concerning the combination of work and family roles likely family and personal life can influence an individual's life. Therefore, an individual's values, attitudes, and expectations concerning how work should be, should balance with the rest of life (Greenhaus & Powell, 2006, p.72-92). Thus, this research integrated a conceptual model to investigate the linkage between career anchors, work - family enrichment and job satisfaction.

### Research Objectives

- 1) To explore the direct relationship between career anchor and job satisfaction
- 2) To explore the mediating role of work - family enrichment between career anchor and job satisfaction in Thai convention and exhibition employees.

### Research Framework

The value – percept theory model was employed to explain that value is a crucial determinant that influence job satisfaction from Locke's value –percept theory (Locke, 1976, p. 1298). Locke (1976, p. 1298) stated that an individual's values influence on their choice and performance in order to fulfil their satisfaction, while if they were incompatible with a value, less satisfaction is attained compared to when the need and value are compatible. This is to explore the root cause of the relationship between individual career anchor and job satisfaction mediated by work – family enrichment according to the concept of Feldman & Bolino (1996, p.89 - 112).



## Literature Reviews

According to Schein (2006, p.2), the level of education and real work experience can help an individual to classify individuals' self-concept of what they are and how well they can perform, what they would like to do and would not like to do, and value or do not value. He called this self-concept as career anchor (Schein, 2006, p.3). A career anchor is explained as an individual self-concept comprising of the three components as following (Schein, 2006, p.3);

1. Talents, skills and competencies: individuals discover their strong and weak points through actual achievements in various work experiences.

2. Motives, needs, drives and goals: individuals gather their experience for self-testing and self-identification in the reality situation and also get constructive feedback from others.

3. Attitudes and values: individual accumulate their each experience by learning the relationship between person and the norms and values of their employing work place and work experiences, to realize and understand that what environments is match with them.

Thus, career anchor is a congruence of competencies, motives and values that individual realize and you would not abandon, if individuals confronted in the hard situation for making a career decision that might not allow them to fulfill it (Schein, 2006, p.6). According to Schein (2006, p.6) supported that career anchors are broader than just values but it is explained to the personal characteristics discovered through working experience and the interaction between individuals and organization in a certain way. Schein (2006, p.7) proposed eight types of career anchors and that comprised of: 1) technical/functional competence, 2) managerial competence, 3) security and stability, 4) autonomy, 5) entrepreneurial creativity, 6) service/dedication to a cause, 7) pure challenge and 8) lifestyle. Schein's (2006, p.2) emphasized that people could have only one dominant anchor. Nevertheless, Feldman & Bolino (1996, p.90) argued that there could be multiple anchors. They supported that individuals try to associate multiple career goals and personal interests into a possible career path by having a multiple career anchors by supporting two reasons for their discussion: Firstly, individuals can held multiple career anchors including talent based, need based, or value based anchor. Secondly, people would like to have more the balance work and family than another (Feldman & Bolino, 1996, p.89-112). Moreover, they reframed the concept of Schein's career dimension in to three groups as the detail below:

1. Talents based anchors - managerial competence, technical competence, and entrepreneurial creativity.
2. Needs based anchors - economic security, geographical stability, autonomy and lifestyle
3. Values based anchors - service and pure challenge

## The relationship between career anchors and job satisfaction

The relationship of career anchors on job satisfaction have been investigated in several industries such as entrepreneurs in Isarel (Danziger *et al.*, 2008, p.293-303). Feldman & Bolino (1996, p.89-112) also supported the co-existence between group of multiple career anchors and the results of career.

**Hypothesis1 a:** The talent based anchor has a direct influence on job satisfaction of Thai convention and exhibition employees



**Hypothesis1 b:** The need based anchor has a direct influence on job satisfaction of Thai convention and exhibition employees

**Hypothesis1 c:** The value based anchor has a direct influence on job satisfaction of Thai convention and exhibition employees

### The relationship between career anchors and job satisfaction mediated by work – family enrichment

The research on the positive facets of the work - family interface proposes that employees who balance on both domains may actually receive enriching rewards (Carlson *et al.*, 2011, p.770-789). The bi-direction of work - family enrichment that comprised of work to family enrichment and family to work enrichment have been found to contribute to important job satisfaction (Carlson *et al.*, 2011, p.770-789). Carlson *et al.* (2011, p.770 -789), studied that there is a significant relationship between work to family enrichment and job satisfaction; moreover, they found that the interaction of work to family enrichment was stronger than family to work enrichment to job satisfaction. Similarly, Baral & Bhargava (2011, p.122-147) also reported that work - family enrichment mediated the relationship between job characteristics and job satisfaction.

According to Baral & Bhargava (2011, p.122-147), revealed that family and personal life can influence an individual's career. An individual's values, attitudes and expectation influence career choice that focused on the individual's work - life balance. Furthermore, Baral & Bhargava (2011, p.122-147) described that family influences and social pressure is the main factors that influence individuals to follow certain dominant career anchors.

**Hypothesis 2:** The talent based anchor has an indirect influence on job satisfaction mediated by work to family enrichment Thai convention and exhibition.

**Hypothesis 3:** The talent based anchor has an indirect influence on job satisfaction mediated by family to work enrichment of Thai convention and exhibition employees.

**Hypothesis 4:** The need based anchor has an indirect influence on job satisfaction mediated by work to family enrichment of Thai convention and exhibition employees.

**Hypothesis 5:** The need based anchor has an indirect influence on job satisfaction mediated by family to work enrichment of Thai convention and exhibition employees.

**Hypothesis 6:** The value based anchor has an indirect influence on job satisfaction mediated by work to family enrichment of Thai convention and exhibition employees

**Hypothesis 7:** The value based anchor has an indirect influence on job satisfaction mediated by family to work enrichment of Thai convention and exhibition employees.

### Research Methodology

**1. Population and Sample:** The unit of analysis focused on the employees who are working in convention and exhibition industry in Thailand. Contact details for these professionals were obtained



from two major sources: 1) membership directories of the key industry association such as Thailand Convention and Exhibition Bureau, 2) websites of key industry players.

**2. Research Instruments and Validation:** This study employed a quantitative method utilizing a correlational design that tests for this research in a path model. The questionnaire survey is used to collect the data. To increase the content validity and reliability and also decrease the cultural issue, questionnaires were translated to Thai language in order to make respondents understand the content easily. Moreover, we sent the questionnaire to the linguistic expert who works in the translating company to translate backward and forward from English to Thai and Thai to English so as to check the congruence of both languages. Besides, we sent the questionnaire to five experts in the field of career management both academic and practical experience to test the consistency.

**3. Sample:** The sample comprised of 519 convention and exhibition professionals. The required sample size is examined by using the statistical program G \* Power 3 to calculate the minimum of sample size of 166 respondents. However, in order to enhance the external validity, it was decided to increase the sample size to approximately 600 respondents. The sampling technique employed was convenient sampling from list of the membership directories of key industry association.

#### 4. Measures

**Career anchor.** We adopted the short form of the career anchor inventory (COI) that was modified by two previous of Igbaria & Baroudi (1993, p.131-154) and Danziger *et al.* (2008, p.293-303). They modified the original construct of Schein (2006, p.53) and Delong (1982, p.50-64). Each of career anchor was measured five - point likert scale. The response options ranged from not important (1) to centrally important (5). The result of Cronbach's alphas of talent - based, need - based and value - based anchor was .780, .803, and .800, respectively.

**Work-family enrichment.** This study adopted from the study of Carlson *et al.* (2011, p.770-789). Each item is rated on a five-point likert scale that ranged from strongly disagree (1) to strongly agree (5). The Cronbach's alpha of work to family enrichment and family to work enrichment reported was 0.915 and .896.

**Job satisfaction.** This was measured using the overall job satisfactions of Hackman & Oldham (1976, p.250-279). The scaling of the items ranged from strongly disagree (1) to strongly agree (5). The Cronbach's alpha was .781.

**Control variables.** We assessed and controlled for gathering the respondents were: 1) gender, 2) age, 3) marital status, 4) education.

**5. Procedure:** The questionnaire in the form of a web - based survey and a paper - based survey was used to collect data the from target respondents.

**6. Data Analysis:** Multiple regression analysis was employed to test the mediating relationship. This was based on Baron & Kenny (1986, p.1176-1182) mediated regression technique to study. The advantage of Baron & Kenny technique is to understand the mechanism through which the initial variable affect the outcome. Thus, to test the mediating variables of work - family enrichment facets, the

following steps were followed (Baron and Kenny, 1986, p.1176): Step 1: the independent variable (X) significantly predicts the dependent variable (Y). Step 2: the independent variable (X) significantly predicts mediating variable (M). Step 3: the mediating variable (M) significantly predicts the dependent variable (Y), when the independent variable (X) is controlled. Step 4: the relationship between the independent variable (X) and the dependent variable becomes less (partial mediation) or insignificant (full mediation) when the mediating variable (M) is introduced.

## Results

There are the three steps followed Baron & Kenny (1986, p.1176-1182): 1) First regression was done with job satisfaction as the dependent variable and independent variables as the predictor variables, 2) The second regression was done with the mediator (work to family enrichment) as the dependent variable and the independent variable is a group of career anchor as the predictor variables, 3) The third regression was done with the mediator (family to work enrichment) as the dependent variable and the independent variable is a group of career anchor as the predictors.

| Independent Variables        | Work-to-Family Enrichment |           | Family-to-Work Enrichment |           | Dependent Variable Job satisfaction |           |          |           |
|------------------------------|---------------------------|-----------|---------------------------|-----------|-------------------------------------|-----------|----------|-----------|
|                              | Model 1                   | Model 2   | Model 1                   | Model 2   | Model 1                             | Model 2   | Model 3  | Model 4   |
| <i>Step 1</i>                |                           |           |                           |           |                                     |           |          |           |
| <i>Control Variables</i>     |                           |           |                           |           |                                     |           |          |           |
| Gender                       | -0.080                    | -0.061    | -0.058                    | -0.039    | -0.051                              | -0.031    | -0.009   | -0.017    |
| Age                          | 0.048                     | 0.012     | 0.002                     | -0.027    | 0.002                               | -0.036    | -0.040   | -0.026    |
| Status                       | 0.037                     | 0.030     | 0.075                     | 0.065     | 0.128**                             | 0.124     | 0.113*   | 0.101**   |
| Education                    | -                         | -0.041    | -                         | -0.032    | -0.086                              | -0.025    | -0.009   | -0.013    |
| <i>Step 2</i>                |                           |           |                           |           |                                     |           |          |           |
| TBA                          |                           | 0.083     |                           | 0.093     |                                     | 0.168**   | 0.138*   | 0.135*    |
| NBA                          |                           | 0.263***  |                           | 0.307***  |                                     | 0.129*    | 0.033    | 0.018     |
| VBA                          |                           | 0.274***  |                           | 0.220***  |                                     | 0.252***  | 0.151*   | 0.172**   |
| <i>Step 3</i>                |                           |           |                           |           |                                     |           |          |           |
| Work- to - Family Enrichment |                           |           |                           |           |                                     |           | 0.367**  |           |
| Family-to-Work Enrichment    |                           |           |                           |           |                                     |           |          | 0.363***  |
| R2                           | 0.026                     | 0.318     | 0.023                     | 0.314     | 0.029                               | 0.256     | 0.348    | 0.347     |
| Adjusted R2                  | 0.019                     | 0.308     | 0.016                     | 0.305     | 0.021                               | 0.246     | 0.338    | 0.337     |
| Total F                      | 3.467                     | 33.977*** | 3.059                     | 33.450*** | 3.89                                | 25.145*** | 34.062** | 33.842*** |
| R2 change                    |                           | 0.291     |                           | 0.291     |                                     | 0.227     | 0.092    | 0.091     |
| F change                     |                           | 72.721*** |                           | 72.275*** |                                     | 52.080*** | 72.017** | 70.707*** |
| Df                           | 4,518                     | 7,518     | 4,518                     | 7,518     | 4,518                               | 7,518     | 8,518    | 8,518     |

Notes: \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; Values in the table are standardized beta coefficients. Model 1 includes only the variables listed in step 1, Model 2 includes the variables listed in step 1 and 2, and Model 3 and Model 4 includes variables listed in step 1, 2 and 3;  $n = 519$

Figure 1 The relationships between multiple career anchor and job satisfaction mediated by work-to-family enrichment.

As the Figure 1, it shows the results of the regression analysis portrays the relationship between career anchors, work - family enrichment and job satisfaction. It indicates that talent based anchor ( $\beta =$



.168,  $p < 0.01$ ), need based anchor ( $\beta = .129$ ,  $p < 0.05$ ) and value based anchor ( $\beta = .252$ ,  $p < 0.001$ ) has a direct effect on job satisfaction. The result supported the hypothesis 1a, b, and c respectively.

#### The mediating role of work to family enrichment

Results indicated that there are only two career anchors that have indirect relationship on job satisfaction mediated by work to family enrichment that is need based anchor and value based anchor. The need based anchor has a positive effect on work to family enrichment ( $\beta = .263$ ,  $p < 0.001$ ) and work to family enrichment had an influence on job satisfaction ( $\beta = .367$ ,  $p < 0.01$ ). H4 was supported. And value based anchor were related to work to family enrichment ( $\beta = .274$ ,  $p < 0.01$ ) and work to family enrichment were related to job satisfaction ( $\beta = .367$ ,  $p < 0.01$ ). Therefore, H6 is supported. But, only talent based anchor has not an indirect relationship influence on job satisfaction mediated by family to work enrichment. Thus, H2 was not supported.

#### The mediating role of family to work enrichment

Results indicate that family to work enrichment has no association with between talent based anchor and job satisfaction. Thus, H3 was not supported. However, the result of job satisfaction, the effect of need based anchor became significant when family to work enrichment was entered in the model. Result suggest that need based anchor were related to family to work enrichment ( $\beta = .307$ ,  $p < 0.001$ ) and family to work enrichment were related to job satisfaction ( $\beta = .363$ ,  $p < 0.001$ ). These result supported H5. Moreover, the value based anchor were related to family to work enrichment ( $\beta = .220$ ,  $p < 0.001$ ) and family to work enrichment were related to job satisfaction ( $\beta = .363$ ,  $p < 0.001$ ). A result provided support for H7.

#### Discussion

According to the research results, it followed to the research objectives as follow:

1. The direct relationship between career anchor and job satisfaction.

Career anchor is viewed as a congruence of individuals' competencies, motives and values that individuals realize and they would not abandon, if individuals confronted in the hard situation for making a career decision that might not allow them to fulfill it (Schein, 2006, p.6). This study developed the value – percept theory of Locke (1976, p. 1299) to be a backdrop theory for drawing a conceptual model to this study. Locke's model explained that satisfaction is an interaction of individual toward the overall job outcome whether the job can fulfil their values and needs. The research result found that there was a direct relationship between career anchor and job satisfaction. This showed that individuals must realize and understand their own career concept well enough to select a career that fit their self – image (Meiliani, 2014, p.3). When individuals choose a job or organization allow them to engage their career anchors, leading to a greater job satisfaction. It can be confirmed that if working situation match with the individual values to pursue work, they can overcome hard situations by using their abilities or skills that affect directly towards their job satisfaction. Presently, Convention and exhibition industry in Thailand is growing up, business and government focuses on this industry to become a hub of MICE industry in



South – East Asia (Thailand convention and exhibition bureau, 2019, Online). This industry required the interaction between customers and employees to provide the service quality to customers by the tangible performance such as feeling, service – mind. Thus, the employees is a key resource of the organization's value chain in producing more benefits to organization.

2. Mediating role of work family Enrichment on the relationship of Career Anchor and job satisfaction.

According to the hypothesis that the mediation effect of work – family enrichment between career anchor and job satisfaction. We found that work-family enrichment share the common role in their indirect effect on between career anchor and job satisfaction. An employees who have the need based anchor and value bases anchor will seek the situation which allows the integration of personal needs, family needs and requirements of job together. A family and personal life can effect on individual's career (Baral & Bhargava, 2011, p.125). However, there is only one group of career anchor that does not have relationship through work-family enrichment to job satisfaction that is talent based anchor. Individuals who held these anchors, they will seek the opportunity to apply their capabilities, skills and high effort to climb higher up in department or organization. They will focus on their own need or value to be the first priority, and less concern surrounding environments such as family (Feldman & Bolino, 1996, p.95).

It is similar research of Tang *et al.* (2014, p.140) supported that if work and family roles are equally important for an individual, both domains are enriched. This has deep implications for how individuals feel about holding multiple roles, and how they manage their life career. When work and family are both equally important to employees or workers, performance can be increased (Baral & Bhargava, 2011, p.122-147). The results corroborate with previous research of Oraphin & Sunee (2018, p.42) found that the underlying norms for work - family enrichment will most likely influence the degree to which employees feels truly supported and experience positive affect at work to the benefit of their family lives in Thailand context. Moreover, this research also verified that work – family enrichment could be a determinant in the value – percept theory in order to explain the relationship of employees' values and job satisfaction according to the concept of Locke (1976, p.1299).

## Conclusion

In summary, work - family enrichment have an indirect effect on between career anchor and job satisfaction. Employees who have the need based and value based anchor would seek the situation which allows the integration of personal needs, family needs and requirements of job together. Besides, a family and personal life can effect on individual's career. However, there is only one group of career anchor that does not have relationship through work to family enrichment and family to work enrichment to job satisfaction that is talent based anchor. Individuals who held these anchors, they will seek the opportunity to apply their capabilities, skills and high effort to climb higher up in department or organization. They first priority will their needs or values and less concerned about the surrounding environments. It is useful to help individuals improve and develop a greater self-awareness, which may in turn improve career decision



making and also how to manager work- life balance to enhance a satisfied between work and family. Therefore, the importance of work – family enrichment is an important factor in choosing a career of individuals and also familial impact on a person’s preferences for linking between work and family especially in Thailand context. Organization should understand to non – monetary factors, which affect work and life satisfaction in order to keep a good employees to work in organization longer.

### Suggestion

The current research used the concept of Feldman & Bolino (1996, p.90) to study the multiple anchors. They supported that individuals try to associate multiple career goals and personal interests into a possible career path by having a multiple career anchors by supporting two reasons for their discussion: Firstly, individuals can hold multiple career anchors including talent based, need based, or value based. Secondly, people would like to have more of a balance work and family than another (Feldman & Bolino, 1996, p.110). Thus, the future research should focus on qualitative research in order to provide more information on the reason behind job satisfaction. This would add another dimension to the research and give more clarity in terms of specific reasons for increasing job satisfaction of employees.

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