

for consumers in Jodd Fairs Market. This satisfies the consumers' needs and assures them that it's worth using the services provided at the market.

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WORK SAFETY CLIMATE AND LEADERSHIP OF THAI CABIN CREWS IN CHARGE

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ABSTRACT

This research aimed to study work safety climate and leadership of Thai cabin crews in charge. The researcher distributed questionnaires to 165 Thai cabin crews in charge in a premium airline. The questions included the personal data, work safety climate measurement and leadership style of Thai cabin crews in charge. The results of the study found that the

overall work safety climate factors was at a high level (mean =4.12, S.D.=0.83). The leadership of Thai cabin crews in charge used legitimate power and rules when supervising their cabin crews. The hypothesis testing results showed that the cabin crews in charge who have different personal factors do not have different safety climate perception. The relationship between age and work safety climate (perception) factors in this study was at a low level. ($r = 0.03$).

Keywords: Work Safety Climate, Leadership, Cabin Crew in Charge

INTRODUCTION

Work safety climate is essential for airlines since safety is the priority of the airlines. Therefore, the personnel who work in airlines in every position require the knowledge and perception of safety climate. The safety climate reduces unfavorable incidents and service problems, which may come from airline services. (Ji, Liu, Li, Yong and Li, 2019). One of the important airline service is in-flight service which is delivered by the cabin crews also need safety perception. The training of safety and supervision by the cabin crews in charges are legally and carefully provided by the airlines to order to comply the standard of procedures. To this, the cabin crews in charge are interested to study their safety climate perception and leadership regarding safety since they are both in-flight service providers and the leaders for the cabin crew who are under their supervision.

Objectives

1. To study the work safety climate level of Thai cabin crews in charge
2. To study the leadership of Thai cabin crews in charge regarding the safety

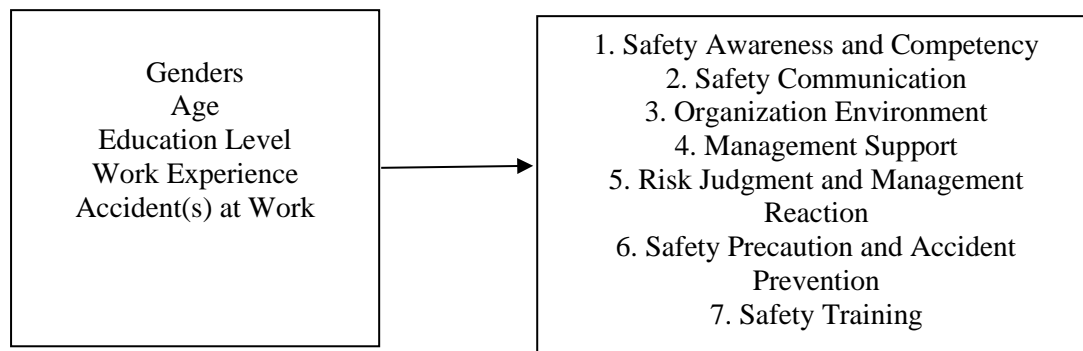
Research Hypothesis

1. Cabin crews in charge who have different personal factors have different work safety climate perception.
2. There is relationship between age and work safety climate.

LITERATURE REVIEW AND THEORY

Safety climate is essential for cabin crew in charge because they are in-flight service providers and the leaders managing the cabin crews. Since safety is the priority of airline services, the cabin crews in charge have to aware, learn, and spread this to the cabin crews, who will ensure the safety to the passengers (Srisupha, 2020). The study showed that transformational safety leadership has a significant influence on employees' perceptions of safety climate and plays an important role in occupational safety-related behaviors (Dragnici, Dursun and Basol 2022). The safety climates consists of safety awareness and competency, safety communication, organization environment, management support, risk judgment and management reaction, safety precautions and accident prevention and safety training (Milijic, Mihajlovic, Strbac and Zivkovic, 2015).

Fig.1 Conceptual Framework



METHODOLOGY

The researcher applied the related questionnaires to measure safety climate of the cabin crews in charge (Milijic, Mihajlovic, Strbac and Zivkovic, 2015) and added unstructured questions regarding leadership of the cabin crews in charge since leading and supervision are important for safety (The Civil Aviation Authority of Thailand, 2016). The population of the Thai cabin crews in charge in this study was the cabin crews in charge in a premium airline. The sample size was 280. Based on Taro Yamane’s formula, the calculated sample sizes was approximately 165 respondents (Yamane, 1967). The questions used 5 Likert’s scale. The data were gathered from October-November 2023. The reliability was 0.740. The statistical analysis in use were frequency, percentage, mean, standard deviation, t-test, One-Way ANOVA, and Pearson’s Correlation. The content analysis was used in the part of structured question.

RESULTS

The results showed 1) respondent profile or cabin crews in charge data 2) safety climate questions and 3) safety climate factors in total and 4) hypothesis testing 5) The structured questions asking about leadership of cabin crews in charge regarding the safety.

Table 1 Respondent Profile Results

Profile Factors	Particulars	F	%
Gender	Male	68	41.20
	Female	97	58.80
Age	Under 30 yrs.	3	1.80
	31-40 yrs.	8	4.80
	41-50 yrs.	75	45.50
	Above 50 yrs.	79	47.90
Education Level	Lower than Bachelor Degree or the Equivalentents	7	4.20
	Bachelor Degree or the Equivalentents	100	60.60
	Master Degree and Higher	58	35.10

Work Experiences	Less than 10 yrs.	3	1.80
	11-20 yrs.	34	20.60
	More than 20 yrs.	128	77.60
Your Accident(s) at Work	Ever	84	50.90
	Never	81	49.10

Table 2 *Safety Climate Questions Results*

Safety Climate Questions	Mean	S.D.	Interpretation
<u><i>SC1: Safety Awareness and Competency</i></u>			
SC1-1 I am clear about what my responsibilities are for the workplace safety	4.81	0.41	Highest
SC1-2 I understand the safety rules in my job	4.81	0.41	Highest
SC1-3 I can deal with safety problems in my workplace	4.29	0.65	Highest
SC1-4 I comply with the safety rules all the time	4.42	0.56	Highest
SC1-5 When I am at work, I think safety is the most important thing	4.70	0.51	Highest
<u><i>Overall Safety Awareness and Competency</i></u>	<u>4.60</u>	<u>0.51</u>	Highest
<u><i>SC2: Safety Communication</i></u>			
SC2-1 I am involved in safety issues at work	4.40	0.68	Highest
SC2-2 Co-workers often exchange tips With one another on how to work safely	4.08	0.77	High
SC2-3 I often discuss safety issues with my supervisors	3.91	0.86	High
SC2-4 I can get safety information from the company	4.42	0.66	Highest
<u><i>Overall Safety Communication</i></u>	<u>4.20</u>	<u>0.74</u>	High
<u><i>SC3: Organization Environment</i></u>			
SC3-1 Sometimes there is too much work to do without following the safety procedures	3.82	1.18	High
SC3-2 Sometimes work paces is too fast to follow safety procedures	2.54	1.25	Low
SC3-3 Sometimes I have to ignore safety requirements for the sake of	<u>3.33</u>	<u>1.21</u>	Moderate

production			
<i>Overall Organization Environment</i>			
<u>SC4: Management Support</u>			
SC4-1 Management believes safety is of the same importance as production	3.99	1.01	High
SC4-2 Management takes care of safety problems in my workplace	3.86	0.99	High
<i>Overall Management Support</i>	<u>3.93</u>	<u>1.00</u>	High
<u>SC5: Risk Judgment and Management Reaction</u>			
SC5-1 Management act only after accidents have occurred	4.26	0.84	Highest
SC5-2 I am sure it is a matter of time before an accident occurs in my workplace	4.12	1.07	High
SC5-3 There are conflicts between production procedures and safety measures	<u>3.95</u>	<u>1.02</u>	High
<i>Overall Risk Judgment and Management Reaction</i>			
<u>SC6: Safety Precautions and Accident Prevention</u>			
SC6-1 My job is quite safe	4.16	0.67	High
SC6-2 In those dangerous jobs, there are always measure to prevent accidents	4.34	0.70	Highest
<i>Overall Safety Precautions and Accident Prevention</i>	<u>4.25</u>	<u>0.69</u>	Highest
<u>SC7: Safety Training</u>			
SC7- I am trained in safety knowledge	4.68	0.55	Highest
SC7-2 Safety training fits my job	4.41	0.75	Highest
<i>Overall Safety Training</i>	<u>4.55</u>	<u>0.65</u>	<u>Highest</u>
Total Safety Climate Results	<u>4.12</u>	<u>0.83</u>	<u>High</u>

Table 3 *Safety Climate*

Safety Climate Factors	Mean	S.D.	Meaning
SC1: Safety Awareness and Competency	4.60	0.51	Highest
SC2: Safety Communication	4.20	0.40	High
SC3: Organization Environment	3.33	1.21	Moderate
SC4: Management Support	3.93	1.00	High
SC5: Risk Judgment and Management Reaction	3.95	1.02	High
SC6: Safety Precaution and Accident Prevention	4.25	0.69	Highest
SC7: Safety Training	4.55	0.65	Highest
Safety Climate Factors in Total	4.12	0.83	High

The results of descriptive statistics showed that the highest safety climate factor was Safety Awareness and Competency at the highest level (Mean = 4.60, S.D. = 0.51) and the lowest safety climate factor was Organization Environment at a moderate level (Mean = 3.33, S.D. = 1.21). The overall Safety Climate Factors in total was at a high level (Mean = 4.12, S.D.= 0.83)

Table 4 Hypothesis Testing

Factors	Statistics	Test Value	Sig.
Gender	t-test	1.386	0.168
Age	One-Way ANOVA	1.058	0.369
Education Level	One-Way ANOVA	1.076	0.343
Work Experience	One-Way ANOVA	0.081	0.922
Your Accident(s) at Work	t-test	0.555	0.579

(Sig.* < 0.05)

The results of T-test and One-Way ANOVA at a statistical significance level of 0.05 used for hypothesis testing showed that every different personal factors do not have different safety climate perceptions. The t-test results showed that the pursers who were different genders and had accidents at works of pursers do not have different safety climate perception (Gender Sig.=0.168 and Accident at Work = 0.579). The One-Way ANOVA results showed that the pursers who got different age, educational level and work experience do not have different safety climate perception. (Age Sig.=0.369, Education Level Sig. =0.343, and Work Experience Sig.=0.922). The result of Pearson’s Correlation showed that the relationship between age and safety climate (perception) factors in this study was at a low level. (r = 0.03).

5. The structured questions asking about leadership the cabin crews in charge regarding safety. The results found that the cabin crews in charge tend to work and supervise based on principles. They have been trained and gained enough experience before being the cabin crews in charge in the airlines. Therefore, they firmly use legitimate powers to give caution to cabin crews who do not meet the requirement of safety. The cabin crews in charge functions based on the standards. They do not compromise with the cabin crews who do not meet the requirement. They do not hesitate to report for retraining for some cabin crews.

CONCLUSION

In conclusion, the safety climate of the cabin crews in charge in total was high (Mean = 4.12, S.D. = 0.83). The highest safety climate factor was Safety Awareness and Competency at the highest level (Mean = 4.60, S.D. = 0.51) and the lowest safety climate factor was Organization Environment at a moderate level (Mean = 3.33, S.D. = 1.21). Every factor was at high and highest level. However, the organization environment was at a moderate level (Mean = 3.33, S.D.=1.21). The hypothesis testing results showed that the cabin crews in charge who have different personal factors do not have different safety climate perception. The relationship between age and safety climate (perception) factors in this study was at a low level. ($r = 0.03$).

DISCUSSION AND RECOMMENDATION

The results showed that the cabin crews in charges have good work safety climate perception. They are well-trained and the airlines have standards in providing safety. The cabin crews in charges; however, may need some areas to improve such as organization environment which was at a moderate level. This may results of some unstable conditions such as rescheduled problem during pandemic and external environment. The additional process has come up during the pandemic in order to prevent the pandemic may affect the aviation safety in operation, management, and procedure, inevitably (Kungwola, Trerattanaset and Guzikova, 2022). The cabin crews in charge use legitimate power and supervise based on the rules, rather than emotion in order to maintain the standard. The recommendation for the study was the airlines should provide some knowledge and skills training for coping unstable organization environment for cabin crews in charge.

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THE MARKETING STRATEGY OF CHINESE BRAND ELECTRIC VEHICLES IN THAILAND: A CASE STUDY OF GREAT WALL ELECTRIC VEHICLES

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ABSTRACT

Thailand is the specific market for Chinese electric vehicle (EV) exporters. Buyers benefit from high subsidies and a comparatively well-developed charging network. China's automakers have government support to master Thailand safety ratings. The new business of exporting to Thailand is a new challenge faced by Chinese automobile companies, prompting the rapid growth of the pure electric vehicle market around the world, centered in China and Asia.

The purpose of this study is to analyze and evaluate the marketing strategies of electric vehicles of the Chinese Great Wall brand. This study has collected 232 data from reading materials and questionnaires through literature, take the 4P marketing strategy research field as an example to achieve an in-depth understanding of the sustainable development of Great Wall electric vehicle export projects.

The main objectives of this research are: 1) To analyze the current status of the Great Wall's electric vehicle marketing strategy; 2) To determine the 4P marketing strategy to attract on customer purchase intention (PI); 3) To verify that the future development of Great Wall electric vehicles' 4P marketing strategy in the Thai market.

This paper based on the marketing management theory, using the literature research method, questionnaire method, quantitative analysis method, to the Great Wall pure electric vehicle export Thailand project, and it was concluded that the four aspects of 4P marketing theory all had a significant impact on the purchase intention of customers of Great Wall brand electric vehicles after they entered the Thai market. The results show that: 1) There is a