

FOREWORD

The whole world has been shaken by the coronavirus Covid-19! What a phenomenally strange year! Even in Thailand, we have experienced the widespread impact of the coronavirus in virtually all businesses. School closures, and heavy impacts on many tourist areas, hotels, and restaurants, not to mention the fall of money markets, just to mention a few. It is a matter of watching daily. Only weeks ago we were in pretty good shape, with the number of cases holding under 40, but in the last week (second week of March) the numbers of new cases began suddenly rising; on Sunday March 15 alone 32 new cases were found.

It is a time for people around the world, wherever you may be to unite for global survival, to find ways of overcoming this crisis. It is not the time for blame, panic, and hysteria, and leaves no room for discrimination. **Protect yourselves well** and, more importantly: **Take social responsibility and keep social distance!** This note cannot end without hats off to our heroes, medical teams around the globe, who have been working so hard saving others and risking their lives.

With these sudden changes in businesses, we are preparing for a special issue in March 2021 in the theme of [Coping with Crisis in the Digital Age](#). Subthemes may include, but are not limited to, [Communication in Crisis](#), [Leadership in Crisis](#), [Covid-19-Lessons Learned](#). Watch out for our call for papers to be posted on the Journal website very soon.

Here are some useful health resources for tips and situation updates regarding Covid-19:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public> (WHO)

<https://www.who.int/thailand> (WHO Thailand)

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html> (resources for Coronavirus Disease, CDC USA)

Amidst this shocking situation, however, there is some good news. The past two months have seen lots of DIY face masks, information and advice, and even new ways of greeting. Many are very creative. Obviously, caution is needed in consuming social media. Indeed, Covid-19 is changing our way of life and mindset.

Another is the latest South Korean film—Parasite – which won the 2019 Oscar Award, the first time ever for an Asian, non-American/Western film to win this prestigious trophy. South Korea has set a model for us to follow, especially in terms of calling attention to the world's long time problem of social inequality.

As usual, in this issue we are pleased to present eight articles and an article review.

1) The Effect of Cultural Intelligence on Burnout of Thai Cabin Crew in Non-National Airlines Moderated by Job Tenure

This article is timely with the outbreak of Covid-19 when flight cancellation and many airline workers must go with 'leave without pay'. While the study, conducted a year or two ago, well before the spread of Covid-19, reflects on the relatively high job stress experienced by cabin crew, caused by cross-cultural encounters with diverse passengers, and resulting in burnout. The objective of the research was to examine the relationship between the CQ (Cultural intelligence) of the cabin crew members and the level of job burnout which they experience. The results supported the negative relationship between the CQ of cabin crew members and their job burnout.

2) The Opportunity Matrices for Chain Innovative Transformation of Economy: The Cite Concept

Each newly formed opportunity matrix (GDP') can serve as a template for the creation of new innovative ideas and products. Using the GDP matrix, this study examined Singapore, South Korea, and Hong Kong, and on another side, the prospect of innovative development among African countries that have not yet undergone industrialization. The GDP model is an intersectoral matrix directly analogous to the DNA matrix in order to obtain innovative products and opportunity matrices. The most innovatively developed sectors of the economy are located at the edges of the GDP matrix; the less innovatively developed sectors of the economy are located in the middle of the GDP matrix; while the most distal sectors of the matrix have fewer contacts, but in view of greater economic development, it is these sectors that will generate the innovative ideas and be the last link forming or receiving the end-products.

3) Transformational Leadership, Workplace Spirituality and Organizational Performance in A Restaurant Group in Indonesia: A Study of the Effectiveness of Organization Development Interventions

Organizations can be strengthened through interventions in their normal development process. This action research study investigated the effectiveness of organization development interventions on three qualities: transformational leadership, workplace spirituality and organizational performance, in restaurant businesses in Indonesia using a three-stage ODI model. The results of the study showed that all the observed variables improved significantly except for job performance.

4) Individual Employee Factors Affecting Emotional Labor and Job Outcomes: A Case Study of Hotel Frontline Employees in Phuket

With the ever-rising high competition in the hospitality and service industry, the attitudes, job performance, and work behavior of frontline employees plays a key role in the success of the industry and individual businesses. This study aimed to examine various individual factors of employees, namely gender, age, years of work experience, and marital status, considering how these affect emotional labor and job outcomes. The questionnaires were distributed to 325 frontline employees of hotels in Phuket. The results revealed that there were both positive and negative significant relationships among younger, junior, and married employees regarding their emotional labor and job outcomes.

5) Boosting Financial Literacy: The Roles to Enhance Quality of Life

Financial independence is an important aspect of quality of life. This study focused on the effect of financial literacy on enhancing quality of life. Financial literacy, comprising of three aspects: financial knowledge, financial attitude, and financial behavior, formed the main part of the questionnaire, while another section evaluated the quality of life of respondents. The survey was administered to 1,310 people ranging from 15 to 65 years of age in Trang province, Thailand. The study found that levels of financial literacy do indeed affect quality of life. The most influential component was behavior supported by the correct attitude. Interestingly, it was also found that a higher level of financial knowledge does not automatically help to improve one's quality of life.

6) Elucidating Students' Perception of Themes Employed in Business Communication

Business communication is crucial in the business world, either within the organization, or with clients, and especially in times of crisis (e.g. where we are now with Covid-19). As such, it forms an essential part of business education. This study aimed to elucidate students' perceptions of the six main enduring themes of business communication today, namely, rhetoric, technology, culture, dissemination, motivation, and impression. A survey questionnaire was employed to determine the perception of 144 students in an international college in Thailand. Students' perceptions were compared with five widely-used business communication textbooks, as well as the course syllabus. The analysis indicated technology as the most controversial theme across the business course, the five textbooks, and the students. The findings in this study have both theoretical and practical implications.

7) **Thai University Student Travel Behavior: An Extension of Theory of Planned Behavior**

Using the Theory of Planned Behavior (TPB), this paper analyzes the factors influencing the behavior of young tourists in an attempt to better explain behavioral travel intentions and actual behavior. The author examines the travel motivations of college students and their travel behavior within ASEAN destinations during 2016-2017. Findings indicate cultural experience and social reference as strong predictors of travel motivation and therefore have notable impacts on Destination Marketing Organizations (DMOs).

8) **The “Naughty but Nice” Conflict Between the Id and Super-Ego in Young Persons Consuming Packaged Snacks in Bangkok, Thailand**

In efforts to improve public health through raising awareness of consumer choices regarding food and the associated mid- or long-term effect on health, this study surveyed teenagers in Bangkok to assess both their knowledge of healthy living and eating habits, and the extent to which their knowledge influences their decision-making process regarding food choices. The decision-making process is conceptualized as a manifestation of the *id* (i.e. the desire for immediate pleasure) vs. *superego* (i.e. what I know society expects me to do and what I believe is best for me in the long-term) in Freudian Theory. The research findings indicate id-dominated patterns of food consumption among Thai teens with a desire for momentary pleasure outweighing the knowledge they have.

9. **Article review**

This issue features an interesting article review titled, “Digital Doesn’t Have to Be Disruptive” by two INSEAD professors: Andrew Shipilove and Nathan Furr, published in the Harvard Business Review July-August 2019. Drawing from experience and the insight of world business leaders, the authors succinctly explain their main argument in 5 myths VS the respective realities. In conclusion, best results can come from adaptation rather than reinvention.

In this time of unexpected crisis, I wish to express my good wishes to all readers and encouragement to protect yourselves. My deep gratitude goes to Rev. Brother Dr. Bancha Saenghiran, for his leadership in this difficult time. My heartfelt thanks to the Board of Advisers, the Editorial Board members, and the Editor Team for their continued support and guidance, as well as my sincere appreciation to all contributors, reviewers and editors.

Stay safe and act sensibly to protect yourselves. Above all, BE SOCIALLY RESPONSIBLE. We will pull through this difficult time together.

Enjoy your reading and as ever we welcome all feedback and suggestions.

Absorn Meesing, Ed.D.
Editor-in-Chief
ABAC Journal