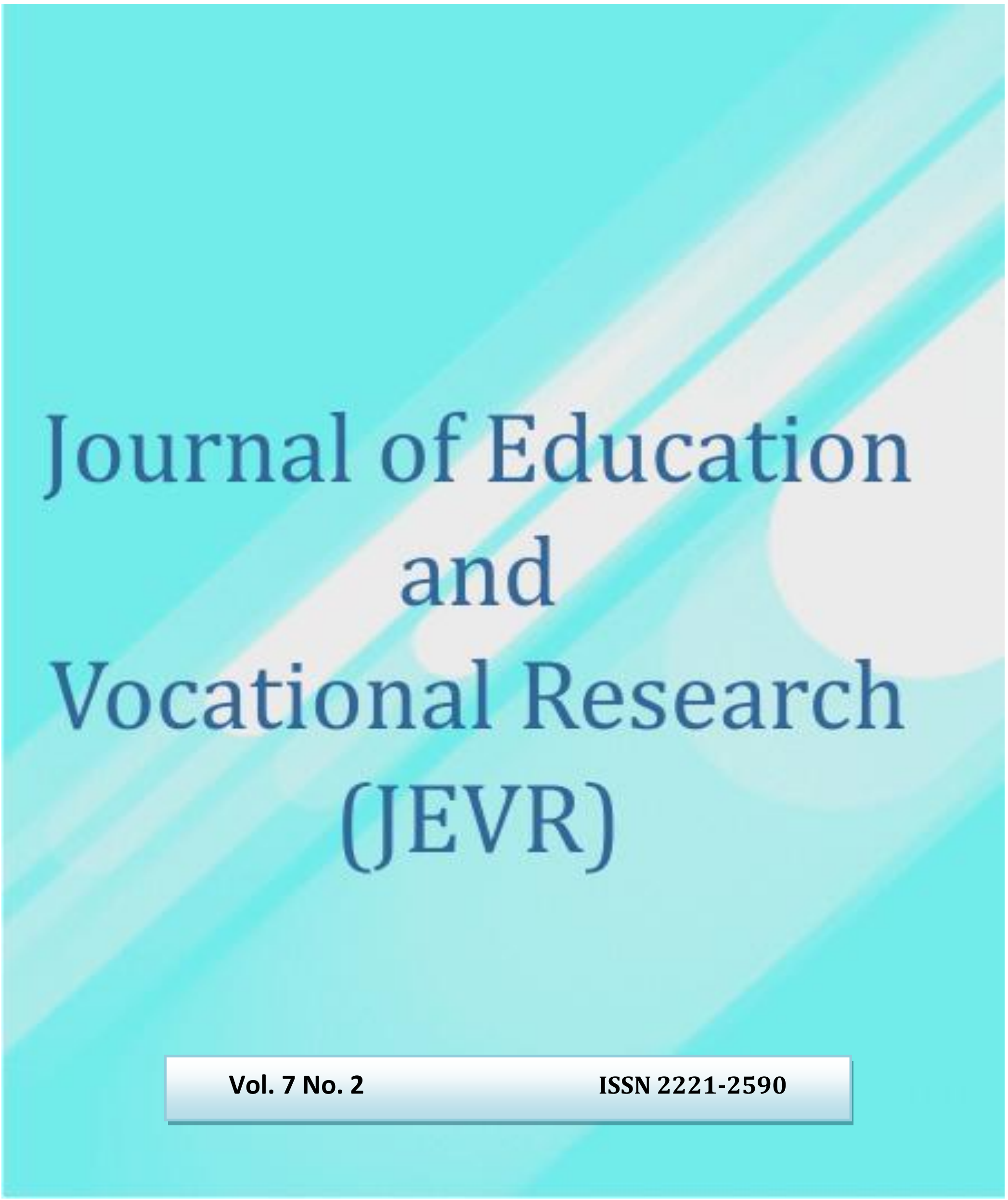

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Editorial

Journal of Education and Vocational Research (JEVR) provides avenue for quality research in the ever-changing fields of Education and Vocational Research and related disciplines. Work submitted for publication consideration should not be limited by any narrow conceptualisation of educaton and vocational research, but comprises interdisciplinary and multi-facet approaches to education and vocational theories and practices as well as general transformations in the fileds. Scope of the JEVR includes: subjects of educational technology, educational administration, educational planning, measurement and evaluation in education, developmental psychology, special education, distance learning, vocational education, technology-based learning, environmental education, business education, educational psychology, physical education, innovation, vocational training, knowledge management. Author(s) should declare that work submitted to the journal is original, not under consideration for publication by another journal, and that all listed authors approve its submission to JEVR. It is JEVR policy to welcome submissions for consideration, which are original, and not under consideration for publication by another journal at the same time. Author (s) can submit: Research Paper, Conceptual Paper, Case Studies and Book Review. The current issue of JEVR comprises of papers of scholars from Indonesia, Malaysia, Thailand, Greece and Australia. Review of contemporary Qcd-S paradigms, small business success in construction field, good governance in cooperatives, perceived destination identity, library service satisfaction of library users, impact of poverty reduction program, open & distance education and graduate education in Thailand's private universities are some of the major practices and concepts examined in these studies. Journal received research submission related to all aspects of major themes and tracks. All the submitted papers were first assessed by the editorial team for relevance and originality of the work and blindly peer reviewed by the external reviewers depending on the subject matter of the paper. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity for the purpose. Current issue will therefore be a unique offer, where scholars will be able to appreciate the latest results in their field of expertise, and to acquire additional knowledge in other relevant fields.

Prof. Alexandru Trifu, Ph. D.
Editor In Chief

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PAPERS

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Beyond QCD-S Practices in Automotive Industry: A Review of Contemporary QCD-S Paradigms

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Abstract: The application of Quality, Cost and Delivery (QCD) practices in science management has made a significant impact both in industrial and academia for over the last decade. Fostered by rapid development in the automotive industry including environment, economic and social issues, there has been a significant development of QCD-S (Sustainability) in PDCA (Plan-Do- Check-Action) and Lean Manufacturing (LM). This paper will attempt to investigate the beyond QCD practices in the automotive industry. A linkage of the QCD-S paradigms with included sustainability product development is the new path of the current philosophy.

Keywords: *Quality Cost and Delivery, Automotive industry, Sustainability*

1. Introduction

The fundamental of QCD (Quality-Cost-Delivery) had been changed the practices among the manufacturing as their based on practising the lean manufacturing, JIT approach, 5's practices toward customer satisfaction and organizational performance. However, new concepts of practices are known QCD-S (Quality-Cost-Delivery-Sustainability) have replaced this paradigm in more toward in broad issues of focusing customer focus. It considers the development of a product with consists of environment, economic and social elements. Lagrosen (2000) argued that the organization should focus far beyond customer satisfaction. Moreover, in this context, the scope of beyond customer focus shall be included the environment, economic and social issues during new product development of automotive parts. Specifically, automotive sector has provided a good economy to each developing country. However, the process of their product and manufacturing has significant impact to the environment and social issues (Nunes & Bennet, 2010). In this study, the research is attempting to look beyond the current concepts of QCD practices and prefer the integration of QCD with sustainable product development will create new paradigms of QCD-S practices in the automotive industry.

Current Issues of QCD: Quality, Cost and Delivery (QCD) metrics are nothing new in the manufacturing sector especially in the automotive industry. It is used in the manufacturing sector as an important element of the lean improvement toolkit. QCD also is used in developing business measures as key performance indices (KPI's). In this context, quality is referring to the quality of products that meets or exceeds customer satisfaction. The cost is involving the each step in the manufacturing process, while delivery is organized schedule to meet internal and external customer requirement.

Quality: According to Imai (1986) QCD definition is mainly divided into three main scopes. The first scope is term of quality it refers finished products, process and services. The second scope is cost of design, production, and selling. The third scope is delivery it means delivering the requested volume on time. In other context, QCD also used as indicators to measure key performance indicators (KPI) of the organization. Crosby (1989, p. 50) emphasized that achieving the quality of products in the organization have several concepts are needed to be understood and implement in whole of the organization. Further, he claimed that the quality has conformed to the requirements. In other words, the main objective of implementing the quality practices in the organization is preventing the errors or failures within a process or activity and reduces the cost of reworks and achieved customer satisfaction.

Cost: The cost definition of QCD concept is referring to cost management (Imai, 1986). The cost management is overseeing the process of developing, producing, and selling the products to the customer. The spectrum of cost management it including cost of planning that involves the product from the design stage until sales to the market. Furthermore, (Imai, 1986) stressed that several issues of cost management in the manufacturing context, such as quality improvement, reduce costs and improve delivery time.

Delivery: Delivery the products within a specified time frame will give more advantages to those organizations without proper plan to meet customer needs and target. Imai (1986) claimed that delivery concept it refers to timely delivery with a specific volume of products. It concerns on how JIT (Just in Time) is proper tools in concept of delivery in production scope.

2. Future Issues of QCD-S Practices

In recent years, sustainable product development has evolved into consideration based on the use of triple bottom line which known as economic, environmental, and social (Hemming et al., 2004). On other view, Reinhardt (2000) has approached that company for an integration of sustainable development into the overall position of the product into their business strategy. Whereby, Van der Hoek (2002) emphasized that other important issue is needed to consider of customers that are willing to pay for a green product. The concept of sustainable development was introduced in the 1970s, it concern of global pollution and increasing raw material (De Ron, 1998). Berry and Rondinelli (1998) mentioned that rapid changes in corporate environment in the late 1990s may validate predictions of environmental consciousness among business leaders in the new industrial revolution in the twenty first century. Moreover, Hart (1997) claimed that environment should be protected and it should give concern on effectively manage environmental issues in the organization (Berry &Rondinelli, 1998). Nowadays there increasing requirement of environmental friendly products (Anbumozhi & Kanda, 2005). It was supported by Banerjee (2001) claimed that environmental problem today have expanded from local and regional to global stage. In expanding the understanding of the global issues the term triple bottom line has been used as a paradigm to appraise the success of an organization. The author believes that the paradigms of QCD-S is major issues are needed to be raised in new product development of automotive products. Figure 1 recommended the framework of QCD-S paradigm of developing new products in the automotive industry.

Figure 1: A cause and effect diagram of QCD-S practices (Source: Adapted from Imai (1986) p.111)

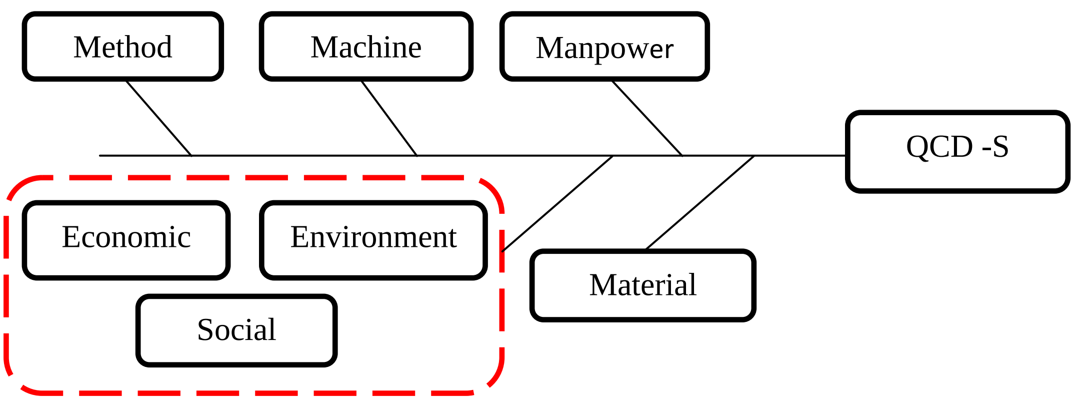

Figure 1 shows a cause and effect diagram of QCD-S practices. These diagrams are adapted from Ishikawa fish bone that to be included with sustainability of products that consist of environment, economic and social elements.

3. Conclusion

There is an increasing trend of environmental and social responsibility in business (Axelrod, 2000). Thus, it needs to be mixed with the quality management on this evolution (Allen et al., 2000). The topic of social effect on quality has been discussed by previous scholars such as Deming (1986). Ishikawa (1985) also claimed that there are need interaction between society and industry. In such reason, the framework of this study recommended that the economic, environment and social are important elements in new product development in the automotive sector. In other word, the QCD practices have been changed to next paradigms of QCD-S practices in the manufacturing industry, especially in the automotive sector.

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Study on the Small Business Success in Construction Field in the City of Palu: Motivation and Commitment

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Abstract: This study aims to assess the effect of small entrepreneurs motivation and commitment in the construction field and their success. This study uses multiple linear regression analysis and take a sample of 114 small businessmen and 2 operational employees from each of these businessmen who are directly involved in completing the project. The results showed that the motivation of entrepreneurs togo into business in the construction field has a significant influenceon the success of a business carried on, but the commitment of entrepreneurs in completing the project, has a significant influence. This suggests that the success of small businesses that exist in the field of construction in the Palu City, because of the business hereditary.

Keywords: *Business success, motivation, commitment, the construction field*

1. Introduction

Small businesses engaged in field of construction, is a small-scale enterprises are expected to be and be able to increase non-oil sector, living in a business environment with a level of business competition is getting tougher. Competition in this business not only occur among small businesses, but the state-owned enterprises, private enterprises or foreign companies (Pambudi, 2001: 15). So that in running a business, a small businessman in of construction field, required tosurvivein implementing effective and efficient management. All program of small businesses of the construction field of area has great potential to develop into a competitive and integrate with the modern economy,even in globalization and the information era (Priyanto, 2002). It is thus no exaggeration to small businesses of construction field, expected to be able to become one of the pillars of the national economy. According to Barringer and Ireland (2008: 9), the success of an entrepreneur lies in his love of the business world who lived and produce a product that satisfy the consumer, it is an encouragement which makes a person decide to become an entrepreneur. How strong is the push drives them to plunge into the world of business is his motivation in trying.

While determination despite failing an entrepreneurial behavior that is not despair and give up on the situation. Setbacks and failures are considered as a high level of effort they are reasonable, because courage indicates the level of entrepreneurial commitment to his work. Thus it can be said that the success of a small business can be affected by how strongly urge in this case the question is the motivasion, which makes a person decide to become entrepreneurs. Besides courage which in this case is the level of commitment to the job businessman also be an influence on the success of the business.Besides, the important role of small businesses in the construction field in Palu City, namely: the first, direct involvement in the development and support of national and regional development. Secondly, together with the Government providing economic development infrastructure, such as building roads and bridges for the transportation industry results, build schools as a means of education, and so forth. By considering the important role of employers in construction, this study will examine and analyze the commitment of employers in completing every project undertaken and motivation in running a business and achieve business success. Thus the proposed formulation of the problems as follows:

- What is the commitment and motivation of small entrepreneurs in the run the business in the field of construction in the city of Palu have an influence on business success
- From these two variables, which is more dominant in influencing the success of their business

2. Literature review

Acording Arditi *et al.* (2000) the cause of the failure of companies in the construction sector is the administrative internal factors include budgeting and human capital, administrative and external factors include business conflict and family problems. Budgeting includes models of financial and human capital ratios include motivation, lack of business knowledge, lack of managerial experience, fraud, lack of commitment, and poor work habits. Key to the success of small businesses engaged in construction, located in the attitude of entrepreneurs in leading the effort, vision, drive and passion that made the plunge into the business entrepreneur (Rodriguez, 2009). Meanwhile, according to Hall (1994), the study variables which are all factors that distinguish the viability of small businesses in the field of construction of the failure in United Kingdom (UK) is an assistant subcontractors, motivated business owners, entrepreneurs committed to completing each project done, marketing, financial management and good relationship with the bank

Motivation is defined as an impulse in a person to engage in the business world is run, so that the force that triggers a person to engage in the business world, will affect business success is built (Gimenez et al., 2000). Motivation explains why people behave as they do. An entrepreneur increasingly aware of his motivation in trying, the more capable they influence others and make it more consistent with the achievement of organizational goals (Snyder et al., 1994: 148). Steinhoff and Burgess (1993: 38) suggests that the things that drive someone decided to plunge into the world of business will have an impact on the success or failure of the business he had built as a consequence of the decision. Besides, Steinhoff and Burgess (1993: 6) defines motivation as a desire to fulfill what the needs of a person as a reason that prompted him to plunge into entrepreneurship, the things that drive an entrepreneur as follows:

- The desire for higher income
- The desire for a more satisffying career
- The desire to beself-directed
- The desire for the prestige that comes to being a business owner
- The desire to run with a new idea or concept
- The desire to build long term wealth
- The desire to make a contribution to hummanity or to a specific cause

Referring to the opinion Steinhoff and Burgess when associated with the motivation of small entrepreneurs, the motivation is a concept used to explain the decisions of small businesses in the construction field in an organism to start (initiate) and direct (direct) behavior (Olomaiye and Ogunlana, 1988). The concept of motivation is also used to explain the differences in intensity behavior. Behavior with greater intensity, considered as a result of higher levels of motivation. Motivation is realized by action to get what it means to the satisfaction of the fulfillment of desires that can satisfy the (Borcherding and Oglesby, 1974). Work commitment is the behavior of a small businessman construction field always shown to be directly involved in completing each job responsibilty (Kim et al., 2009). High work commitment of a small businessman will have an impact on knowledge and wisdom in leading companies as outlined in creating a structure that matches the skills and abilities of people who live in the system Virtanen in Ashkanasy et al. (2000: 342). Lack of commitment to work in a leader, many problems will arise in the human / organizational capital (Shane, 2006).

Small entrepreneurs (small businesses are no exception construction field) has the commitment and determination to devote all his attention on the business. Half-hearted attitude of doing business will likely fail (Lowe & Ziedonis, 2006). According Darsono (2006: 176) the strong commitment of a small businessman determine the success of their business. A commitment of resources in pursuit of opportunity that is central to thinking entrepreneurs and can be managed to minimize business failure (Hisrich et al., 2008: 44). According to Nam and Tatum (1997) the high involvement of employers in the process of finalizing a work demonstrates the high commitment owned by small entrepreneurs in construction and is a key determinant of business success, both short term and long term. According to Kim et al. (2009), saw the construction worker commitment psikological approach based view of Porter et al. (1974). Porter defines commitment as a behavior or an orientation to the organization that is connecting or linking the identity of personnel in the organization. This orientation is shown in the high-level involvement in work activities. Small business owners have committed the construction field at the completion of his work, demonstrated by direct involvement in determining the worker, as a confidant who were directly involved in the completion of the project. This involvement is indicated by specifying the project manager has the leadership competencies as a manager, providing quality welfare and fair incentives for staff, meet the demands of the technical capabilities and management skills, communication and collaboration system suitability, carrying out the initial mobilization of sufficient available.

The success of small businesses is the construction field: the success achieved employers to finish well within specifications of all projects undertaken and survive in an entrepreneurial activity to attribute the success of internal reasons, namely entrepreneurs who have a great deal of attention to the organization of activities such as planning, networking, securing resources financial and work in an environment of successful organizations (Dreissen and Ende, 2006). They tend to be the best fit with the opportunities and constraints that exist in the environment in which they operate (Bolton and Thompson, 2004: 109). The success of the business is also considered as a perceptive intangible feeling, which varies with different expectations of management, between people, and the phases of the project. Business owners, designers, consultants, contractors, and sub-contractors have their own project objectives and criteria for measuring success is not the same depending on the destination (Shane and Scott, 2006).

Measuring the success of business, according to the concept of strategy Balance Score Card (Kaplan et al in Machfoedz and Machfoedz, 2004:83). can be seen in two perspective, that of non-financial and financial perspectives. non-financial perspective which includes the perspective of customers, growth and learning and business process. The third strategy objectives in this perspective is the real cause of the achievement of financial targets. To produce the actual financial performance, the company must have the ability to produce the best value for customers, must operate processes to serve customers in cost effective, and should employ productive and committed personnel. Thus, the expansion of non-financial strategic objectives into perspective personnel directing attention to the efforts that trigger the accomplishment of financial goals. Perspective success of business, in the construction industry including: (Lingard, 2002; Philips and Philips, 2009).

- Customer satisfaction is measured on a project-oriented employers, both public and private, thus the work activities contained in an agreement contract work.
- Learningandgrowthis measured byapplyinginnovationandtechnology, superior in quality, make repairs andimprovementsprojectprocedures.
- The internal business processes measured by the volume of production (there is always a project done in one year), physical working conditions, and expansion of the business through diversification.
- The financial aspect is measured by the cost savings projects, an increase in the company's assets.

3. Metodology

This research is descriptive - verification, for reasons researchers will make broader conclusions, prove the hypothesis through calculations and analysis of the results of the study continued to make conclusions (Indriantoro and Supomo, 1999: 45). The research was conducted in the city of Palu. The population in this study were all small businesses in the construction sector registered professional organizations GAPENSI Palu. According to the Management Accountability Report Gapensi of Palu in 2012, the organization's membership numbered 570 entrepreneurs. Thus, the samples were taken by 20% (Al Rashid, 1994: 58), as many as 114 contractors. The sampling method, performed by determining randomly. This type of data is the primary data, because the data is taken directly from the source through a questionnaire distributed to respondents. Questionnaires were distributed using the measurement Likert scale, where the number 1 indicates strongly disagree, to 5 digits which indicate strongly agree. The data analysis technique used is a multivariate data analysis, the method of data using multiple regression analysis (multiple linear regression), which is to analyze the influence of variables motivation and commitment to the success of small business construction field (Sugiyono, 1999: 169), with a significance level of 5% ($\alpha = 0.05$) with SPSS

4. Results and Discussion

Validity Test and Reliability Test: To test the research instruments, will use this type of constract validity by using correlation method-Meyer-Olkin Kaisser Measure of Smpling Adequacy (KMO-MSA) and Barlett's Test. KMO-MSA value received is the value that is more than 0.5, while the Bartlett's test with a significance value of p = 0.000 (Hair et al., 2006). While the reliability test was conducted to determine the internal consistency of the data research by looking coefisien Cronbach alpha research instrument that has a Cronbach alpha value greater than or equal to 0.6

Table 1: Result of Validity Test

Variabel N = 114	**Jumlah item**	**Nilai group *KMO-MSA***	***Signifikansi***
Entrepreneur Motivasi (X_1)	28	0,857	0,000
Entrepreneur Commitment (X_2)	29	0,748	0,000
Bussiness Successes (Y)	26	0,824	0,000

Source: Primary data is processed (2014)

Results Barltlett's Test of all the variables of the study has a significance value p = 0.000 and the value of KMO-MSA is greater than 0.5. Thus overall measurement items can be declared invalid or right and can measure what should be measured (Hair et al., 2006).

Table 2: Result of Reliability Test

Variabel N = 114	**Jumlah item**	**Cronbach's Alpa**
Entrepreneur Motivation (X_1)	28	0,7254
Entrepreneur Commitment (X_2)	29	0,8432
Bussiness Successes (Y)	26	0,7513

Source: Primary data is processed (2014)

Table2: theCronbachalphavaluesofall thevariables of the studyshoweda greaternumberof0.6. This showsthatall thevariables of the studyis reliable orunreliable.

Descriptive analysis: Descriptive analysisshowedthatthe majority ofsmall businessmanconstructionfield arelocatedat theage ofchildbearing age. small businessmanconstructionfield who was 36years-40yearsas much as23.2%, at the age of41tahun-45yearsas much as20%, at the age of46years-50yearsas much as23.2%, andat the age of51years-55years17.4% . Small businessmanconstructionfield whoare younger than35yearsonly7.1%andthe rest(9.1%) was the small businessmanconstructionfield over the age of55years. This composition shows that most of the contractors who are still actively working in the field of construction are the people in the productive age, people who have excellent physical and mature thinking. Besides, this type of work in the construction field needs people who have the ability and experience in the field of work, so it is natural that the small businessmanconstructionfield is dominated by people during the productive age

In terms of education that has been terminated, the majority of respondents had education level under graduate (S1) as many as74 peopleor47.8%. These data indicate that the public is increasingly aware of the significance of education to pursue work in the field of construction. In this era, as mall business man construction field not only requires capital and negotiation, but other knowledge with a broad spectrum of disciplines and integrated, such as economic, environmental, social, political, legal, and other knowledge that supports the determination of the analysis of project management for both fundamental and intecnical. This amount isalmost equalto the respondents who graduated from high schoolor equivalent, in the amount of58 people(37.4%). This iswhen associatedwiththe age ofthe respondents, it appears thatthe small businessman construction field in Palu city dominated by incumbents who are already going out fora contractormorethan15 years. Only 5 people or3.2% who did not graduate high school. In terms of the age ofthe company, it can be seenthatmost ofthe construction sectorcompanyin the city ofPaluis acompanywho are agedbetween20yearstomorethan35years. Companies that are less than 20 years, only 5.9%, while those older than 35 years was 11.7%. This shows that the age of the company may be a reflection of that company's maturity in the field. So also with companies engaged in the construction field, the longer working in the field of construction, the company has more experience gained while working on the project, so that the company will maintain its presencein completing the project obtained.

When viewed from the background work of parents, showed that the majority of small businesses engaged in construction in the Palu city the unit of analysis in this study, indicating that the background work of parents, of the total 114 respondents who stated that the work of parents as civil servants, both active and retired only by 5 respondents, while working as a small business man construction field, more than 50% (as much as 68 respondents). Employers who have both parents working as a businessman in addition to the contractor as many as 19 people, traders 13 people, armed forces/ policeas much as 5 people, Employee state / local enterprises as much as 3 people and farmers only 1 or 0.6%. This shows that the background of the work of parents, took partin determining the type of work chosen by the respondent. This is related to doctrine or referrals from parents, because if parents feel a certain type of work can be used as land for a living, then the parents should be directing their children to work in the same field which heel a borated over the years. In terms of number of employees of the company, showed that the majority of small businesses are not employees of the construction sector have more than 3 people, as many as 82 employers, or 71.9%. This shows that the average small businessman construction fieldin Palu city hiring permanent employees only slightly. These employees are paid every month to assist in the operation of the company, but for the project, most of the employers are looking for specialized labor to work on projects that are temporary. Employers who employ between 6 to 9 employees, only four employers, or about 2.6%. Most of the employees are still nokinship with employers.

Classical Assumption Test and Multiple Linear Regression: The modelis formulatedin the regression equation must meet several requirements, namely the normality of the data and must be free of any symptoms Multicollinearity, autocorrelation, heteroscedasticity. Todetectthe normality ofthe data, it can be seenfrom thevaluesof skewnessandkurtosisless than thecritical value(± 2.48). It canbe saidthere is no evidence that the data distributionis not normal. Thus the assumption of normality can befulfilled.

Table 3: **Normality Data Test**

Variable	Skewness		Kurtosis		Skewness dan kurtosis	
	z-score	p-value	z-score	p-value	z-score	p-value
Motivation (X_1)	-0,017	0,889	0,217	0,926	0,032	0,894
Commitment (X_2)	0,023	0,927	0,138	0,970	0,014	0,888
Job Satisfaction (Y)	0,038	0,976	0,146	0,925	0,031	0,898

Source: Processed Primary Data (2014)

To detect the presence of symptoms of autocorrelation can be seen from the DW (Durbin -Watson). If the valueis greater than duDW and smaller than 4-du, it can be said no autocorrelation.

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.927[a]	.860	.854	.26866	1.774

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The calculation of multiple regression analysis, indigo DW (Durbin - Watson) of 1.774 (see Table 4), it can be said that based on the calculation of multiple regression analysis in this study, not autocorrelation detected.

Table 5: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.709	2	4.355	153.079	.000[a]
	Residual	12.422	111	.128		
	Total	18.131	113			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Symptoms of heteroscedasticity can be of df value, if df value greater than the value of n, then detected the presence of heteroscedasticity. From the calculation of multiple regression analysis, the value of degree of freedom (degrees of freedom) is generated at 113 (see Table 5). This valueis smaller than n (at 114). Thus in a multiple regression model proposed in this study detected no heteroscedasticity. Symptoms of Multicollinearity can be seen from the figure to leran c egreater than 1 and then umber VIF greater than 5. Based on the results of multiple regression an a alis is calculation of the figure 1 and figure to leran ce approach VIF is in a round number 1 (see Table 6). This suggests that the results of multiple regression analysis free from symptoms of multicollinearity.

Table 6: Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.339	.237		1.429	.159		
	Motivation (X1)	.194	.092	.385	4.111	.040	.865	1.274
	Commitment (X2)	.725	.082	.773	8.808	.000	.754	1.312

a. Dependent Variable: Success

Table 7: Summary ofLinear RegressionTesting

Variabel N = 114		Koef Regresi (β)	t_{hitung}	Sig.	Kesimpulan
(Constanta)		.339	1,429	0,159	
Motivation (X_1)		.385	4,111	0,060	Tidak Signifikan
Commitment (X_2)		.773	8,808	0,000	Signifikan
Multiple R	= ,927				
R Square (R^2)	= ,860				
Adjusted R Square	= ,845				
F	= 153.079				
Sig.	= .000				

Source: ProcessedPrimary Data (2014)

Based on Table 7: the value of Adjusted R Square of 0.845. This may indicate that the proposed regression model is able to explain the over all effect of the independent variables such as motivation and commitment entrepreneurs on the dependent variable, namely the success of the business by 84.5%. Contribution to the influence of the independent variables on the dependent variableby 86%. This means that the contribution of the influence of employers motivation and commitment to the success of business entrepreneurs in the field of construction of small entrepreneurs in Palu city by 86%, while 14% are influenced by other variables that are not included in this study. Effect of simultaneous between motivation and commitment entrepreneurs to the success of the business entrepreneurs can be seen from the value of the Ftest of 153.079 and significance of 0.000. This valueis smaller than 0.05, indicating that the presence of a strong influence between motivation and commitment entrepreneurs to the success of small business of construction field in the city of Palu. While the partial effect can be seen from the value of beta (β) is smaller than 1, t_{count} greater significance than t_{table} and numbers less than 0.05. Based on Table 7, it can be seen that the partial motivation of entrepreneurs do not affect significantly to the success of small businessesin the construction field Palu City. This is indicated by the β value of 0, 385, t_{count} of 4.111 and significance value of 0.060. For entrepreneurs commitment variables, partially also have an influence. This is indicated by the value of β of 0.773, t_{count} of 8.808 with a significance value of 0.000. Of the amount of the value of β and t_{count} can be seen that the variable most dominant influence employers commitment to the success of small businesses in the construction field Palu City. Calculation of multiple regression analysis, it can be seen that the motivation of entrepreneurs partially no significant effect on the success of small businesses in the construction area city of Palu, which is indicated with a significance value greater than 0.05. That is how motivated are indicated by small entrepreneurs construction area in the city of Paluno significant effect on the success of the business. These results are not in accordance with the results of research conducted by Caplan and Gillham (2005) and Sexton et al. (2006). Research Caplan and Gillham (2005) resulted in the finding that motivation is important for small businesses, because motivation is a state within the individual that causes them to behave in a way that ensures the achievement of agoal. This situation is shown in a strong desire as a goal in running the business. Motivation is an important effort usage desire to achieve agoal, assist inspiring, acting effectively and survive in the face of failure. People who have high motivation will try hard and full of creativity in achieving the target. While Sexton et al. (2006) in his empirical studies conclude that a small businessman has a construction area of interest /desire to run a business because of the presence of a particular motif, essentially factor is the need to achieve a desire to be fulfilled, so what is the desire to achieve the objectives will influence within reach success of the business. Conditions contractor in Central Sulawesi, is closely associated with the acquisition of the project work is done. Obtaining work of this project depends on who is involved and which determined the outcome of the tender project work (tender). It can be said that, the motivation of a small businessman field construction in the city of Palu, to plunge into the world of business is supported by its simplicity obtain project. It simply is not separated from the approach or"dealings" which have been agreed between the employer and the employer. This happens because of the relationship that has existed in the long run, even has lasted for generations. Thus the motivation of a small businessman field construction in the city of Palu, to plunge into the world of business they work for, is not determined by his satisfaction in meeting the needs and wants to run a business, but more due to maintaining a business that has been successfully pioneered by predecessors (parents, uncle, brother, husband, and so forth). This success isdue to the existence of acertain relationship with the employer that has lasted a long time. This is supported by a statement of respondents who chose the answer could not agree on a statement it embuild welfare in the long term (indicated by theindex value of 92.5). So that no matter how strongthe motivation of doing business does not affect the success of the business is run.

Based on the results of multiple regression analysis showed that partially significant commitment of employers and the most dominant influence on the success of the business, as indicated by the value of β of 0.773, t_{count} of 8808 with a significance value of 0.000. This indicates that the stronger commitment to the field of construction of small businesses in the city of Palu in the work, then the better the success of business achieved. This is consistent with what was raised by Virtanen in Ashkanasy et al. (2000: 342). Virtanen said that the commitment of a small businessman will have an impact on knowledge and wisdom in leading companies and poured increating a structure that matches the skills and abilities of people who live in the system.

High or low commitment small businessman in the construction field in city of Palu, will affect the success of the business. Commitment small businesses in the construction field Palu City, have low commitment. This is shown by the average total value of the index of work commitment of 71.25. But when viewed from each item indicator, it can be seen that for the indicator finish early mobilization as a first step in working on the project, then the average small businessman construction field in Palu city lesss how commitment (indicated by the index value of 62.08 less from 70.01). This means that the average small businessman construction field in Palu city start working on a project with a complete lack of equipment, it is also supported by the value of the index is very low (less than 33.02 at 40.01) for the item indicator shows that an entrepreneur should prepare a health and safety equipment. In preparing feasibility indicator items of equipment (eg heavy equipment used), the value of the index in moderate, amounting to 65.9 (less than 70.01). This is consistent with the results of a study conducted by Chen et al. (2009). Studies conducted by Chen et al. Concluded that the lack of commitment to a contractor, many problems will arise in the human/organizational capital, which can be defined as something shocking, enthusiasm and emotion of the management team, committed entrepreneurs, are significantly negative effect to the size of the company.

The findings in this study, also in accordance with the findings of a study conducted by Nam and Tatum(1997). Nam and Tatum's study concluded that the employer, not just the end product buyers, which means small entrepreneurs construction field are not directly involved in project implementation; it is one of the key players before and during project implementation. So tehnological progress in the construction industry requires the involvement and business owners. Case empirical support a key role in many cases owners, business owners sharing the risk of commitment and leadership in planning and implementing project. The findings in this study indicate that the progress report of the work accomplished in the field, dependingon the opinions and estimates of field supervisors. Infact, often occurs super intendent, also serves as executive field, so that the achieved progress report always shows the best, although employers are not directly involved in the project. Thus, this suggests that, how strong the commitment of small businesses in the construction area of the Palu city, will affect the success of a business carried on.

5. Conclusion and Recommendations

- Motivation and commitment businessman businessmen simultaneously affect the success of the business. This is indicated by the value of 153.079 F_{test} and significance of 0.000. While the contribution of the influence of motivation and commitment entrepreneur entrepreneurs to business success is quite large, ie 86% and can explain the relationship effect of 84.5%
- Motivation businessman effect is not significantly influence the success of small businesses in the construction field Palu City. That is, no matter how powerful motivational entrepreneur, does not affect the success of the business. Thus rejecting the theory of motivation proposed by Snyder et al. (1994: 148) which says that an entrepreneur increasingly aware of his motivation in running the business, the more able they are to achieve success business carried.
- Commitment entrepreneurs have a significant effect on the success of small businesses in the construction field Palu City. That is, the stronger the commitment of employers, will affect the success of the business. This is consistent with what was raised by Virtanen in Ashkanasy et al. (2000: 342), who said that the commitment of a small business leaders will have an impact on knowledge and wisdom in leading companies as outlined in creating a structure that matches the skills and abilities of people who live in the system.

Suggestions are as follows:

- For the purposes of the development of science in the field of management science and entrepreneurship, particularly the Human Resources Management and or entrepreneurship, should be a model development theory used in this study can be followed by subsequent research into the behavioral model of small entrepreneurs in business success. Variables that can be induced in the model theory is variable knowledge management, capital investment as, role stress, work culture or cultural organizations, business performance, the spiritual capital and so forth, either as an endogenous variable, exogenous, intervening and moderating
- For further research, the development of theoretical models used in this study can be continued by applying the different research object, namely the small businessman finished product processing industry (eg, food, drink, clothing, leather, metal crafts, and so on).
- For small businesses, especially small businesses engaged in the construction, the results of this study can be used as input for introspection in improving the ability to manage personal characteristics as the spiritual capital of doing business and increase the success of a business, the business expansion in other areas such as trade, consultants etc.
- For the government institutions concerned with small businesses, especially small businesses construction field (Department of Public Works and Regional Infrastructure) Research Institute for Regional Construction Services (LPJKD) and professional associations engaged in the construction (such Gapensi, Akaindo, Gapekindo, and etc.), the results of this study can be used as a reference, or a reference in the promotion and development of small entrepreneurs engaged in construction, so that the development of small businesses is expected to be a pillar of the economy of the people.

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Good Governance in Cooperatives of Nepal-Relationship between Participation and Performance of Cooperatives

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Abstract: In this paper, an attempt has been made to examine the relationship between members' participation and performance of cooperatives of Nepal. The purpose of this paper is to analyze the good governance in cooperatives of Nepal, in the light of the participation and its impact on performance of cooperatives in terms of deposit, volume of transactions, share capital, employment generation, loan investment, consultancy service, amount of reserve fund etc. Members' participation is selected as independent variable whereas performance of cooperatives is considered as dependent variable in the study. Data are collected from the secondary source from the department of cooperatives of Nepal, Ministry of cooperative and poverty alleviation. Study of 16 types of cooperatives consisting of 5 years of observations from the fiscal year 2010 to 2015 AD has been included in the study. A number of tables, bar diagrams, lines and charts have been used to clarify the data. After all, the study reveals that there is positive relationship there is positive relationship between participation and performance of cooperatives. The study also concludes that good governance in cooperatives is the single most important panacea to achieve the vision, mission, objectives and goals of the cooperatives assuring happiness, rights and liberty of their members through economic, social, cultural and technological changes in their practical lives.

Keywords: *Good Governance, cooperatives, panacea, happiness, economic, social and cultural change*

1. Introduction

After a cooperative is first established, its purposes and how it seeks to achieve successful administration change over time. At the time of Rochdales, cooperatives were established (Rochdale Equitable Pioneer Society, 1844 AD, England), for improving or uplifting quality of life of the members assuring their access in education, information and training. They used to meet their common economic, social and cultural needs and aspirations through jointly owned and democratically controlled enterprises on the basis of idea and philosophy generated by Robert Owen and William King. Of course, "Rochdale Equitable Pioneer Society" was the first successful consumer cooperative of the world although "The Shore Porters Society" (Established in 1498 AD, in the city of Aberdeen of Scotland) was the first cooperative of the world. First savings and credit cooperative was established in Germany in 1852 AD, as "Franz Herman Schulze –Delitzsch". International Cooperative Alliance (ICA) was established in 1995 AD in London. Nepal is very slow and late in the field of establishing formal cooperatives in comparison with the cooperatives of other countries of the world. Bakhanpur Credit Cooperative (1956 AD) was the first cooperative of Nepal in the history of cooperatives. Department of cooperative (1953 AD), National Cooperative Training Centre (1962), National Cooperative Development Board (1991), Enactment of cooperative Act (1992), National cooperative Federation (1993), National cooperative Bank (2003) are some of the important historical cooperative events in the history of cooperatives of Nepal. In this way, a number of legal entities were established in time series in order to formalize and successfully administer the cooperatives as per the rule of law.

2. Literature Review

Good Governance in cooperatives: Views, Dimensions, Model and Hypothesis: According to international cooperative alliance (ICA-1995) – "A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise." According to Kaufaman, Kraay & Mastruzzi (2009:5), "Governance consists of the tradition and institutions by which authority in a country is exercised. This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies and the respect of citizens and the state for the institutions that govern economic and social interactions among them". On the basis of different views of cooperatives and governance, good governance in cooperatives can be understood as the good management of cooperative where members' common economic, social and cultural needs and aspirations can be addressed through a jointly owned and democratically controlled power exercise. So, cooperative governance is a means to achieve members' happiness by protecting their basic rights and liberty. It is the panacea in cooperatives which is as important as heart of the human being and main spring of the watch. In absence of good governance, cooperative will be just like a tree without green leaves.

The term 'good governance' is first time used by the World Bank on its report in 1989, and then by the International Monetary Fund (IMF) and United Nations Development Program (UNDP). So, on the basis of the literature review of good governance and cooperative, the common minimum dimensions of cooperative can be developed as follows:

- Legitimacy
- Participation
- Professionalization
- Accountability
- Transparency

Brief elaboration of the above five dimensions of cooperative governance:

- **Legitimacy:** It is the rule of law. This indicator captures the perceptions to the extent in which all concern parties/ members have confidence in and abide by the rules of cooperative society. It can be divided into three parts: (a) internal sets of rules and regulations, directives formulated by the cooperatives themselves i.e. "BINIYAM". (b) External rule set by the government i.e. Cooperative Act, By-law prepared by the Ministry of Cooperative and Poverty Alleviation, Department of Cooperative, Division Cooperative Office etc. (c) International Rule of Law of Cooperatives prepared by ICA.
- **Participation:** This indicator refers to the members' participation or attendance in a number of meetings, programs and activities organized by the cooperative. It may be direct or indirect (representatives). It is the democratic practice and voice too. It is the solidarity means that one for all and all for one which is the basic norms and value of cooperatives. It enhances the chance of successful cooperative governance. .
- **Professionalization:** This indicator reflects the institutionalization of the activities performed by the cooperatives. It indicates the competencies, leadership, efficiency and effectiveness of the board, CEO and Account Committee. It is more about predictability which means that the strategic planning and business plan of the various levels of management of the cooperatives.
- **Accountability:** This indicator measures the responsibilities of all the stakeholders within the organization. It is the most important or core indicator of good governance which helps to control the corruption as well in cooperative since it makes them accountable and answerable for the responsibilities they shouldered and performed.
- **Transparency:** This indicator concerns the extent to which members or stakeholders of cooperatives are able to obtain information, notices etc. It is the dissemination of right information to the right personal at right time and right place to make the right decision.

Proposed Relationship of cooperative governance

$CG = (L + P^2 + AT)\,H$

Where,
CG = Cooperative Governance = Good Governance in Cooperatives
L = Legitimacy
P = Participation
P = Professionalization
A = Accountability
T = Transparency
H = Honesty = Honesty in financial matter including tax payment and non-financial matter including duty.

Hypothesis: There is positive relationship between participation and performance of cooperatives or Participation and performance are positively related.

3. Methodology

This paper is prepared on the basis of secondary data obtained from Department of Cooperative under Ministry of Cooperative and Poverty Alleviation of Nepal. Quantitative data has been described with the help of tables, numbers and figures covering the five fiscal years since 2067/68 BS (2010/11 AD) to 2071/72 BS (2014/2015 AD).

4. Results and Discussion

The analysis is made with respect to the number of cooperative organization, involvement of members, investment of share capital and deposit, investment and number of employee working in different types of cooperatives within the country. Five years data have been analyzed covering from fiscal year 2067/68 to 2071/72.

Growth in Number of Cooperatives: The growth trend of cooperative organization is presented broadly in two areas as number of saving and credit cooperative and other types of cooperatives. Other types of cooperative includes multipurpose cooperative, agriculture cooperative, dairy cooperative, consumers cooperative, fruit and vegetable cooperative, tea cooperative, coffee cooperative, herbs cooperative, bee-keeping cooperative, communication cooperative, health cooperative, sugar-cane cooperative, Junar cooperative and miscellaneous cooperatives.

Table 1: Growth of Cooperative Organization

Year	Saving and Credit	Other Cooperative	Total	Increase/Decrease (%)
2067/68 BS (2010/11 AD)	10,997	12,304	23,301	-
2068/69 BS (2011/12 AD)	11,581	14,920	26,501	13.73
2069/70 BS (2012/13 AD)	12,916	16,610	29,526	11.41
2070/71 BS (2013/14 AD)	13,368	17,809	31,177	5.59
2071/72 BS (2014/15 AD)	13,460	19,203	32,663	4.77

Figure 1: Number of Cooperative Organizations

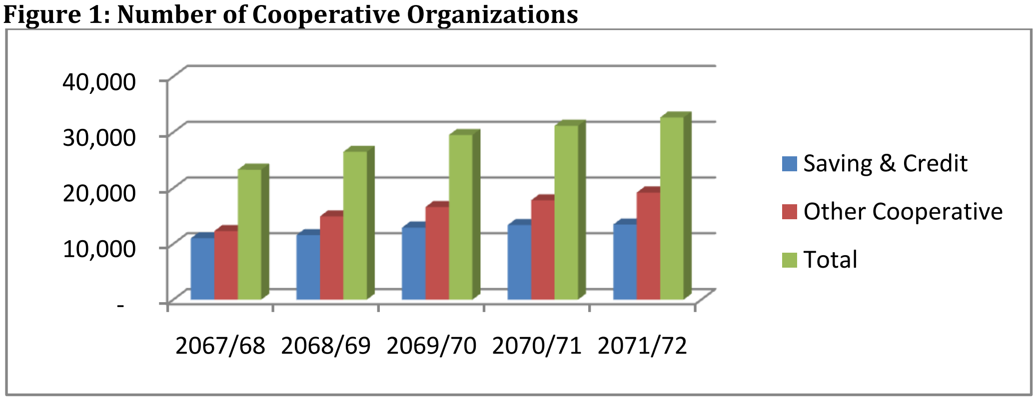


Table 1 show that the fiscal year 2068/69 retains highest growth rate of cooperatives with 13.731%. Rests of the periods have slowing down the increasing trend for establishment of cooperatives in Nepal. This is shown in figure 1.

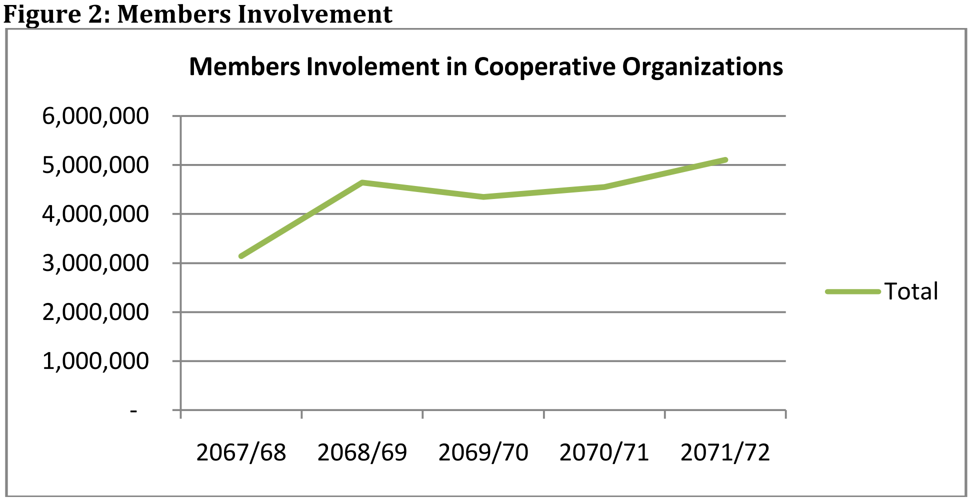
Members' Involvement: Total members involved in cooperative are shown in table 2 which includes the female and male members in cooperative organization in Nepal.

Table 2: Members Involvement in Cooperative Organizations

Year	Female	Male	Total	Increase/Decrease (%)
2067/68 BS (2010/11 AD)	1,449,348	1,692,233	3,141,581	-
2068/69 BS (2011/12 AD)	1,934,551	2,709,902	4,644,453	47.84
2069/70 BS (2012/13 AD)	1,953,273	2,398,732	4,352,005	(6.30)
2070/71 BS (2013/14 AD)	2,100,137	2,454,513	4,554,650	4.66
2071/72 BS (2014/15 AD)	2,281,935	2,824,958	5,106,893	12.12

The members' strength in cooperative organization is looks in fluctuating trend. The members growth rate retains in highest in the year 2068/69 by 47.84%. In the year 2069/70, it has decreased by 6.30%. Rest of the periods has increasing rate of both female and male members in cooperative organizations. It is shown in figure 2.

Figure 2: Members Involvement

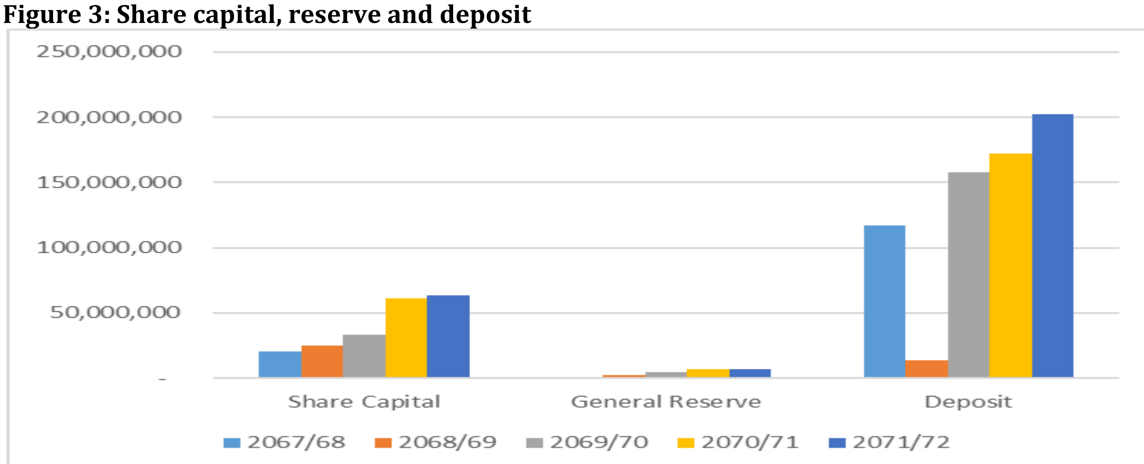


Share Capital, Reserve and Deposit: One of the factors for evaluating the growth pattern of cooperative movement would be the financial transactions of the cooperatives. In this regard, the status of share capital, reserve and deposit of the members during the five fiscal years, 2067/68 to 2071/72, has been depicted in table 3. The share capital is growing continuously in every year. However highest rate of its growth is found in fiscal year 2070/71 by 82.91%. The least growth rate (3.18%) retains in the year 2071/72 in the share capital. Similarly, the general reserve is also found increasing every year. The highest growth of general reserve is in the fiscal year 2069/70 by 103.91% and least growth rate (5.11%) in the fiscal year 2071/72. In case of deposit, it has fluctuating as decreased by 88.10% in the fiscal year 2068/69 and increased in other years. The deposit is increased more than thousand percent (1033.46%) in the fiscal year 2069/70. Fiscal year 2070/71 and 2071/72 have increased by 9.08% and 17.33% respectively. Additionally, figure 3 is depicted.

Table 3: Share Capital, Reserve and Deposit (Amount in '000)

Year	Share Capital	Change (%)	General Reserve	Change (%)	Deposit	Change (%)
2067/68 BS (2010/11 AD)	20,225,139	-	-	-	117,295,228	-
2068/69 BS (2011/12 AD)	25,095,151	24.08	2,187,959	-	13,953,971	(88.10)
2069/70 BS (2012/13 AD)	33,451,296	33.30	4,461,534	103.91	158,162,704	1,033.46
2070/71 BS (2013/14 AD)	61,186,201	82.91	6,449,701	44.56	172,529,350	9.08
2071/72 BS (2014/15 AD)	63,131,367	3.18	6,779,243	5.11	202,420,535	17.33

Figure 3: Share capital, reserve and deposit



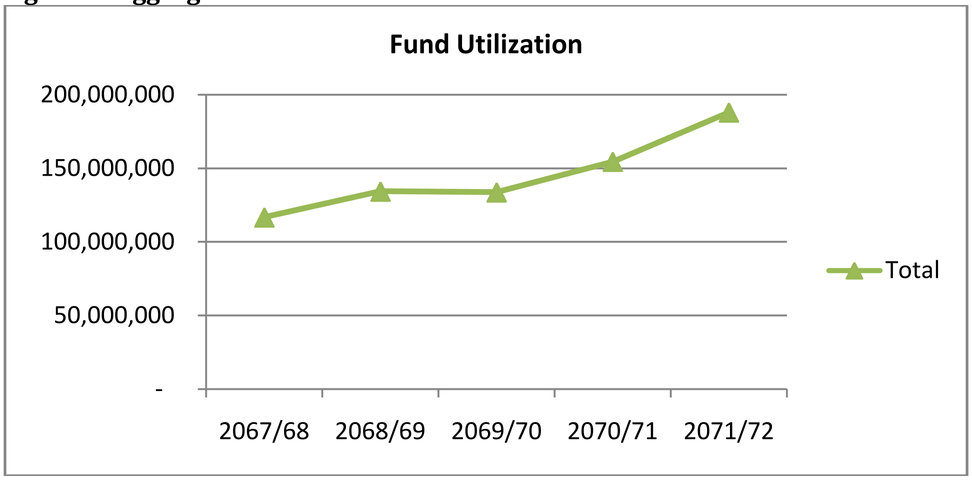
Investment: One of the important areas of performance measures of cooperative organizations would be fund mobilization or investment (Simkhada, 2013). The investment in terms of loan and others has been presented in table 4.

Table 4: Credit Management (Amount in '000)

Year	Loan	Others	Total	Increase/Decrease (%)
2067/68 BS (2010/11 AD)	116,835,814	-	116,835,814	-
2068/69 BS (2011/12 AD)	134,033,495	349,812	134,383,307	15.02
2069/70 BS (2012/13 AD)	133,728,223	99,103	133,827,326	-0.41
2070/71 BS (2013/14 AD)	154,444,936	171,375	154,616,311	15.53
2071/72 BS (2014/15 AD)	187,756,583	307,205	188,063,788	21.63

Table 4 shows the investment trend of cooperative organization is inconsistent. It has increased by 15.02% in 2068/69. In opposite, the investment or credit mobilization is decreased in the fiscal year 2069/70 by 0.41%. Rest of the years, 2070/71 and 2071/72 have increased the investment by 15.53% and 21.62% respectively. It is also depicted in figure 4.

Figure 4: Aggregate Investment



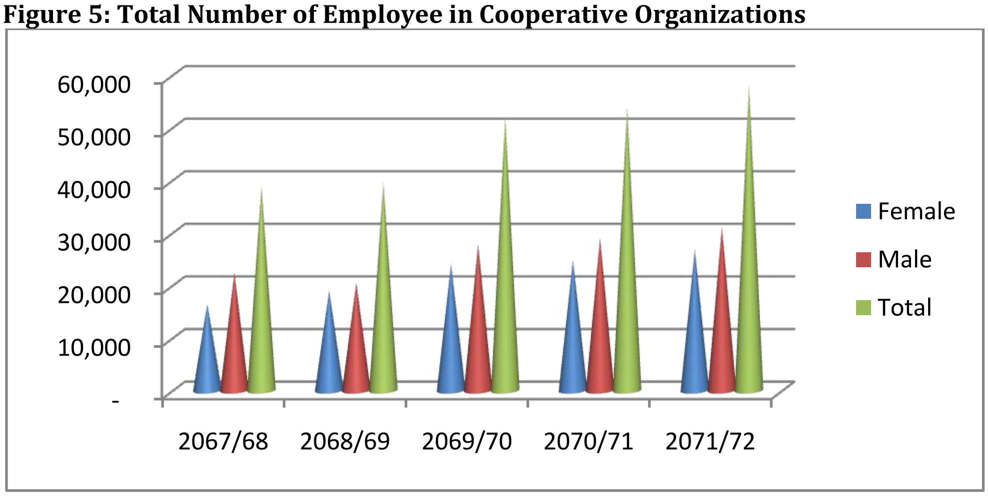
Employment Opportunity: One of the major contributions made by cooperative organization is creating employment opportunities to its members and citizens. The number of employee involved in cooperative organization has been shown as female and male in table 5.

Table 5: Employment Generation

Year	Female	Male	Total	Increase/Decrease (%)
2067/68 BS (2010/11 AD)	16,502	22,390	38,892	-
2068/69 BS (2011/12 AD)	19,045	20,527	39,572	1.75
2069/70 BS (2012/13 AD)	24,096	27,907	52,003	31.41
2070/71 BS (2013/14 AD)	24,877	29,061	53,938	3.72
2071/72 BS (2014/15 AD)	26,886	31,191	58,077	7.67

Table 5 shows the total number of employee has been increased in every year. However, the fiscal year 2069/70 has highest rate of employment increment by 31.41% and the fiscal year 2068/69 has lowest rate (1.75%) of employment increment. It is also presented in figure 5.

Figure 5: Total Number of Employee in Cooperative Organizations



5. Summary and Conclusion

Good Governance (GG) promotes Good Performance (GP) in cooperative. Good performance can make the cooperative A-one Competitive Choice for Excellence in Service and Soundness (ACCESS). ACCESS supports to increase the trust, confidence and reliability towards the cooperative industry which promotes the sustainable and equitable socio-economic development and growth. Again, it helps poverty reduction/ alleviation which increase prosperity, happiness, mental peace and level of satisfaction of the members. It increases quality of life and life expectancy rate. Again, it helps to increase Human Development Index (HDI). After all, good governance in cooperative enterprises can build the better nation and better world. It can be summarized in following frame-work.

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The Perceived Destination Identity of Stakeholders: a Case of Chang Island

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Abstract: The tourism industry in Thailand is a significant economic activity due to the large and increasing number of tourists, facilities, accommodation and revenue. It is likely to increase its contribution to the GDP from its already significant role of more than 10%. Additionally, the tourism industry career opportunities and helps spread prosperity throughout the kingdom. Chang Island is no exception. Tourism on Chang Island is arguably the most important revenue-generating sector because of the income and job creation. Much of the competition in tourism focuses on tourists' ability to recognize and remember a particular destination as being unique. Because of this, the development and use of a strong destination identity is critical when making strategic marketing plans. Many tourists will select their holiday destination from their memory of, or recognition of a destination identity. That is why the message behind a destination identity should be a topic to highlight. The aim of this study is to gain insight into the real-life perception of Chang Island's destination identity by its sender stakeholders. This will help the researcher identify key issues that allow for the development of a suitable guideline for review and possible revision of the island's destination identity. A qualitative analysis of data collected in this study provides a grounded theory, to support the perception of the sender side of Chang Island's stakeholders.

Keywords: *Destination identity, tourist's recognition, the perceived of destination*

1. Introduction

People value travel and it is a fact that many people undertake regular holiday travels to break up their routine. When they travel, most visit new places and make new friends, which help them increase their sense of self-worth (Buckley, 2010). Some define their perfect holiday as one where they: increase their personal knowledge, gain new experiences and widen their personal horizon or prospective. In addition, travel holidays are opportunities to create memories that last a lifetime, ultimately making them happier people. Because so many do recognize the value of travel and actually go on holidays, the global tourist industry has grown and developed to the point where it has become a significant business sector that has the potential to produce revenue in virtually every country on the planet. Moreover, it can also play a significant role in each country's economic development. Because of the benefits tourism brings in terms of direct revenue and increased jobs, people within the industry, as well as government entities, focus resources on the issues surrounding tourism development; which is why the concept and perception of 'destination identity' is a legitimate topic for research and consideration. Tourists' perception of a location's or attraction's destination identity has become more important for stakeholders of these tourist destinations and because the tourism industry is increasingly competitive, direct competition between and among the attraction/destination stakeholders is increasingly aggressive. Koh Chang Marine National Park (KCMNP) is no exception.

Much of the competition in tourism focuses on tourists' recognition: where they can easily recognize and remember a place or attraction uniquely. It is important to determine the destination identity when developing strategic marketing plans for a particular destination because of the potential to increase positive tourist recognition, loyalty to it and ultimately, increased satisfaction. Furthermore, astute stakeholders realize that a tourist destination should possess a unique image and that more successful attractions usually have a stronger image than their competition. Generally, most tourists will select their preferred destination based on how well they personally relate to the destination identity. The source of information the tourist uses to make their decision can come from a stakeholder's role in the development of destination identity – such as, existing social, cultural, historical and geographic values, as well as, other unique points that differentiate their destination from others attempting to reach the same market and pool of potential tourists. Stakeholders in destination identity studies can be segmented into two sides: (1) senders' side and (2) receivers' side. For the purposes of this study, the researcher will limit activities and analysis to the sender side stakeholder community in order to get a clear view of collective viewpoints of stakeholders who, by virtue of their position, share similar interests with respect to the destination identity. Additionally, it should be possible to view and analyze their individual and collective activities. The stakeholders in this study consist of: authorities charged with the care of the National Park, tour operators, marketing organizations, representatives from Chang Island hotels and resorts, local citizens, the division within Tourism Authority of Thailand (TAT) that has responsibility for KCMNP, and lastly, the officers from local government sectors. This collective plays the central role in the development and overall success of KCMNP's tourism.

The goal of this project is to provide a good set of guidelines that sender-side stakeholders can use in the development of a world-class destination identity; the result of which will help improve KCMNP's revenues on a long-term sustainable basis, as well as, ensure the local community gets the benefits associated with a successful tourist destination in the form of more jobs, better jobs, improved services and increased quality of life. For decades, stakeholders in KCMNP involved in tourism development have faced challenges creating a powerful tourism destination identity as well as understanding visitors' and local residents' attitudes and perceptions. Moreover, these perceptions can have a significant influence in the destination decision making process of potential tourists. The tourism industry in Thailand is one of the biggest economic drivers in the economy. The country in fact, earns a significant amount of revenue from both domestic and international tourists. Because the number of tourists has a direct effect on related industries, such as hospitality, tourism has a significant effect on the Gross Domestic Production (GDP). In addition, the tourism industry provides career opportunities and helps spread prosperity throughout the kingdom in the form of improved infrastructure, better transportation as well as increased trade and investment. A measure of the impact tourism has on the Thai economy is shown in the 2015 GDP numbers; where even though the country faced an economic crisis, tourism still contributed 14% to the GDP (National Economic and Social Development, 2015). On Chang Island, tourism and hospitality industries are the most significant source of jobs, and play a leading economic role in the local economy. Development though, must be balanced against the need for environmental protection, which helps ensure the sustainability of the island as a tourist destination.

The tourism industry in KCMP requires improvement in order to provide a better tourism destination identity. In particular, this refers to Chang Island. An improved destination identity can help the island effectively share its message to potential tourists, ultimately stabilizing and growing the number of visitors every year. It is necessary though, that this activity be actively supported by the stakeholder community. Koh Chang Marine National Park (KCMP) is one of 127 national parks in Thailand of which, 22 are Marine National parks. In the past, KCMP was a very popular destination and Chang Island, as the largest most developed island in the park, benefitted the most. However, in recent years, tourist arrivals to Chang Island have significantly decreased from its peak in 2010. This study aims to gain insight into the situation behind the lackluster arrivals numbers for KCMNP and to explore the perception of the sender side of Chang Island's stakeholders. This should help the researcher identify key issues that will allow facilitate development of a suitable guideline to generate a strong, viable destination identity. Analysis of resources, competencies and capabilities of the locale is the basis from which the destination brand identity can be developed.

2. Literature Review

Destination identity: Bregoli (2012) found that destination identity is based on the collective views of local communities and business operators and a well-designed destination identity seems to create a sense of belonging to the people who live and work there. An appropriate process for creating destination identity is important in order to attract tourists domestically as well as internationally. Some researchers see that destination identity is important in the overall success of a tourist destination. Cai (2002) & Mak (2011) studied the creation of destination identity to determine its importance as the components can emerge from involvement and participation in the branding process. Saraniemi (2011) said that the destination identity is often captured from the user's point of view, namely, the tourists themselves. Therefore, it can be concluded that destination identity comes from the perception of several supply-side stakeholders combined with the point of view of tourists regarding the destination.

Destination: Pike (2004) said that destination is a place that attracts travelers for a momentary stay, to participate in tourism related to activities or perhaps, non-activities. Destination can be a more perceptual concept, which is a subjective viewpoint by consumers. Buhalis (1999) stated that a destination can be gathered together as combination or a brand of all products, services and locally provided experiences. This can be developed within the Six A's framework for tourism destination analysis: attraction, accessibility, amenities, available, activities, and ancillary. Framke (2002) defined destinations as a part of the tourism system. In this way, at any particular destination there is unique combination of the constituent elements that is interdependent to produce satisfaction for tourists. It can be concluded that destination is a place that travelers visit for a momentary stay. It involves a combination of activities or non-activities and includes tourism products that support services and tourist attractions. A destination can be gathered as combination of services and locally provided experiences. It is possible to assess the impact of tourism regionally, for example, Chang Island. Lastly, it can be developed in the six A's framework for tourism destinations.

Identity: Rummens (1993), Beller & Leerssen (2001), Weinreich & Saunderson (2003), and Oyseman (2007) found that identity is the concept of quality, belief, and values that make a person or group different from others. It also refers to the unique sense of self and mutual feeling in awareness in each individual and it also means social relation and social group to define who "I" am. Identity is like two sides of the same coin: one side is feeling unique while the other is people feeling the same. Therefore, identity is one's self-image, or desired image, due to inputs from other outside sources. In addition, identity is given meaning via symbolic systems regarding identity position. This is, at its core, the individual characteristic of a brand image. In marketing, Aaker (1996) explains that the structure of brand image is composed of core identity and extended identity (see Figure 2). The core identity is the brand essence of the product. It remains firmly with the product. It is like the heart that reflects the soul of the brand, based on belief and values that will drive the brand to its maximum potential.

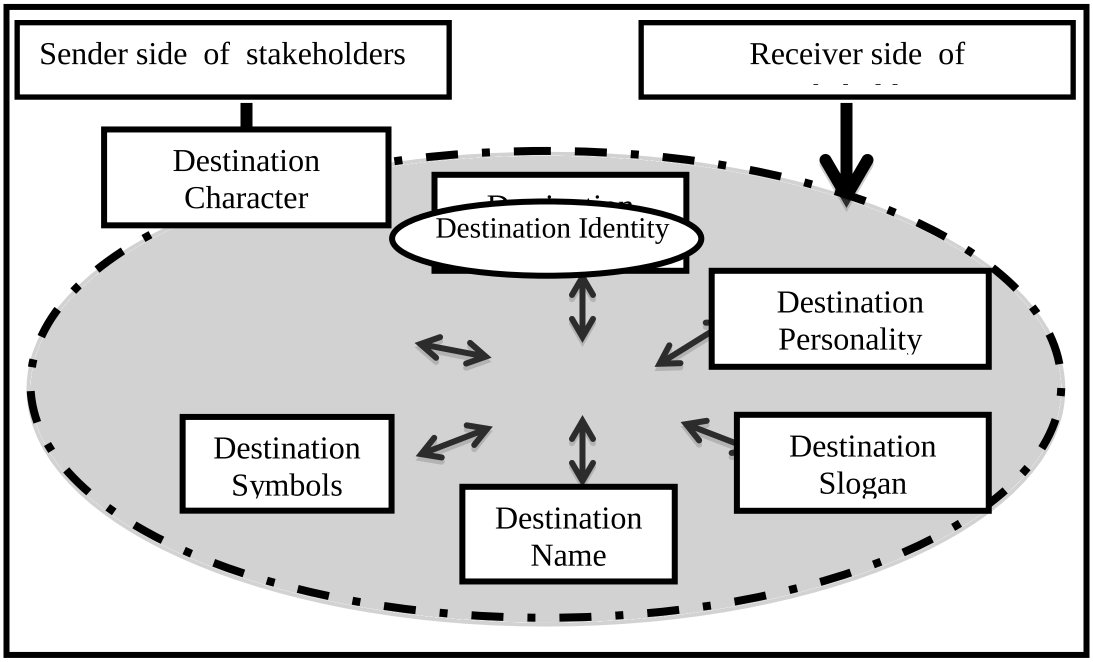
The stakeholder: Sheehan & Ritchie (2005) defined stakeholders as the group or individual who can affect, or is affected by the achievement of a corporation's purpose. Stakeholders are not only responsible for promoting the destination, but also to guide and encourage the public and private sector investment in order to develop the products. Starik (1994) stated there may be numerous levels of specificity within the definition of stakeholders, and indeed, there is some flexibility in the definition depending on the circumstances, viewpoint and specific situation. Destination Management Organizations (DMOs) recognize stakeholders as being important, " [stakeholders]depend on potential tourists and their perception of the destination". They also supply and facilitate funding, provide the tourism promotion and products, participate, as well as, support tourism programs and policy. Pike (2005) says that DMOs depend on potential tourists and their perception on the destination. The local tourism community is responsible for delivering brand promises and they have to capture and share, with the visitor, the feeling or sense of the identity towards the brand associated with a destination. Konecnik & Go (2008) emphasize that destination identity plays an important role as brand identity, which assist tourism authorities in creating a strong brand. This helps provide a vision of how the brand should be perceived. For Chang Island, there are both internal external stakeholders. Internal stakeholders refers to people who live and work at Chang Island. These people are in both the public and private sectors, e.g. authorities of Chang Island, tour operators, marketing organizations, entrepreneurs, citizens, the Tourism Authority of Thailand (TAT) who are responsible for TAT activities for Chang Island, and the officers from local government sectors. The term 'external stakeholder' refers to tourists who are visiting Chang Island.

Image: Rope & Mether (2001) said that image is combination of a person's experiences, attitudes, beliefs, feelings and knowledge towards something. In general, when considering the concept of image of something or someone, it can be said to be a perception in a person's mind. Buhalis (2000) said that before travelling, people go to a destination by developing the image and a set of expectations based on previous experience, word of mouth, press reports, advertisement and common beliefs. In a similar way, Morrison and Anderson (2002) said that the definitions of destination image is the sum of ideas, beliefs and impressions that a person has of a destination. Bonn et al. (2005) explain that destination image is influenced by the environmental attributes and atmospheric attributes: landscapes, historical attractions, infrastructure, accommodation, facilities, and service attributes. Tourism managers can use these characteristics to manage the formation of a destination image by potential tourists. In marketing, Aaker (2002) said brands have dimension and structure and can be divided into four different perspectives: the brand as a product, the brand as an organization, the brand as a person, and the brand as a symbol. The objective of these different perspectives is to help when considering the different elements and patterns of the brand, which help in differentiating, clarifying, and enriching an identity. To summarize: destination image is previous experience in mind of a person. That means products, services, and organizations which consist of beliefs, feelings, and knowledge of the destination influence a tourist's decision to choose to travel to Chang Island . A clear, powerful image of Chang Island in tourists' minds will more likely occur when effective consistent communication occurs across a long period whereupon, understanding and feeling of the essence of Chang Island embeds in the mind of the potential tourist.

Brand personality: Murase & Bojanic (2004) defined brand personality as a set of human characteristics. Tybout & Stephen (2005) said there is a relationship between consumers and the brand if the brand personality characteristic matches consumer demand. If the brand can express consumers' social status, they will feel more familiar and more content with the brand. Harris, & Chernatony (2001) explain that brand personality can help strengthen the synergy between its market positioning and throughout the branding process as well. Aaker (1997) states that the personality set is based on five dimensions: Sincerity, Excitement, Competence, Sophistication, and Ruggedness. It can be concluded that brand personality creates the difference of a particular brand product from its competitors. The study of inbound tourists attitude toward the personality of Chang Island can help us understand the status of Chang Island in tourists' perception. This data can be used to form a guideline for the creation of an improved destination identity for Chang Island.

Perceptions: American Heritage (2013), Armstrong & Kotler (2007) and Schiffman & Kanuk (2000) define 'to perceive' as to see, to hear, to feel something, to have an understanding of something and to become aware of something directly through any of the senses. The perception is the process through which an individual selects, organizes and interprets information inputs to create a meaningful picture. Flanagan & Lederman (2001) argues that the perception means acceptance, correction, ownership, and understanding with sense. Similarly, Kotler (2000) said that selective perception refers to the way which all consumers perceive the information they have given their attention to. There is a tendency to manipulate and interpret information into something with personal meaning. Therefore, perception is the process of a person's response combined with experience. The perception is an important process to consider when creating marketing communication.

Figure 1: Destination Identity Model



Source: Adapted from Aaker, (1997)

Destination Identity Model: From the destination identity model, the component of destination identity, according to Aaker (1997) involves six components. These components are

- Destination culture: It is the aspects of the people (spirit, traditions, event, etc.), and the aspects of country (historical sites, monuments, archaeological sites, etc.). It can be considered an essence of the destination.
- Destination character: relates to its internal constitution, which is perceived in terms of integrity, trustworthiness, and honesty (Upshaw, 1995). This is the promise of the brand to deliver the experience associated with its distinctive value proposition.
- Destination personality, as defined by Aaker, (1996, 1997), is the set of human characteristics that are associated with the destination. It includes several characteristics, such as sincerity, excitement, competence. Moreover, it also embodies gender, age, socioeconomic class, as well as human personality traits such as warmth and sentimentality.
- Destination name is often the original name of the destination, whether in dialect or in English language: this choice is more important, because it is strongly related to communication strategy on tourist targets. Destination name should have many strength and unique associations. It should be distinctive, pronounceable and recallable (Keller, 2003b).
- Destination logo and symbol are fundamental elements used to define a destination. A beautiful view, a famous monument or an unique tradition are examples of symbols that in destination case could be the main logos to communicate a clear and distinctive value proposition compared to another competitive places.
- Destination slogan represents a promise that a business player defines to the tourist targets. It's based on the main functional, emotive or experiential attributes of the destination, related to the benefits and value provided by the place offering.

The six elements are essential in generating destination identity to represent the identity of the destination. It is also important to analyze its cohesiveness which depends on the consistency of these elements (Keller, 2003a). The 6 element model is a known and tested method for generating a unique and powerful tourism destination identity. Good destination identities help tourists recognize and remember the differences between competing destinations when making travel decisions. Therefore, creating a unique, powerful and appropriate Chang Island destination identity should be a significant way to encourage potential visitors to choose a Chang Island holiday.

Koh Chang Marine National Park (KCMNP): Koh Chang Marine National Park (KCMP) is a 42 island archipelago in the Gulf of Thailand. It is located in Trat Province in the Eastern region of Thailand close to the Cambodian border, nearly 8 kilometers from shore. Within KCMP, the most significant tourist destination is called Chang Island or Koh Chang. The Island, the second largest island of Thailand after Phuket Island was declared a district of Trat province on 24th August 2007. Because of its size and prominence as the second largest island in the kingdom, there are many visitors. In the past, the island while technically uninhabited was used as a port to escape the monsoon, as well as, provision resources. Later on, the Island was developed as a tourist destination and was designated a national park on 31st December I982 to become the 45th national park in Thailand. This study will limit its focus to Chang Island specifically.

3. Methodology

This chapter details the research methodology for this study. The study uses the case study approach as well as a qualitative methodology. This study focuses on the question "*How does the sender side of Chang Island' stakeholders perceive its destination?"* The objective is to expose the perception of stakeholders on Chang Island by using the interview questions as a base for a research conceptual framework. The question base for the destination identity model relies on the 'six dimensions' concept. These dimensions are destination: culture, character, personality, name, symbol and slogan. The researcher collected data between 15 January 2016 – 15 April 2016 and limited responses to focus on this specific study exclusively. Consequently, the researcher decided to interview fifty people from the sender side of Chang Island's stakeholders. It consists of Koh Change Marine National Park (KCMNP) (3 interviewees), Tour operators (4), Marketing organizations (2), Entrepreneurs (hotel/ resort/ restaurants on Chang Island) (15), Chang Island general citizens (20), The KCMNP's Tourism Authority of Thailand (1) and The Chang Island Sub district Administrative Organization (5).

The process of this research is qualitative research by using an in-depth interview with semi-structured question set and analysis by using content analysis. Moreover, to gain an insight into the situation, the researcher used face-to-face in-depth interviews with the sender side of Chang Island stakeholder. This is because the study needed to gather unique perspectives from each of them. Before starting the interview, the researcher asked for permission to record the session. Following the interview, the researcher transcribed word for word from recording, then aggregated the data to ensure confidentiality of the interviewees. Those data were used for this research only and no individual interview records have been archived for outside access nor are they available by request. This study uses qualitative analysis of information from data collected during 50 separate interviews. The analysis was done qualitatively and analysis performed by grouping: giving frequency and then percentage.

4. Results

Destination identity consists of destination culture, destination character, destination personality, destination name, and destination symbol. Results of the study are as follows:

What are the cultures of Chang Island? When interviewee were asked about destination culture of Chang Island. They looked at three dimensions: food culture, old traditions, and historical events.

Food culture: sdoof eht dna etsap pmirhs saw dnoces ehT .(%70) doofaes saw rewsna nommoc tsom eht .(%56) sdoof lacol era driht eht dnA .(%68) etsap pmirhs morf edamDue to the traditional lifestyles farming and fishing, which main products for cooking come from the sea, most notably: fish (both large deep water and small fish), shrimp, crab and shrimp paste. Fresh seafood is often a major influencer when certain tourists select a holiday destination). In addition, expanded career opportunities in the tourism industry are available – of particular note: cooking school programs. This is a proven attraction for tourists in other destinations and the fact that Chang Island has so much seafood opens the opportunity to create a unique identity in this area.

Traditions: .(%50) ‘gnotarkyoL’ saw snoitidart fo noitseuq eht ot dednopser seeweivretni tsomDue to the relatively short history of Chang Island, no real island-specific traditions have yet evolved.

Historical event: .(%100) elttaB yvaN iahT eht saw esnopser seewivretni fo ytirojam ehtChang Island was the site of several notable events such as Thai Navy Battle and the visit of King Rama V. “Thai Navy Battle” is important in history ~~of~~ Chang Island, for it was the site of a significant battle between the Royal Thai Navy and French Navy during World War II. A monument dedicated to the event does exist on Chang Island. These historical events provide a good basis for festivals that can attract tourists thereby increasing the value of Chang Island as a tourism destination.

What are the characteristics of Chang Island? This question aims to compare Chang Island attributes to human characteristics. This question relates to the characteristics within Chang Island that the stakeholders’ perceive in terms of honesty, reliability, trustworthiness – all of which are human characteristics.(%80) ytilibailer erew srewsna nommoc tsom ehT . The most noted natural features of Chang Island are embodied in the wonderful natural environment, both on the ground and under the sea. Typical within the responses were: beautiful, quiet place, variety of natural features: waterfalls, white sand beaches, old growth forests, wild animals and dive sites. In addition, there are several types of natural and wild herbs growing on the island. eruces dna efas a si dnalsI gnahC taht tsurt dna trofmoc a si ereht ,eromrehtruF Tourism destination. The people are kind, sincere and friendly. Those characteristics of Chang Island are important in terms of competition with other destinations.

What is the personality of Chang Island? This question attempts to understand perceptions of the island in terms of a ‘personality’; so sincerity, excitement, competence, sophistication and ruggedness personalities are the typical human-like attributes used. Also, human personality traits such as warmth and sentimentality are also used in this context. thguoht seeweivretni tsoMSophistication personality saw (%56) .tiart gnitanimod ehtThe destination personality is key to creating destination differential for the targeted base of tourists. The destination personality displays specific characteristic images, which triggers the imagination in a tourist’s mind in a differentiable manner compared to other tourist locations. The imagination-based imagery, if well designed in the destination personality increases competitiveness and should yield improved customer numbers.

What is original name of Chang Island? Uniformity regarding the name(s) of the destination is important for creating a good communication strategy in tourism development. The destination name should be distinctive, pronounceable and easily recalled by the tourist. ni “dnalsI gnahC” derewsna seeweivretni tsoM .(%94) noitseuq eht ot esnopserThe name Chang Island is easy to pronounce and recognize which helps tourists retain the information. When tourists recall the name of Chang Island, it triggers specific images in tourists mind. Furthermore, the name is easy to use when describing Chang Island to others by word of mouth.

Does Chang Island have a slogan? Slogans can tell customers what the product is like. Thus a slogan for Chang Island should convey an image in the mind of the tourist that quickly captures the ‘Chang island experience’. It’s based on the main functional, emotive and experiential attributes of the destination. did yeht taht dednopser seeweivretni tsoMNot know of any slogan for Chang Island (,suhT .(%94Chang Island should probably create one in order to reinforce the destination image with tourists. This will help tourists remember, understand, and confirm the intent of senders. Any slogan for Chang Island must be easy to remember and convey, very quickly, the destination identity.

What should be an ideal logo for Chang Island? This question aims to raise awareness of interviewees about the importance of a logo for Chang Island. A well designed logo will help tourists remember the destination identity and recall its name. A logo is a fundamental element in defining a destination. At Chang Island, a beautiful view, a famous monument and unique traditions are examples of symbols that could be used in the main visual element of a logo to communicate a clear and distinctive value proposition compared to another competitive places. deruovaf seeweivretni tsoM The island map with an elephant picture.

5. Conclusion and Implications

This study aims to gain insight into the situation behind the lackluster arrivals numbers for KCMNP and to explore the perception of the sender side of Chang Island's stakeholders. This should help the researcher identify key issues that will facilitate development of a suitable guideline to generate a strong, viable destination identity. Analysis of resources, competencies and capabilities of the locale is the basis from which the destination brand identity can be developed. The literature review on the topic of destination identity comes from the perception of several stakeholders about the potential of destination tourism combined with the understood point of view of tourists. A destination can be described as a combination of services and locally provided experiences. In addition, the core identity is the brand essence of the product. The term, 'internal stakeholders', refers to people who live and work at Chang Island. These people are in both the public and private sectors, e.g. authorities of Chang Island, tour operators, marketing organizations, entrepreneurs, citizens, the tourism authority of Thailand responsible for Chang Island, and the officers from local government sectors.

Research methodology for this study explains how qualitative research was conducted: a case study approach was used as well as a qualitative method applied. For the qualitative perspective interviews, the study was conducted with fifty subjects selected from a 'pool' of sender side Chang Island' stakeholders. The subjects were interviewed in depth using a semi-structured question format. This study uses qualitative analysis of information collected from the completed interviews. Then analysis completed by grouping: giving frequency and percentage using content analysis to identify data from the interview. The results confirm the previous argument that the culture of Chang Island ,doofaes si erutluc doof fo smret niold tradition is dna ,gnotarkyoLhistorical event is .elttaB yvaN iahT The chief characteristic of Chang Island is noitidda nI .ytilibailerThe personality of Chang Island noitacitsihpos si . The original name of Chang Island is Chang Island and it does not have a slogan. Recommendations for a future study destination identity of KCMNP should capture and analyze inputs from both senders and receivers side as this study was performed on sender-side stakeholders only. Further study, using both sides should illustrate alignment and misalignment between what the sender-side stakeholders believe is ideal and what potential and experienced visitors think and experience.

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Abstract: This study aims to identify and analyze how much influence the quality of library services to the satisfaction of the library users at the University Library of Cenderawasih. Research method used in this study is the method of observation, interviews, questionnaires, and literature study using a Likert scale and sampling method used is Probability Sampling with Proportional stratified random sampling, which means sampling of members of the population at random and stratified proportional so that samples obtained 90 samples. The analytical method used is multiple linear regression method. The results showed that the quality of service which consists of tangible, reliability, responsiveness, assurance, empathy, and together have a positive influence. Service quality has a significant effect on satisfaction library users at the University Library of Cenderawasih. The variables that have a significant influence on satisfaction library users are tangibles, reliability and empathy. Responsiveness and assurance does not have a significant influence on satisfaction in the Library Unit Uncen library users. The most dominant variable is empathy.

Keywords: *Accountability services, quality service, reliability, responsiveness, assurance, empathy, and tangible, library users satisfaction*

1. Introduction

Library as one unit of service providers experienced a significant impact as a result of globalization and business competition. Libraries are required to be sensitive to the response and the need library user. Therefore, the library has an interest in the provision of facilities and by utilizing advances in technology in order to provide added value for user. The ability of libraries in providing information that is useful and can be used by library user will determine the value and satisfaction library user to the library. Along with advances in information and communication technology, today's paradigm of a library began to change. Library is present not only as a place or warehouse just books but also as a resource center. Diverse knowledge and information presented complete, can be found and reprocessed into new knowledge. Moreover if the library is a library of Higher Education which is the heart of the College itself. As for the rate "heart" is very dependent on the support of parent institutions that shelter, the managers and the library user interacting there. Balanced interactions between the three components that make libraries become qualified. Automatically the value of a university can be measured by the quality of library services provided to the library user.

In Law No. 43/ 2007 on the Library, article 24 states that (1) every college held a library that meets national standards library with attention to National Education Standards which has a collection sufficient to support the implementation of education, research, and community service, (2) The college library develop library services based on information and communication technologies by allocating funds for library development. In order to ensure the sustainability of quality library services that it is necessary to have a system that can evaluate which is expected to provide an overview and input. Overview intended to library user knows the exact whereabouts of the library. Meanwhile, the input is meant to look and search for solutions to the problems faced by library user. In the end quality library services that are used to meet the expectations and needs of library user. Uncen library as one component of an academic at the University of Cendrawasih (Uncen) should be able to play a role in helping the academic process. Library Uncen a footstool in meeting the information needs of the academic community in Uncen environment. Every year the Library Uncen faced with the problems and complaints library user to the services provided library. And based on the suggestion box that recorded during the year 2012, the majority of library user wants more intensive service of the library, especially the comfort room, the availability of relevant textbooks, journals, personnel services, opening hours, availability of internet facilities and the location and level of security. Currently the use of the library by the academic community in the Library Uncen Uncen still low. By looking and based on the data in the Library Uncen, the level of lending by the academic community Uncen during January-June 2013 is still low, where the existing data in the Library Uncen shows the level of the average visit is also low and even declining.

From the data obtained it was clear that the number of collections each year no increase significantly it is because every year there is no provision or purchase of new books recently that in 2009 amounted to 24 173 copies, the number of visitors 20 998 people, the number of borrowers a maximum of 1,873 people and the number of books that are returned by 92.62%, the number of books read greatest place 19:04%. In 2011 and 2012 the number of collections remained unchanged at 27 829 copies it is possible Libraries Uncen not propose or of the rector who did not support the proposal of the library, only the addition of books prize, while the number of visitors in 2011 the highest number of traffic levels by the academic community as many as 22 682 people. And in 2013 there was the addition of the proposed procurement in 2012 with the title number as many as 334 titles and 2,596 copies, but it is unfortunate good number of visitors, the borrower, the loan book dropped dramatically, and only the returned books rose to 96.11%.

2. Literature Review

Library Service Quality: Quality can be defined simply as "a measure of how good the level of service provided able to match the expectations of users" (Tjiptono, 2008). Thus, the quality is not to satisfy a number of criteria set by a library / institution, but aims to meet the quality criteria set by library user. The main factors affecting the quality of service are a service that is expected library user (expected service) and perception of the service (perceived service) (Parasuraman in Tjiptono, 2008). If the perceived service in accordance with the expected service, then the quality of the service in question will be considered good or positive. If the perceived service exceeds the expected service, then the quality of service perceived as an ideal quality. Instead perceived service worse than expected service, then the quality of service perceived as negative or bad. As the key to the meaning of this quality knows who the users are and what they want. Roger (1995: 157) defines quality as the suitability of the use of the means of goods or services in order to meet the needs of customers or users. Garvin and Davis in Nasution (2004: 41) states, that the quality of the environment is dynamic conditions that meet or exceed the expectations of customers or users.

Service is any activity that benefits can be given from one party to another that is essentially intangible and does not result in ownership of something (Kotler, 1985: 352). Definition of the service itself according Sugiarto (2002: 216) is the maximum effort given by service personnel from an industrial company to meet the expectations and needs of customers in order to reach satisfaction. Definition of Nasution (2004: 47), quality of service is the expected level of excellence and control over the level of excellence to meet customer desires. Meanwhile, according to Rangkuti (2003: 23), quality of service is to recognize the needs / interests of customers and end on customer perception. This means that the picture quality should refer to the views of customers and not on the service provider, because the customer who consumes and enjoy the services. Worthy customers determine quality of service was good or not. Rangkuti (2003: 109) using analysis Importance and Performance Matrix to measure the quality of service.

In terms of assessment of service quality, Parasuraman et al. (1985) dalan Hardiyansyah (2011: 92) defines the assessment of service quality as a global judgment or attitude that is associated with the advantage (superiority) of a service (services). In other words, the assessment of the quality of service is equal to the individual's attitude in general towards the performance of the library. Then added that the assessment of service quality is the level and direction of the difference between the perceptions and expectations of users. The difference between perception and expectations that underlie the emergence of the concept of gap (perception-expectation gap) and used as the basis of service quality scale, which is based on five dimensions of quality: (1) tangibility, including physical facilities, equipment, personnel and means of communication; (2) reliability, namely the company's ability to provide the promised service in a timely and satisfactory; (3) responsiveness, the ability of the staff to help customers and provide service with a response; (4) assurance, covering ability, courtesy and trustworthiness owned by the staff, free from danger, risk or doubt; (5) empathy, include ease of doing good communication and understand the needs of customers.

Various definitions have been described above and can be deduced notion of quality of service that all forms of service delivery to the maximum provided the company with all the benefits in order to meet customer needs in order to meet customer expectations. The services sector that produces products in the form of service have distinctive characteristics, the use of management techniques quality standards would not be appropriate because of the distinctive nature. Some researchers and academics to develop several methods to locate, measure, and analyze the determinants of quality of service. Service quality need to be measured at least three reasons (Nashihudin, 2010) namely:

- The measurement results can be used to perform a comparison between before and after the occurrence of a change in an organization
- Measurement is needed to find out where problems related to quality
- Results of measurements are required to set service quality standards.

All of these benefits in turn contribute to the improvement of sustainable competitiveness for organizations seeking compliance with quality and customer-driven nature. Long-term period's institution or agency such as this will survive in the era of globalization.

Satisfaction library user / Users: Basically the concept of satisfaction library user still abstract. Many experts define the library user satisfaction. General understanding regarding library user satisfaction or dissatisfaction is the result of differences between the expectations library user with the performance perceived by the library user. Definition of user satisfaction were also presented by Tse and Wilson (in Nasution, 2004: 104) that the satisfaction or dissatisfaction of the user is the user's response to the evaluation or disconfirmation of the perceived discrepancy between prior expectations and actual performance product that is felt after usage. It means that users will be satisfied if the results are as expected and instead users will be dissatisfied if the results are not in line with expectations. In accordance with the opinion of Kuswadi (2004: 16) the satisfaction of users, namely the difference between user expectations and user's perception of what a given library. According to Amir (2005: 13) user satisfaction is the extent to which the benefits of a product perceived *(perceived)* according to what users expect. Then simply the satisfaction of users is a product or service that can meet or exceed the expectations of users, usually the user is satisfied (Gerson, 2002: 5).

Of the various opinions expressed by the experts could conclude the definition of user satisfaction is the response of the behavior exhibited by the user by comparing perceived performance or results to expectations. If the result is felt below expectations, then the user will be disappointed, less satisfied even dissatisfied, but otherwise if in line with expectations, users will be satisfied and when performance exceeds expectations, users will be very satisfied. From the diverse definitions of user satisfaction which has been researched and defined by marketing experts, it can be concluded that user satisfaction is a response in the form of user behavior evaluation after purchase of the goods or services he feels (product performance) compared with user expectations. User satisfaction is highly dependent on the perceptions and expectations of the users themselves. Factors that influence the perceptions and expectations of users when making a purchase of goods or services is the need and desire felt by the user at the time of making a purchase of goods or services, past experience when consuming goods or services and the experiences of friends who have been consumer goods or services and advertising.

3. Methodology

This is quantitative research. This method was chosen because research on the quality of library services requires the scale of measurement of indicators of service asked of respondents. Research on the quality of library services is a descriptive study. Descriptive research is used in research involving researchers in an environment that will be examined and these studies are usually intended to solve problems systematically based on factual data obtained. UPT research sites in the Cenderawasih University Library. The research variables consisted of independent variables physical evidence, reliability, responsiveness, assurance and variable empathy as well as the dependent variable is user satisfaction. The population in this study is the average number of library visitors per month throughout the year 2013, which amounted to 856 people. The sampling using *Proportional Probability Sampling* techniques with *Stratified Random Sampling,* which means sampling of members of the population at random and stratified in proportion to the total sample of 90 respondents.

4. Results

Multiple regression results indicate that the independent variable that is *tangible, reliability, empathy* and positive influence on the dependent variable customer satisfaction. While the variable *responsiveness and assurance* negatively affects library user satisfaction.

Table 1: **Regression Analysis**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	15 804	1,611		9,812	0.000
	Tangible	0.310	0.105	0.381	2,241	0.018
	Reliability	0.334	0.107	0.457	3,166	0.007
	Responsiveness	0.053	0.161	0.060	0.331	0.741
	Assurance	-0.005	0.128	-0.007	-0.039	0.969
	Empty	0.350	0.106	0.464	3,298	0.001

Dependent Variable: Satisfaction library user, F = 2.623, p = 0.030, R^2 = 13.5%

The results Showed that the quality of service which consists of tangible, reliability, responsiveness, assurance, empathy, and together have a positive influence. Service quality has a significant effect on satisfaction of library users at the University Library of Cenderawasih. The variables that have a significant influence on satisfaction of library users are tangibles, reliability and empathy. Responsiveness and assurance does not have a significant influence on satisfaction in the Library Unit Uncen library users. The most dominant variable is empathy.

Discussion: *Tangible* significant effect on satisfaction library user. Physical evidence is physical Uncen Library Unit, such as the comfort of the room, book room arrangement, interior and exterior good, neatness and cleanliness of the room and the staff as well as the technology used. This physical evidence could affect the comfort and smoothness in providing service to each library user. Most respondents stated that the physical conditions at the Library Unit Uncen enough library user liking. The more support the physical conditions in Uncen Library Unit, then it will affect the satisfaction of library user. *Reliability* significantly influences library user satisfaction. Reliability is the ability to provide the promised service promptly, accurately and satisfactorily by the Library Unit Uncen, such as punctuality when promised, to be honest in the service and try to avoid mistakes. This means that the company provides appropriate services since the first moment. Reliability here is the extent to which the library staff can be responsive to understand and address the problems faced by the library user. The more reliable the results shown by the staff, the problems faced by the library user will be quickly resolved. The higher the level of reliability Uncen Library Unit, then it will affect library user satisfaction.

Responsiveness no significant effect on satisfaction library user in Uncen Library Unit. Responsiveness means that the response or the alertness of staff in helping library user and provide fast delivery of library services. The higher the responsiveness shown by the staff the problems faced by customers library will be quickly resolved. Different things happen in the Library Unit Uncen, that despite the more the higher or the lower the responsiveness of staff in providing services will not give satisfaction to the existing library user. Many library user which activity in searching for books or reference materials in the library Uncen feel less sensitive staff in providing services. This was felt library user responsiveness of staff would not be good if it is not accompanied by a sincere intention to work to serve give *responsiveness.* The higher or lower the responsiveness shown by the staff Uncen Library Unit, then it will not affect the library user satisfaction. *Assurance* has no effect on customer satisfaction in the Uncen Library Unit. Collateral is the knowledge, ability, courtesy, and trustworthiness owned by the library staff if not accompanied by a sense of good e*mpathy* by the staff and employees of the does not have implications for library user satisfaction. So despite the higher assurance shown by the staff Uncen Library Unit, then it will not affect the library user satisfaction. Empathy is the ease in relationships, good communication, personal attention, and understand the needs of customers by Uncen Library Unit staff, such as attention to library user, responsibility for security and comfort as well as the interests of the customers of the library. The higher the empathy shown by the staff Uncen Library Unit, it will affect customer satisfaction library.

5. Conclusion

Results of the study provide some conclusions. There is positive and significant correlation between the qualities of services to satisfaction library user in Uncen Library Unit. Individually of five variables that affect satisfaction Library Unit Uncen library user in Jayapura, the most dominant variable is a variable *Empathy* then variable *tangible* (physical evidence) and the last variable *reliability.* While variable *Responsiveness* and *Assurance* (guarantee) individually does not have a significant impact on satisfaction library user in Uncen Library Unit. Some aspects of library services should receive major attention. The ability and the number of employees who are still confined primarily educational backgrounds S1 and S2 Library Science only 2 people that affect the productivity of labor. The library's physical facilities such as tables, chairs, bookcases many are eaten by termites, there are only two computers that can be used for OPAC are supposed 10 computers, and even then still a Pentium computer. Collection of library materials, especially books and magazines not meet the needs of library user because most books published long while only magazine of course no one gift subscription. The type of service that is limited to the circulation service, no other services such as Internet services are not available.

Suggestion: Uncen Library Unit further enhances the satisfaction of the library user. The ability of employees need to be improved to include educational and training organized by the National Library, and further study Science Library and the addition of employees with educational background D3 / S1 Library Science. The physical facilities should be improved and supplemented, the availability of tables, chairs, cabinets and bookshelves, AC facilities for the comfort of the main room as well as the availability of computers better and meet the standards for libraries. The library collection of books, magazines and the latest reference collection should be increased every year. Very necessary network facilities internet connectivity.

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The Impact of Poverty Reduction Program into Papuan Women Economy Behavior in District of Kemtuk Gresi, Jayapura Regency (Case Study)

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Abstract: Based on The Intenasional Summit which had launced the 8th important issues on Millenium Development Goals (MDGs), is very usefull to improve the communitylife. The quality of women's life has been one of basic aspects to build sustainable development of a nation (Khofifah, 1998). Sustainable development can take place if the entire communities (men and women) being optimally involved in whole development program with using efficient and effective principles. The quality of life is largerly determined by formal and non formal education, both poor degree of health and nutrition, buruknya derajat kesehatan dan gizi, and also the presence of accessbility to development resources. Those factors mentioned above are mutual supporting and can not be separated from one another. Although, development activity in Papua Province is growing up, the society is still livingin the cycles of poverty, especially for women in District of Kemtuk Gresy, Jayapura Regency, Province of Papua. The aims of the study are : 1) to know the impact of Poverty Reduction Program (into the changing of economy behavior of Papuan Women in Kemtuk Gresi, Jayapura Regency, Papua Province; 2) to explore how Poverty Reduction Program influenced the generating income of Papuan Women. The methods of data collection are in-depth interview to 150 respondents, and 5 key informants (Community, Traditional, Religion, Women, and Youth Leaders), and observation as well. In order to find the answer, is using descriptive qualitative. The result of the first research question indicated that in terms of Changing of economic behavior: 34 percent of Papuan Women in Kemtuk Gresi are changing their economic behavior, mainly their production and marketing strategy; whereas 66 percent of respondents are still in traditional way for production and marketing. The second result is 38 percent of respondent's income is increasing, and 44 percent respondents are remains static or even volatile, finally, 18 percent respondents are going out from economic activities, because of missing capital of business. Starting from the result, we can give some recommendations: 1) changing economic behavior should be started from young people, so all parties should participate intensively to push young women entrepreneur to engage in business activity; 2) the government should involve traditional leaders to support women entrepreneurs by providing a piece of land or other forms of capital.

Keyword: *Gender-based development, Poverty Reduction Program, Economic Behavior, Income generating*

1. Introduction

Based on The Intenasional Summit which had launced the 8th important issues on Millenium Development Goals (MDGs), consist of: 1) Eradicate extreem hunger and poverty; 2) Achieve Universal Primary Educatiom; 3) Promote gender equality and empower women; 4) Reduce child mortality; 5) Improve maternal health; 6) Combat HIV/AIDS, malaria other diseases; 7) Ensure Environmental Sustainability; dan 8) Develop a global partnership for development. Whole issues are very usefull to improve social life dan gender-based development, specifically in Papua region. The quality of women's life has been one of basic aspects to build sustainable development of a nation (Khofifah, 1998). Sustainable development can take place if the entire communities (men and women) being optimally involved in whole development program with using efficient and effective principles. The quality of life is largerly determined by formal and non formal education,the level of health and nutrition, and also the presence of accessbility to development resources. Those factors mentioned above are mutual supporting and can not be separated from one another. The aims of the study are : 1) to know the impact of Poverty Reduction Program (into the changing of economy behavior of Papuan Women in Kemtuk Gresi, Jayapura Regency, Papua Province; 2) to explore how Poverty Reduction Program influenced the generating income of Papuan Women. The methods of data collection are in-depth interview to 50 respondents, and 5 key informants (Community, Traditional, Religion, Women, and Youth Leaders), and observation as well.

2. Literature Review

According to Samuelson and Nordhaus (2010), poverty can be defined as a condition where people who do not have enough income to fulfill their primary needs. However, sometimes it is difficult to determine the border between the poor and the rich people. Poor people are: (1) a group that is not involved in the decision making process or development policy and development planning as well; (2) groups that are threatened with starvation; (3) those most vulnerable to disease and death; (4) groups. Difficult to get an adequate education and (5) a group that is difficult to gain access to economic and other basic rights (Jhingan, 2003; Todaro, 2000; Booth, 2000). Whereas the definition of Behavioral Economic is the study of psychology as it relates to the economic decision making processes of individuals and/or institutions. Behavioral economics studies the effects of psychology, social, cognitive, and emotional factors on the economic decision of individuals and institutions and also the consequences for market prices, return, and the resource allocation (Minton and Kahle, 2013). Behavioral economics is primarily concerned with the bounds of rationality of economic agents. Behavioral models typically integrate insights from psychology, neuroscience and microeconomic theory; in so doing, these behavioral models cover a range of concepts, methods, and fields. Behavioral economics is sometimes discussed as an alternative to neoclassical economics. Behavioral economics explores why people sometimes make irrational decisions, and why and how their behavior does not follow the predictions of economic models (Becker, 1992; Simon, 1978; Kahneman, 2002; Akerlof, 2001).

One of the objectives of the program is to increase community's welfare and prosperity. Meriam Webster try to define the welfare, firstly, the state of doing well especially in respect to good fortune, happiness, well-being, or prosperity; second, aid in the form of money or necessities for those in need (www.meriam-webster.com). Besides that, Definition of Social Welfare System: A social welfare system is a program that provides assistance to needy individuals and families. The types and amount of welfare available to individuals and families vary for country, state or region. Dolgoff & Fieldstein (1980:p.91) and Ilham (2003) give basic concept of Social welfare is :"In its narrowest sense, social welfare includes those nonprofit functions of society, public or voluntary, which are clearly aimed at alleviating distress and poverty or at ameliorating the conditions of the casualties of society" (Dolgoff, Feldstein & Stolnik, 1997: p.5). Understanding Social Welfare: "All social interventions intended to enhance or maintain the social functioning of human beings (Kuncoro, 1997; Duckworth et al., 2004)." Empowering women to participate fully in economic life across all sectors is essential to build stronger economies, achieve internationally agreed goals for development and sustainability, and improve the quality of life for women, men, families and communities (Thoha and Suharma, 2006; Salvatore, 2001; Scholz and Levine, 2000). So, it is very important to push women to engage in all development programs as a part of gender-based development (Rinusu, 2003).

3. Methodology

Data collection is done by combining various methods of research interview, Focus group discussions (FGD), observation, and secondary data. Target respondents interviewed are Papuan women who engage in ILO Poverty Reduction Program, and also traditional, women, youth and religion leaders.

Data Analysis: The collected data will be analyzed by descriptive qualitative. Understanding Descriptive Qualitative research is a procedure that uses descriptive data in the form of words written or spoken of the respondent and key informant who can be observed. Qualitative approach, which is a research procedure that produces descriptive data in the form of speech or writing and behaviors that can be observed from the subject itself (Hadi, 2001).

Sampling Location: The research had been conducted in District Kemtuk Gresi, Jayapura Regency. Determination of the study area due to Kemtuk Gresi District is the location of the pilot project of poverty alleviation programs undertaken by ILO.

4. Result

Geographical Condition: District Kemtuk Gresi is one of 19 district in Jayapura Regency and located between 139°-140° East Longitude and 2°-3° South Latitude. The boundaries of administrative regions are as follow:

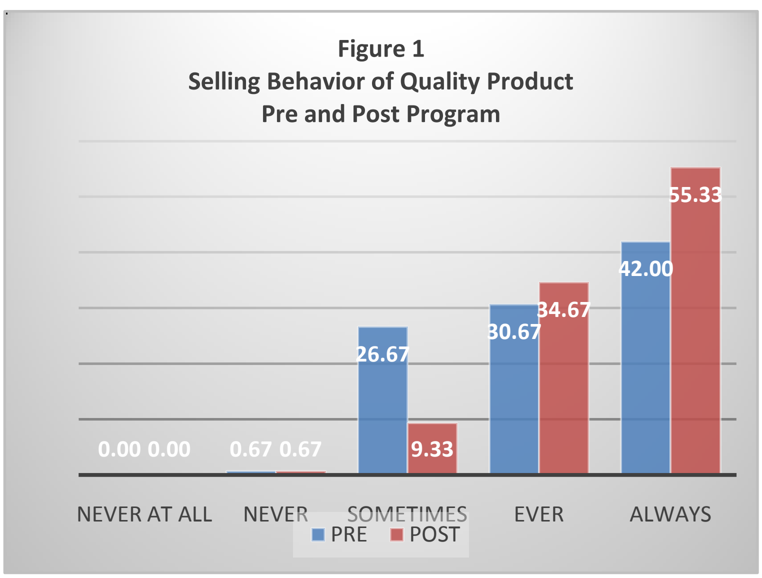
- Northern part is bordering with District of South Gresi.
- South side with District of Kemtuk.
- Eastern Part bordered with District of Namblong
- Western part with District of Ebungfao

The climate is tropical wet. The average air temperature ranges from 23, 60 °-32,30°C with a minimum temperature range of 21°C and a maximum air temperature of 33°C. Rainfall varies between 45-255 mm / year with the rainy days on average between 148-175 days of rain / yr. Humidity varies between 81% - 88%According to the Meteorology and Geophysics recording region V Jayapura 2014, the highest rainfall in the month of Marchis approximately 376 mm and the lowest month of October is 58 mm. Kemtuk Gresi belongs to aaltitude class of between 100 m - 500m, and about 58,5 ha is in 2% of elevation class. The type of soil in Kemtuk Gresi District consists of 16 ha is Mediterran, 12 ha is Podsolic gray brown, 8 ha organosol and 6 ha podzolic red-yellow.

The potential of Natural resources and Community Livelihood: Kemtuk Gresi have a lot potential natural resources, consists of plantation (coffee, fruit), agriculture (vegetables). Animal husbandry (pig, goats, cows) and Mining as well. Based on the information, is expected for the next few years these potentials will the highest contributor to the economy of either Kemtuk Gresi District or Jayapura Regency. The livelihoods of most respondents (actively participants of poverty alleviation programs), who live in 12th Villages in Kemtuk Gresi (Nembugresi, Ibub, Hatib. Bring, Pupehabu, Demoikati, Demetim, Yanbra, Braso, Jagrang, Swentab and Hyansip) are as farmers and breeders.

Impact of Poverty Reduction Program: Therefore, we use some aspects of decision making with regard to product quality, product price, demand, and revenue (Minton and Kahle (2013).

Product Quality: In terms of sell product quality, the behavior of respondents with regard to the decision to sell a product that truly qualified is relatively fixed or changed in a very small percentage as shown in Figure 1 below.



Source: Field Data Processed, 2015

This study shows that the economic behavior of all respondents before and after the program is quite similar one to another. They are always selling the products with high quality, which is shown with fresh vegetables and fruits. Because they have a Bible principle that should give all the best for the consumers. Although they do not get high profit in selling the products to all consumers, especially for those who are as their loyal customers of the Papuan women'sproduct and services. Based on the analysis, the changing of respondent's behavior is about 3.67 percent.

Price Determination: In contrast to the technique of determining the selling price, which prior to participating in the activities of the poverty alleviation program the majority of respondents did not know the method of determining the selling price at all. However, after completion of the program, the respondents have begun to calculate the cost of production and determine the selling price based on the calculation of production costs, which consist of material, equipment, labor and other costs. The analysis of observed results described in Figure 2 below that before Program it can be said that there are 66 percent respondent is traditional way to determine the selling price. However, after program, about 52 percent of respondents are always using the calculation of the cost of production as a basis for determining the selling price of products. So, the average of increase in the number of respondents who changed their behavior in determining the selling price is about 14.00 percent.

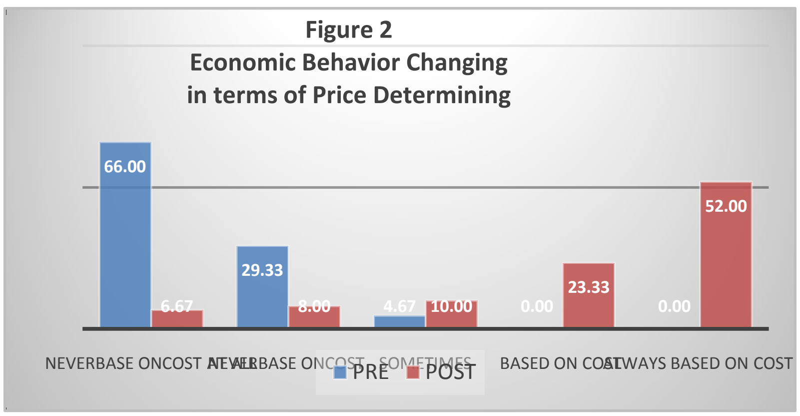
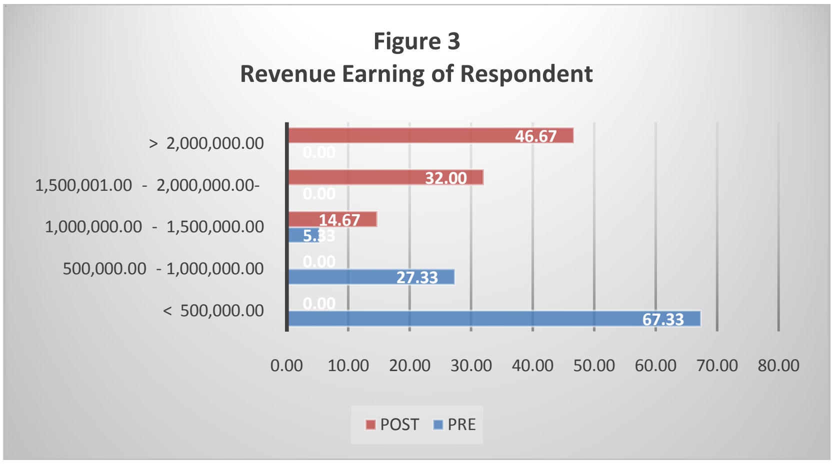


Figure 2
Economic Behavior Changing
in terms of Price Determining

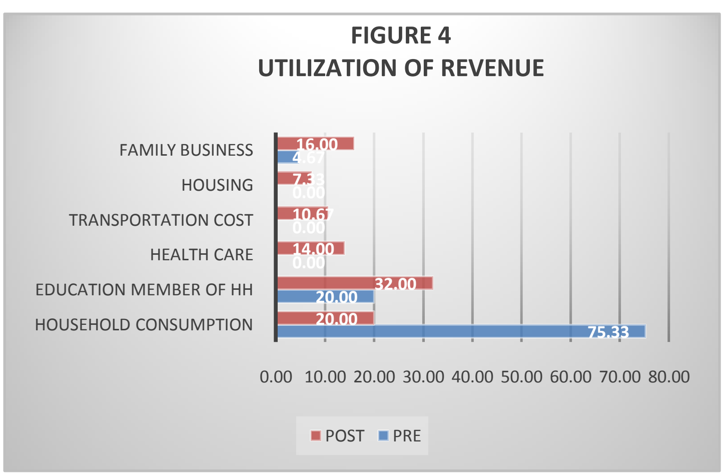
Source: Field Data Processed, 2015.

Revenue Earnings: Talking about the utilization of revenue, has always been associated with domestic priorities. In this case, the priority will be to use the size of the welfare of the family which consists of one of welfare indicators is revenue. **Revenue** is shown usually as the top item in an income (profit and loss) statement from which all charges, costs, and expenses are subtracted to arrive at net income. Also called sales, or turnover (in the UK). So, in this case, based on data obtained from the field, the use of all revenues from product sale before and after the program, it can be said there is a change of respondent attitude and behavior. Data shows that before program, most respondent (67.33 percent) had turnover smaller than Rp 500,000.00 and 27.33 respondent had revenue less than Rp 1 million and just 5.34 percent obtain less than Rp 1,5 million (Figure 3). On the Post program, more than 32 percent having revenue about between Rp1,000,000.00 – Rp 1,500,000.00, increasing more than 41 percent. Finally, about 46.67 percent achieve higher income which around more than Rp 2 millions.



Source: Field Data Processed, 2015

Changes in attitude and behavior are related to the priority use of money from the sale. Before the program, money from the sale is used only for household consumption, and a few for education of their children. During the program (around 3 years), donors, governments and local NGOs, regional and international had been trying to increase the capacity of the respondent either as participants of the program, traditional, women, youth leaders and the society as well in terms of agricultural production, the organizational management, business/household financial management and Indigenous leadership organizations. Therefore, it appears that the poverty alleviation programs under taken by ILO have a positive impact on the use of revenue by the respondent during the program. This can be seen in Figure4, which explains that the utilization of income has changed due to increase the knowledge and capacity of the respondent during the program. On pre-program period, almost at a time before the program, nearly all respondents (75.33 percent) use its revenue only for household consumption (non-productive activity). It is fulfillment traditional customary, such as dowry, payment head to show grief, charge for the event hair clippers, and so on. Whereas for Children education needs, they are only investing in small amounts (20 percent). Similarly, with business requirements, only 4 percent of total revenue, contributing for running business. Instead, after the implementation of the program, their mind set changed, and it appears from the results of the analysis of field data, which showed that most of the revenues of the respondents have been used for education needs of their children (32 percent), household consumption (20 percent), household enterprises (16percent) and health care (14 percent),



Source: Field Data Processed, 2015

5. Conclusion and Recommendations

The result of the first research question indicated that changing of their economic behavior in terms of selling quality product as their production and marketing strategy, is not different between pre and post program, around 13.33 percent; On the pre-program 66 percent of respondents are still in traditional way for production and marketing. However, after execution of program, it is going up, where most respondent are changing the marketing strategy, in terms of using production cost as a basic for determining the product price. The second result is more than 78 percent of respondent's income are increasing (getting above Rp 1,5 million, and 14.67 percent respondents are remains static or even volatile (Rp 500,000.00 until Rp 1.5 millions), finally, 7.33 percent respondents are going out from economic activities, because of missing capital of business. After the implementation of the program, their mindset changed, and it appears from the results of the analysis of field data, which showed that most of the revenues of the respondents have been used for education needs of their children (32 percent), household consumption (20 percent), household enterprises (16percent) and health care (14 percent). Starting from the result, we can give some recommendations: 1) changing economic behavior should be started from young people, so all parties should participate intensively to push young women entrepreneur to engage in business activity; 2) the government should involve the traditional leaders to support women entrepreneurs by providing a piece of land or other forms of capital.

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The first Advisory Group Meeting (AGM) in Open and Distance Education

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Abstract: The main reason for someone to participate in an Open and Distance Education program is either the acquisition of professional skills on a given object, or the development of his existing skills and consequently their improvement. By carrying out Advisory Group Meetings (AGM) on specific issues related to the trainees, a deepening of their theoretical background and the practical aspects of their training takes place, which they all seek. In this paper we present in a concise way the course of such a meeting according to the extent that it may have, in which the theory is being associated with practice.

Keywords: *Adult education, distance education, advisory group meetings*

1. Introduction

Adult Education is defined as the systematic participation of adults in properly structured theoretical and practical processes on a given subject. Of course, to achieve this goal, various training models are used (Rogers, 1998, p. 77). Open and Distance Education is defined as "a series of teaching and learning strategies used by schools, colleges, open universities, departments of remote conventional college or university education and from distance learning private entities» (Keegan, 2001, p. 58). AGM is a Consultative Group Meeting between an instructor and a student, which is part of a distance education program. This meeting takes place at regular intervals and usually lasts 3-4 hours (Kokkos, 1998, p. 126).

a) Determining the educational goal of the first AGM: As is known, the first AGM has a "special significance" (Kokkos, 1998, p. 127), since the foundations are set for the course that is to be followed. This is when "the foundations of the learning process" will be set and the "processing of the key methodological issues" will take place (Kokkos, 1998, p. 127). The goal of the first AGM is to clarify the possibilities offered to the students by the studying program of Open and Distance Education, to provide explanations for any possible obscure points and the processing of the material given by dialogue (Kokkos, 1998, p. 126).

b) Determination of the first AGM's objectives: The objectives of the first AGM may be both of objective and subjective nature. (a) to familiarize the students with each other, as with the teacher and to build a team spirit (Kokkos, 2005, p. 132), (b) the creation of an appropriate contract (Polemis-Todoulou, 2005, p. 263. Kokkos, 2005, p. 129), (c) the development of trust between teacher and students, (d) discussion on the AGM program in order to adapt it to the needs of the learner, (e) clarification of both the purpose and the objectives of the theme in relation to the particular needs of each learner with the help of discussion, (f) details concerning the structure and the way of writing the work, the manner of indicating references and literature, (g) formulating the basic philosophy of Open and Distance Education.

- Having preceded an electronic request for the deployment of each of the trainees CV, as well as their study, to ascertain the particular inclinations, needs and interests, the most effective way to structure the presentation for the benefit of all can be found.
- We select the method of setting up groups among students to meet each other and then everyone can present to his "neighbour".
- We select the method of presentation to introduce the program and its basic philosophy to the learners in the most complete way possible.

Table 1: Stages of the first AGM

	Stage A	Stage B	Stage C	Stage D
Leaning objectives	Acquaintance - Contract	Discussion about the program and presentation of the basic philosophy	Customizing the program to specific needs (1)	Details on the structure and writing of the work
Skill objectives			Presentation of the theoretical background	Award of exemplary work
Stance objectives		Viewing of the positive aspects of the program	Development of a creative predisposition regarding the program	Examples of positive utilization of the program
Time duration	30 minutes	70 minutes	70 minutes	40 minutes
Training techniques	Team formulating (2)	Presentation (3)	Practical exercise in groups	Presentation
Teaching aids		Slideshow projector	Potential use of a blackboard	Distribution of flyers with the key points of the presentation

Linking educational techniques with adult learning principles: The educational technique of the first stage is connected to the fifth principle of adult learning, ie the development of interactive teacher- student relationships (Kokkos, 1998, p. 43). The educational technique of the second stage is connected to the third principle, ie the heuristic path to knowledge (Kokkos, 1998, p. 38). The education technique of the third first stage is connected to the second principle that is the placement of the student at the centre of the educational process (Kokkos, 1998, p. 36). Also it is connected to the first principle, where the preamble is associated with action, since the students discover the practical values and advantages of this method (Kokkos, 1998, p. 27). The educational technique of the fourth stage is connected to the fourth principle, which is to develop critical thinking, since the students now have the opportunity to compare their personal experience developed in the third stage, while the basic principles and conclusions are summarized at the end of the whole process by the teacher (Kokkos, 1998, p. 41).

2. Conclusion

The purpose of the first AGM is the clarification and development of the benefits arising from the topic of Open and Distance Education. Presentation and working groups were used as training techniques. To achieve the objectives set, the appropriate supervisory means were used along with discussion between the learners themselves and the teacher. The conclusions can be very useful to all trainees. They applied this method in their working groups and saw the possibilities it can offer. Finally, they gained experience on which they can develop their personal experiences from the application of this method in future.

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Collaborative Provision of Graduate Education in CLMV: Case of Thailand's Private Universities

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Abstract: Education entails investments in time and money from the students and, therefore, the choices of degree programs and university names are critical for students and their future careers. The demand for foreign education in the CLMV (i.e. Cambodia, Lao PDR, Myanmar and Vietnam) market is fast expanding, especially for international graduate programs. Equipped with foreign degrees, the human resources of the host CLMV countries are ready for international jobs with international standards. This situation attracts investments by foreign universities to enter CLMV countries to offer degree programs, such as MBA, MPA and PhD. While Western universities are internationally recognized, the success of Asian universities operating within CLMV has not been studied. Consequently, this paper reports on research examining the success of Thai private universities that operate in CLMV countries, in particular Mynmar, which has only recently opened up to the world, as well as the developing prospects for Vietnam. Lao PDR and Cambodia. Data is collected through in-depth interviews of managers and students of international partner institutions of the host countries, through which Thai universities offer graduate degree programs. It is found that private Thai degree programs are welcomed in CLMV countries, while Thai degrees are favored over international Western degrees in terms of economic affordability and preferred over Chinese degree programs due to the socio-cultural perception that Chinese products are doubtful in quality. This is not surprising, considering that a 2014 study by the UNESCO Institute for Statistics (UIS) reported that among middle-income countries of Asia, Thailand and Malaysia lead the region when it comes to providing graduate education.

Keywords: *Education, CLMV, private universities, quality*

1. Introduction

Education entails investments in time and money from the students, therefore the choice of degree programs and university names are critical in the students' decision making. While Western universities are internationally recognized, the success of Asian university operating within CLMV has not been studied. This calls for further investigation, especially because among middle-income countries of Asia, it was found that Thailand and Malaysia lead the region when it comes to providing graduate education, according to a 2014 study by the UNESCO Institute for Statistics (UIS). Therefore, this research examines the success of Thai private universities that operate in CLMV countries, in particular Myanmar which has only recently opened up to the world, which in effect also touches upon the developing prospects for Laos, Vietnam and Cambodia. Given the socio-economic developments of the CLMV countries, correspondingly, the demand for foreign education in CLMV market is also fast expanding, especially for international graduate programs. Equipped with foreign degrees, the human resource of the host CLMV countries are prepared to compete for international jobs that comes with international standards and work pressures. Also, from the CLMV student's side, he/she feels more confident as a job applicant, in that one is likely to receive a higher pay if he/she graduated from a foreign university, especially for jobs with foreign companies.

This is a highly attractive business opportunity to expand the education market. It follows the education market trend of developing countries, as a lot of CLMV students who have studied overseas have become prominent and successful in the societies of their home countries. Successful alumni are generally the model to aspire towards, and are the living testimonials that emphasize the superior quality and integrity of international degree programs. This highly favorable market situation attracts investments by foreign universities to enter CLMV countries, in order to offer degree programs such as MBA, MPA and PhD. This research looks the international expansion of Thailand's graduate education through the experiences of selected private Thai universities to sample host countries of Myanmar, Vietnam and Cambodia. Data is collected through in-depth interviews of educational administrators from both the Thai and CLMV side where possible, as well as the opinions of the CLMV students enrolled in the Thai graduate degree programs that is offered in Myanmar.

2. Literature Review

Education quality among ASEAN and CLMV countries: Among middle-income countries of Asia, it was found that Thailand and Malaysia lead the region when it comes to providing graduate education, according to Chapman and Chien's (2014) study by the UNESCO Institute for Statistics (UIS). Nevertheless, taking the lead does not automatically suggest quality, efficiency and effectiveness. For example, a mismatch between Thai and Malaysian graduates and the human capital demands of the job market was found by Jimenez, Nguyen & Patrinos' (2013) case study which looks at human capital development and economic growth of Malaysia and Thailand. It is unlikely that the graduate programs could adjust quickly enough to the market needs, even with the knowledge about the discrepancies between graduates' skill sets and the employers' expectations of new recruits. In addition, another factor to take into serious consideration for Asia is the declining birth rate. This social situation is happening not only in developed economies of the West, but also for S.E. Asia, especially among the middle class and upper middle class who have the economic power and social pressures to pursue postgraduate degrees. Low birth rate has various consequences impacting all spheres of society, and is thus taken very seriously by Asia governments, resulting in the development of new strategies by governments for the sake of the economy and factors of production, including new strategies for education.

The resulting decline in undergraduate enrolment has also led educational institutions and the government to begin focusing on developing graduate education. With fewer students in the undergraduate age group, the educational institutions have to remain in business by implementing a market development strategy, selling more to the existing group of student customers, i.e. postgraduate programs. Among ASEAN countries, statistics from the World Economic Forum 2013-2014 (Table 1) indicate that Singapore and Malaysia are the countries with the best education systems in ASEAN, followed by Brunei, Indonesia, Philippines and Laos. It might be surprising, but Thailand comes in at the 7th place behind Laos. The World Economic Forum statistics suggest that among CLMV countries, Thailand's education would be attractive only for Cambodia, more attractive for Vietnam and most attractive for Myanmar.

Table 1: Education system ranking in ASEAN

Singapore	5.8
Malaysia	5.0
Brunei	4.4
Indonesia	4.3
Philippines	4.3
Laos	4.0
Thailand	3.6
Cambodia	3.2
Vietnam	3.4
Myanmar	2.1

Source: Global Competitiveness Report 2013-2014 by the World Economic Forum

Origin and development of overseas satellite campus: The success of British and American overseas campuses is largely due to the establishment of English as a global *lingua franca*. These satellite campuses extend long-standing arrangements for recruiting international students and build on existing alliances. Historically, the US model of an overseas campus featured a small centre dedicated to short-stay arrangements for expatriates (OECD 2004: 121). However, today, Asia has now become the focus of growth in international branch campuses after more than a decade of rapid expansion in the Middle East. Developing countries have also begun to establish international branch campuses in other developing regions (Sharma, 2012). However, fewer than 5% of students globally travel abroad to branch campuses for their education, and this figure will probably not increase much. A major issue in building a satellite campus relates to the balance between standardization and adaptation. How much should be identical across campuses, and how much should differ? You do not joke with education. You take it seriously. Think of your own children –would you rather have them taught by Mickey Mouse, or by Albert Einstein? Better play hard with the former outside campus, and work hard with the latter inside, right? So those institutions that provide education must accept a *responsibility* to ensure consistency in the *quality* and *standards* of their offering. Playing around with Mickey is fine, as long as you get back to work when it is time to.

The growth of branch campuses: The first idea is to analyze the forces of globalization that underlies the growth of branch campuses from the 1990s onwards. In fact, educational trade must be seen as a tool for soft power. You read that correctly. The central mission of overseas campuses, first and foremost, is of cultural colonization. When *Pink Floyd* sang "we don't need any education, we don't need any thought control", they anticipated the application of market rules to education, whereby students become customers and degrees are bought and sold. Most international branch campuses are located throughout Asia and the Middle East, in regions such as the United Arab Emirates, Qatar, Saudi Arabia, Singapore and Malaysia. These moves are mostly market-driven; approximately two-thirds of new universities in the Arab Middle East are private and nearly half are branches of Western, English-speaking institutions. It is time for Taiwan, Thailand and other Asian countries to reclaim their influence on the educational world and intensify their soft power. It is also time to put an end to the brain drain and lure Asian students to stay by receiving a foreign degree at home at considerably lower cost. We all know we can make it. All we have to do is to *want* it badly.

Potential for satellites of Taiwan and Chinese universities: Given the economic development of China, it suggests that university education offered by countries that are strong in Chinese language and culture would be desired by countries that aim to increase trade with China, particularly ASEAN and CLMV countries which have geographical proximity to China and Chinese heritage. The findings from this research on ASEAN (Thai) universities' branch/satellite campuses in CLMV also offer guidelines for Taiwan universities that may be planning to expand abroad, particularly to ASEAN and CLMV markets. In Taiwan, regular staff visits and meetings definitely help getting the working atmosphere right (Ennew, 2014; Hashim & Leitner, 2014). And this is exactly the strategy currently being pursued by Taiwanese international universities that operating within Taiwan, which at present does not have overseas satellite campuses yet. To demonstrate the competitiveness and excellence of Taiwan private university's educational quality, the section below presents I-Shou University, an international Taiwan university, as a sample case for better understanding of Taiwan University's potential for setting up overseas satellite campus.

Case Study of a Taiwan University: I-Shou University's strengths and challenges: Established in 1986, I-Shou University is located in the suburban setting of the medium-sized town of Dash (population range: 10,000-49,999 inhabitants). Officially accredited by the Ministry of Education of the Republic of China and a sort of association of business schools (AACSB), I-Shou University is a large higher education institution. Guess how many students? Well, as far as we can remember, the enrollment range last year was between 10,000 and 15,000 students. I-Shou University offers courses and programs leading to recognized degrees such as bachelor degrees, master degrees, and doctorate degrees in several areas of study. It also has a drastic admission policy based on students' past academic record and grades. International applicants are eligible to apply for enrollment but will only be accepted *if they demonstrate the intellectual power and creativity of the brightest minds,* thereby impressing the selection committee. I-Shou University's mission is to train future business leaders and artistic geniuses. It is with such an objective that I-Shou recruits students from Mongolia, Vietnam, Korea, France, Haiti, Honduras, Japan, China, Thailand, Malaysia, Papua New Guinea and other countries. Unfortunately, since most of these students –save the Chinese and the Malaysian –come along with an extremely poor or even *inexistent* level of Chinese, they are doomed to follow whatever course is taught in English. Students chose I-Shou because we had early mover advantage and competent local recruitment from a trusted source. Increasing competition is making our position less secure.

The trouble is, the majority of teachers delivering courses in English are *not* native speakers of English, and students have no choice but struggle to understand the poor grammar and bizarre accent of staff from France, Greece, Austria, Serbia, Bulgaria and other fancy places. With teachers who deliver a lot alright, but always in funny voices, and exchange students unable to say "hello" or "thank you" in Chinese, imagine the picture… *Where* are *we* at here? What is going on? Is there a pedagogical algorithm of some *sort* to *sort* out this mess? In this paper, we do not just describe a situation or complain about an existing state of affairs; we provide deep, easily applicable *solutions*. It is quite clear that students take both the program and the school fees in consideration when applying. Experts in student recruitment have over the years refined Taiwan's strategy for attracting local and international students to the Taiwanese IMBA program, rather than alternative offers from the UK or the US. We constantly stress that newcomers will feel more comfortable in an English-taught program that still follows Taiwanese administrative regulations, including a denser timetable with a higher number of classes and seminars, full availability of teachers, respect of national holidays such as the Dragon Boat Festival and the Chinese New Year (when Western institutions tend to celebrate Christmas, Halloween and other heretic events), and better care for students broadly speaking.

We are fully devoted to helping graduate students find the job that best suits their needs. For those who wish to stay in Taiwan, we have solid connections with industries in the E-United group, of which our University itself is a part. Students looking for jobs in the steel industry, entertainment business and tourism will find incredible opportunities as soon as they graduate. Those who are seeking international careers can refer to our International Office, which in recent years has developed relationships with 134 businesses in over 12 countries, ranging from Mongolia to Haiti and Honduras. Our IMBA's reputation transfers management and leadership skills that usually exceeds employers' expectations, whether locally or on a global scale. Our students remember three main experiences: the first is the sheer beauty of our campus and the unquestionable quality of our facilities. They feel comfortable in our air-conditioned classrooms and virtually any sports or entertainment option is available to them, from tennis courts to swimming pool to shopping centre to the real-size casino on the top floor of our building! Even the design of gardens and palm tree-lined roads are soothing to the eye. The second has to do with food quality. Fancy a cup of Oolong tea, sitting in the sunset, waiting for your boyfriend or girlfriend you can see jogging on the tracks in front of you? e-Coffee will be for you. Feel like indulging in a 5-course meal where even Kong-pao chicken and shrimp omelet are served? The food court is your best bet. Want to encourage your boyfriend or girlfriend practice golf swings from a reclining chair, munching on fried chicken wings? City Light golf is just around the corner. The third memorable experience is the quality of the teaching staff -caring, smiling, knowledgeable beyond expectations, and available at all times. How's that for a perfect studying environment?

Degrees from Chinese universities have been improving in the recent past, but they still cannot compare to what we offer in Taiwan. The main reason is their culture of censorship -when you cannot Google information or find people on Face book and other global networks, you leave a large part of the world in an obscure chaos, and this world will be happy to move on without you. In Taiwan, by contrast, we encourage students to be curious and willing to learn from the world outside China. The students from Myanmar, Vietnam and Cambodia who study in our university are clearly aware of this limitation. Those who eventually decide to study in China are motivated by factors external to education -spicy Sichuan food, business opportunities or a boyfriend/girlfriend eagerly waiting for reunion. However, I do not believe this extends to education services in China: this is just my intuition... But to cut a long story short, please hear me when I say this, please trust me: cannot compare! From the case study above, it is evident that the road ahead is strewn with some of the toughest challenges, which include attracting and retaining host campus faculty, replicating the diversity and excellent of the student body, and countless issues related to adaptation and the management of soft power.

But the opportunities are priceless, in particular for university-industry collaborations. For instance, Yao-TsungChih, the Education Counselor of the Department of International and Cross Strait Education at the Ministry of Education (MOE) in Taiwan, said that the MOE offered many opportunities for overseas Chinese students to work or continue studying in Taiwan after graduation. Yes, here is just one of the benefits of establishing and maintaining branch campuses! Students are able to apply and stay in Taiwan for work as long as they pass the assessment. Su-Zhen Lu, Deputy Director of the OCAC, provided a Face book account for the students to access event information relevant to the OCAC. Heng-Li Ho, a student from Macau, said that overseas Chinese students received great care from Asia University while they were studying in Taiwan. He regards Taiwan and Asia University as his second home and thanks Asia University for everything it did for overseas Chinese students (Chang 2015). Now imagine this sort of feeling becomes the rule rather than the exception! The Taiwanese initiatives show that *the provision of graduate education for foreign students always represents a sound strategy for consolidating university-industry collaborations independently of any ethical considerations.*

3. Methodology

Data is collected through open-ended questions interview face-to-face and internationally via social media (Face book groups, Face book message, LINE application, Whatsapp application) to a total of 17 managers, educators, investment advisors, potential investors, lecturers and graduate students of international partner institutions of the host country through which Thai universities offer graduate degree programs. Content analysis was carried out on the interview data that were obtained. Therefore we could obtain graduate student respondents only from Myanmar. Information about Myanmar came from the involved stakeholders and informants as follows:

From the Thai side (3),

- 1 Thai university's academic program director who oversees the Myanmar satellite program at the main campus in Thailand
- 2 Thai lecturers from the Thai university who have been sent to teach at the Myanmar satellite campus.
- 1 British professor from the Thai university who has been sent to teach at the Myanmar satellite campus.

From the Myanmar side (8),

- 1 Myanmese manager at the satellite campus in Myanmar
- And a total of 7 Myanmese graduate students of a Thai university's satellite campus in Myanmar (2 doctors, 1 government officer, 1 recent graduate without work experience, 2 managers from the private sector, 1 senior academician who is also a business consultant).

For Cambodia (2) and Vietnam (1), here is no Thai satellite campus yet, and hence there are not any local graduate students of our specific scope in existence from Cambodia and Vietnam to interview yet. Nevertheless, this research chose the next best alternatives:

- For Cambodia this study interviewed 2 potential Thai investors who are each currently planning to open satellite campuses of Thai institutions in Cambodia (i.e. 2 different Thai institutions).
- For Vietnam, this research interviewed Singaporean investment consultant in Vietnam (1 person) who has been operating for over 10 years to advise Thai and other Asian investors about Vietnam business climate and market feasibility.

In addition, to cross check the information obtained for content validity and reduce respondent bias, additional (3) informants include:

- 2 international graduate students who are enrolled in Bangkok campus were also interviewed (Filipino and Nepalese).
- 1 French professor teaching international students at an international program offered by a Taiwanese international college in Taiwan.

The researcher could not find investors interested in operating a Thai postgraduate program in Laos yet. Questions for the non-Thai graduate students of the Thai satellite campus in Myanmar/ main campus in Thailand were as follows (adjust as appropriate to student's location):
Share your opinions please!

- Why did you choose this Thai university's MBA in Myanmar/Thailand, instead of other foreign/European MBA program in Myanmar/Thailand or back home?
- Now that you have graduated, how did the Thai university's MBA training help prepare you for your job/work?
- What parts of the experience about this Thai university's MBA do you remember and like?
- What about comparing to Chinese University's degree? What is your opinion of a degree from a Chinese University? Do Myanmar people have some perception that Chinese products are doubtful in quality? Will this doubt also include education services from China?

For the managers, educators and investors, the above questions were adjusted accordingly to suit each respondent's position:
Share your opinions please!

- Why do you think students (would) choose this Thai /Taiwan university's MBA in Myanmar, Vietnam, Cambodia, instead of other foreign/European MBA program in Myanmar, Vietnam, and Cambodia?
- How do you think a Thai /Taiwan university's MBA training help prepare the local Myanmar, Vietnam, Cambodia students for their job/work (local job with local employer, local job with international employer, overseas job)?
- What parts of the experience about this Thai/Taiwan university's MBA do you think the students from Myanmar, Vietnam, and Cambodia would remember and like?
- What about comparing to Chinese University's degree? What is your opinion (and your students' opinion) of a degree from a Chinese University? Do people from Myanmar, Vietnam, and Cambodia have some perception that Chinese products are doubtful in quality? Will this doubt also include/extend to education services from China?

4. Findings and Discussion

At present, Thai universities operate graduate programs only in Myanmar, not in Cambodia Laos or Vietnam yet. Interviews with educators reveal that some Thai universities have collaboration with Laos universities at a lower level, such as sending lecturers to teach courses at the Laos universities. It is possible that the reason Thai universities do not have satellite campuses in Laos is because Laos has universities are seen to be of higher quality than Thai universities, as suggested by the World Economic Forum statistics from Table 1 which shows that Thailand is behind Laos when it comes to the quality of education. Due to the unique Myanmar political and economic transition situation, overseas universities have already entered to offer postgraduate level courses in Myanmar. Currently, the Thai universities running postgraduate programs through their Myanmar satellite campus (mainly MBA) are Assumption Business Administration College (ABAC) of Assumption University, University of the Thai Chamber of Commerce (UTCC), Stamford University, and Shinawatra University (SIU). Siam university does not have a satellite campus or center in Myanmar, but has contract with local Myanmar institutions to send students across to study in their Bangkok campus. The director for overseas satellite campus of Thai university in Myanmar also informed the researcher that the regulations pertaining to education in Vietnam is highly complicated, such that there is only one international university from Australia that managed to open a campus in Vietnam, namely, the Royal Melbourne Institute of Technology (RMIT). Content analysis of the interview data produced the following findings, which are then discussed.

Myanmar: Being able to attend classes locally is definitely much more convenient for the student e.g. "has lower costs while staying in our place". But the reason why Myanmar graduate students specifically chose a Thai university degree is of interest here. It was found that Thai universities have a good reputation and are held in high regard, surprisingly even when compared to Western universities. For example, a medical doctor who chose to study a Thai MBA program in Myanmar said that he chose the Thai MBA program "because it is accredited in Thailand and internationally recognized. For UK or European universities in Mandalay, it would be hard to access their quality, particularly whether they are actually recognized or not." Thai university is also seen as international, e.g. The Thai university "is an international university."

Notably, in addition to schedule and cost, the most cited reasons for choosing the Thai MBA program in Myanmar is because Thai satellite programs sends internationally trained foreign lecturers, whereby even a Thai teacher is considered foreign and definitely preferred over Myanmese teachers:
"because the other foreign MBA in Mandalay rent local teachers" i.e. to reduce operating cost.
"because of schedule, fee and especially qualified teachers." … "is the only choice for learning with qualified foreign teachers in fair cost within short term?"
"Fully conducted by International Qualified Lecturers. Course fee is affordable. Course duration is reasonable."
"because of schedule, reasonable fees, 100% foreign lecturer."

When it comes to Chinese universities, the Myanmar graduate students have interesting opinions, in that they relate Chinese universities with poor English, and tends to require being competent in Chinese language as well, e.g.

"Chinese university….They opened Chinese schools in Mandalay. Usually used in Chinese language…very weak in English".
"To study Chinese education, we need to study Chinese language first. This is the greatest barrier for Myanmar student I think."
However from another perspective by the British Professor, Chinese degree is predicted to be desirable by the Myanmar students, given the power of Chinese investments in Myanmar, "many students have thought about the possibility of going to China. Mandalay is flooded with Chinese capital now, since it controls new shopping centres, hotels, hospitals and many other things."And university ranking comes into consideration, and yet if it was to be a Chinese degree, the student would prefer to go to China rather than attend a satellite campus at home and emphasize that it would have to be at an outstanding (not just any ordinary Chinese university which are deemed to be doubtful), e.g.
"Regarding Chinese universities, I would like to choose MBA programs from highly or moderately ranked ones because they are internationally recognized and are taught in English. But for ordinary Chinese universities, I am in doubt regarding their quality…..For Chinese universities, I would prefer going China to study."

Also, in Myanmar, Thai products are preferred for having higher quality compared to Chinese products. This is possibly because in general, Chinese products that are exported to Asia is not always the top quality, "Quality may be low (I bought one Chinese tie and students told me not to put it in the washing machine with other clothes, for example)".Or perhaps the Chinese products that are imported into Myanmar are only those of lower prices and lower quality. Unfortunately, this perception of Chinese products also can extend to Chinese education services, e.g.
"Chinese university is not popular in Myanmar and compare with China products Thailand products are good quality compare with China teacher."

For the second question about how well the Thai university's satellite campus helped to prepare them for their jobs, the answers focused on how the MBA courses helped them to develop a business mindset, and the prospects of high profile jobs, e.g.
"Today, most of the high profile jobs demand MBA and I believe …. MBA would be a stepping stone to my future career journey."
"MBA study helps me a lot in my professional field. The teaching method of … helps me to improve management skills, critical thinking and business minds. Before MBA, in my mind how to treat patients? After MBA how to find money? This is the big change."
"MBA program enables to gain a critical perspective on our own management style and the insight to move out career forward."
"I had no idea or no experience about business, marketing etc. in the past. Now, I could promote my knowledge and my skill through MBA course. I applied the experience and the thoughts especially HR, Research Method, Critical Thinking, Cross Cultural etc. at my job."

Compared to local universities, the Thai satellite campus had strengths in different teaching methods:
"Teaching method is quite different from local universities where there is an emphasis on memorization of school lessons".
"I remember debate, controversial, knowledge sharing and learned from teachers course….teaching method for students' oriented".
"The most I like experience is Critical Thinking."
"Remember different teaching styles and knowledge sharing of our all lovely teachers, Group assignments times".

Cambodia: For Cambodia, the two potential investors suggest that enrolling in a Thai university that opens in Cambodia has advantages over Western graduate (MBA) program in Cambodia due to Cambodia's trade prospects and geographical proximity to Thailand, focusing Thai language in particular:
"…should teach Thai language together with the big Thai companies that invest in Cambodia, give students opportunities to do paid internships, looking from the advertisements looking for 100s of positions recruiting people who graduated from Thai language programs"

From Taiwan university's perspective, MBA programs all over the world are similar, but it is the teachers that make the difference, e.g. "The only real difference is in the quality of the faculty delivering the courses. We have mixed levels of ability in this case, in part because of low budget for hiring faulty members where we do not have in-house capacity."
When it comes to the advantages that a Thai university's MBA training would have in helping to prepare the Cambodian student for his/her job/work, it was found to also emphasizes "Thainess" and working well with Thai people, e.g.
"Only in understanding Thai culture and form relationships with Thai, increase opportunities for doing business, and business connections with Thailand in general".
"The students will remember a lot of things about Thailand from the Thai teachers." "The other day, someone from HomePro said they are going to open in Cambodia, and asked me to help recruit staff, so that Thai companies (in Cambodia) will no longer have recruitment problems" (Note: HomePro is a multinational home improvement store that has several outlets in Thailand)
"The opportunity to do internship in Thailand, to learn Thai language, and work with Thai people, because Thailand is close to Cambodian's home".

When it comes to Chinese university's degree, the investor's opinion is that Thai language is still the main requirement because Cambodians focus on working for Thai companies. And even though supplementary Chinese language is also useful when communicating with Chinese business partners and clients, e.g.
"Cambodians also learn Chinese language, but if the Chinese university also teaches Thai language they will solve problems here, and emphasize their students to work with Thai companies, and sometimes use Chinese language to represent Thai companies when dealing with Chinese business partners"
"From my experience, Cambodians are interested in learning Chinese, even my maid can speak some Chinese. But the emphasis on Thai language is because Thai people do not use English. Cambodians also trade a lot with the Chinese, so if Cambodians can speak Chinese to Thai people, they will have more job opportunities, study both Thai and Chinese!"
When it comes to the perception of Chinese products, "most of the goods sold in Cambodia are from China", but "in Cambodia, things are more expensive than in Thailand".

Vietnam: For Vietnam, there are still many unanswered questions, according to the investment consultant for investors to Vietnam, e.g. "First, it's about how far the degree from a Thai university is being recognized in VN. Then it's about how much cheaper is it compared to be studying in an Australian university. Australian University is the top option for Vietnamese. Then come UK unis. UK unis are mainly for the richer Vietnamese. If VN do MBA, it is normally a UK MBA a preferred choice. Similar to Cambodian students, Vietnamese students emphasizes future business opportunities when they choose a Thai university degree, e.g. "VN will like to study in a Thai uni only if it helps them in their interest / business relations or anything which might bridge a profitable future."
Because Vietnam is historically and culturally closely linked with China, and continues to have high trade volume with China, a Chinese university degree would be preferred by a Vietnamese over a Thai university degree, i.e. "Chinese Unis may be a better option than Thai; putting politics aside, Chinese and Vietnamese do have very strong trade exchange. Many VN are now learning to speak Chinese".

International students studying in Thailand: Sample opinions of international students at graduate international program of the Thai university studying in Thailand, it is about suitable class schedule, diversity, and interesting teaching and learning methods, e.g. "runs the course during the weekend and it fits into my schedule as I work full time", "to study with professors with diverse viewpoints and approaches", "bringing in speakers in class. We cannot get everything from books and it is one great initiative to invite and learn from hands-on people who can share their personal experiences related to the course".

5. Conclusion

Thai universities can support as much as 120,000 students, yet high school graduates entering universities in 2016 are less than 100,000. Therefore, private universities are fiercely fighting for student enrollment numbers, and one way to deal with the dwindling student population is to open satellite campuses overseas. Among middle-income countries of Asia, while it was found that Thailand and Malaysia lead the region when it comes to providing graduate education (UNESCO UIS 2014), Malaysia has not been investing in education in CLMV countries, unlike Thailand. It is likely that this due to cultural similarities, in that Myanmar, Cambodia and Thailand are both strongly Buddhist countries; Vietnam also has a long historical tradition of Buddhism, while Malaysia is a strongly devout Muslim country. Even then, national demand for graduate education is still insufficient, particularly for self-supporting private universities who now have to look internationally for graduate students. This development supports the vision of Thailand's Office of the Higher Education Commission (OHEC) which aims to develop Thailand as the education hub of the Association of Southeast Asian Nations (ASEAN).

Findings suggest that the successful market entry and operation of Thai graduate degrees results from educational regulatory constraints of the host countries, as well as socio-cultural norms in preference of a foreign graduate degree. Moreover, the experience of Thai private universities has implications for overseas expansion of graduate programs by private universities from Taiwan and other East-Asia and Pacific countries. This research found that in CLMV countries, private Thai degree programs are welcomed the most in Myanmar and Cambodia, while Chinese and hence Taiwanese degree programs would be more welcomed in Vietnam. Laos has not been adequately examined by this research, but is unlikely to be a potential market, given the statistics from World Economic Forum that supports the superiority of Laos educational system over that of Thailand. Thai degrees are favored over international Western degrees by Myanmar in terms of economic affordability, and Myanmar students preferred Thai over Chinese degree programs due to Myanmese' socio-cultural perception that Chinese products are doubtful in quality. Cambodians, however, are more interested in a Thai university degree not because it is "international" (the way how Myanmar graduate students perceive Thai university degree), but Cambodians focus on the business prospects with Thailand, hence they would enroll in a Thai degree program in order to learn the Thainess, nuanced knowledge about Thailand, and Thai language. Thailand's image is still rather highly positive among CLMV countries, even though among ASEAN, Thailand is not of the highest quality. Nevertheless, Thai degree tuition fees are not too high compared to neighboring countries. Given the pressure to penetrate oversea market, the reputation of Thailand among CLMV and competitive pricing are key to making Thai postgraduate degrees expand in CLMV countries, perhaps even more successfully than Singapore and Malaysian postgraduate satellite degree programs.

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