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An Association Between Brand Trust, Brand Affection and Brand Loyalty : The Case of a Coffee Brand in Bangkok Thailand

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Abstract

Objective: This study investigates the mediating effect of brand affection between brand trust and brand loyalty in a coffee brand in Bangkok, Thailand.

Methods: The researchers employed a self-administered questionnaire online survey for quantitative data collection based on reliable and valid sources. The data were analysed by adopting SPSS Version 27. The hypotheses were tested using Partial Least Square Structural

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Equation Model (PLS-SEM) from 206 customers of a coffee brand in Bangkok, Thailand through convenience sampling.

Results: The results reveal that brand affection is a significant mediator between brand trust and brand loyalty among customers of a coffee brand in Bangkok, Thailand. The findings could be applied to any service company for the branding strategy to enhance brand loyalty from brand trust through mediating effect of brand affection.

Conclusion: The marketing strategic planners should pay attention to brand affection and brand trust because these factors impact brand loyalty of the coffee brand among Thai customers. Also, brand affection could be considered the mediator between brand trust and brand loyalty in this sector.

Recommendations & Implications: The recommendation is to expand more sampling to cover areas in Thailand. Also, other variables should be considered for a clearer understanding of the branding strategy of the coffee brand in Thailand. So, it may imply explaining the association phenomenon in the service sector. The qualitative approach could give insight results from in-depth interviews or focus groups for further study.

Keywords: *Brand Affection, Brand Trust, Brand Loyalty, Coffee Shop, PLS-SEM*

INTRODUCTION

The food and beverage industry experiences expansion every year. Additionally, the sector makes a substantial contribution to economic growth. In addition to cafes, coffee shops are currently one of the most desirable segments of the food service industry (Rosyiidiani & Widya, 2021). Coffee has a unique flavour and aroma that makes coffee become a popular industry. Coffee is a familiar drink in various generations in the world (Sidik & John, 2021; Akedanai et al., 2022). According to the coffee shop trend in Thailand, the average coffee consumption is around 300 cups per year. Coffee drinks are offered in a special cafe with a supportive atmosphere for gathering with colleagues or coworkers and young people enjoy coffee quite a lot (Jitpleecheep & Hicks, 2019; Sidik & John, 2021). The coffee shop industry has been expanding and saturation points are reached (Lee & Kim, 2016). The increasingly alert owner or anager recognizes the importance of satisfying customers and persuading them to return, then they should develop distinct brands that distinguish them from competitors (Vepha et al., 2022). The company needs to ensure brand loyalty as an important factor in maintaining company stability (Diena et al., 2022). Brand loyalty is is a commitment held by customers to consistently repurchase the brand in the future regardless of any conditions that occur out there (Ghorbanzadeh & Rahehagh, 2021). Trust is the most important variable in building long-term relationships between one party and another

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brand trust is the perception of reliability from the consumer's point of view based on experience (Haudi et al., 2021). Consumers are more likely to pay special attention to a brand that leaves a meaningful impression on them. Additionally, brands with added value are more likely to stand out in consumers' minds. Moreover, brands can influence consumers' brand affection and brand trust (Halim, 2006). Thus, brand trust, brand affection and brand loyalty are related and essential for the coffee shop industry in branding strategy.

Research Question

Is there any relationship between brand trust, brand affection and brand loyalty in a coffee brand in Bangkok, Thailand and how?

Research Objective

This study employed PLS-SEM to investigate the association between brand trust, brand affection and brand loyalty in a coffee brand in Bangkok, Thailand.

LITERATURE REVIEW

Coffee Shop Industry in Thailand

Thailand had 8,025 coffee shops in 2018, a 4.6 per cent increase from the previous year. The total value of the Thai coffee market was 36 billion baht, of which 20 billion baht went to instant coffee, 1.2 billion baht to premium coffee, and the remainder to other segments. Amazon, Starbucks, Doi Chaang, Coffee World, and All Cafe were significant market participants. In Thailand, the coffee shop industry has been one of the most competitive industries over the past four years. In 2019, 70,149 new restaurants were opened in Thailand. However, only 10% of these restaurants were profitable over the past three years, indicating that this sector has experienced significant problems (Jitpleecheep, & Hicks, 2019; Limna et al., 2021). The coffee market in Thailand is expanding rapidly, with new cafes appearing in every city. Despite the Covid-19 outbreak, Nestle (Thai) reports that the coffee market in the Kingdom grew by 10.7 per cent or Bt60 billion in 2020 alone. Multiple regions of the country produce coffee, with Chumphon province being the largest producer. According to Spring News, Chumphon has devoted 104,326 rai to the cultivation of coffee beans and annually produces 11,537 tonnes of Robusta. After Chumphon, Ranong is the second-largest producer of coffee, with 44,080 rai devoted to the crop and 4,667 tonnes produced annually. Other provinces that cultivate coffee include Chiang Rai, Chiang Mai, and Nan in the north, where 42,215 rai, 23,125 rai, and 22,500 rai, respectively, are devoted to the crop and produce 3,402, 2,283, and 3,825 tonnes annually (The Nation Thailand, 2022).

Coffee consumption in Thailand is rising by an average of 15% a year. Per-person consumption of coffee in Thailand is about 300 cups a year, compared with 400 in Japan and 600 in Europe. Finland has the highest coffee consumption per person, with about 1,000 cups a year. Hence, there is still huge potential to expand the coffee business in Thailand where the coffee

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market is expected to double over the next five years. The premium coffee segment will double in size, while the mass coffee market will grow by 2-3 times. The coffee business is a dream for many in the younger generation. They want to enter this year because it is not difficult to start a business and the upfront investment cost is not high. Moreover, it has alternatives to enter the market by own investment or on a franchise basis. Coffee consumption in Thailand will continue to increase, fuelled by the mushrooming expansion of new coffee shops across the country. While the big-dog chains duke it out for market share, small independent coffee shops are still thriving in Bangkok. To stay ahead of the competition, they often incorporate a mix of style, quality, and events to draw customers away from larger chains. This may force some smaller mass coffee brands to turn themselves into speciality, high-end coffee shops (Bangkok Post, 2022).

Brand Trust (BT)

Trust was defined as a customer's belief that certain brands can fulfil her or his desires; therefore, when customers have trust in a brand, they will engage in repeat purchases, which will result in their commitment to the brand, and a relationship can be established between the brand and the customer. Brand trust has the ability, capability, and capacity to fulfil consumers' wants and needs, as exemplified by consumers' attitudes toward the brand, considering the brand's benefits and ability to solve their problems (CAKMAK, 2016; Chinomona & Maziriri, 2017; Sanny et al., 2020). Brand trust in this study refers to consumers' attitudes toward the coffee brand on benefits and ability to solve the issues.

Orzan et al. (2016) concluded that brand trust influences brand affection and brand loyalty in social media marketing. Kabadayi & Alan (2012) supported the influence of brand trust on brand affection and brand loyalty in retail management. Gecti & Zengin (2013) confirmed the impact of brand trust on brand affection and brand loyalty in the sports shoe industry in Turkey. Mishra et al. (2016) identified the impact of brand trust on brand loyalty in the day-to-day use of personal care products. Alhaddad (2015) studied business students' perceptions and the results showed that there was an effect of brand trust on brand loyalty. Halim (2006) supported brand trust directly impacted brand affection and brand loyalty in the case of Coffee Instant Product in Indonesia. Jenama & Empirikal (2017) supported the brand trust impact on brand affection among the local automobile brand customers in Malaysia.

H1: Brand Trust significantly impacts brand affection.
H2: Brand Trust significantly impacts brand loyalty.

Brand Affection (BA)

One of the types of consumer associations with brands is brand affection. Brand affection was defined as the ability of a brand to elicit a favourable response from general consumers. In other words, consumers' emotional responses to a particular brand include excitement, happiness, satisfaction, etc. It is a positive emotional commitment associated with the brand's sensory and emotional associations (Matzler et al., 2006; Chen et al., 2020). Brand affection in this study refers to consumers' emotional responses to the coffee brand including excitement, happiness, satisfaction, etc. It is associated with the brand's sensory and emotional associations.

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Orzan et al. (2016) concluded that brand affection influences brand loyalty in social media marketing. Kabadayi & Alan (2012) supported the influence of brand affection on brand loyalty in retail management. Gecti & Zengin (2013) confirmed the impact of brand affection on brand loyalty in the sports shoe industry in Turkey. Halim (2006) investigated the influence of brand affection directly impacted brand loyalty in the case of Coffee Instant Product in Indonesia.

H3: Brand affection significantly impacts brand loyalty.

Brand Loyalty (BL)

Brand loyalty was defined as "a deeply held commitment to repurchase or re-patronize a preferred product/service consistently in the future, despite other situational and marketing factors that may induce switching behaviour." Engaging customer is a crucial strategy for inducing, constructing, or fostering brand loyalty (Islam & Rahman, 2016; Kaur et al. 2020). Brand loyalty in this study refers to the commitment to repurchase products of the coffee brand in the further.

Orzan et al. (2016) confirmed the mediating role of brand affection in the relationship between brand trust and brand loyalty in social media marketing. Kabadayi & Alan (2012) supported the brand affection mediates between brand trust and brand loyalty in retail management. Gecti & Zengin (2013) confirmed the mediator of brand affection between brand trust and brand loyalty in the sports shoe industry in Turkey. Halim (2006) supported the mediating effect of brand affection on the relationship between brand trust and brand loyalty in the case of Coffee Instant Product in Indonesia.

H4: Brand affection significantly mediates between brand trust and brand loyalty.

Conceptual Framework

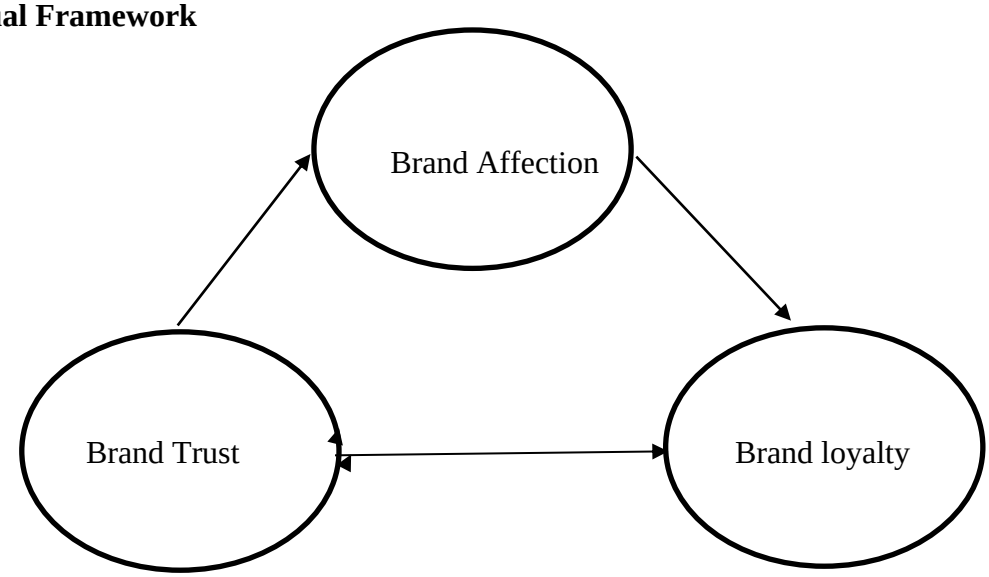

Figure 1. Conceptual Framework

PLS-SEM

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The statistical goals of the two SEM methods are notably distinct. Covariance Based Structural Equation Model (CB-SEM) aims to estimate model parameters that minimize the differences between the observed sample covariance matrix (calculated prior to the analysis) and the covariance matrix estimated after the revised theoretical model is confirmed. In contrast, the objective of the Partial Least Square Equation Model (PLS-SEM) is to maximize the variance in the dependent variable that is explained (Hair et al., 2017).

RESEARCH METHODOLOGY

This quantitative study employed gathering its data through the online survey and closed-ended questionnaires (Likert's Rating Scale). The questionnaire questions were formulated using valid and reliable research data. The measurement instruments' validity was evaluated. Validity refers to the precision with which a researcher's concept is quantified by measurement (Zikmund, 2003). The variables of the study were measured with a five-point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) (strongly agree). Demographic questions about respondents were derived from the study by Sosanuy et al. (2021), Nuanchaona et al. (2021), Chana et al. (2021) and Phetnoi et al. (2021). The questionnaire items in the brand affection and brand trust construct were based on Kabadayi & Alan (2012), The questionnaire items in the brand loyalty constructs were based on Gecti & Zengin (2013). The questionnaire was proved by three business academic experts.

Study Population and Sample

The study's target population was unknown. The researchers carried out a conventional survey with a 95% level of confidence. Convenience sampling should be used to collect a minimum of 100 cases with a p-value of 0.5 (Taherdoost, 2016). The sample was the customers of a coffee brand in Bangkok, Thailand. They were Thai and over 18 years old.

Data Collection

The instrument used to collect data was the online survey. The researchers utilized self-administered online questionnaires and recruited participants through convenience sampling. Prior to distributing online questionnaires, it was crucial to inform respondents of the objectives of the study and solicit their participation. The data were collected between May 6th and June 1st, 2022.

Data Analysis

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The collected data were analyzed with the programs SPSS (version 27) and Partial Least Squares Structural Equation Modelling (ADANCO, version 2.3). The researchers provided descriptive statistics regarding the demographic characteristics of the respondents and computed the mean and standard deviation for every variable and questionnaire item. Using reliability tests and factor loadings, the validity and dependability of the data were determined. According to the study by Jandawapee et al. (2022), Limna et al. (2022), Napawut et al. (2022), Sitthipon et al. (2022), Panya et al. (2022) and Charoensereechai et al. (2022), the factor loading was set at 0.7, Cronbach's Alphas was set at 0.7, AVE was set at 0.5. SRMR was set at 0.1 followed the recommendation of Mathlin et al. (2021), Morrow & Conger (2021).

RESUTS

Two hundred and six (206) respondents completed online survey questionnaires. The findings revealed that most participants were female (68.0%), aged 26-35 years old (68.2%), held a bachelor's degree (69.4%), and earned a monthly income between 10,001 and 30,000 baht (63.6%). Therefore, the demographic profile of the study's sample was representative of the coffee brand customers in Bangkok, Thailand.

Table 1. Item Loadings, Cronbach's Alpha, and Average Variance Extracted (n=206)

Items	Factor Loadings	Mean	SD.
Brand Affection (BA) Cronbach's Alpha = 0.817, AVE = 0.646			
BA1: The coffee shop makes me feel happy	0.765	3.83	0.676
BA2: The coffee shop makes me feel pleased.	0.864	4.04	0.661
BA6: The coffee shop makes me love	0.772	3.57	0.754
BA7: The coffee shop makes me feel relief	0.810	4.11	0.754
Brand Trust (BT) Cronbach's Alpha = 0.834, AVE = 0.750			
BT1: I trust the coffee brand	0.848	4.14	0.666
BT2: I feel that I can trust the coffee brand	0.882	4.00	0.695
BT4: I feel secure products from the coffee brand	0.869	4.04	0.654
Brand Loyalty (BL) Cronbach's Alpha = 0.874, AVE = 0.610			
BL1: I will buy products from the coffee brand in the	0.740	4.01	0.663

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future			
BL2: I will purchase over the coffee shop	0.723	3.63	0.677
BL3: I will continue purchasing the coffee shop	0.839	3.73	0.701
BL4: I will not switch to other brands	0.757	2.98	1.000
BL5: I will pay even if the price is higher than other brands	0.835	3.24	0.981
BL6: I will always use the coffee shop	0.785	2.91	0.994

Table 2. R-Squared (n=206)

Construct	Coefficient of Determination (R^2)	Adjusted R^2
Brand Loyalty	0.4751	0.4699
Brand Affection	0.3638	0.3606

Table 3. Effect Overview (n=206)

Effect	Beta	Indirect Effect	Total Effect	Cohen's f^2
BT → BL	0.3749	0.2382	0.6131	0.1704
BT → BA	0.6031		0.6031	0.5717
BA → BL	0.3949		0.3949	0.1890

Table 4. Total Effects Inference (n=206)

Effect	Original Coefficient	Standard Bootstrap Results					Percentile Bootstrap Quantiles		
		Mean Value	Standard Error	T-Value	P-Value (2-Sided)	P-Value (1-Sided)	2.5%	97.5%	99.5%
BT→BL	0.6131	0.6134	0.0424	14.454	0.0000	0.0000	0.5278	0.6921	0.7126
BT → BA	0.6031	0.6047	0.0560	10.774	0.0000	0.0000	0.4896	0.7080	07695
BA→BL	0.3949	0.3960	0.0680	5.8066	0.0000	0.0000	0.2594	0.5309	0.5694

BT = Brand Trust, BA = Brand Affection, BL = Brand Loyalty

Brand trust can predict brand affection at $\beta=0.603$, $p<0.001$ (two tails at 0.0000 and one tail at 0.0000). Brand trust can predict brand loyalty at $\beta=0.375$, $p<0.001$ (two tails at 0.0000 and

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one tail at 0.0000). Brand affection can predict brand loyalty at β=0.395, p<0.001 (two tails at 0.0000 and one tail at 0.0000). Brand affection is a significant mediator between brand trust and brand loyalty which can be explained by about 36.4% (R^2=0.364). Overall, the association phenomenon can be explained by 47.5% (R^2=0.475).

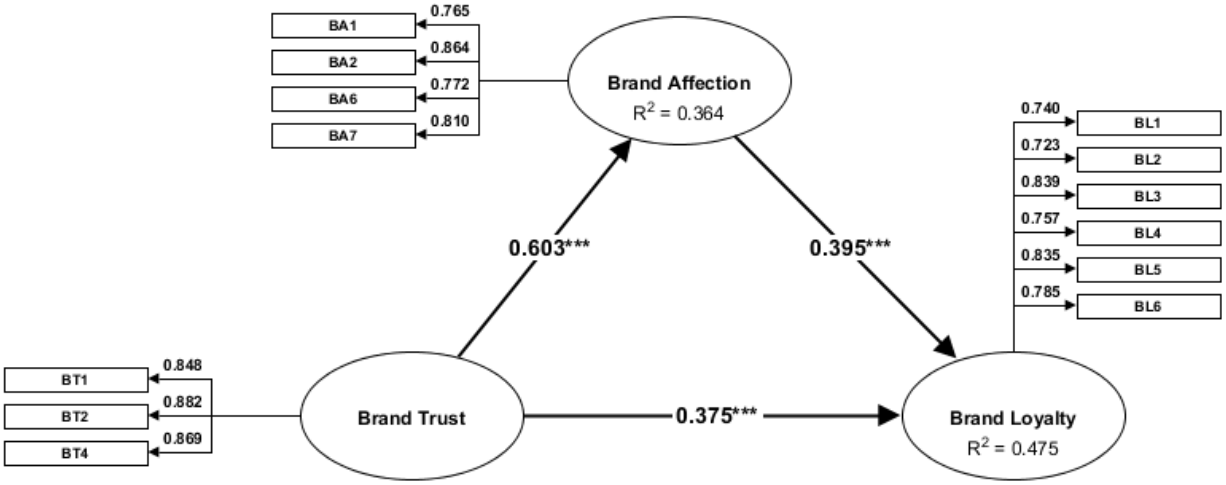

Figure 2. PLS-SEM Model (SRMR= 0.0953)

Assumptions

Table 5. Summary of Hypothesis Testing

Hypotheses	Results	Actions
H1: Brand Trust→ Brand Affection	β=0.603, p<0.001	Accepted
H2: Brand Trust → Brand Loyalty	β=0.375, p<0.001	Accepted
H3: Brand Affection→ Brand Loyalty	β=0.395, p<0.001	Accepted
H4: Brand Affection is the mediator Between Brand Trust and Brand Loyalty	p<0.001 R^2=0.364	Accepted Overall, the relationship phenomenon can be explained by about 47.5% (R^2=0.475).

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DISCUSSIONS

The food and beverage industry expands on an annual basis. Additionally, the food and beverage sector contributes significantly to economic expansion. Coffee shops are currently one of the most desirable segments of the food service industry, alongside cafes. Due to its distinctive flavour and aroma, coffee has become a popular industry. Coffee is a beverage familiar to numerous generations throughout the world (Rosyiidiani & Widya, 2021; Sidik & John, 2021; Akedanai et al., 2022). Consumers are more likely to pay close attention to a brand that leaves them with a lasting impression. Moreover, brands with added value are more likely to be remembered by consumers. Furthermore, brands can affect consumers' brand loyalty and trust (Halim, 2006).

According to the study findings, brand trust significantly influences brand affection and brand loyalty confirmed by the study by Orzan et al. (2016); Kabadayi & Alan (2012); Gecti & Zengin (2013); Mishra et al. (2016); Alhaddad (2015); Halim (2006) and Jenama & Empirikal (2017). Brand affection significantly influences brand loyalty supported by the previous study by Orzan et al. (2016); Kabadayi & Alan (2012); Gecti & Zengin (2013) and Halim (2006). Moreover, the findings also supported Orzan et al. (2016), Kabadayi & Alan (2012), Gecti & Zengin (2013), Halim (2006) that the mediating role of brand affection in the association between brand trust and brand loyalty has confirmed. Thus, this study supports the association between brand trust and brand loyalty through mediating effect of brand affection.

CONCLUSIONS

Typically, branding communication establishes a position in the minds of consumers. Positioning is the process of identifying what boldly distinguishes a brand in the customer's mind. Customers are inundated with options. The positioning has the potential to create new openings in a market that is oversaturated and constantly evolving (Agustin, 2021). Thus, branding strategy is essential regarding the association between brand trust, brand affection and brand loyalty in this study. The customers perceived that they trust the coffee brand. The customers feel relieved and secure with the products and services from the coffee brand. The measurements for customer loyalty to the coffee brand are they will buy products from the coffee brand in the future and they will continue purchasing the coffee shop. The marketer and strategic planners should pay attention to the association between brand trust and brand loyalty through mediating effect of brand affection.

RECOMMENDATIONS AND IMPLICATIONS

The findings of this study cannot be generalised to other coffee brands in Thailand or other countries because the data was collected from Bangkok, Thailand. Therefore, future research utilising this framework in other countries and cultures must employ a more systematic sampling procedure as opposed to a convenient sampling procedure. For a better understanding of customers' behaviours in coffee shop brands, future research may also consider the component of branding-

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related factors such as brand equity, emotional response, and brand experience. It is also good scholarly research to add more variables or research hypotheses from the current study because it can sometimes make the PLS-SEM model more evident and clearer, thereby emphasising the point among variables.

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Conflict of Interest

There is no competing interest.

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The Impact of Talent Management on Employee Satisfaction and Business Performance in the Digital Economy : A Qualitative Study in Bangkok, Thailand

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Abstract

Objective: This study explains the impact of talent management on employee satisfaction and business performance in the digital economy in Bangkok, Thailand.

Methods: The interview questions were developed based on academic papers with high reliability and validity and proved by three experts. A qualitative study was contributed through interviews with six respondents in two business companies who were talents in Bangkok, Thailand. The content analysis and NVivo Trial Version were employed to analyse and interpret the data.

Results: The results reveal that talent management comprises talent attraction, talent development and talent retention. Talent attraction is essential to talent development. Also, talent development is related to talent retention and turns it into employee retention. If there was a high retention rate or low turnover rate, it reflected employee satisfaction and business performance.

Conclusion: Strategic planners should pay attention to talent management because there is an association between talent management, employee satisfaction and business performance. It could enhance job satisfaction and organisational performance in any sector.

Recommendations & Implications: The recommendation is to expand to other industries because the insight could give more clear human resource strategies. Moreover, further quantitative research could explain in general and confirm the relationship model.

Keywords: *Talent Management, Employee Satisfaction, Business Performance, Digital Economy, Qualitative Study*

INTRODUCTION

Several factors, such as economic uncertainty, have put tremendous pressure on businesses to consistently improve productivity and performance (Hussain & Hoque, 2002). In the digital economy, the need and prospects for business development determine the personnel departments of enterprises and organisations. Furthermore, information technology (IT) creates a need for knowledge management in almost all sectors by considering the security of data storage and ensuring the necessary speed of calculations when making a management decision. As a result of systematic knowledge management, the enterprise's intellectual property becomes the most critical factor in preserving and increasing the value of the business (Sharipov et al., 2020). Furthermore, human resource management (HRM) is an essential factor in a company's

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competitiveness. A company must have the right and effective strategy to build a great team by hiring highly qualified employees (Darling-Hammond & Sykes, 2003; Yang, 2006). Talent management is a crucial component of HRM strategies. It is the systematic attraction, identification, development, engagement, retention, and deployment of those individuals of value to an organisation, either because of their high potential for the future or because they fulfil business operation-critical roles (Mangusho et al., 2015). Thus, in this digital age and highly competitive business world, talent management, which includes employee knowledge, skills, attitude, values, competencies, and work preferences, is critical to a company's survival. Talent management not only ensures effective organisational performance by providing crucial knowledge and strategies for improvement and transformation, but it also aids businesses in identifying and maximising the most talented individuals as potential future leaders (Anshari & Hamdan, 2022; Kaewnaknaew et al., 2022). Thus, talent management in the digital economy is critical to study (Pan et al., 2022).

Research Objective

This study explains the essential of talent management on employee satisfaction and business performance of business companies in Bangkok, Thailand in the digital economy.

Research Question

Why is talent management crucial for influencing employee satisfaction and business performance in the digital economy of the business companies in Bangkok, Thailand?

LITERATURE REVIEW

The Digital Economy

In the digital economy, efficiency is not static but rather dynamic. It focuses more on new activities and products than on increased productivity. What is truly novel about the New Economy is the widespread use of the Internet, a new level and form of connectivity among multiple heterogeneous ideas and actors, which has given rise to a vast array of novel combinations. There are quantifiable effects on productivity and efficiency, but the longer-term effects are incalculable (Carlsson, 2004). Satellite accounts for the digital economy should include all goods and services associated with the digital economy. However, the preliminary estimates were based on digital goods and services. The numerous difficulties are related to estimating the economic contribution of "partially digital" goods and services (Barefoot et al., 2018). In the modern and digital economy, the greatest challenge for human capital management is employee retention. Organisations are searching for comprehensive strategies to attract and retain potential employees due to a growing talent gap. Talent management as employee management plays a crucial role in talent retention (Ekhsan et al., 2020). Therefore, talent management applications serve as the foundation for enhancing business performance,

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the management system, and streamlining production processes in the digital economy (Trofimova, 2020).

Talent Management

Talent is a term used to describe people who have exceptional abilities or gifted qualities that enable them to achieve extraordinary feats (Ansar & Baloch, 2018). Talent management refers to an integrated set of processes, programs, and cultural norms designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs (Silzer & Dowell, 2010). Similarly, talent management is the HRM strategy that aims to enhance an organisation's ability to attract, develop talents, and retain talent to enable and achieve current and future business goals (Mangusho et al., 2015; Vecchi et al., 2021). It is the different processes and opportunities that an organisation strategically makes available to a pool of talented people (Serrat, 2017). Talent management strategy should always be linked to the business strategy to be effective. Hence, individuals with talent can make a difference in organisational performance either immediately or in the long run by demonstrating the highest levels of potential (Mangusho et al., 2015).

Talent Attraction

Talent attraction refers to the strategies and tactics used by organisations to attract, invite, and recruit new talent to expand their value proposition. Talent attraction, or talent acquisition, refers to all sub-processes involved in locating, attracting, and engaging highly skilled individuals. Hence, attracting talent entails exhausting people with specialised skills who will serve as future leaders of enterprises (Kaewnaknaew et al., 2022). Numerous organisations have adopted variable pay schemes designed to attract talented individuals, differentiate employees, and provide greater monetary recognition to high-performing workers (Schlechter et al., 2014). Therefore, talent attraction is one of the most significant challenges for HR managers. With the rise of online recruitment channels, candidates for any job opening have increased significantly. In addition, the time required to identify the most qualified candidates from a vast applicant pool has grown considerably, lengthening the hiring process. In today's competitive labour market, employers must emphasise their brand image to prospective job seekers to increase their likelihood of recruiting the best talent that meets their human resources needs (Banerjee & Gupta, 2019).

Talent Development

Talent development is the investment of knowledge, skills, and human capital to unlock the performance potential of critical tasks required to meet company goals or ensure leadership succession. Talent development aims to improve the abilities and skills of existing organisation personnel to attract new talent (Kaewnaknaew et al., 2022). Talent development focuses on the planning, selecting, and implementing development strategies for the entire talent pool to ensure that the organisation has a current and future talent supply to meet its strategic objectives and

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that development activities are aligned with talent management processes (Garavan et al., 2012). Suppose talent development maximises young people's self-fulfilment opportunities and increases society's pool of creative problem-solvers and knowledge-producers. It seems prudent that organising enhances the human capacity for creative productivity rather than merely content acquisition (Renzulli, 2012). Thus, creating a future workforce requires attracting and developing new talent, re-skilling current employees via training programs, and redesigning work processes to reduce skill mismatch between jobs and employees. Industry 4.0 impacts talent development (Karacay, 2018).

Talent Retention

Talent retention is a strategy for persuading employees to remain with the company for as long as possible. It can be influenced by career advancement, training, performance-based compensation, motivation, and providing necessary benefits (Kaewnaknaew et al., 2022). Talent consists of individuals with specialised, in-demand skills and knowledge, which they employ to pursue activities they value and are willing to invest the effort in. These individuals routinely outperform others in crucial organisational roles by a substantial margin. Talent also refers to individuals with high potential who have the ability and motivation to systematically acquire the required skills and expertise to fill critical positions in an organisation. Talent retention encompasses all an organisation's activities and procedures designed to prevent the departure of its best employees. There are costs associated with talent loss, including direct charges such as hiring and training and indirect costs such as the loss of specialised skills, organisational knowledge, and employee networks when employees leave. Without retaining their talent, organisations find it challenging to gain and maintain a competitive advantage (Birt et al., 2004; Festing & Schäfer, 2014; Ott et al., 2018).

Employee Satisfaction

Managers, retention agents, and human resource (HR) personnel must understand employee loyalty and satisfaction. HR relates to how committed the workforce's commitment to the organisation and whether employees. It is delighted with the status quo in determining its likelihood of remaining with the company. Employee satisfaction measurement is one of the most critical facets of Human Resource Management. Companies must ensure that their employees are delighted, as this is a prerequisite for increasing productivity, responsiveness, quality, and customer service (Sageer et al., 2012). Employee satisfaction is the term used to describe whether employees are content, happy, and able to fulfil their needs and desires at work. Numerous measurements indicate that employee satisfaction relates to employee motivation, goal achievement, and positive workplace morale. Employee satisfaction measures how content employees are with their jobs and working conditions (Gregory, 2011; Sageer et al., 2012). Thus, employee satisfaction in this study describes whether workers are content, happy, and able to meet their needs and desires at work. Employee satisfaction reflects employee motivation, goal achievement, and positive workplace morale.

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Business Performance

Performance refers to an employee's or company's total effectiveness measured against well-defined standards such as output, availability and reliability, response time, and cost efficiency (Ansar & Baloch, 2018). Business performance was defined as the company's operational capacity to satisfy the desires of its major shareholders and its survival requirements. Additionally, it must be evaluated to determine an organisation's success. Several factors, including talent management, boost business performance (Limsangpetch et al., 2022). HR and performance have increasingly shifted to the plant/unit and firm levels of analysis, with a new emphasis on determining how HR practices impact business performance at these higher levels (Gerhart, 2005). A company's talent management practice is a global human resources strategy that seeks to identify, develop, deploy, and retain talented and high-potential employees. Talent management practices may be implemented in South African businesses. Still, they can only contribute optimally to business performance if top management and employees are aligned on its goals and implementation (Ntonga, 2010). Although talent management is a relatively new concept for enhancing employee satisfaction and business performance, it is rapidly gaining academic and managerial importance. Components of talent management include leadership techniques, management abilities, advanced management and systems creation approaches, advanced management techniques, efforts to increase inclusivity, reward systems, performance evaluation systems, and employee selection criteria (Altindağ et al., 2018).

RESEARCH METHODOLOGY

As a research strategy, the qualitative approach was utilised in this study. In addition, in-depth interviews were conducted to explain the significance of talent management in Thailand's universities in the digital economy. Qualitative research seeks to elucidate the contexts in which individuals or groups make decisions and behave in particular ways and explain why the precisely observed phenomenon occurred. Communication in both directions facilitates additional data acquisition throughout the interview, and in-depth knowledge is required. It allows the researcher to ask questions outside the parameters of the semi-structured surveys, thereby enabling more efficient data collection and follow-up (Limna et al., 2021; Tong-On et al., 2021). According to Bryman (2006) and Siripipatthanakul & Bhandar, (2021), while semi-structured interviews are widely used in research, little consideration is given to their diversity, underlying structure, and wide range of applications in qualitative research. The instrument was proved for content validity by three academic business experts. Thus, this study used semi-structured interviews to collect data from six employees in Bangkok, Thailand.

Study Population and Sample

Purposive sampling entails the researchers selecting the most helpful sample based on their expertise. This method is frequently used in qualitative research. The goal is to gain in-depth knowledge about a specific phenomenon or population (Limna et al., 2022). The sample

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of this study consisted of six key informants who were employees of two business companies in Bangkok, Thailand. The data was collected through purposive sampling. The criteria of participants include: 1) the participants were Thai business company employees in Thailand, 2) the participants' age was over 18 years old, 3) two managers and four employees, and 4) the participants had perceptions and knowledge about talent management and the digital economy.

Data Collection

The researchers conducted an in-depth review of secondary data (documentary method) for appropriate key survey questions to obtain the primary data results. The interview questions were based on reliable and valid sources according to the study by Cappelli, 2008; Schuler et al., 2011; Elia et al., 2017. The following is a list of the survey interview questions.

Q1: Could you explain how an employee feels satisfied with the current work environment regarding talent management in the digital era?

Q2: Could you explain how an employee feels satisfied with the current work due to the business manager recruiting talented employees, developing and employee retention in the digital era?

Q3: Could you explain how an employee feels satisfied with the current work due to work assignments and willing to enhance the job performance in the digital era?

Q4: Do you agree that improving the payoff is to get employees to share in development costs due to bringing back your investment in their skills in the digital era, and why?

Q5: What are the challenges to managing talented employees in the digital era?

Q6: What is the importance of recruiting talents, developing the employees' skills and retaining the talented employee?

Q7: Is there an association between the digital era's employment for talents, job satisfaction, and business performance?

Data Analysis

The respondents in this study were six Thai business company employees in a company in Bangkok, Thailand. Purposive sampling was used to select three males and three females. According to Limna et al. (2022), content analysis is a qualitative technique for systematically and objectively describing and quantifying phenomena by drawing valid inferences from verbal, visual, or written data. As a result, the qualitative data gathered through in-depth online and face-to-face interviews were analysed using content analysis in this study. Additionally, the NVivo Trial Version was used to interpret the results.

RESULTS

Respondents' Demographics

The respondents were two managers and four employees from two business companies in Bangkok, Thailand. The age was between 23 and 48 years old, including one male manager

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(46 years old), one female manager (48 years old), two male employees (23 and 34 years old) and two female employees (26 and 38 years old), who were the respondents 1 to 6, respectively. All were satisfied with their positions and jobs and perceived talent management related to employee satisfaction and business performance.

Content Analysis

The Impact of Talent Management on Employee Satisfaction and Business Performance

Talent management comprises talent attraction, talent development and talent retention. Talent attraction is the strategies and tactics business companies use to attract and recruit new talent to expand their value proposition. Talent attraction involves locating, attracting, and engaging highly skilled individuals. Consequently, attracting talent necessitates exhausting individuals with specialised skills who will serve as enterprise leaders in the future. Business companies have adopted variable pay systems to attract talented individuals, differentiate employees, and provide greater monetary recognition for high-performing employees. Attracting talent is one of the most significant challenges faced by HR managers. With the rise of online recruitment channels, candidates for any job opening have significantly increased. In addition, the time required to identify the most qualified applicants from a large applicant pool has increased substantially, lengthening the hiring procedure. In today's competitive labour market, employers must emphasise their brand image to prospective candidates to increase their chances of attracting the best talent that meets their human resources needs. Talent attraction relates to talent development and talent retention.

Talent development is essential to the investment of knowledge, skills, and human capital to unlock the performance potential of crucial tasks required to meet company objectives or ensure leadership succession. Talent development seeks to enhance the abilities and skills of the company's existing workforce to attract and retain new talent. Talent retention aims to convince employees to remain with the organisation for as long as possible. It can be affected by career advancement, training, performance-based pay, motivation, and the provision of necessary benefits. Talent management comprises talent attraction, development and retaining the employees and influencing employee satisfaction. If the employee is satisfied, the business performance will incur due to a low turnover rate of the company’s employees.

"In my opinion, business companies must pay attention to recruiting talented people to be companies' managers or employees. Human resources are suffering in employee retention of talents regarding talent attraction, developing their skills, and retaining all staff. Labour markets in any country are entering digital transformation. Talent management relates to employee satisfaction in recruiting, developing, and rewarding managers and employees and enhancing technological skills. Equality and diversity in the workplace are also important based on talent management and fair decisions." - Respondent 2: a 48-year-old female manager was interviewed at 09:00 a.m. on May 11th, 2022.

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"Employee retention, employee satisfaction and business performance are outcome measurements of human resource management's success if the employees are satisfied with recruitment (talent attraction), talent development and talent retention. It means that the business companies could produce more efficiently, effectiveness and good business performance should be increased." - Respondent 4: a 34-year-old male employee was interviewed at 01:00 p.m. on May 13th, 2022.

"*The top managers must attract talented managers and employees because the talents pay less effort than those who are not. The talent decisions to be a company's staff depend on salary, bonus, reward, benefits, and any compensation. The strategies and policies of talent management enhancing talent attraction, talent development, and talent retention could increase employee satisfaction and, for sure, the company's success comes from employee performance and business performance*." - Respondent 5: a 26-year-old female employee was interviewed at 01:00 p.m. on May 14th, 2022.

"*Talent management is strategic management for human resources. Strategic planners use it to reduce employee turnover and retain the talents of companies. Talent management in attraction, development and retention could increase employee satisfaction or even if managers. The business performance is because of talent management, staff satisfaction*." - Respondent 1: a 46-year-old male manager was interviewed at 01:00 p.m. on May 10th, 2022.

"It is good to attract talents to the company. The talented staff can help companies improve business performance through recruitment, development, and retention when companies set a business model by adopting talent management. The success is because of employee satisfaction with talent management and company's policies." - Respondent 6: a 38-year-old male employee was interviewed at 01:00 p.m. on May 16th, 2022.

The Essential of Talent Management in the Digital Economy

Employee retention is the greatest challenge for human capital management in the modern and digital economy because it relates to talent management, employee satisfaction and business performance. A growing talent gap has businesses searching for comprehensive strategies to attract and retain potential employees. Talent management as employee management plays a crucial role in talent retention. Talent management maximises young people's self-fulfilment opportunities and increases society's pool of creative problem-solvers and knowledge-producers. Human resource development seems prudent to enhance the human capacity for creative productivity rather than merely content acquisition.

"You can access online recruitment for talents from your computer, smartphone, or tablet to never miss out on an opportunity that interests you. Mobile applications and websites, such as LinkedIn, have access to new recruitment tools and can work uninterrupted with the full range of features available. It indicates that the new generation familiar with digital technology is more efficient than those who cannot use technology to enhance their

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performance in this digital age era. Thus, the talents in business companies are essential for human resources to recruit, develop and retain." - Respondent 3: a 23-year-old male employee was interviewed at 09:00 a.m. on May 12th, 2022.

"*Exceptional employees can improve their skills by acquiring new knowledge and adapting to digital technology to enhance business performance using technological tools such as computer programs and artificial intelligence. Talents possess abilities that enable them to outperform the rest of the population or denote a high-performing population, high-quality employees, and prospective candidates."* - Respondent 1: a 46-year-old male manager was interviewed at 01:00 p.m. on May 10th, 2022.

"In the digital economy, companies should redesign the talent management by involving a new generation who are talented. The growing business comes from the competitive advantage of digital technology to help their work with customers and partners. Quicker, sharper, and accurate decisions are the goal of sustainable business in the digital era regarding talent attraction, training, development, and retention." - Respondent 4: a 34-year-old male employee was interviewed at 01:00 p.m. on May 13th, 2022.

"I agree that talent management is essential in the digital economy as the greatest challenge of the expanding digital economy is creating a digital workforce in a constantly changing business environment. Business companies must first attract new talented staff and have high technical skills to solve problems and respond to customers' needs and expectations. Talent management is a new business model for HR in the digital era." - Respondent 6: a 38-year-old male employee was interviewed at 10:00 a.m. on May 16th, 2022.

Word Cloud

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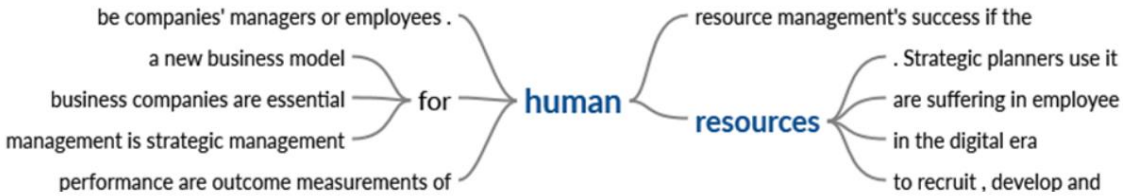
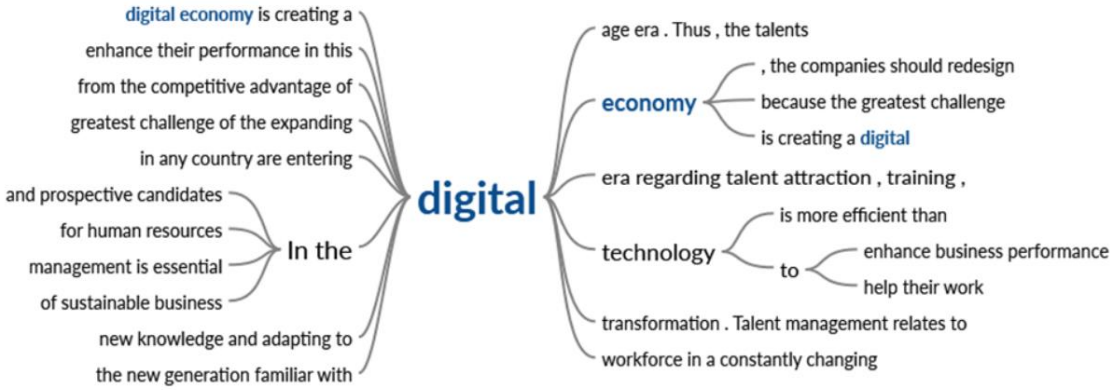
Tree Map

Text Search





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DISCUSSION AND CONCLUSION

Discussion

The results support the previous study by Ansar & Baloch (2018), Silzer & Dowell (2010), Mangusho et al. (2015), Vecchi et al. (2021), Mangusho et al. (2015) and Serrat (2017) that talent management is an integrated process in talent attraction, development, and retention. Talent management is adopted as a business model of human resources for a competitive advantage. It also confirmed Kaewnaknaew et al. (2022), Schlechter et al. (2014) and Banerjee & Gupta (2019) that talent attraction is one of the biggest challenges for human resource managers. With the rise of online recruitment channels, applicants have increased substantially

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for any job opening. In addition, the time required to identify the most qualified applicants from a large applicant pool has increased significantly, lengthening the hiring procedure. In today's competitive labour market, employers must emphasise their brand image to prospective candidates to increase their likelihood of recruiting the best talent that meets their human resources needs. The findings corresponding with Garavan et al. (2012) and Renzulli (2012) that talent development is concerned with the planning, selection, and implementation of development strategies for the entire talent pool to ensure that the organisation has a current and future talent supply to meet its strategic objectives and that development activities are aligned with talent management processes. It seems that the company enhances the human capacity for creative productivity. Moreover, the finding on talent retention supported Birt et al. (2004), Festing & Schafer (2014) and Ott et al. (2018) that retention of talent encompasses a company's activities and procedures designed to prevent the departure of its most talented workers. There are costs associated with talent loss, including direct charges such as hiring and training and indirect costs such as the loss of specialised skills, knowledge, and employee networks when employees leave. It is difficult for a company to gain and maintain a competitive advantage without retaining staff.

Conclusion

Companies must recruit talented individuals who will become managers or employees. Human resources are struggling with employee retention in talent attraction, skill development, and staff retention. The labour markets of all nations are undergoing a digital transformation. Talent management relates to employee satisfaction through recruiting, developing, and rewarding managers and employees and enhancing their technological abilities. In addition to talent management and fair decisions, equality and diversity in the workplace are crucial. Retention, employee satisfaction, and business performance are indicators of the effectiveness of human resource management if employees are satisfied with recruitment (talent attraction), talent development, and talent retention. It implies that businesses could produce more efficiently-effectiveness and good business performance. Talent management is a human resource management strategy. Strategic planners use it to reduce employee turnover and retain companies' talents. Even if talent management in attraction, development, and retention increased employee satisfaction, it could also increase manager satisfaction. Good business performance is a result of effective talent management and satisfied employees. It is advantageous for a business to attract talent. Companies that adopt talent management as a business model can improve business performance by recruiting, developing, and retaining talented employees. The company's success results from satisfied employees with talent management and company policies. Online talent recruitment via computers, mobile devices, or tablets benefits anyone who may not miss an opportunity that interests anyone. Mobile applications and websites, such as LinkedIn, have access to new recruitment tools and can use the full range of available features without interruption. It suggests that the new generation familiar with digital technology is more productive than those who cannot use technology to improve their performance in the digital age. Thus, human resources need to recruit, develop, and retain business talents. Exceptional employees can enhance their skills by acquiring new

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information and adapting to digital technology to improve business performance with technological resources such as computer programs and artificial intelligence. Businesses should redesign talent management in the digital economy by incorporating a talented new generation. The expanding business is due to the competitive advantage provided by digital technology, which facilitates their work with customers and partners. According to talent attraction, training, development, and retention, the objective of a sustainable business in the digital era are precise decisions. In the digital economy, talent management is essential because the greatest challenge of the expanding digital economy is creating a digital workforce in a business environment that is constantly changing. Before solving problems and meeting the needs and expectations of their customers, businesses must first attract and retain a highly skilled workforce. Talent management is a new business model for human resource enhancement in the digital economy.

Limitations and Recommendations

Although this qualitative method variation is of little concern in the current study's findings, several other issues may limit the study's implications. First, by explaining the significance of talent management on employee satisfaction and business performance in two companies, the findings of this study may not describe the business context in general. It seems necessary to conduct additional research on more companies. The relative simplicity of the extensive, in-depth interviews is a different potential flaw in the current study. The number of respondents in this study was relatively small compared to the number of other aspects related to variables. To advance our understanding of the relationship, the researchers recommend conducting quantitative research.

Implications

The findings suggest that satisfied employees with high self-efficacy may be more inclined to higher business performance. When the affective state interacts with talents, episodic talent development and employee retention are generated. The implication is that top-level management in the business industry and other sectors must actively recruit employees with self-assurance in their abilities and prosocial attitudes through talent management to increase talent development and employee retention. Consequently, employee satisfaction will lead to increased business performance in the future in the digital economy.

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A Review of Artificial Intelligence (AI) in Education during the Digital Era

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ABSTRACT

Objective: Artificial intelligence (AI) plays a critical role in education. This paper aims to review the artificial intelligence adoption in learning and teaching during the digital era.

Method: A narrative synthesis and a systematic literature review were conducted in this review article. The literature and information were obtained from various books and research articles on EBSCO, Google Scholar, Scopus, Web of Science, and ScienceDirect. The inclusion criteria were studies that clearly defined artificial intelligence in the education sector, were published

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and written in English and were peer-reviewed. Five independent reviewers assessed search results, extracted data, and set the studies' quality to summarise and report the findings.

Result: Artificial intelligence has already entered the education sector. Implementing artificial intelligence is a strategic and critical factor in educational development. Furthermore, artificial intelligence is increasingly being used as a digital assistant. They assist teachers and students in various ways, including giving students access to a wide range of learning materials based on their specific learning needs and subjects. However, some risks are associated with artificial intelligence advancements, such as safety, security, and privacy concerns. As a result, artificial intelligence technologies positively and negatively affect the education sector.

Conclusion: Artificial intelligence technologies have positive and negative effects on education. Thus, it is critical to prioritise artificial intelligence in education and implement appropriate strategies to meet teachers' and students' needs and expectations through AI technologies. As a result, academic performance will be excellent.

Recommendation & Implication: Qualitative research, such as interviews, or quantitative analysis, such as online questionnaires, may be developed in the future to provide more explanations and explicit findings. The implications could be applied to school administrators, teachers, and students to understand better and implement appropriate strategies to improve educational performance through AI.

Keywords: *Artificial Intelligence (AI), Education, Digitalisation, Technology, Review*

INTRODUCTION

In this modern era of the industrial revolution 4.0, almost all activities of human life cannot be separated from the use of information technology (IT) as an enabler for other activities and services. IT is no longer just a tool and is now a required component that must be owned. Its advancement, which significantly facilitates human life activities, has resulted in a high reliance on the existence of information technology (Rahmatullah et al., 2022). In addition, since technology plays a much more significant role in the digital era than it did in previous generations, today's generation is technologically literate. The rise in literacy, combined with recent technological advancements, has resulted in expanding technology in education. These are the generations entering the classroom today, ranging from millennials to Gen-Z, and they all share distinct characteristics that define their age. These generations expect to be actively engaged in their learning and do not perform well as passive learners. As a result, technology must be embraced in today's education, and teachers must incorporate technology into their students' learning (Hashim, 2018). The use of IT in the implementation of education by a modern educational institution at the level of a world-class university has become an obligation,

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given that the performance of education in the context of public services necessitates good governance that ensures transparency, accountability, efficiency, and effectiveness of education. Because of the awareness of the importance of information and communication technology (ICT), which is one of the main pillars of human civilisation's development today, the seriousness of management underpins the application of ICT in the implementation of all educational activities (Rahmatullah et al., 2022). Rapid advances in big data and artificial intelligence technologies have profoundly impacted all aspects of human society, including the economy, politics, science, and education (Luan et al., 2020). Artificial intelligence (AI), a machine-based technique with algorithmic power for making predictions, diagnoses, recommendations, and decisions, has gained prominence in the educational community in recent years due to its potential to support learning in various contexts. With diverse applications such as intelligent tutors for content delivery, feedback provision, and progress supervision, the field of AI in education has demonstrated technological advances, theoretical innovations, and successful pedagogical impact (Chen et al., 2022). Therefore, the adoption of artificial intelligence (AI) in the education industry is a critical topic.

LITERATURE REVIEW

Artificial Intelligence (AI)

Artificial intelligence (AI) technology has a long history and is constantly changing and growing. It focuses on intelligent agents, devices that perceive their surroundings and take actions to maximise their chances of success (Shabbir & Anwer, 2018). The term "artificial intelligence" conjures up images of supercomputers, which are computers with enormous processing capabilities, including adaptive behaviour, such as the inclusion of sensors and other stuff that allow them to have human-like cognition and functional abilities, and thus improve the supercomputer's interaction with humans (Chen et al., 2020). Artificial intelligence is the ability of a computer program to learn and think. Everything that involves a program doing something that people would typically think would require the intelligence of a human is considered artificial intelligence (Mitchell, 2019). Furthermore, artificial intelligence is the simulation of human intelligence operations by computers, specifically computer systems. AI excels at specific tasks and changes almost every sector of a country's economy by allowing computers to make sound decisions that lead to more efficient operations (Dong et al., 2020; Limna, 2022). AI has been applied in many practical fields. In addition, intelligent computers are transforming society as computers and robots become more intelligent. AI is now present in almost every aspect of people's daily life (Li et al., 2018). AI also allows people to work smarter, which leads to better business outcomes. Still, it also necessitates the development of new competencies and capabilities, ranging from technological expertise to social and emotional skills, as well as creative abilities (Limna, 2022). The benefits of AI are enormous, and it has the potential to revolutionise any professional sector (Makridakis, 2017). Hence, the adoption of artificial intelligence is regarded as critical in industry 4.0. Since its inception, it has brought numerous opportunities and challenges to various sectors. Many AI-powered

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technologies have been developed with the potential to significantly improve the economy by improving the quality of life in many sectors (Limna et al., 2021).

Artificial Intelligence in Education

Over the last twenty-five years, there has been significant progress in AI in education (Roll & Wylie, 2016). AI has been widely used in education since the advancement of computing and information processing techniques. AI in education creates new opportunities, potentials, and challenges in educational practices (Ouyang & Jiao, 2021). AI in education focuses on making significant advances in educational techniques through real-world trials and the development of standard modular prototypes in statistical reasoning, data visualisation, and learning analytics (Alam, 2021). One of the most important goals of AI in education is to provide personalised learning guidance or support to individual students based on their learning status, preferences, or personal characteristics (Hwang, 2014; Hwang et al., 2020). AI in education also aims to use AI to facilitate the instruction process (e.g., understanding and facilitating computer-supported collaborative learning through discourse analysis and achieving performance prediction through educational data mining), during which instructors are critical, and their acceptance of AI is vital. However, since AI is a relatively new concept for instructors, less-experienced instructors frequently struggle to execute effective, on-the-spot responses to analytics from AI-enabled applications, resulting in their reluctance and lower acceptance of AI. Thus, improving instructors' acceptance of AI systems appears critical (Chen et al., 2022). Academics, educators, policymakers, and professionals must work together to address the new opportunities and challenges of the big data explosion and AI revolution. They must collaborate to develop all learners' necessary competencies and skills for twenty-first-century work, driven by the knowledge economy (Luan et al., 2020).

The adoption of AI in education has created new opportunities for developing more effective learning activities and better technology-enhanced learning applications or environments. There are several essential aspects of AI technology in education, such as teacher feedback, automatic grading system, adaptive learning, distance learning, and so on (Hwang et al., 2020; Yufeia et al., 2020). Teacher feedback is the student evaluation of the teacher. It is a feedback method that has long been used in education. Despite the transition from paper to online surveys, little progress has been made in feedback. Because student evaluation of teaching is frequently the most valuable source of information, it must be prioritised. Modern technologies, such as AI-powered conversation robots, machine learning, and natural language processing offer exciting opportunities to improve feedback quality (Holstein et al., 2019; Peters, 2019). The automatic grading system is a professional computer program based on AI that simulates a teacher’s behaviour to assign grades to student tasks in an educational setting. It evaluates student knowledge, analyses responses, provides feedback, and creates personalised training programs. This program is used in many artificial intelligence education apps. The system automatically provides the learner evaluation score during the learning test. This method can assist teachers in better understanding their students' learning situations while students are

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more aware of their learning achievement and mastery of knowledge (Yufeia et al., 2020). AI is also critical in distance learning. The application of AI in distance education attempts to explore the use of computers to bridge the gap between students and educators. Artificial intelligence technology can support distance education, or different intelligent systems can be used to improve distance education (Kose, 2014).

Benefits and Challenges of Artificial Intelligence in Education

The advantages of AI applications in education are vast and varied (Owoc et al., 2019). Many educational settings are increasingly deploying several AI applications powered by machine-learning systems and algorithms, such as personalised learning systems, automated assessments, social media sites, and predictive analytics tools. These AI applications have shown promise in assisting teachers and students in several ways, including providing instruction in mixed-ability classrooms, providing students with detailed and timely feedback on their writing products, relieving teachers of the burden of knowing everything and giving them more room to support their students while they are observing, discussing, gathering information in their collaborative knowledge-building processes, and so on (Akgun & Greenhow, 2021; Miao et al., 2021). Social networking sites connect students and teachers through social media outlets, such as Facebook. Social media integration can promote students' active learning, collaboration skills, and connections with communities outside the classroom. Chatbots can also be found on social media platforms due to the various AI systems (Kim et al., 2019; Krutka et al., 2019). Personalised learning systems, also known as adaptive learning platforms or intelligent tutoring systems, are typical and valuable applications of AI to support students and teachers. These applications give students access to various learning materials based on their specific learning needs and subjects (Akgun & Greenhow, 2021). Adaptive learning is also one of the most promising benefits of AI in education. While the traditional classroom education model continues to be one-size-fits-all, AI-powered adaptive learning systems are designed to maximise learning efficiency (Owoc et al., 2019).

Despite these advantages, there are some legitimate concerns. One primary concern is privacy. The invasion of privacy and the uncertainty posed by AI are critical issues on the negative side of technological implementation in ridesharing (Cheng et al., 2022). Data governance is concerned with the system of data organisation, collection, control, storage, usage, archival, and destruction. Establishing data governance is driven by a specific program, supported by clear policies and procedures, and communicated by organisational leadership and management. In general, the regulations must provide all the necessary means to maintain the generic requirements, which include accessibility, availability, completeness, accuracy, integrity, consistency, auditability, and security (Owoc et al., 2019). The effective use of big data analytics and AI depends on the applicability of the factors involved with each technology. The individual's knowledge and analytical skills are commensurate with those required to use extensive data analysis to facilitate analysis and decision-making (Tong-On et al., 2022).

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RESEARCH METHODOLOGY

Narrative synthesis is the process of reviewing related literature and synthesis of findings from multiple studies that typically depend on words and text to clarify and explain the synthesis's findings (Jaipong et al., 2022; Limna, 2022). The typical starting point for qualitative content analysis is to systematically transform a large amount of text into a highly organised and concise summary of key findings (Siripipatthanakul & Bhandar, 2021). This review article carried out a narrative synthesis and a systematic literature review. Moreover, five databases were searched for this systematic review: PubMed, Google Scholar, Scopus, Web of Science, and ScienceDirect. The inclusion criteria were studies that clearly defined artificial intelligence in the education sector, were published and written in English and were peer-reviewed. Five independent reviewers evaluated search results, extracted data, and assessed the quality of included studies to summarise and report the findings.

RESULT

Artificial intelligence (AI) has already infiltrated the education sector. The use of AI is a strategic and critical factor in educational development. Furthermore, AI technologies are increasingly being used as digital assistants. They help teachers and students in various ways, such as providing students with access to different learning materials based on their specific learning needs and subjects. However, some risks are associated with AI advancements, such as safety, security, and privacy concerns. As a result, AI technologies have positive and negative effects on the education sector.

DISCUSSION AND CONCLUSION

AI technology has a long history and is constantly continuing to evolve. Ouyang and Jiao (2021) indicated that since the advancement of computing and information processing techniques, AI has been widely used in education as it opens new possibilities, possibilities, and challenges in educational practices. Owoc et al. (2019) confirmed that AI technologies impact teaching and learning, both positively and negatively, in the education industry. Hwang et al. (2020) and Yufeia et al. (2020) indicated that using AI in education had opened new avenues for developing more effective learning activities and better technology-enhanced learning applications or environments. There are several essential aspects of AI technology in education, such as teacher feedback, automatic grading systems, and adaptive learning. Akgun and Greenhow (2021) revealed that AI applications give students access to various learning materials based on their specific learning needs and subjects. Kose (2014) stated that AI technology could be used to support distance e improve distance education when combined with other intelligent systems. Also, Owoc et al. (2019) indicated that the data governance of AI is concerned with the design of data organisation, collection, control, storage, usage, archival, and destruction. Cheng et al. (2022) also concluded that one primary concern for AI technologies is privacy. Consequently, AI technologies have both positive and negative

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consequences. Thus, it is critical to prioritise AI in education and implement appropriate strategies to meet the needs and expectations of teachers and students using AI technologies. As a result, high academic performance will occur.

LIMITATION AND RECOMMENDATION

This study employed a narrative synthesis method. Quantitative research, such as questionnaires, regarding AI in the education sector, is recommended for future research. A qualitative approach, such as interviews, could provide a clear picture of insight results.

IMPLICATION

This review article may lead to a better understanding of AI adoption in the education sector. As a result, the implications could be applied to school administrators, teachers, and students to understand better and implement appropriate strategies to improve educational performance through AI in education.

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Total Quality Management for Modern Organisations in the Digital Era

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ABSTRACT

Objective: This paper aims to review the total quality management (TQM) for modern organisations in the digital age.

Method: In this article, a systematic literature review was conducted. In addition, the literature and data were gathered from various books and scholarly articles retrieved from EBSCO, Google Scholar, Scopus, Web of Science, and ScienceDirect. The studies that were published in English and were peer-reviewed were included. Six independent reviewers evaluated search results, extracted data, and determined the quality of the studies to summarise and report the findings.

Result: Developments in digitalisation, software, and processing power, along with the accompanying data explosion, create significant opportunities, challenges, and changes for businesses and their finance by adopting total quality management (TQM) for modern organisations. Understanding the data, information, and knowledge influences the development of strategy, organisational and cost structures, digitisation, business analytics, outsourcing, offshoring, and the cloud.

Conclusion: TQM is one method for ensuring that projects meet the requirements of their stakeholders. The most critical success factors influencing TQM implementation. Moreover, the structured TQM dimensions consist of organisation management, communication to improve quality, training and development, employee participation and recognition, and culture.

Recommendation & Implication: In the future study, qualitative research, such as interviews, or quantitative analysis, such as online questionnaires, may be conducted to provide additional explanations and definitive results. By embracing technology, managers could apply the implications to better comprehend and implement strategies to improve TQM in the digital era.

Keywords: *Total Quality Management (TQM), Modern Organisation, Organisational Performance, Technology, Review*

INTRODUCTION

Total quality management (TQM) is an integrated management philosophy to continuously enhance the performance of products, processes, and services to meet and exceed customer expectations. Customer focus, continuous improvement, teamwork and involvement, top management commitment and recognition, training and development, quality systems and policies, supervisory leadership, internal communication, supplier partnership or supplier management, measurement and feedback, and cultural change are all elements of quality

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management. Customer satisfaction is the most effective driver of TQM programs in service organisations. In addition, supplier partnerships and management are the minor significant factors (Tsang & Antony, 2001). Quality is a practical strategic weapon for enhancing an organisation's productivity. Several models were developed which suggested that the "role of top management" and "customer satisfaction" are among the most influential organisational performance dimensions (Hasan, & Kerr, 2003). TQM is one method that contributes to ensuring that projects meet the needs of their stakeholders. The crucial success factors affecting TQM implementation. In addition, the structured TQM dimensions include organisation management, communication to improve quality, training and development, employee participation and recognition, and culture (Gherbal et al., 2012). For long-term success, the ability of organisations to adapt to new customer requirements in a global market is crucial. In the last few decades, this has prompted many organisations to work with quality issues on a strategic level. TQM has been widely used as a management strategy to develop quality strategies and initiatives within organisations (Hansson & Klefsjö, 2003). The practices such as process quality management and employee participation are primarily influenced by quality management and customer focus practices, and secondarily by quality improvement tools and techniques. The participation of businesses from all sectors precludes the incorporation of sector-specific characteristics in formulating the management model (Fotopoulos et al., 2010). Moreover, TQM is associated with employee satisfaction. It was discovered that organisational culture is a dominant TQM practice that has a significant impact on increasing job satisfaction. The organisations would benefit from implementing TQM programs to improve employee job satisfaction and productivity, thereby increasing quality and output (Alsughayir, 2014). Therefore, TQM is crucial for enhancing the satisfaction of employees and customers in modern organisations.

LITERATURE REVIEW

Digitalisation for Modern Organisations

Quality management (QM) only addresses a single aspect of digitalisation, leaving out several intriguing dimensions. For instance, operation management concerns standardised guidelines and business processes within organisations. Simultaneously, a handful of studies combined QM with topics related to digitalisation, such as social media, which is crucial for modern organisations (Carnerud et al., 2020). Employees have been encouraged to engage in intrapreneurship for decades to capture the creativity and excitement of entrepreneurship, albeit with more resources and less risk. Intrapreneurship generates opportunities for employees to be innovative and entrepreneurial within and for their employers. The behaviour of intrapreneurs has not changed, unlike the business environment in which they operate. Digitalisation has paved the way for new intrapreneurial opportunities; however, the role of digital intrapreneurs within existing organisations receives little consideration. Digital intrapreneurship consists of a collection of methods for identifying and empowering digital intrapreneurs (Pinchot & Soltanifar, 2021). Developments in digitalisation, software, and processing power, along with the accompanying data explosion, create significant changes, challenges, and opportunities for businesses and their finance departments. Comprehending the data, information, and knowledge impact the evolution of strategy, organisational and cost structures, digitisation, business analytics, outsourcing, offshoring, and cloud computing. Organisations must be made more

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aware of the various types of knowledge, the difficulties in creating and applying that knowledge, and the limits of what can be accomplished through advances in information-based technologies and software (Bhimani & Willcocks, 2014). Public-sector organisations face numerous obstacles in pursuing business alignment. Strategic alignment is regarded as an essential concept in the study of the business value of IT projects. Each organisation is implementing a plan for digital transformation in an expanding economy and striving for modern digitalisation. Management characteristics, IT governance mechanisms, the alignment of business and IT strategy, and the implementation of IT project planning and quality can benefit organisational performance, service innovation, and operational excellence (Alghazi et al., 2020). In addition, universities are the most important institutions for advancing knowledge and facilitating social mobility. However, universities face competition from new service providers enabled by new technologies. Digitalisation, commodification, and precarity are challenges to the conventional understanding of higher education. Each contends that the existing university system is a cartel that pits the interests of producers of knowledge against those of "consumers" of knowledge or the broader public that funds it. In this manner, a particular conception of the university as a bundle of functions is challenged, with those functions disaggregated and addressed separately as technical problems (Holmwood & Marcuello Servos, 2019). Thus, digitalisation is a challenge for modern organisations.

Total Quality Management (TQM) in the Digital Era

Visionary leadership in TQM refers to the effort to construct quality management based on the vision, mission, and principles to achieve customer satisfaction through continuous quality improvement. This article aims to conceptualise the significant role of visionary leadership in TQM to improve the quality of education in the 4.0 industrial revolution era. The role of visionary leadership in TQM is the effort of an educational leader who cannot only formulate a vision and strategic steps forward but also improve the quality of education through applying TQM principles and continuous improvement to satisfy customers (Prestiadi et al., 2019). Using Human capabilities and/or Digital technologies capabilities in a strategic manner for quality planning, quality control, quality assurance, and quality improvement within the context of the emerging paradigm of digital lean manufacturing systems results in quality management pillars with significantly different objectives and tasks (Romero et al., 2019). The implementation of effective TQM will enhance managerial performance and vice versa. Managers will be more motivated to improve performance if high-performance measurements are provided feedback for learning and improvement. After TQM is implemented, managerial performance must be evaluated to determine the manager's capabilities (remember, this is the 21st century) in supporting the company's strategy. Because the measurement system based on multiculturalism is a combination of financial and non-financial performance, it is used to determine the degree of a manager's ability. A balanced scorecard is TQM's multicultural performance evaluation system (Astuti & Rifa'i, 2020). After the successful implementation of TQM in manufacturing, is widely applied to improve business performance in service industries, including banks. Keeping this in mind, the role of service quality and TQM in the banking industry and its critical dimensions. TQM and service quality were implemented within the banking industry to ensure the successful implementation of TQM in banks. Specific critical dimensions must be addressed, such as management commitment and support for TQM, employee motivation and training, and

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customer feedback monitoring. Additionally, service quality is essential in banking (Talib & Qureshi, 2012). Healthcare organisations' TQM success is from customer management, leadership, and employee management. Management of employees, management of information, management of customers, management of processes, and leadership. TQM's success was enhanced by a synergistic combination of quality management techniques that impact organisational performance (Mosadeghrad, 2015). Human resources (HR) professionals within organisations adopting total quality programs should align their practice to improve the soft aspects of TQM to maximise employee satisfaction. To gain long-term infrastructure benefits from employees' job satisfaction, policymakers and top management should demonstrate visible support for TQM programs and allocate the necessary resources to train their staff in a quality management system that enhances their empowerment and involvement. TQM will increase job satisfaction; therefore, employees must support and comply with quality management systems in their organisations (Ahmed & Idris, 2020). Thus, TQM could enhance organisational performance by satisfying customers and employees.

TQM Impacting Organisational Performance

Organisational performance, also known as business performance, refers to the operational ability of a company to satisfy the desires of its major shareholders and its own survival needs. Additionally, organisational performance is a process-oriented result measured and referenced over time while considering predetermined parameters. The idea behind the organisational performance is that an organisation is a voluntary alliance of productive assets, such as human, physical, and financial resources, working together to achieve a common goal. It must also be evaluated to determine an organisation's success. Several factors improve business performance (Kaewnaknaew et al., 2022; Limsangpetch et al., 2022). Organisational performance is influenced by the manufacturing firms' TQM practices and organisational learning capability. The capacity for organisational learning to mediate TQM and organisational performance is supported (Mahmood et al., 2015). To meet the global competition challenge and satisfy customers, many organisations have invested significant resources in adjusting and implementing TQM strategies. TQM has been regarded as an international solution to most organisational problems such as increasing quality, increasing income, satisfying customers, and developing performance. When it comes to performance, the applicability of a specific remedy can be difficult, given that high performance is the use of organisational processes and many other factors and systems within the organisation (Sweis et al., 2019). Successful TQM implementation leads to increased market share and customer retention. Customer focus, in turn, may increase customer loyalty by providing customers with long-lasting and dependable services and products. This suggests that focusing on the customer leads to increased customer confidence, decreased complaints, increased customer loyalty, and increased customer satisfaction. A company's financial performance can be measured by the amount of revenue collected, return on investment, level of cost of performance, return on assets, increase in market share, and increase in sales (Haar & Spell, 2008). TQM and innovation capability influence organisational performance in Thailand's automotive, automotive parts manufacturing, and electrical and electronic industries (Sirisan et al., 2020). Furthermore, TQM, knowledge management, and organisational performance all correlated positively. Knowledge management has also been demonstrated to have a significant and positive impact on firm operational and

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financial performance, acting as a partial intermediary between TQM and corporate performance. Leadership, strategic planning, customer focus, and human resource management (HRM) all significantly positively impact all knowledge management processes. Aside from knowledge creation, TQM is equally important for most manufacturing and service firms (Abbas & Kumari, 2021). Therefore, TQM has the potential to improve organisational performance in a variety of ways.

RESEARCH METHODOLOGY

Narrative synthesis reviews related literature and synthesise findings from multiple studies, which typically rely on words and text to clarify and explain the synthesis's findings (Limna, 2022). Purposive sampling is used to select the most beneficial sample. This method is commonly used in qualitative research. The goal is to gain in-depth knowledge (Sitthipon et al., 2022). Texts are a common starting point for qualitative content analysis. The goal is to condense a large amount of text into a well-organised and concise summary of key findings (Jaipong et al., 2022). The typical starting point for qualitative content analysis is to systematically transform a large amount of text into a highly organised and concise summary of key findings (Limna et al., 2022). Hence, the researchers conducted a systematic documentary review and used content analysis to analyse the data. In addition, for data collection and data analytics, English-language, peer-reviewed articles from ScienceDirect, PubMed, Google Scholar, Scopus, and Web of Science were included. Data was collected and analysed between April 15th and June 30th, 2022.

RESULTS

Modern organisations must be made more aware of the various types of knowledge, the difficulties in creating and applying that knowledge, and the limitations of what can be achieved with the advancement of information-based technologies and software. In pursuit of business alignment, organisations face numerous obstacles. Strategic alignment is regarded as a crucial concept in the study of the business value of IT projects. Each organisation implements a digital transformation plan in an expanding economy and strives for modern digitalisation. TQM has been viewed as a global solution to most organisational issues, such as enhancing quality, increasing revenue, satisfying customers, and enhancing performance. Given that high performance is the utilisation of organisational processes and numerous other factors and systems within the organisation, the applicability of a specific remedy can be difficult when it comes to performance. Successful implementation of TQM increases market share and customer retention. Customer-centricity may increase customer loyalty by providing durable and dependable services and products. Focusing on customers and employees increases their confidence, decreases customer complaints, strengthens loyalty, and improves satisfaction.

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CONCLUSION

Total quality management (TQM) is an integrated management philosophy that seeks to continuously improve the performance of products, processes, and services to meet or exceed customer expectations. Elements of quality management include customer focus, continuous improvement, teamwork and participation, top management commitment and recognition, training and development, quality systems and policies, supervisory leadership, internal communication, supplier partnership or supplier management, measurement and feedback, and cultural change. Customer and employee satisfaction are the most influential drivers of TQM programs in service organisations. Moreover, supplier partnerships and management are minor influential factors.

LIMITATION AND RECOMMENDATION

This study employed a systematic review. Regarding total quality management (TQM) in the digital era, it is recommended that future research utilise quantitative methods, such as questionnaires. Also, a qualitative method, such as interviews, could provide a clear picture of the results of an insight study.

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A Review of Digital Marketing and Service Marketing during the COVID-19 and the Digital Economy

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ABSTRACT

Objective: As the COVID-19 pandemic expands its influence across the globe, businesses are continuously adopting techniques for developing the business model that incorporates organisational change due to digital economy as its core principles, inducing response to the triggered strong need for reorganising management processes, marketing and communication, and organisational strategies. This paper aims to digital marketing and service marketing during the COVID-19 pandemic and the digital economy.

Method: In this article, a systematic literature review was conducted. In addition, the literature and data were gathered from various books and scholarly articles retrieved from EBSCO, Google

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Scholar, Scopus, Web of Science, and ScienceDirect. The studies that were published in English and were peer-reviewed were included. Five independent reviewers evaluated search results, extracted data, and determined the quality of the studies to summarise and report the findings.

Result: The results reveal that the digitalisation in marketing communication channels in businesses highlights the significance of discovering a proper method for developing business practices centred on fostering technological change in organisations and the creation of adapted communication strategies. The dynamic nature of current marketing trends increases the necessity of implementing innovative technologies and communication tools that increase customer satisfaction and retention (loyalty) through customer relationship management (CRM) and digital marketing activities in the digital economy.

Conclusion: It can conclude that businesses should consider the challenges and potential strategic management approaches that consider the regulatory and legal environments in which they operate to improve the efficacy of their marketing strategies for competitive advantage in the digital economy.

Recommendation & Implication: The recommendation is that the marketers and managerial implications of the current COVID-19 crisis provide the optimal allocation of digitalisation-related resources, resulting in improved operational excellence, effectiveness, and efficiency. Although environmental complexity led to organisational complexity, it enhanced processes. Moreover, it completed the digitalisation of marketing-communication strategies as part of the organisation's internal environment, especially during the COVID-19 pandemic and digital economy.

Keywords: *Digital Marketing, Digital Economy, COVID-19, e-Commerce, Consumer Behaviour*

INTRODUCTION

In this era of the digital economy, digital technologies have become the critical foundation for developing new products, values, and properties, as well as the foundation for gaining a competitive advantage in most markets. These technologies have also significantly impacted all business areas, including product development, purchase and sales, branding, customer relationship management (CRM), and communication establishment. Analogue systems and processes from the industrial economy and information society are being digitally transitioned to the digital economy and digital culture (Akter & Sultana, 2020; Kryshtanovych et al., 2022). One of the visible consequences of the COVID-19 pandemic outbreak in early 2020 was a significant acceleration in the development of information and communication technology (ICT) and online services in a wide range. Widespread lockdowns and population-forced self-isolation contributed to the explosive growth of online services, distance education, remote employment, and the advancing technological replacement of all types of labour, from manual to intellectual (Ganichev

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& Koshovets, 2021). In addition, the COVID-19 pandemic has altered all aspects of people's lives. The community must begin a new life adaptation in which health protocols are not only mandatory but also a lifestyle trend. Online shopping has become one of the new habits that many people are forming. It is an opportunity for entrepreneurs to seize to develop and sustain their businesses amid the COVID-19 pandemic (Purbasari et al., 2021; Redjeki & Affandi, 2021). The pandemic has increased demand for ICT-enabled services, particularly cloud computing and data hosting. Furthermore, as businesses move online and consumers work from home, digital infrastructure is experiencing a positive demand shock. The pandemic shock is expected to be less severe in low and middle-income countries, where the informal sector accounts for a large proportion of economic activity, limiting the enforcement of social distancing, work-from-home arrangements, and so on (Banga et al., 2020). All of these had a significant impact on marketing and advertising efforts. The behavioural shift was primarily toward digital platforms and digital content, which created genuine opportunities for marketers and brands to connect with customers digitally more than ever before. With increased social media engagement and a desire for digital content, digital media platforms have given marketers numerous opportunities to profit. At the same time, this required marketers to be mindful and socially responsible when implementing digital marketing strategies (Ayush & Gowda, 2020). In the short term, digital technology facilitated the pandemic response strategy. Long time, digital technology will serve as the technological foundation for the Industrial Internet of Things and Consumer Internet, as well as the integrated development of the manufacturing and service industries. New technologies may also open new avenues for demand growth and technological innovation. Long-term development of the digital economy has shown a positive trend with the support of the government's digital economy policy (Jiang, 2020).

LITERATURE REVIEW

Digital Economy during the COVID-19 Pandemic

The digital economy, an economy based on digital technologies, is an important driver of innovation that relies heavily on information technology and data. It appears to be a rapidly growing segment. The digital economy is the process of digitising or providing digital technologies to various sectors of the economy. It seeks to enhance economic activity through the development of digital data and the application of ICT. Digital computing technology has been developed in various digital platforms via internet-based business development to support the currently developing digital economy (Limna et al., 2022). In the current scenario caused by the COVID19 pandemic, companies are considering digital technologies to address social distancing and adapt to the new normal. Nobody denies that big data analytics, artificial intelligence (AI), robotics, and other digital technologies are critical and have enormous potential for automating repetitive manual tasks (Soto-Acosta, 2020; Limna et al., 2021; Limna, 2022). As digital transformation is more important than ever for all companies, brands, and enterprises, companies are now finding innovative, efficient, and revolutionary ways to exploit technology in the digital age. Many businesses are beginning to embrace digital workplaces. Thus, it is commonly agreed that the economy is becoming more digital these days (Menz et al., 2021; Olokundun et al., 2021). In addition, countries around the world are still dealing with the COVID-19 outbreak, and its many ramifications have yet to be fully understood. Digital technologies, particularly during the lockdown, have made people's lives easier while allowing businesses to maintain a certain level of activity (Soto-Acosta, 2020). Digital transformation implies explicitly using digital technologies to drive significant changes in a company's business model. The COVID-19 environment has

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hastened the digital transformation of businesses and industries, such as banking, tourism, and education (Hess et at., 2016; Gudovskaya et al., 2022). While electronic learning existed before the pandemic, the COVID-19 pandemic accelerated and extended the digital transformation of traditional education organisations at all levels as the only way to continue operations during the lockdown and in the new normal. The outcomes of how schools and colleges digitally transformed their operations during the lockdown have been encouraging. Unlike some well-known traditional department stores, which were already selling online, some well-known traditional department stores failed to deliver on-time orders during the lockdown due to a lack of internal process transformation required to accommodate the high demand (Soto-Acosta, 2020).

Digital Marketing Activities and Service Marketing

Modern interactive marketing necessitates a deeper comprehension of customers, their behaviour, how they prefer to interact with the company, and the ability to provide them with relevant and engaging personalised experiences. The marketing, sales, and service situations in which the corporation cannot collect the logistic, operational, marketing, sales, and service data that tells the corporation whether the customer has been served well or not are decreasing (Stone, & Woodcock, 2014). In this digital age, marketers are faced with new challenges and opportunities. Digital marketing uses electronic media to promote products or services on the market by marketers. Regarding the impact of digital marketing on a company's sales, both marketers and consumers recognise the significance of digital marketing. In addition, digital marketing is more competitive than traditional marketing due to the various forms of digital marketing, its effectiveness, and its influence on a company's sales (Yasmin et al., 2015). Due to these distinct characteristics, social media can be utilised as an effective marketing tool for businesses. The company is engaged in the travel tourism industry. In addition to travel tours, this company provides services for events, car and motorcycle rentals, spas and massages, shops, yoga, and beauty and skincare. The travel agent industry can no longer rely on walk-in services for making ticket reservations and selecting travel packages; everything has shifted due to the advent of digital technology. Go-Digital is one of Tourism's strategic programs to win the market in the 4.0 industrial era and achieve different goals. Corporate leaders and managers should make marketing strategy decisions based on research (Dewi, 2020). Understanding marketing strategies that employ CRMs that work with Artificial Intelligence (AI) with a focus on the application and understanding of these technologies in digital marketing is limited (Saura et al., 2021). Examples of digital marketing include content marketing and electronic promotion (E-Promotion). E-Promotion is superior to content marketing in describing electronic word of mouth (E-WOM). EWOM has a substantial impact on the purchase intent of customers. In Thailand, EWOM is a significant mediator between digital marketing activities (content marketing and E-Promotion) and customers' purchase intention via Shopee, an E-commerce platform. Digital marketers should consider content marketing and E-Promotion because these factors significantly impact E-WOM and indirectly affect customers' intention to purchase via online shopping (Napawut et al., 2022). Service marketing (7Ps) and service quality are used for the marketing strategies for several sectors, such as clinics (Siripipatthanakul, 2021; Chana et al., 2021), hotels (Kanyama et al., 2022; Loo & Leung, 2018; Raja, 2020), in the banking industry (Domazet & Neogradi, 2019), e-commerce (Jackson & Ahuja, 2016), and small-to-medium enterprise or SMEs (Djakasaputra et al., 2021), etc. to increase customer satisfaction, and customer loyalty.

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Digital-Based Business Strategies

The pandemic has accelerated the need for organisations to adopt digital strategies for internal and external processes (Arora et al., 2022). Business strategy refers to the actions and decisions made by a business unit to meet its objectives and remain competitive in its industry (Sulhan, 2021). The goal of digital strategy is to use technology to improve business performance, whether that means developing new products or reimagining existing ones. It also outlines an organisation's strategy for gaining new competitive advantages through technology and the tactics it will employ to make these changes (Gobble, 2018; Verhoef et al., 2021). Furthermore, digital marketing advertises and promotes products and services via the internet and online via digital media and platforms. It enables entrepreneurs or advertisers to promote their products or services online. Many online shopping sites and apps offer strategic tools that aid the company's overall marketing strategy (Phetnoi et al., 2021). One of the largest and best markets for connecting with audiences via the internet, digital technologies, and social media platforms to build brands, increase sales, and drive more product or service traffic is digital marketing (Napawut et al., 2022). Alternatives to corporate-level digital-based strategies include business structure redesign, resilience reinforcement, and digital transformation. A digital strategy for industrial structure leadership, a competitive strategy for digital innovation, an open innovation platform strategy, and a customer value-oriented strategy are also suggested as alternatives to business-level digital-based strategies (Noh, 2021). Moreover, the most effective business strategy for marketing products in this digital economy is to use electronic (digital) media, where producers and consumers do not meet directly in one location but have a broad marketing reach during the COVID-19 pandemic (El Junusi, 2020; Shkarlet et al., 2020). Using information technology through social media is the best strategy for total marketing production while keeping the company's balance sheet in mind. In today's globalised business world, product marketing for goods and services can benefit from advances in information technology. Social media is an information technology product that provides maximum benefits to business actors. Business actors can use social media to explain product specifications, quality, and prices, allowing consumers to choose the goods they require more freely based on their abilities (Jermias, 2008; Sulhan, 2021). An attempt to systematise a digital-based strategy is critical, and it has contributed to helping companies dealing with difficult situations to implement strategic responses more systematically (Noh, 2021). In digital economics, human resource management is one of the most important business processes. Talent management is critical in the digital economy because creating a digital workforce in a constantly changing business environment is one of the most difficult challenges of the expanding digital economy. Therefore, considering and implementing an effective strategy is essential. Companies should attract new talented employees with advanced technical skills. Exceptional employees can improve business performance by learning new skills and adapting to digital technology, such as computer programs and artificial intelligence. Businesses should also redesign talent management in the digital economy by incorporating a talented new generation. The growing business is due to the competitive advantage provided by digital technology, which facilitates their work with customers and partners (Pulyaeva et al., 2019; Siripipatthanakul et al., 2022).

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RESEARCH METHODOLOGY

Researchers employing their knowledge to select the most beneficial sample constitutes purposive sampling. This technique is frequently used in qualitative research. The goal is to acquire comprehensive knowledge (Sitthipon et al., 2022). Texts are a typical point of departure for qualitative content analysis. The objective is to condense a large amount of text into a highly organised and succinct summary of key findings (Jaipong et al., 2022). The researchers conducted a systematic documentary review and analysed the data using content analysis. In addition, for data collection and data analytics, English-language, peer-reviewed articles from ScienceDirect, PubMed, Google Scholar, Scopus, and Web of Science were included. Five independent reviewers examined search results, extracted data, and evaluated the quality of studies to summarise and report the findings. Data collection and analysis were between May 15 and July 15, 2022.

RESULTS

Modern interactive marketing requires a deeper understanding of customers, their behaviour, how they prefer to interact with the company, and the capacity to offer them relevant and engaging personalised experiences. The marketing, sales, and service situations in which the corporation cannot collect the logistical, operational, marketing, sales, and service data indicate whether the customer has been served well. Marketers face new challenges and opportunities in the current digital era and amidst the COVID-19 pandemic. Digital marketing uses digital media to promote products or services on the market. Regarding the effect of digital marketing on a company's sales, both marketers and consumers recognise digital marketing's significance. In addition, digital marketing is more competitive than traditional marketing due to its various forms, effectiveness, and impact on a company's sales. Content marketing and electronic promotion (E-Promotion) comprise digital marketing. E-Promotion is superior to content marketing in describing electronic word of mouth (E-WOM). E-WOM relates to customers' purchase intention, digital marketing activities (content marketing and E-Promotion), and customers' intention to purchase via the digital platform. Digital marketers should consider content marketing and E-Promotion because these factors impact E-WOM and indirectly influence consumers' intent to purchase via E-Commerce platforms. Several sectors, such as clinics, hotels, the banking industry, and SMEs, use service marketing (7Ps) and service quality in their marketing strategies to increase customer satisfaction and customer loyalty through integration with digital marketing activities and customer relationship marketing in the digital era.

CONCLUSION

Marketers face new opportunities and challenges during the COVID-19 pandemic and digital transformation. Digital marketing uses digital media to promote products or services on the market. Regarding the effect of digital marketing on a company's sales, marketers and consumers recognise digital marketing's significance. Due to the various forms of digital marketing, effectiveness, and the impact on a business's sales, digital marketing is also more competitive than traditional marketing. The digital transformation of marketing practices and customers' purchase intentions result. During the COVID-19 pandemic, the most effective business strategy for marketing products in this digital economy is to use electronic (digital) media, where producers

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and consumers do not meet in person but have a broad marketing reach. Utilising information technology through social media is the optimal strategy for marketing production while keeping in mind the company's financial situation. Product marketing for goods and services can benefit from advances in information technology in today's globalised business environment. Social media is an information technology product that provides business actors with maximum benefits. Business planners can use social media to describe product specifications, quality, and prices, enabling consumers to make more informed purchasing decisions based on their needs. Consequently, COVID-19 accelerates the digital transformation of marketing strategies. Digital marketing strategies enhance customer satisfaction and purchase intent or behavioural intention. Electronic customer relationship management (E-CRM), content marketing, website quality, e-Promotion, and e-WOM practices influenced customer satisfaction and purchase intention in the digital economy.

LIMITATION AND RECOMMENDATION

This systematic review may not explain the connection between digital marketing, customer satisfaction and consumers' purchase intention. Considering this, it is recommended that future research investigate qualitative and quantitative approaches to clarify the behavioural intention of digital customers during the COVID-19 pandemic.

IMPLICATIONS

Modern interactive marketing requires marketers and business planners to understand customers, their behaviour, how they prefer to interact with the products or services, and the ability to provide them with relevant and engaging personalised experiences. The logistical, operational, marketing, sales, and service data indicate whether the customer has been served satisfactorily. Marketers face the challenges and opportunities in the current digital era and amid the COVID-19 pandemic. Digital marketing activities could enhance customers' purchase intention through customer satisfaction with market products or services. Marketers and consumers acknowledge digital marketing activities' impact on a company's sales and need further study for the digital economy era.

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The Correlation between Academic and Work Performance among Master's in International Hospitality Management Graduates in one Higher Education Institution in the Philippines

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ABSTRACT

Objective: A post-graduate degree is an advantage to obtaining a higher position, although not a requirement. In line with this, this paper is of great importance as this study assesses the correlation between academic performance and work performance among the graduates of master's in international hospitality management.

Method: A descriptive-correlational method was used among the total population of 40 graduates (2016-2020) utilising an adapted instrument from Koopmans et al. (2014). all data were treated using a statistical software known as PASW version 26 to further interpret the result of the study using an alpha level of 0.01 and having the following statistical tools: frequency and percentage distribution, Weighted mean and rank, Analysis of Variance and Pearson R.

Result: Based on the result of the study, graduates were on the average level in terms of academic performance as to the comprehensive exam, and only 12.5 per cent were recipients of the Award of Academic Excellence. On the other hand, with regards to work performance, it was confirmed that graduates always manage to excel in the task and contextual performance.

Conclusion: It was revealed that there is no relationship between academic and work performance statistically.

Recommendation & Implication: It was recommended to the MIHTM program to further enhance the curriculum by creating an activity that would boost the collaborative and relating skills among

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the students. Also, boosting confidence and self-esteem is part of the recommendation that was proposed based on the result of the study. Thus, the practical implication was implied.

Keywords: *Academic Performance, Graduate Studies, Masteral, Skills, Work Performance*

INTRODUCTION

The Lyceum of the Philippines University Batangas (LPUB) Graduate School, as in many Higher Educational Institutions in the country, is the apex of the educational system at the university. As such, it aspires to be the epicentre of knowledge transfer, preservation, and growth in this institution's advanced academic programs by cultivating a community of scholars devoted to lifelong study and service to the scholarly institution. The Graduate School at LPU promotes a culture of excellence in education and the advanced learning process, with a focus on the acquisition of knowledge and service via high-quality education, research, and community engagement. Furthermore, LPUB has defined the institutional learning outcomes or graduate attributes, which embody the characteristics that every LPU graduate should possess. The 4Cs (competence, commitment, credibility, and cooperation) are at the heart of these graduate attributes. Given this, it is essential to measure the graduates' academic and work performance as it influences the personal and professional growth of the students.

The Master's in International Hospitality and Tourism Management program graduates are expected to attain the following objectives 3-5 years after graduation**:** Assume a position in the academe, hospitality, and tourism industries locally and internationally, applying professional competence and advanced understanding of fundamental management principles and ethical standards. Participate in relevant research contributing to community development and improvement of the hospitality and tourism industry. Establish a viable business related to the hospitality and tourism industry.

Work Performance pertains to the abilities and characteristics that make a person competent to potential employers. A diploma is no longer a guarantee of employment due to the vast growth in higher education enrolment, and higher education institutes are required to provide students with employability skills and traits (Pan & Lee, 2011). Furthermore, Tseng (2011) confirmed that since employability skills have been shown to improve job success, it is concluded that they may also improve academic achievement, such as publishing, similarly. However, there has never been a study that looked at the link between work and academic success. Maiolo et al. (2013) confirmed that graduate students would be more driven to pursue higher education provided they feel their academic effort and achievements would lead to the "suitable position" - rather than the "secured one."

To sum up, recent studies, it has been confirmed that high academic accomplishment is considered as a suitable condition for those entering the workforce since people with remarkable academic achievements are more likely to have a greater concentration, more (distinctive) knowledge, and experience in the profession (Tentama & Abdillah, 2019). However, there is still

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a concern in realising the importance of pursuing a post-graduate degree as it is not a requirement to have a higher position but just an advantage. In line with this, this paper is of great importance because it assesses whether there is a relationship between educational attainment, specifically attaining a master's degree and academic performance in work performed in the hospitality and tourism industry.

This study assessed the correlation between Academic Performance and Work Performance among Masters in International Hospitality Management Graduates. Specifically, this study presented the profile in terms of year graduated, rank; to determine the academic performance of the student in terms of comprehensive exam result, academic excellence award; determine the work performance in terms of task performance, contextual performance, and counterproductive work behaviour; To test the significant differences on the responses when grouped according to profile and significant relationship among the academic and work performance.

LITERATURE REVIEW

Academic Performance

In the study of Edinyang et al. (2015), it was found that Employers and recruiters are protesting that the pool of graduates churned out by higher education institutions lacks the necessary skills for employment. According to the findings of this study, academic discipline has a substantial impact on the employability of Nigerian graduates. Second, academic success or performance has no bearing on graduates' employment.

According to Pan and Lee (2011), high academic achievement will provide confidence and motivation for individuals to confront their challenges in finding a job. In addition, according to Pinto and Ramalheira (2017), individuals with high academic achievements are better prepared to find work due to mastery of their educational and vocational training materials. The results of McKinney, Carlson, Mecham, D'Angelo and Connerley (2013) show that low academic achievement will give individuals fewer job choices and limit their salary range. Further research also found that low academic achievement makes the selection process harder. This is supported by the results of Pinto and Ramalheira's research (2017), which found that low academic achievement leads individuals to obtain jobs that sometimes do not match their desires, meaning that there are fewer choices of work they can have.

Together with the prediction model, the suggested segmentation framework represents a useful tool to delineate the optimum strategies to apply, to promote higher performance levels and mitigate academic failure, overall increasing the quality of the academic experience provided by a higher education institution (Miguéis et al., 2018). It was also found that random forests are superior to the other classification techniques considered. Consequently, Li et al. (2019) contributed to an emerging body of evidence showing that tree cover density is positively associated with adolescents' academic performance, suggesting the importance of forestry management in school surroundings in support of learning.

A recent study by Kotter et al. (2017) found that age and gender also predict academic performance, making older female students with high stress scores a potential risk group for the

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vicious circle of stress and poor academic performance. Thus, Leal-Rodriguex and Albort and Morant (2019) conclude that fostering experiential learning strategies favours the students' understanding of theoretical concepts and leads to superior performance.

Work Performance

In human resource management, job performance is seen as the "ultimate dependent variable," making its evaluation a capital problem. Individual Work Performance is a good measure of work performance, although it focuses on organisational behaviours (Ramos-Villagrasa et al., 2019). Furthermore, their findings showed that Individual Work Performance has a tridimensional structure with adequate reliability, exhibits significant associations with other measures of performance, and its association with personality traits is similar in terms of direction and strength of the correlations between other job performance measures and personality.

Through harmonious love for work, empowering leadership had a favourable indirect association with employee work performance, whereas obsessive passion for work had a negative indirect link with employee work performance. Furthermore, individual role breadth self-efficacy was discovered to regulate the association between empowering leadership and workers' two forms of work enthusiasm, altering the association between empowering leadership and employee work performance (Hao et al., 2018). According to Pitafi (2018), employee collaboration is also essential because when an individual performs an interdependent activity, he or she needs knowledge, resources, skills, and collaboration with other workers.

Hao et al. (2018) revealed that empowering leadership was more likely to increase employee work performance when employees have high rather than low levels of role breadth self-efficacy. Theoretical and practical implications of the findings were discussed. In addition, the study by Eliyana and Ma'arif (2019) found that transformational leadership has a significant direct effect on job satisfaction and organisational commitment. However, transformational leadership cannot have a significant impact to work performance when it is intervened by organisational commitment as well as it cannot have a direct impact on work performance.

The findings of Ibrahim et al. (2017) revealed that the model of trainer effectiveness and training methodology factors had provided a reasonable explanation for the influence of soft skill acquisition, which is the latent variable. Soft skill acquisition also had a favourable impact on employees' work performance. Employers should revamp their soft-skills training technique, according to the authors. It is also suggested that corporate institutions use a training strategy known as "time-spaced learning" to avoid the problems that come with training transfer.

Task Performance. The empirical findings of Yang and Wei (2017) indicated that employee task performance is positively influenced by ethical leadership. The link between ethical leadership and employee task performance is mediated by organisational identity. Furthermore, an employee's proactive personality moderates the link between ethical leadership and task performance via organisational identity. The results of Bhardwaj and Kalia (2021) showed that vigour, dedication, and absorption variables of employee engagement contribute toward contextual performance. Vigour and absorption affect the task performance of employees. In the case of contextual performance, vigour shows maximum contribution followed by absorption and

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dedication, whereas, for task performance, the maximum contribution is exhibited by absorption followed by vigour. Organisational culture sub-variables of experimentation, autonomy and trust came out to be major predictors, which help to improve contextual and task performance of employees.

The results showed that social responsibility has a positive effect on social identity, which in turn influences employee behaviour and, consequently, task performance. Social identity and behaviour play sequential mediation roles between responsibility and task performance. Additionally, there is an inverted U-shape relationship between OCB and task performance (He et al., 2019). A recent study by Khalid (2020) showed that commitment positively mediates the relationship between pay satisfaction and manager-rated task performance. In contrast, pay satisfaction has an indirect positive relationship with task performance through continuance and affective commitment and was stronger in faculty having high managerial support. The continuance commitment mediation for the relationship between pay satisfaction and task performance is stronger than the mediation of affective commitment for the same relationship.

Contextual performance. Recent research findings of Guo and Ling (2020) indicated that feedback quality mediated the connection between leader motivational language and contextual performance in a favourable way. Although there was a statistically significant link between leader motivating language and task performance, feedback quality had minimal influence in mitigating the direct link between leader motivating language and task performance. On the other hand, Zoghbi-Manrique-de-Lara, and Ting-Ding, (2017) advise hotel managers to pay explicit attention to procedures used in outsourcing, discussing them with the affected parties to ensure that it is fairly implemented procedurally.

The findings of Bozionelos and Singh (2017) illustrate the link between global emotional intelligence and its facets with contextual performance apart from task performance, which has been the primary focus of research thus far. The findings also suggest that although those with the highest scores on emotional intelligence receive the most substantial job performance ratings, those who are most disadvantaged in job performance are not the lowest EI scorers but rather those who find themselves in the middle of the emotional intelligence scores continuum. Moreover, Pradhan et al. (2018) support the assertion that transformational leadership has a positive influence on employees' contextual performance. However, the moderation effect of integrity on the relationship between transformational leadership and contextual performance was insignificant.

Counterproductive Work Behavior. The results of the study of Khokhar and Zia-ur-Rehman, (2017) showed a significant direct positive relationship between ethical leadership and employee performance. Additionally, results showed that counterproductive work behaviour (CWB) partially mediated the relationship between ethical leadership behaviour and employee performance. Interestingly, organisational citizenship behaviour (OCB) did not mediate the relationship between ethical leadership and employees' performance.

The findings of Ahmed et al. (2021) revealed a positive influence of customer mistreatment on counterproductive work behaviour both directly and indirectly in the presence of employee

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rumination as a mediator. Furthermore, servant leadership at cafés and coffee shops was found to moderate the impact of customer mistreatment during the pandemic.

RESEARCH METHODOLOGY

The study used a descriptive-correlational method to assess the relationship between academic and work performance. Apuke (2017) believes that this research method is described as the process of quantifying and evaluating variables to obtain results through comparison and correlation of each variable. It entails using statistical methods to analyse numerical data to answer questions such as who, how many, when, where, and how. It also refers to obtaining numerical data to demonstrate a problem or phenomenon.

The researcher used the total population among the graduates of the Masters in International Hospitality and Tourism Management program from 2016 to 2020. A total of 40 graduates were requested to participate in the study.

Table 1
Distribution of Respondents' Profile (N=40)

Profile Variables	Frequency	Percentage
Year Graduated		
The year 2016	2	5
The year 2017	8	20
The year 2018	8	20
The year 2019	9	22.5
The year 2020	13	32.5
Rank		
Managerial/Supervisory	29	72.5
Rank and File	11	27.5

Table 1 presents the distribution of the respondent's profiles. As seen in the table, there are an increasing number of graduates from 2016 to 2020. There is a total of 40 graduates which majority of the graduates are from the batch 2020, followed by 2019. Relatively, 29 respondents or 72.5 per cent, are in managerial and supervisory rank, while 11 respondents or 27.5 per cent, are in rank and file.

The researcher made use of an adapted instrument from Koopmans et al. (2014) entitled Construct validity of the individual work performance questionnaire to determine the work performance of the students, using the 4-point Likert Scale of 4 as Always, 3 as Often, 2 as Sometimes and 1 as Never.

While on the other hand, to determine the academic performance among the graduates, the comprehensive exam result and the academic excellence award were used. The instrument underwent content validation and pilot testing. The Cronbach Alpha value for Task Work Performance (0.828), Contextual Work Performance (0.818), and Counterproductive Work Performance (0.847) were denoted as good and valid to use in the rule of thumb.

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To administer the questionnaire, the researcher used an online survey form and sought the MIHTM graduate to accomplish the survey. Hence, the researcher also retrieves the grades of these graduates to attain comprehensive exam results and seeks the assistance of the University Registrar to determine the students who were awarded academic excellence.

To perform data analysis, the following statistical tools were used. Frequency and percentage distribution were used to describe the demographic profile of the respondents. Weighted means and ranking were used to determine the academic performance of the student in terms of comprehensive exam results, academic excellence award, determine work performance in terms of task performance, contextual performance, and counterproductive work behaviour. ANOVA was used to test the significant difference in the responses when grouped according to profile. Likewise, Pearson r was used to test the significant relationship between the variables. In addition, all data were treated using ~~a~~ statistical software known as PASW version 26 to interpret further the result of the study using an alpha level of 0.01.

The results of the study were kept private for academic purposes only. Before administering the study instrument, the researcher obtained complete consent from the respondents. All forms of contact were conducted in a very honest and transparent manner. Furthermore, individuals are free to choose whether to engage without any pressure or compulsion.

RESULTS

Table 2
Students' Academic Performance

Comprehensive Examination Result	Frequency	Percentage
89	1	2.5
90	6	15
91	5	12.5
92	11	27.5
93	9	22.5
94	4	10
95	1	2.5
96	3	7.5
Award of Academic Excellence		
Yes	5	12.5
No	35	87.5

Table 2 presents the students' Academic Performance in terms of the Comprehensive Examination Result and the Recipient of the award of Excellence. As seen in the table, most graduates have the Comprehensive examination result of 92 and 93. While 5 or 12.5 per cent are Recipient of the award of Excellence

This result revealed that most of the graduates are on an average level in terms of academic performance, referring to the result of their comprehensive exam and being the recipient of awards of academic excellence. However, being average doesn't mean that graduates don't excel in

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academics. There is another assessment tool being utilised by postgraduates such as on their thesis writing, case analysis and other outputs that are accomplished by the students.

A comprehensive exam is a test that assesses a student's knowledge and understanding of subjects in a certain academic discipline. Many graduate schools, particularly master's programs, require students to take comprehensive exams as part of their program. Passing a comprehensive test, whether written, oral, or in another format, signifies that a student is ready to begin the thesis writing section of their degree. This exam's goal is to guarantee that the student is familiar enough with his or her field of study to make a unique contribution. Recognising hard work and accomplishments boosts motivation and encourages engagement. Academic awards are frequently given solely to a select few pupils who excel academically. Students' accomplishments generate strong bonds between students, families, faculty, and the community, as well as a great school culture in which students feel valued. Recognising pupils for other qualities such as effort, improvement, and cooperation can boost self-esteem, provide a sense of success, and foster peer respect. Having a sense of accomplishment motivates you to work harder.

In addition, according to Pinto and Ramalheira (2017), individuals with high academic achievements are better prepared to find work due to mastery of their educational and vocational training materials. McKinney et al. (2013) concluded that low academic achievement would give individuals fewer job choices and limit their salary range. Further research also found that low academic achievement makes the selection process harder.

Table 3

Work Performance in terms of Task Performance

Indicators	WM	VI	Rank
I managed to plan my work so that it was done on time.	3.58	Always	3
My planning was optimal.	3.30	Often	5
I kept in mind the results I had to achieve in my work.	3.70	Always	1
I was able to separate main issues from side issues at work.	3.68	Always	2
I was able to perform my work well with minimal time and effort	3.43	Often	4
Composite Mean	**3.54**	**Always**	

Table 3 denotes the work performance among the MIHM Graduates in terms of Task Performance. The composite means of 3.54 reflects that they always manage to have tasks performed.

Top indicators are keeping in mind the results that they need to achieve in work (3.70), the ability to separate main issues from side issues at work (3.68) and managing to plan for their work to be done on time (3.58) verbally interpreted as always.

Graduates need to develop themselves to acquire the confidence to achieve good work and better performance. Everyone holds opinions about the type of person they are but keep in mind that these opinions are at the heart of self-esteem, and they will affect how you feel about and value yourself. Self-esteem fixed their beliefs about themselves, and it can change throughout their

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life because of circumstances and experience. Every meeting, project, and task, no matter how big or small, should ideally provide a precise result that aligns with the company's overall goals. Setting greater goals, planning for future efforts, and measuring the company's progress are all achievable with a results-oriented approach. Businesses and managers must understand how they may boost employee motivation, task engagement, and productivity. Goal setting is, in fact, a vital habit, particularly in the workplace. The conceptual study of Saxena (2018) argues that the importance of attaining work-life balance is so crucial that companies are encouraged to take the appropriate steps to provide workers with chances to balance their personal and professional lives. As a result, having a flexible work schedule and structure makes it easier for employees to strike a balance between their personal and professional lives.

Often performed are the ability to perform their work well with minimal time and effort (3.43), and their planning was optimal (3.30), which ranked least. Planning what needs to be done, when it needs to be done, by whom, and to what standards are critical to the company's success. Building and inspiring a team, on the other hand, is a component of the leader's role, as is ensuring that various people's work is coordinated. Delivering good outputs includes keeping track of the work and managing any modifications to the plan. Personal and professional planning are both necessary. It assists us in achieving our objectives and allows us to use our time and other resources better. Planning entails assessing and understanding the goals and the methods for achieving them. Regular engagement with workers, consistent execution of workplace regulations, and the capacity to recognise the underlying causes of poor performance are all key aspects in dealing with performance difficulties. This necessitates continual and active control of your employees. Supervisors and managers offer frequent feedback and ensure their subordinates have the necessary tools to do their tasks (Borbon, 2016).

Table 4

Work Performance in terms of Contextual Performance

Indicators	WM	VI	Rank
I started new tasks myself when my old ones were finished.	3.48	Often	5
I took on challenging work tasks when available.	3.53	Always	2.5
I worked at keeping my job knowledge and skills up to date.	3.68	Always	1
I came up with creative solutions to new problems.	3.50	Always	4
I kept looking for new challenges in my job.	3.53	Always	2.5
Composite Mean	**3.54**	**Always**	

Table 4 shows the work performance among the MIHM Graduates in terms of contextual Performance. The composite mean of 3.54 reflects that they always manage to have contextual performance.

Top indicators are keeping their job knowledge and skills up to date (3.68), ability to take on challenging tasks when available and looking for new challenges in their job (3.53) and coming up with creative solutions to new problems (3.50), verbally interpreted as always.

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Working in the hotel and tourist sector necessitates a high level of self-assurance in acquiring the essential knowledge and skills to deliver the product and services. Although there are instances when that scenario will not allow for avoiding issues, because trends and culture develop, so does conduct. Companies must thus comprehend this new generation of managers and create training programs based on the challenges and changing behavioural patterns. It is essential to be updated on the latest trend in hospitality and tourism for them to be successful at attaining the company's goal and, most importantly, meet the guest's demands. However, while some employers recognise the value of investing in their employees, it is ultimately their responsibility to keep their skills up to date. Increasing their qualifications is a good way to show their boss that they care about the industry and take their job seriously. Keeping their skills up to date can assure them they'll be able to handle any tasks their boss expects of them. Strengthening the skills they need to do their job improves their chances of getting raises and promotions, as well as keeping their current position. The knowledge and skills acquired during their university studies, as well as their developed personalities, are among the elements that welcome graduates into the world of tourism. These three variables are only a handful of the many considered when graduates compete in the tourism and service industries (Cos et al., 2018).

Often performed is the ability to start new tasks when the old ones were finished (3.48), which ranked least. Individuals who can create and maintain strong work habits have a better chance of succeeding – learning what needs to be learned and become self-assured. Tourism and Hospitality employees must be aware of the job at hand, be able to change their concentration to a different activity if necessary, and exert the mental effort required to begin the task. Especially since the Tourism and Hospitality industry is a people and service industry, it is essential to be flexible and adaptive to be a multitasker and could start a new task. Acquiring that skill is the capacity to do one of two things: complete a specific behavioural action or perform a specific cognitive process that is functionally connected to a particular activity. Moreover, Pradhan et al. (2018) support the assertion that transformational leadership has a positive influence on employees' contextual performance. However, the moderation effect of integrity on the relationship between transformational leadership and contextual performance was insignificant.

Table 5

Work Performance in terms of Counterproductive work behaviour

Indicators	WM	VI	Rank
I complained about unimportant matters at work	1.90	Sometimes	2
I made problems greater than they were at work	1.53	Sometimes	5
I focused on the negative aspects of a work situation, instead of on the positive aspects.	1.63	Sometimes	3
I spoke with colleagues about the negative aspects of my work.	1.95	Sometimes	1
I spoke with people from outside the organisation about the negative aspects of my work.	1.58	Sometimes	4
Composite Mean	**1.72**	**Sometimes**	

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Table 5 presents the work performance among the MIHM Graduates in terms of counterproductive work behaviour. The composite mean of 1.72 denotes that they sometimes observe counterproductive work behaviour.

The highest in the ranking are speaking with colleagues about the negative aspects of my work (1.95), complaining about unimportant matters at work (1.90) and focusing on the negative aspects of a work situation instead of on the positive aspects. (1.63) verbally interpreted as sometimes. Many employees have a negative attitude when they arrive at work. This could be a generally negative attitude about the day as if they know it's going to be a bad day or a negative attitude about working with the people around them. In the workplace, gossiping and complaining are frequent concerns. Two coworkers meet for whatever reason, and one of the available topics is moaning about something. Complaining is a negative habit that might hurt your job prospects. Negative mindsets are frequently viewed as a well, negative attribute within organisations. A negative mindset, on the other hand, can be both an asset and a liability. There are ways to improve an entirely negative attitude, but there are also advantages to having this mindset. These strengths and weaknesses should be balanced for the best perspective. Stopping the practice of complaining is an essential part of cultivating a positive general work attitude. When someone complains, nothing good comes of it; it's just a way of expressing displeasure. If the complaint enters the hands of the wrong people, it might be detrimental to your career. Instead, if the problem is impacting your job, talk about it. There is a next step in what can be done about the problem after it has been discussed. This is what it means to cultivate a positive attitude toward work in general (Borbon 2016).

Observed sometimes speaking with people from outside the organisation about the negative aspects of my work (1.58) and the ability to make problems greater than they were at work (1.53,) which ranked least. The manager should give them self-respect and importance, this is an effective tool for the people who work in an organisation. But the negative aspect may have forgotten about the basic needs of looking into what is essential to deliver and provide quality service. Employee morale and performance can be harmed by a hostile work environment. It may harm your company's reputation and ability to attract talent in the long run. Employees who leave their jobs because of poor company culture may have cost businesses money. A bad working environment can lead to higher turnover and absenteeism. It could result in harassment, discrimination, or defamation lawsuits in the worst-case scenario. Employees may lose faith in one another, engage in conflict, and fail to meet their obligations. As a result, their company will lose money and miss out on new opportunities. The number of customer grievances is on the rise. In tourism and hospitality operations, the management regarded all these work behaviour and skills as equally essential. The person should have the necessary knowledge, skills, and attitude. Because the staff are the ones who are on the front lines, they have to be educated as their employees to be skilled and to perform in a manner that is required of them (Marasigan & Borbon, 2021). Furthermore, the tourism and hospitality product is the level of service it provides. Therefore, good staff are vital. Because hospitality firms are customer-facing, they must focus on building a dream team of courteous and nice employees so that consumers will feel confident in recommending the business to others and returning (Caan, 2014).

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Table 6
Difference of Responses on Work Performance when grouped according to Profile

Profile Variables	F-value	p-value	Interpretation
Year Graduated			
Task Performance	1.085	0.379	Not Significant
Contextual Performance	0.548	0.702	Not Significant
Counterproductive work behaviour	0.408	0.802	Not Significant
Rank			
Task Performance	0.352	0.557	Not Significant
Contextual Performance	0.012	0.912	Not Significant
Counterproductive work behaviour	3.935	0.055	Not Significant

Legend: Significant at p-value<0.05

ANOVA result in Table 6 shows no statistically significant difference in work performance in terms of task performance (p=0.379), contextual performance (p=0.702), and counterproductive work behaviour (p=0.802) when the respondents were classified as to year graduated. Likewise, it shows no statistically significant difference in work performance in terms of task performance (p=0.557), contextual performance (p=0.912), and counterproductive work behaviour (p=0.055) when the respondents were classified as to rank This only confirms that regardless of the year graduated the respondents have the same perceived work performance. As supported in the study of Jackson and Bridgstock (2018) where they concluded that work performance and the nature of graduates include undervaluing graduates' social, cultural, and economic worth; prioritising full-time employment metrics; and monitoring graduates as they enter the labour market is crucial and vital to a graduate's professional success. Furthermore, this implies that respondents from managerial and supervisory roles have the same perceived work performance. This is in support of the study of Lam et al. (2017), affirming that the support of a contingency plan of supervisor and managerial support highlights emotional fatigue as a key risk factor that is more likely to cause abusive conduct among supervisors who have lower (rather than greater) self-monitoring and are dealing with a low-performing subordinate. However, it was confirmed in the study of Ali et al. (2017), which showed that managerial coaching directly influences employee job performance.

Table 7
Correlation between Academic and Work Performance

	Comprehensive Exam Result			Award of Excellence		
Variables	**r-value**	**p-value**	**I**	**χ^2-value**	**p-value**	**I**
Task Performance	0.048	0.767	NS	0.599	0.741	NS
Contextual Performance	0.185	0.252	NS	0.790	0.674	NS

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Counterproductive work	-0.081	0.619	NS	1.777	0.620	NS

Legend: Significant at p-value<0.01

Pearson r result in Table 7 shows there is no statistically significant correlation between comprehensive examination results and work performance in terms of task performance (p=0.767), contextual performance (p=0.252), and counterproductive work behaviour (p=0.619). Moreover, the Result shows no statistically significant association between the award of excellence and work performance in terms of task performance (p=0.741), contextual performance (p=0.674), and counterproductive work behaviour (p=0.620).

Graduates with greater academic performance are evaluated as more job-suited than those with lower academic performance for the same entry-level business position. In a time of economic and financial crisis, this result may imply a growing dependence on the significance of academic credentials for the preliminary screening of candidates. However, as the result reveals no statistically significant association between the award of excellence and work performance, it only shows that academic performance is not a factor in the work performance among the graduates. Thus, Academic achievement helps the graduates to get a job interview for an entry-level job, and extracurricular activities can help you advance in the selection process and stay marketable in the future. Individual and organisational benefits are dependent on personal capabilities. While not all employability skills are equally significant, their importance varies depending on the viewpoints of various stakeholders. Employers prioritised different competencies depending on the job, whilst other graduates emphasised the development of personal characteristics such as flexibility, resilience, commitment, and determination (Tymon, 2013: Pinto & Ramalheira, 2017).

This is in contrast with the study of Pinto and Ramalheira (2017), which revealed that a high academic performance combined with extracurricular activity participation resulted in higher perceived employability, whereas modest academic performance integrated with extracurricular activity participation led to lower job suitability but practically identical high ratings of personal organisation and management skills, as well as learning skills. Meanwhile, Academic performance, extracurricular activities, and job experience are the primary ‘player' tactics that graduates entering the labour market have followed (Imose & Barber, 2015).

CONCLUSION

There are an increasing number of graduates from 2016 to 2020, most of whom are at a Managerial and Supervisory level. Students are on an average level for academic performance, and only a few receive awards for academic excellence. As to the work performance of MIHM graduates, they always manage to have a task and contextual performance well, and sometimes for counterproductive work behaviour; There is no significant difference in the academic and work performance when grouped according to year graduated and the rank. There is no significant correlation between academic and work performance.

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LIMITATION AND RECOMMENDATION

Based on the findings, the following was recommended: The University, through its MIHM Program Dean and Faculty, may continue to improve on the curriculum, reviewing the needs to enhance the program. A Student Organization may be developed to boost and develop the necessary skills to increase work performance. Faculty advisers may be assigned to MIHM students to monitor their academic performance and have regular consultations among the students. MIHM students may devote more time to advancing their studies and may further take a PhD to improve their academic and work performance. This study was limited only to the academic and work performance of the graduates of MIHTM in one higher education institution hence, future studies may be conducted considering this variable in different batches and may conduct studies on factors influencing in pursuance of post-graduate degree and its impact to their personal and professional growth

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