

# Key Success Factors for the Competitive Advantages of Human Resources Management on Golf Tourism in Chiang Mai

**Chanika Chatsungnern**

Ph.D. Student, School of Tourism Development, Mae Jo University, Thailand.8  
chatsungnern1@hotmail.com

**Monsicha Inthajak**

Advisor, School of Tourism Development, Mae Jo University, Thailand.  
monsichainth@gmail.com

## Abstract

The purposes of this study aimed to analyze internal and external environments on golf tourism business in Chiang Mai, as well as key success factors on influencing the competitive advantages of golf tourism business in Chiang Mai. For research methodology, a five-rating scale – based questionnaire and an interview related to key success factors on influencing the competitive advantages of golf tourism business in Chiang Mai were both conducted with 445 golf court staff working for eight golf courts in Chiang Mai.

The findings of the study revealed that in terms of analyzing the external environments of golf tourism business in Chiang Mai, national economic factors influenced on all business ventures because national economic indicators were set up for the Thai citizens' demands in their buying. On the other hands, their valuable competence, in terms of analyzing the internal environments of golf tourism business in Chiang Mai, was mostly found in the management of golf tourism business in Chiang Mai. Also, key success factors on the competitive advantages of golf tourism-based human resources management in Chiang Mai were all rated at a highest level in terms of its infrastructure, system, and approach, followed by its model, professional skills, staff specialization, strategic management, and its shared values.

**Keywords:** Internal Organizational Environment, External Organizational, Environment, Human Resources Management, Challenge, & Key Success, Factors for the Competitive Advantages of Golf Tourism-Based Human Resources Management.

## 1. Introduction

The competition of tourism industry has nowadays increased rapidly because the varieties of jobs and revenues are all resulted from oversea tourists' travelling purposes. Thus, aging societies resulted in rapid changes and tourism challenges in Thailand have brought about tourists' specific tourism behaviors and styles, particularly sports tourism. In fact, "The 2015 Discover THAINESS project" with emphasis on the product approach conceptualized by the Tourism Authority of Thailand (2015) has directly affected tourists' value proposition on their travelling in Thailand; moreover, golf tourism was one of the most challenging sport activities, which encouraged tourists' excitement and pleasures.

Also, golf tourism also played an important role in promoting the increasing numbers of golf tourism-based industry revenues; otherwise, global economic impacts have gone up more dramatically. (Tourism Authority of Thailand, 2015). In 2016, Hot Golf magazine insisted that from November, 2011 to February, 2012, the golf courts' incomes were resulted from the growth of golf business with more than 50 % in Chiang Mai. This was because both Thai and

foreign tourists' golf tournaments in Chiang Mai were mostly preferred, as well as eighty Korean tourists per day spent their golf training at all golf courts. As a result, both international and domestic airlines services were all served for the final destination of Korean Taiwanese, Malaysian, Singaporean, and Hong Kong tourists directly flying to Chiang Mai; moreover, the numbers of Korean tourists with 70 % and Thai tourists with 30 % directly affected the increases of golf business in Chiang Mai golf courts occurred in November, 2007. In fact, there were more than 10 golf courts served for the golfers' golf services from the year 2013 until at the present. (Tourism Authority of Thailand, 2011)

### **The Statement of the Problems**

In the situations of golf tourism business in Chiang Mai happened from the year 2013 to at the present, golf business in its low season from June to October was induced by the decreasing numbers of foreign and Thai tourists taking their golf services in golf courts were all found in Chianmai, as well as the fewer numbers of golfers in some golf courts (Hot Golf Magazine, 2016). With regards to the statistical report on the numbers of Thai and foreign golfers surveyed by (Northern Golf Resort Association, 2016), it showed that the numbers of 123,924 Thai golfers were surveyed in 2015, meanwhile the numbers of 74,870 Thai golfers with its decreasing ratio of 39.58% were recorded in 2016.

Besides, the numbers of 170,726 foreign golfers were found in 2015 whereas the numbers of 130,415 foreign golfers with its decreasing ratio of 23.61 % were also identified in 2016. It was viewed that from 2015 to 2016, there were 294,650 golfers from all over Thailand and foreigners, meanwhile in 2015, there was a significant decrease in the number of golfers, both Thai and foreigners, by 201,287, or 30.32%. Nevertheless, tourism revenues from golf tourism business in Chiang Mai have decreased significantly, and many problems of different business in relations to the sales distribution of golf tourism sales were all found.

According to the survey on the golfers' behaviors and satisfactions (Tourism Authority of Thailand, 2010 : 11), it was stated that internal factors found in the problems of sales distribution and weakness of golf tourism business in Chiang Mai included golf court's no standards, staff' no service minds, unequal services between VIP guests and foreigners, staff's no good interaction with their customers, English spoken miscomputation.

Like previous researches conducted by Tourism Authority of Thailand, a preliminary study on the problems of golf tourism-based human resources management in Chiang Mai was detailed as follows.

- 1) In case of its strategic integration, no well-planned goals together with no expected outcomes, as well as no evaluation of successful business management were all caused by the golf courts' ineffective business planning based on human resource management;
- 2) The golf courts' no integrative human resource management was induced by its overlapped activities, and no working cooperation, and
- 3) The golf courts' rigid structures also caused difficulties in their self-adaptation and necessities for business ventures.
- 4) No manpower requirements were forecasted.

In this paper, this study is guided for the conceptual framework related to managing the competitive advantages of human resources management on golf tourism in Chiang Mai. In addition, the analyses of marketing situations and core competencies on golf tourism, and factors influencing the competitive advantages of human resources management on golf tourism in Chiang Mai are also explored for a well-organized marketing plan and effective human resources management served for the development of golf tourism business in Chiang Mai.

From literature reviews mentioned above, the competitive advantages of golf tourism-based human resource management in Chiang Mai are investigated and guided as databases on tourism promotion strategies served for golfers' attractions, as well as upgraded golf tourism-related products and tourism hospitality services.

### **Objectives of the Study**

1. To analyze internal and external environments on golf tourism business in Chiang Mai, and
2. To analyze key success factors for the competitive advantages of golf tourism-based human resources management in Chiang Mai.

### **Scopes of the Study**

#### **1. Area :**

Eight major golf courts were selected by the Office of Chiang Mai Tourism Authority of Thailand (TAT) in academic collaborations with Northern Golf Resort Association, and Thai Lanna Spa Association joining in "The 2016 Chiang Mai Golf Festival Championship". These included 1) Summit Green Valley Chiang Mai Country Club, 2) The Royal Chiang Mai Golf Resort, 3) Mae Jo Golf Resort & Spa, 4) North Hill Golf Club, 5) Chiang Mai Inthanon Golf & Natural Resort, 6) Alpine Golf Resort Chiang Mai, 7) GassanKhuntan Golf & Resort, and 8) Gassan Legacy Golf Club.

#### **2. Population**

The population used in this study was as follows:

1. Executive boards and staff out of the eight major golf courts in Chiang Mai were selected by the Office of Chiang Mai Tourism Authority of Thailand (TAT) in academic collaborations with Northern Golf Resort Association, and Thai Lanna Spa Association joining in "The 2016 Chiang Mai Golf Festival Championship".

#### **3. Contents**

The scope of contents used in this study was detailed as follows.

1. External and internal environmental analysis: 1.1. The five forces model for competition, and 1.2. The Core Competence of Corporation.
2. The analysis of key success factors on the competitive advantages of golf tourism-based human resources management in Chiang Mai was conceptualized by the McKinsey 7 's framework, including 1) structure, 2) strategy, 3) staff, 4) shared value, 5) system, 6) style, and 7) skill.

#### **2. Theoretical Concepts Used in This Study**

##### ***The Resource-Based View or the Resource-Based View of a Firm (RBV)***

Resource-Based View (RBV) refers to such an organization's available human resources and organizational resources could be all implemented for its beneficiaries and the staff's working effectiveness (Barney, 1991). Besides, the advantages of organizational competition conceptualized by RBV mainly focused on its resources, and capabilities, which contained such an organization's assets, capabilities, working process, organizational identities, databases on information technology, staff's experiences, knowledge, and technology. Most importantly, in terms of its organizational capabilities, the availabilities of different resources were all merged for shifting organizational processes, as well as required organizational effectiveness (Amit And Shoemaker, 1993).

In order to accomplish all the organizations' competition, as well as to differentiate major factors influencing the other organizations' unique competitive advantages, however, the profits and constraints led to the organization's final decisions on environmental surroundings.

### ***Concepts on Business Competitive Advantages***

#### - Analysis of External Business Organizational Environments

Sudjai Wattana-udomdech (2013) stated that the analysis of external business organizational environments refers to the process of auditing and assessing external organizational environments that affected the entrepreneurs' better understandings of their business opportunities and anticipated obstacles, as well as environmental factors influencing business management, which was divided into four major aspects: (1) economic factors; (2) socio-cultural, demographical, and environmental factors; (3) technological factors, and (4) political, governmental, and law factors. Also, industrial environments directly affected the severity of industrial competition, as well as potentialities of making profits.

Furthermore, Porter (1998) presented the model designed for the analysis of industrial competitive environments, which was so-called "Five Forces Model of Industry Competition. As a result, this depended on the organization's industrial competitive situations, which were sorted into five major aspects: (1) threat of new entrants; (2) intensity of rivalry among existing competitors; (3) bargaining power of buyers; (4) bargaining power of suppliers, and (5) threat of substituted products.

#### - Analysis of Internal Business Organizational Environments

The core competence of corporation was resulted in the organization's sustainable business competitive advantages, which brought about the organization's vast beneficiaries. Moreover, assets found in the organization's core competencies did not influence on the other business competitors' market stake-holding. In order to sustain the core competence of corporation supported for such a different organization's competitive advantages, however, its valuable competence, rare competence, costly- to-imitated competence, and non-substitutable competence were all implicated for the organization's sustainable business competitive advantages (Suwat Sirinirun, 2009).

### ***Factors on the Competitive Advantages of Human Resources Management***

Netpanna Yawirach (2013) cited that the organizational effectiveness resulted from the correlations of seven major factors conceptualized by the McKinsey 7's framework is detailed as follows:

1. Strategy refers to planning with its SWOT analysis is reflected for environmental changes;

2. Structure refers to organizational structures in relations to the administrators' authorities and responsibilities were involved with their controls in both organizational centralization and decentralization, and the identification of organizational structures based on the staff's duties, products, customers, and region;

3. System refers to the continuing process and steps in running organizational management were well-organized;

4. Style refers to the styles of organizational management in relations to commanding, controlling, as well as motivation and reflection of organizational cultures were all appropriated for its organizational characteristics;

5. Staff refers to the selection of specialized persons, and the continuing development of personnel management in accordance with Wilawan Rapeepisarn (2011), she cited that trainings were used for the practitioners' self-development; moreover, their awareness of self-

academic development, good attitudes on their organization should be both supported. for upgrading their working effectiveness;

6. Skill refers to its uniqueness and expertise in production, sales distribution, and services, and

7. Shared values refer to the staff's interpersonal shared values and unity occurred in their organization.

However, seven major internal factors directly affected organizational drives on the advantages of business competition (Suwatsiri Nirun, 2009).

### ***Golf Tourism***

According to the previous study related to "The Scottish National Tourism Monitor" by Visit Scotland (2007), he cited that even though total tourism revenues in Scotland would decrease, its gross national incomes have been taken from golf tourism. Furthermore, golf tourism revenues were also served for different countries such as Europe, Middle-East, Africa and India. In 2008, the study of "Golf Travel Insight in EMA 2008" conducted by KPMG, he stated that a questionnaire and an in-depth interview through telephoning were both carried out with golf tourists, and in 2000, the increasing numbers of EMA countries' revenues taken from golf markets have reached € 2.7 billion.

In 2010, Tourism Authority of Thailand also insisted that golf was one of the most charming, amusing, and highly-concentrated sports, which challenged golfers' self-competition; moreover, the golfers' regular trainings were mostly found in terms of their self-professional sports development. In addition to the golfers' popularity, expected opportunities in not only touching natural surroundings, but also creating their self-image, social values, as well as better lifestyle were all provided for golfers' business negotiation and their golf professionals. In 2014, Tourism Authority of Thailand's previous study on the potentialities and sizes of golf markets revealed that the tourists' golf popularity was mostly found in north-eastern Asian countries such as China, Korea, and Hong Kong etc., and followed by ASEAN countries (Philippines, Malaysia, and Singapore), and European countries (France and Netherlands).

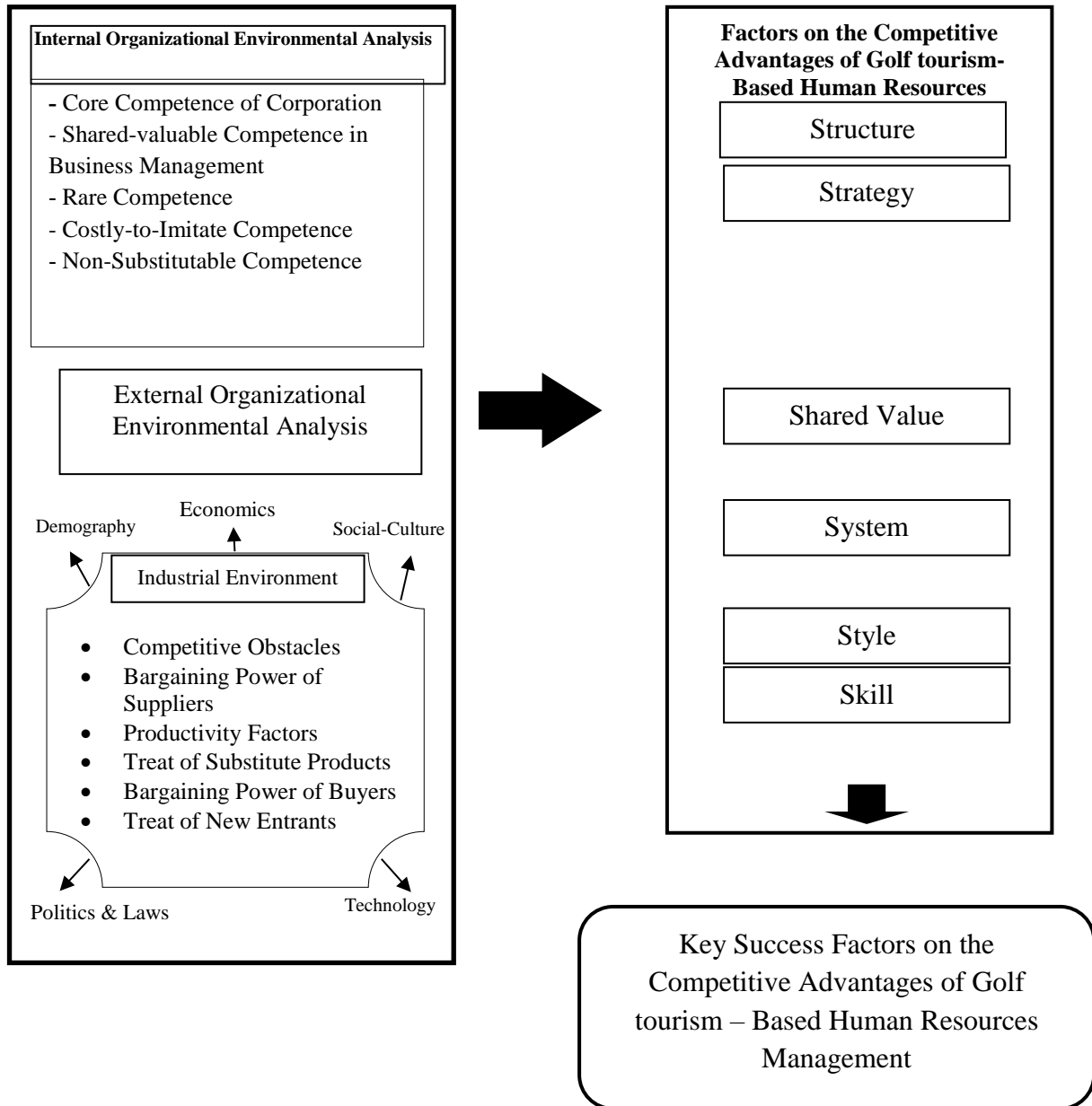
Also, both the increasing numbers of middle and high-white collar golfers' popularity in Thailand was mostly found. With references to the related research on the foreign tourists' behaviors and satisfactions towards their golf tournament, it showed that the numbers of Asian tourists from Japan, Korea, Hong Kong, China, Malaysia, and Taiwan were mostly found in terms of the golf business entrepreneurs' major customer services, meanwhile both Japanese and Korean tourists' golf tournaments were mostly preferred. Also, the numbers of Asian tourists taking their golf services in Thailand have risen up more increasingly.

In addition to this study, the numbers of European golfers coming from Scandinavia, Germany, Finland, Denmark, France, Spain, and Netherlands were mostly found; moreover, Scandinavian tourists' golf tournament, according to the Tourism Authority of Thailand's report in 2011 related to the ratio of such a different tourism season, was mostly preferred. In terms of their demographical information, both Asian and European tourists' age of more than 40 with their no family cares was mostly found whereas both 3-day and 2-night program and 4-day and 3-night program were mostly preferred for the job-retired golfers' golf tourism packages.

This was because one time per day was spent for the foreign golfers' practices and the European golfers' spa services, business negotiation and nightlife-sightseeing were mostly preferred before their departure. Also, both Asian and European golfers' importance of the

staff' hospitality management, service minds, and good communicative competence, according to databases on golf courts in Thailand, was mostly satisfied. In order to disseminate golf tourism in Thailand, however, golf tourism-based human resources management factors used as the main strategy should be explored. (Tourism Authority of Thailand, 2011)

**Conceptual Framework**



### 3. Methodology

The population used in this study was as follows.

1. Eight executive boards and human resources managers out of the eight major golf courts in Chiang Mai were officially certified by the Office of Chiang Mai Tourism Authority of Thailand (TAT) in academic collaborations with Northern Golf Resort Association, and Thai Lanna Spa Association joining in “The 2016 Chiang Mai Golf Festival Championship”.

2. 445 customer service-related managers and staff out of the eight major golf courts were officially certified by the Office of Chiang Mai Tourism Authority of Thailand (TAT) in academic collaborations with Northern Golf Resort Association, and Thai Lanna Spa Association joining in “The 2016 Chiang Mai Golf Festival Championship”.

#### *Instruments Used in Data Collection*

1. A semi-structured in-depth interview related to analyzing the five forces model for competition, and the core competence of corporation.

2. A five rating-scale based questionnaire related to key success factors on the competitive advantages of golf tourism-based human resources management in Chiang Mai.

### 4. Summary of the Study

The first purpose of this study, entitled “The Competitive Advantages of Golf Tourism-Based Human Resources Management in Chiang Mai”, aimed to analyze internal and external environments on golf tourism business ventures in Chiang Mai. The findings of the study were detailed as follows.

#### *External Environmental Analysis*

##### 1. Environment at Glance

###### *1.1 Demographical Factors*

In terms of its demographical environment found in golf tourism business ventures in Chiang Mai, it was stated that the Asian tourists’ golf tourism, which was ranked from Korea, China, and Japan, was mostly preferred. In addition, the tourists’ age of with 41 – 50 with their no family care-taking was mostly found, followed by their age of 31-40, and 21 -30, as well as the Asian tourists’ tour packages spent for both 3 days with 2 nights and 4 days and 3 nights were mostly preferred. Also, one time per day was mostly spent for the foreign tourists’ golf tourism, meanwhile the European tourists’ spa services, nightlife, and business negotiation was mostly preferred before their departure.

###### *1.2 Economic Factors*

National economic factors directly affected all business ventures because both the people’s purchasing power and a big market were used as indicators determining their national economic growth. Thus, this could help us plan for both short-term and long-term managements served for current economic situations and future economic trends. During the high season, the numbers of foreign tourists have spent on their golf services from every November to every March; otherwise, the numbers of Thai tourists spending their golf services were mostly found during the low season because of raining season.

###### *1.3 Political and Law Factor*

The entrepreneurs’ golf business in Chiang Mai was affected by the government's policies on raising excise taxes, which were at the rate of 11 percent and the income tax with the rate of 7 percent, totaling 18 percent. This was because complementary coupons resulted from golf competition, as compared to the previous golf service rates with no charges, caused such a golfer’s additional tax payment with 200 – 300 baht. Additionally, governmental policies on important cities’ economic expansion brought good golf tourism business in Chiang Mai

province; otherwise, the golf court owners' golf business ventures were only served. In terms of their information services and golf tourism business plans in connection with other different cities, international flights landing off at Chiang Mai International Airport were also provided for the increasing numbers of foreign tourists, as well as their golf court services in Chiang Mai province.

#### *1.4 Socio-cultural Factors*

Socio-cultural factors refer to all things were involved with social, cultural, environmental aspects, as well as local ways of life. Besides, such a different community context would be explored before the feasibility study of market places was surveyed. In fact, golf tourism business in Chiang Mai was induced by governmental policies on alcohol prohibition; otherwise, impacts on golf court business in Chiang Mai were rarely found. In terms of its natural resources and environmental surroundings, it was stated that the golf courts' natural and environmental conservations were signified with its minimum chemical uses of golf yards. In the aging society, golf tourism business in Chiang Mai was more facilitated for retired customers' golf services with their age of 35-50 than that of middle-aged customers. Also, additional activities such as running, bike-cycling, etc. were all substituted for retired customers.

#### *1.5 Technological Factors*

Even though inhabitants' different ways of life were influenced on global changes, technological applications, particularly computers and internets were all merged for the entrepreneurs' golf tourism business management in Chiang Mai. Moreover, Line, Facebook, Massager, E-service on reserving golf court and accommodation services, as well as information services on golf court activities were all provided for the customers' golf court services. In order to upgrade the golf courts' working effectiveness, as well as to decrease their mistakes on effective golf services management served for customers' impression, however, e-booking related to golf courts, cattles, accounting management, and customer's payment was also facilitated. In fact, Mae Jo Golf Resort's semi-automatic sprinklers with timers were provided for measuring golf courts' humidity and climates as required.

## **2. Industrial Environments**

### *2.1 New Entrants*

The fewer numbers of new entrants running golf tourism business ventures were mostly found in Changmai because of the outnumbered of costs, inadequate golf court spaces, complicated regulations and laws on customer's golf court services.

### *2.2 Bargaining Power of Buyers*

Bargaining power of buyers was mostly found in the group tours coming from Asian, European countries; moreover, the standard and well-decorated numbers of golf courts found in the Southeast Asia were induced by the customers' bargaining power of buyers. Therefore, the golf courts' customer services were presented for their more facilities. In fact, Mae Jo Golf Resort's bargaining with agents was higher than that of their golfers' bargaining, meanwhile Chiang Mai Northern Hill Golf Court's no bargaining with buyers was found. In terms of the customer's membership, it was also stated that the golfers' universal regulations and terms of membership were all realized so that disputations or bargaining power of buyers found in Chiang Mai Northern Hill Golf Court were not found.

### *2.3 Bargaining Power of Suppliers*

In terms of bargaining power of suppliers, the own business entrepreneurs' golf tourism business management was mostly supported so that the impacts on golf-tourism business were rarely found in bargaining power of suppliers.



#### *2.4 Threat of Substitute Product*

The threat of substitute products was not found in the entrepreneurs' golf tourism business in Chiang Mai because the golfers' main activity was mostly preferred. In order to prevent the threat of substitute products, however, the golf business entrepreneurs' additional activities with one-stop services such as accommodations, seminar rooms, recreational activities, cycling, and other different extreme activities were all served for different groups of customers.

#### *2.5 Intensity of Rivalry*

Nowadays, the intensity of rivalry is mostly found in golf tourism business in Chiang Mai in terms of the golf courts' services, followed by reasonable prices, and service quality.

### ***Internal Organizational Environmental Analysis***

#### **Core Competencies**

##### *1. Valuable competencies on business management*

Golf tourism business in Chiang Mai is located on the upper northern part of Thailand; moreover, its good weather and natural surroundings attracted tourists' relaxation, as well as the inhabitants' economic growth in Chiang Mai has increased more dramatically. Most importantly, the golf court owners' or the golf court presidents' experiences have been resulted from designing and constructing different global golf courts so that the profits and constraints of golf court management together with academic knowledge on golf business management are reflected on customers' requirements.

In addition, Chiang Mai Alpine Golf Resort, which is surrounded among mountainous areas, is used as a first championship golf court designed by Sir Ron Emgarl, a world's notable global designer earning "**The Best Renovate Award 2007**". Also, Chiang Mai Royal Golf Club was designed by Peter Thomson, a former five-won British Golf Open Championship, and more than one hundred internationally- standard golf courts were well-designed.

##### *2. Rare competitive competencies*

Kusson Khumta Golf Court and Resort awarded with the 2015 Thailand's best golf court was voted by Chinese tourists; accordingly, golf services with nine new golf holes out of the twenty-seven golf holes are all facilitated for golfers' golf challenges. On the other hands, Kasonleca Golf Club was awarded with the first three-year Thailand golf court award, and a green business award. As a result, both good environmental surroundings and golf court cares utilized with organic fertilizers were resulted in the golf courts' rare competitive competencies. Not only were the golfers' healthcare and environmental surroundings signified, but the only Northern golf court with its PPC style was also designed by Summit Curry, a world's leading golf-designing company. Also, Chiang Mai Summit Green Valley Country Club was designed by Mr. Denis Griffith, an American designer, and the numbers of caddies working for Chiang Mai Summit Green Valley Country Club were more beautiful than that of different golf courts.

##### *3. Costly-imitated Competencies*

Chiang Mai Summit Green Valley Country Club with the largest golf courts of 6,402 meters and the widest fairways, as well as easy-to-drive length of 20 minutes impressed golfers' golf challenges. On the other hands, the own entrepreneur's fruit gardens were mostly provided for Mae Jo Golf Resort so that the new golf court board's different Lanna fruit gardens were designed for the identity of Mae Jo Golf Resort.

##### *4. Non-substitute Competencies*

In Chiang Mai Summit Green Valley Country Club, the numbers of experienced caddies with their good service minds were served for customers' golf services; moreover, the new caddies' abilities in communicating English, Korean, and Japanese with customers were substituted for

golf services. In Northern Hill Golf Club and Resort, a nearer airport with their length of distance of 15 minutes was also served for customers' golf services.

**Summary on Key Success Factors for the Competitive Advantages of Golf Tourism-Based Human Resources Management in Chiang Mai**

**1. Personal Factors**

*Sexuality*

According to this study, it has been found that those involved in golf tourism-based human resource management in Chiang Mai were female with 58.90% of, and followed by male with 41.10%.

*Age*

According to this study, it has been found that those involved in golf tourism-based human resource management in Chiang Mai were their age of 21-30 (44.40%), followed by their age of 31-40 (26.60%), and their age of less than 0-20 (3.70%).

*Education Backgrounds*

According to this study, it has been found that those involved in golf tourism-based human resource management in Chiang Mai earned a bachelor's degree (42.60%), followed by their high school diploma (20.22%), and their doctoral degree (0.70%).

*Working Experiences*

According to this study, it has been found that those involved in golf tourism-based human resource management in Chiang Mai mostly spent their working of less than 5 years (53.40%), followed by their working of 6-10 years (20.22%), and their working of more than 20 years (6.40%).

*Monthly Income*

According to this study, it has been found that those involved in golf tourism-based human resource management in Chiang Mai earned their monthly income of 5,001 – 15,000 baht (85.30%), and followed by their monthly income of 15,001 – 25,000 baht (6.60%).

**2. Key Success Factors for the Competitive Advantages of Golf Tourism-Based Human Resources Management in Chiang Mai**

<b>1. Key Success Factors for the Competitive Advantages of Human Resources Management's Structure</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- The ordinate's organizational decentralization and detailed job descriptions are signified.	3.94	0.83	Higher
- The ordinate's effective organizational management and clear job descriptions are signified.	3.81	0.83	Higher
- The ordinate's organizational re-structure supported for proper different situations are signified.	3.80	0.85	Higher
- The ordinate's self-assessment reports on working performance are signified.	3.79	0.83	Higher
- The ordinate's well-planned job descriptions in golf tourism-related organizations are updated.	3.83	0.86	Higher
<b>Total</b>	<b>3.83</b>	<b>0.74</b>	<b>Higher</b>

<b>2. Key Success Factors for the Competitive Advantages of Human Resources Management's Strategies</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- Well-planned goals in accordance with its vision and mission are identified.	3.80	0.81	Higher
- Well-organized objectives, aims, and methods of organizational management are identified.	3.77	0.81	Higher
- Detailed job descriptions on the responsibilities of organizational management are identified.	3.81	0.84	Higher
- The significance of effective organizational management schemes is identified.	3.79	0.86	Higher
<b>Total</b>	<b>3.79</b>	<b>0.73</b>	<b>Higher</b>
<b>3. Key Success Factors for the Competitive Advantages of Human Resources Management on Staff Development</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- The new incoming staff's methods of their working performance are signified.	3.82	0.87	Higher
- Policy-based staff regulations are identified.	3.80	0.89	Higher
- Appropriate systems are provided for staff's applications.	3.81	0.88	Higher
<b>Total</b>	<b>3.81</b>	<b>0.80</b>	<b>Higher</b>
<b>4. Key Success Factors for the Competitive Advantages of Human Resources Management on Shared Values</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- The mutual assessment of human resources is signified.	3.76	0.85	Higher
- The credibility of mentoring system and internal assessment are provided.	3.71	0.86	Higher
- The management of databases on staff's different activities is supported.	3.75	0.84	Higher
- The risk management and analysis are signified.	3.73	0.85	Higher
- Good attitudes and idea sharing on organizational development are supported.	3.74	0.89	Higher
- Honesty, moral awareness, and good manners are served for the staff's human resources management.	3.77	0.90	Higher
<b>Total</b>	<b>3.74</b>	<b>0.75</b>	<b>Higher</b>

<b>5. Key Success Factors for the Competitive Advantages of Human Resources Management's System</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- Systems on administrators' recruitment and their career progression are provided.	3.78	0.90	Higher
- Policies on staff's position-promoting are signified.	3.72	0.96	Higher
- Additional trainings on staff's self-development are provided.	3.95	0.94	Higher
- Evaluation processes on staff's working performances are implemented.	3.83	0.86	Higher
- Staff's academic knowledge and skills are supported for their working performance.	3.85	0.94	Higher
<b>Total</b>	3.83	0.79	<b>Higher</b>
<b>6. Key Success Factors for the Competitive Advantages of Human Resources Management's Styles</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- Effective human resources management is signified for their staff's valuable working performances.	3.82	0.83	Higher
- The philosophy and values of working performances are signified.	3.79	0.82	Higher
- The utilization of resources is signified for appropriate working performances.	3.83	0.81	Higher
- The staff's organizational ethics and morality are supported.	3.81	0.87	Higher
- The staff's strict organizational regulations are promoted.	3.85	0.85	Higher
- The staff's awareness of their colleagues' sensitivity is supported.	3.84	0.88	Higher
<b>Total</b>	3.82	0.72	<b>Higher</b>
<b>7. Key Success Factors for the Competitive Advantages of Human Resources Management on Staff's Skills</b>	<b>Mean</b>	<b>S.D.</b>	<b>Evaluative Meaning</b>
- The enterprise's risk management can be implemented for their working effectiveness.	3.85	0.88	Higher
- The enterprise's successful organizational management based on its low expenditures can be well-organized.	3.80	0.85	Higher
- Cost analysis was implicated for each management process.	3.84	0.85	Higher
- Available resource objectives and expected impacts are well-planned.	3.86	0.86	Higher
- Previous and present databases are analyzed for its expected organizational management.	3.84	0.85	Higher
	3.78	0.84	Higher

- Information obtained from the enterprise's risk management can be implemented for their planning.	3.81	0.88	Higher
- Causes from human beings, machines, supplies, and proper methods can be all decreased.	3.78	0.85	Higher
- Mistakes causing direct organizational impacts can be decreased or solved.	3.81	0.88	Higher
- Risk management processes can be solved for the enterprise's occurring problems.	3.81	0.60	Higher
- The enterprise's no opportunities and damages can be decreased.			
<b>Total</b>	3.82	0.72	<b>Higher</b>

From the findings of the study cited above, it revealed that key success factors on the competitive advantages of golf tourism-based human resources management in Chiang Mai were mostly found in terms of the enterprise's structure and stem with 3.83 %, followed by the enterprise's style and skills with 3.82%, the enterprise's staff with 3.81, the enterprise's strategy with 3.79, and the enterprise's shared values with 3.74.

### *Summary of the Study*

External and internal organizational environments found in golf tourism business ventures in Chiang Mai were detailed as follows.

1. National economic factors directly affected other entrepreneurs' business investment because the citizens' buying requirements and large-sized market places were identified for its national economic development, which helped run their short-term and long-term business ventures resulted from present economic situations and future economic trends. In fact, Thailand's worse economic situations have been mostly found; nevertheless, the citizens' living expenses fluctuated, and foreign customers' golf court services have still increased dramatically. However, economic impacts were rarely found in business ventures;
2. Social factors on such a community's socio-cultural circumstances and ways of life should be firstly explored before the entrepreneurs' marketing management took places, depending on such a different community's ways of life. In order to survey different market places served for entrepreneurs' business creditability, and such a community resident's interests, however, the incoming numbers of population and consumers' healthcare behaviors were resulted in their interests in fitness. Also, golf, which was one of the most highly-paid sports, was popular for wealthy consumers and new businessmen.
3. In terms of technological factors, present business ventures and future economic trends were resulted from technological changes and ICT advancements in relations to its technological systems and preparation in staff recruitment, which was so-called "Internet of Things". Not only were all the future information globally connected with the internet, but Thailand will being also prepared in the 2020 Thailand digital economy. Thus, technological applications via social media were facilitated for customers' golf court services, information accessibility, expenditure saving, as well as their expansion of customer service databases. Moreover, the golf court's effective golf services management in relations to its golf service-queuing, accommodation services, e-payment, e-accounting, and e-product storing system was upgraded for the golf courts' well-organized working effectiveness.

Chiang Mai is one of the most famous tourist attractions, which reflect tourists' requirements and lifestyles throughout all the year. Not only is it covered with natural surroundings such as national parks, forest parks, waterfalls, hot springs, and abundant species of forests, but also the different ethnical groups' local ways of life are identified in Chiang Mai.

Thus, cultural diversities with its cold weather vary on archeological and religious sites together with its cultural and traditional identities. Moreover, transport services served for tourism industry, and a regional hub for international airports with direct domestic, and international flights were facilitated for convenient travelling purposes. Not only were different channels provided for the accessibility of various tourist attractions, but all the tourism-involved organizations' information services were also disseminated in Chiang Mai province.

As a result, the numbers of incoming tourists visiting Chiang Mai have increased dramatically. Also, idyllic landscapes in Chiang Mai province geographically surrounded with its good weather were mostly served for golf services, and golf tourism business ventures. 4. Key success factors on the competitive advantages of golf tourism-based human resources management in Chiang Mai were viewed that the 7Ps-based marketing mix implemented for golf tourism-based human resources management in Chiang Mai directly affected their business ventures served for targeted golfers' satisfactions. Like the concept of Narin Chaemcharus (2007), he stated that its well-organized and rustic structures together with the golf court executive boards' service minds with their staff's good interpersonal interaction, their establishment of golf club served for panel discussions, their proactive strategy on business competitors' overcoming, their customers' credibility on golf services, and the staff's participation in effectively managing their self-disciplines, setting their goal, as well as controlling their self-responsibilities were all resulted from strengthening the competitive advantages of human resources management.

In terms of its shared values, it was also stated that their organizational management with a great deal of credibility was more coped with golf courts' quality of working effectiveness than that of their organizational system, which included small group discussions served for the staff's working effectiveness, good interpersonal interaction, and participation styles in their panel discussion. Furthermore, their family-based organizational management directly affected the staff's loyalty, and good human relations; moreover, the staff's concentration on their customer services, good team working, service minds, good interpersonal interaction with customers, and impromptu problem-solving skills should be all supported in terms of their professional skills. Like the study of Taweewat Taweepon (2015), he stated that strategic plans on key successes for private golf court management in relations to its golf courts, staff specialization, and golf courts' effective strategic management should be set up.

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