



The Competency and Roles of Coordinators to Enhance for Excellent Management in MICE, Thailand

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Abstract

This research aimed to understand the competency and roles of coordinators through holistic review, investigate significant issues in coordinator development, and provide an implication to strengthen coordinator development. Data were collected based on qualitative research by in-depth interview key informants of various groups, namely, experts in the field and personnel development specialists industry from government agencies and associations in the MICE to complete data analysis using content analysis. The result found that the competency of coordinators in the MICE industry to enhance for excellent service are comprising of 11 aspects. Problems and limitations in industry are lacking people patience in workload, professionalism, experiences. Furthermore, the factor elements to improve the performance of coordinators in personal aspects were knowledge, attitude, and motivation. Group factors were teamwork and relationship in the workplace. Cooperate factors were the organizational culture, values teamwork, and a good relationship within the organization. The implication of this study is to enhancement the public, private and educational sectors' awareness and implement those issues to manage human capital which is a key factor in creating a competitive advantage for the MICE industry.

Keywords: Competency; Role; Coordinators; MICE industry; Human resources.

1. Introduction

The meetings, incentives, conventions, and exhibitions (MICE) is rapidly growing parts in tourism. The number of growth has been mostly noticeable within the Asia (Dwyer and Mistilis, 1997; Tang, 2014; Zheng, 2018). MICE in Thailand is significant on tourism development. It plays role to in driving and developing the economy both directly and indirectly. Thailand has been the most rapidly increasing area for international tourism arrivals. The several factors of tourism, such as economic growth, employee's competitiveness of destinations, personal and social changes, product developments, technological developments, and political and regulatory factors, are moving in ways which continued growth of tourism (Dwyer *et al.*, 2001). In particularly, in 2015 people were travelled to Bangkok for participate in MICE area which are comprise of international cooperate meeting was rising at 0.39% and international Non-cooperate meeting was increasing at 0.32% (Thailandn and Exhibition, 2018). The international congress and convention association (ICCA) state that Thailand is the fourth largest international conference in Asia. Therefore, Thailand needs to develop the capabilities of people involve in industry. In addition, MICE industry need enhancement to become ASEAN's MICE center reflecting the importance of developing potential and increasing competitiveness in professional competency for Thailand MICE industry (Chaobanpho *et al.*, 2018; Jurakanit and Taweepornpatomkul, 2018).

The majority factors influences on competitiveness in MICE industry is the professional of employee in MICE industry (Athey and Orth, 1999; Sattachatmongkol and Jaroenwisana, 2019) concerned to increase the potential in meeting business and exhibition at Bangkok comparing the competency with Singapore and Hong Kong. The key service providers and professional convention organizers could be perceived in skill and experience development for workers continued to be a professional in MICE industry. Moreover, the industry will be the main sector to push workers to enhance the competency in order to need of industry as follow the national and international standard. The competency of employee is an importance based to create the capabilities in competitiveness for the company. Besides, the employee's competencies required by the organization are consistent with positions, responsibilities, and organizational goals (Sattachatmongkol and Jaroenwisana, 2019). In addition, the development of employee performance in accordance with industry performance standards. It is a collaboration of business in the industry to achieve a broader image and quality productivity that makes the industry more competitive.

However, there are little study has been done on human resources MICE industry in Thailand. Most of studies mentioned the employee performance competency indicators in MICE (Surapee and Pimolsompong, 2013; Thanapol and Suveatwatanakul, 2015) research on guidelines to improve employee knowledge and performance development, including to keep employees engaged to the organization (Ladkin and Weber, 2010; Sandy Sou and McCartney, 2015), A Study of potential development of Thai MICE Industry to be competitive, the study focuses on organizing courses for graduates student to suit the needs of MICE entrepreneurs (Fenich and Hashimoto, 2010; Krugman *et al.*, 2014). Thus, the purpose of this study is to review a holistic on competency and role of coordinator, the problem in coordinator development, and finally provide an implication to strengthen in coordinator development. The detailed objectives of this study are to:

- To understand competency and role of coordinator through holistic review;
- To investigate significant issues in coordinator development; and
- To provide an implication to strengthen in coordinator development

2. Literature Review

2.1. MICE and Human Resources Situation in Thailand

The situation involving employee in MICE industry have been seen in the same direction. The perspectives of employee consider working in MICE industry challenges. However, there are continued various problem in MICE's human resource such as lack of educational worker issues. According to Ladkin and Weber (2010) states that MICE industry lack of employee to work long last resulting in high turnover in company and work life unbalanced in their life. The several study confirm that turnover rate and work life balance are affecting on work load which will lead employees lack on opportunities to learn and develop themselves. Moreover, Thailand Convention and Exhibition Bureau is significantly organizational to derive human resources development, determining the human resources is the one strategy to enhance for employees' competitiveness. In particularly, ASEAN are an important regions comprising of high potential country member of MICE industry such as Singapore, Malaysia, and Thailand. However, the liberalization in tourism is an effect on ASEAN countries member, emerging on labor moving and high competition. Thailand have been risked for employee moving to international. Therefore, mutual recognition arrangement (MRA) were established in MICE industry. It is cover on human resources in service and tourism aspect (Sangpikul and Kim, 2009).

2.2. Role as Coordinator in MICE Industry

The coordination role exists in a wide variety of positions in MICE industry that is essential to the smooth execution of programs. According to MICE industry context, each organization, agency, and company in different sectors of the industry may have multiple project-specific or project-sized. Most of the organization's working models are matrix organizational and it is divided into a team responsible for the meeting called a project. It is similar to project management with a project manager, project coordinator, project planner, and team members (Douglas and Gregory, 2009; Harrin, 2017)

The role of the coordinator in different sectors is determined by the organizing process of the conference (Douglass, 2008). The coordinator need to be responsible for inspecting, controlling and managing the work to proceed as planned beginning of the event planning till the end of the event. The role of coordinator is an importance for management and carry out more work than a meeting planner because the process has to be taken care of the event details are determined by the planner and the final decision maker. On the other hand, the coordinator is responsible for providing information to make the right decisions according to the plan.

Therefore, it is concluded that the role as an intermediary in coordinator coordination is the same, but there are different details of the tasks according to the roles of organizations or company. In general, coordinators perform tasks assigned in the manner of projects. It is necessary to work with a wide range of organizations and individuals. The work of coordinator concern with participate in every process of MICE, from receiving an event contract to the preparatory process.

Table-1. Competency of MICE coordinator

Level	Competency	Description
Knowledge		
Generic	Knowledge involving in business	Knowledge concern with role, product, service, and readiness of business.
Functional	Knowledge involving in national and international situation	Knowledge concern with national and international situation in society, affecting economics and also negotiations for business.
specific	Knowledge involving MICE industry	Knowledge concern with characteristic, meeting process including marketing, competitiveness, decision process, and aim to create the meeting for customer.
Communication skill		
Generic	Clearly communication, conciseness and logic skill.	Ability to clearly communicate, concise, and reasonable.
Functional	Diversity	Ability to communicate in diversity and difference cultural base.

	communication skill	
Specific	Coordinate skill	Ability to coordinate with customers, colleagues, product provider, and other efficiently in order to plans and prevent an issues.
Specific	Encourage skill	Ability to communicate in positive and encourage other to operate.
Analysis thinking skill		
Generic	Analysis thinking skill	Ability to thinking, analysis, reasonable consideration in data, ability to evaluate situation to lead correctly decision.
Generic	Decision skill	Ability to decide carefully and be able to predict coming situation.
Functional	Planning skill	Ability to systematic plans and conducive to working with others.
Social skill		
Generic	Team work	Ability to work with others to achieve goal.
Functional	Relationship	Ability to have a good relationship with customers and partnership.
Functional	Network	Ability to provide network in work.
Selling skill		
Generic	Cost and margin calculation skill	Ability to do cost and budget control, increasing profit for business.
Functional	Negotiation	Ability to negotiate with customers
Functional	Strategic to question	Ability to have appropriately question to obtain an information for selling benefits.
Functional	Presentation	Ability to encourage customer to understand information of product.
Solving problem skill		
Generic	Solving problem	Ability to solving problem immediately
Functional	Systematic of conflict management and consider on work overall.	Ability to countermeasure with conflict situation efficiently and continued to work on process.
Utilizing communicate and information		
Generic	Information searching	Ability to search information from several sources for work benefits.
Generic	Technology utilizing	Ability to adapt technology tool efficiently and appropriately.
Generic	Positive perspective	Positive perspective on work, expression, responsibility, and flexible in work.
Characteristic		
Generic	Service mine	Ability to express of service mine, conscientious, and friendly.
Generic	Perspective to achieve goal	Ability to achieve goal under pressure and threat, adaptation for change, and confident.

2.3. Factors Influenced Human Resources Development in MICE Context

2.3.1. Personal Factors of Coordinator in MICE

The competency are specified as a knowledge, skill and other characteristic concerning with skill development. Knowledge are causing to increase productive and efficiency in performance (Baum *et al.*, 2009; Soderquist *et al.*, 2010; Whitford, 2011; Xia, 2017). The competency must have specify measurement criteria and necessary to adapt into company context appropriately (Jotikasthira, 2015). In particularly, the coordinator position have been specified the competency for employee in MICE. The competency and knowledge in coordinator are the main purpose of MICE's organization for coordinators development to enhance their competencies for competitiveness. Moreover, necessary competencies in personal characteristic to enhance good performance in work are comprising of enthusiastic, learning, patient to achieve goal, and able to adapt for continued to learn and grow (Beaulieu and Love, 2005; Phelan and Mills, 2010).

It is the personal qualify in MICE industry looking for in coordinators who ability to perform in industry system among changing and characteristic of pulsating organization (Ferdinand and Kitchin, 2017). In addition, entrepreneur in industry are looking for who interested in career anchor. It emerges from an individual looking at their own that are suitable for work, considering from internal careers. These are involve with desirable, knowledge, and self-concept that consistent with activities and work. It will reflect on purpose, value, and trend to achieve in work. However, the visualization of external careers people will consider on level of work in organization that it will be specified by organization, society, and environment (Kolb, 2014). People who interested to work in MICE industry and has challenges in work. It is a job that uses knowledge and ability to work completely (Ladkin and Weber, 2010).

2.3.2. Group Factors of Coordinator in MICE

The working context of the MICE industry and events are always encountering changes in the situation. The difference between events is a wide range of experiences that provide opportunities for employees in the organization or team members to constantly learn and evolve to prevent problems and potentially discover opportunities. Kolb (2014) states a team learning concept that can be applied appropriately to MICE and events by

learning from experiences or problems to solve and prevent problems. Team learning to solve problems is very important and necessary because it will lead to further learning and development. Therefore, the ability of the organization to differ from its competitors depends on the constant learning and development of the team and its stimulation encouraging employees in teams or organizations to learn and develop regularly (Bowden and Galindo-Gonzalez, 2015)

2.3.3 Corporate Factors in the Context of MICE Industry

The corporate culture in the context of the MICE industry is a significantly to enhance the industry. Thailand Convention and Exhibition Bureau (Tharp, 2009) discusses factors influencing MICE industry, including technology, economy turndown, sustainability and green meetings, as well as the nature of the work of organizers in the conference industry. The key to using the culture to improve the performance of coordinators should be consistent with the characteristics and goals of the organization (Schein, 2010). Schein (2010), said the corporate culture in MICE industry, there are important elements that reflect identity such as beliefs and assumptions mean knowing what an organization does, what an organization wants, and who is a stakeholder. Schein (2010) describes how corporate culture works in MICE and events. External factors influence the creation of a corporate culture to reflect the identity of the organization by nature. MICE industry and the event has a rapid change of environment. However, it is difficult to use the definition of corporate culture, targeting the organization to grow, achieve the goal or vision that the business needs. It can forge individuals in an organization should be an adaptation to the environment to delivery of products and services that meet the needs and satisfaction of customers is important point.

3. Method

Qualitative research is primarily exploratory research. It is used to gain the competency and role of the coordinator, the problem of MICE industry, and the method of solution to solve the issue in coordinators performance by key informants. The researchers selected the key informants of various groups which are dimensional sampling from the population used in the study, namely, experts in the field and personnel development specialists in the MICE industry, government agencies and associations. The study were consider to select those direct stakeholders based on content, expertise, research-related issues by selecting purposive sampling, and then using snowball sampling methods based on recommendations from key informants who have already collected data. For example, Thailand MICE Directory by Thailand Convention and Exhibition Bureau, International Convention Promotion Association (Thailand) and Marshall Cavendish Business Information.

3.1. Selecting a Specific Key Informants

The key informants is based on the principles of content relevance and research objectives such as to be an expert in MICE industry, to have experience and understand the working context of MICE coordinators, to be involved in MICE coordination tasks such as project managers, who are the chief coordinators, and MICE coordinators who are direct workers. The data were collected for this study included a total number of samples from specific selections. 16 cases.

3.2. Snowball Method

Once the interview is completed, the key informant has advised other experts in the conference industry who are expected to be able to provide information based on the interview question form that has interviewed the them. The researchers reconsidered the principles of compliance with the content and research objectives. The key informants from a chain method introduces other interviewees, then the interviewee will be asked to provide an interviewer. The researchers will take into account the above-mentioned considerations and stop selecting chain samples when the study get enough information. Therefore, in this process, data were collected a total of 9 samples from chain selection.

3.3. Instrument

The primary study were in-depth interviews by semi-structured. Selection interviews is open to key informants in individual in-depth interviews to inquire in depth on issues using the open-ended question format which divides the interview. Section 1: Interviewee information and basic information about the organization Part 2: Information related to the performance development of meeting coordinators in the professional conference business.

3.4. Data Collection

Data was collected according to the qualitative research process using secondary data collection methods. The review involves the theory of competency, role of coordinators, and factors influenced human resources in MICE industry context and job context of coordination positions in primary data collection MICE industry In-depth interviews with key informants include target groups as follow;

- Project management department experts who work with customers, organizers, suppliers and sponsors at the head or project manager level and the operational level responsible for project coordinator.
- MICE industry experts from government and education.
- Accredited MICE standards experts.
- Experts in holding non-professional MICE companies

3.5. Data Analysis

Qualitative data was observed and recorded. This data type is non-numerical in nature. This type of data is collected through methods of observations, face-to-face interviews, conducting focus groups, and similar methods. Data were analyzed by content Analysis following as;

- 1) Data Classification is process to investigate data which are received from in-depth interview by indexing for classified data. While analyzing data and coding for data reduction to obtain a significant data and to display data in order to in-depth interview and to conclude data.
- 2) Conclusion interpretation is the summarize data development in several issues to classified data for interpretation in grounded theory which are using analytic inductive to analyze data for interpretation.
- 3) Verification data is process to examine reliability of data according to triangulation theory. The researcher was investigate the summarize data from in-depth interview and interpretation with the literature review that concern with competency development factors and related research to confirm data receiving from key performance were consistent with ground theory.
- 4) Conclusion process is the method to obtain the guidelines to develop the competency of coordinator in MICE which are using the analytic descriptive by narrative. The finding from this process will understand competency and role of coordinator and including coordinator development.

4. Results

4.1. The Competency of Coordinators in MICE Industry

The current situation of MICE coordinator from analyzing the interview data on the current situation can be separated as follows: The performance of the coordinator were required by the professional MICE company. There are several factors influencing the performance, problems and recommendations for improving the performance of MICE coordinator. Competency of coordinators position in MICE industry were desirable from the analysis of the current situation, it was found that the skills, abilities and characteristics of coordinator at a MICE company give importance as the following:

- 1) Knowledge and comprehensive about the organization were the priority of roles and responsibilities in coordinators position and included awareness and understanding the products and services in company. Moreover, the organization processes are required the responsible for their position. The coordinators should be understanding the work process, job referrals, and others related to the work. For example; "... Being a good coordinator must be able to think of further work and coordinators must know who to contact. What media channels are used? Know the details of the job tracking, such as contacting any person, what are the details ..."
- 2) Knowledge of industry related to MICE industry and characteristics which are related to various event formats, connections of various sectors involved. The key informants said, "...meetings are also part of MICE. Therefore, coordinators must have a basic knowledge of MICE. Because working in MICE industry is connected to any sector ..."
- 3) Customer cognition, coordinators should be responsible the needs of the customer what the customer needs. Moreover, the coordinator should manage the customer's priority in the event, purpose of the event, understanding the procedural of organizing various events and their relevance to the MICE industry in terms of marketing, and understanding the concept/theme overview of responsible work or projects and their relevance in coordination with different sectors by interviewing discusses the importance of knowing customers and customer needs. The results of the interview are as follows:
"... must know the customer needs. The coordinators have to know the level of giving advice on the job that the customer want... "
" ... Knowing the nature of each customer group knows the organization's regulations, which coordinators have to learn how to approach will make the coordination easier ..."
" ... Knowing the customer is not just the person hiring the organize. But still have to know how to reach the target group or the consumer or customer delegate in order to answer the questions of the groups ..."
- 4) Communication skills mentioned the ability to communicate with various levels of persons to understand, communicate concisely, clearly and reasonably. In addition, to communicating, negotiation, compromise is very important, because if coordinators have a compromise, the right request will work smoothly. "...bargaining skills, communication, persuasion to give us willingness..."
- 5) Socialization and networking skills are the appropriate socialization such as socializing with customers, meeting with partners, suppliers and sponsors, as well as colleagues in departments in the organization that involve having a good personality.
"...personality, dress must be smart, punctuality, need to look equally to customers, to achieve a similar level of acceptance..."
"...building relationships with multiple levels of people must be known to approach people as to who should approach, to make conversations easier to understand..."

Coordinators must learn and adapt to have the right personality and human relations. Personality and service mind are very important because it requires many people to work with a wide variety of people.

- 6) Be patience responsible is the one of coordinators's competency due to high pressure work, race against time, complex job descriptions and multi-sector coordination. Coordinator must be patient with pressure and

manage to continue the work, which involves emotional management and adjustment in the work. The key informant said,

"...must be patient with various pressures and be able to control emotions..."

"...having a good EQ to control yourself, adapting to change with the pressures of the job..."

- 7) English communication skills mentioned listening, speaking, reading and writing skills in business and formality, which is a skill that is in the work.
"...English level for business communication and writing skills are important because they have to communicate with different levels of people..."
- 8) Be a positive attitude towards work is important for smooth operation coordinators who have a positive attitude towards the work will respond to problems in a positive direction
"...people who will do a good job must be proud of their work because it will allow us to pay attention to the work..."
- 9) Be able to critical thinking and analyzing in a reasonable way is a skill that is used every of process to ensure efficient work and to prevent problems. In addition, these skills are depend on the coordinators work experience. The key informants said,
"...must be able to think and make decisions quickly because it is the person who screens the information about whether it is appropriate or not. For example, when talking to suppliers, coordinator need to know what is not suitable for the job..."
- 10) Troubleshooting skills arise from knowledge of the work and experience from the work, which will allow coordinators to see the overview of the work and understand the cause. The goal of the solution is to achieve the work smoothly and achieve the goals. In addition, problem solving is learned to prevent problems from occurring. Problem solving skills are important skills that coordinators need to observe and learn to work with.
"... Therefore, the solution is very important to be smooth as quickly as possible..."
"...seeing the problems that are going to occur and being able to prevent problems from occurring is very important in providing professional success..."
- 11) Adaptive skills, learning and self-improvement are the most important skills for work in professional meeting companies and meeting coordinators due to the different situations required by the project and customers. Adaptation, learning and development are allowing the work to be implemented in accordance with the as planned and achieved.
"...coordinators have flexibility to work, but at the same time it must know what is flexible, handle stress, pressure, and relaxation well..."
"...must always be learned and adapted to keep up with the situation encountered because it requires work with multiple parties..."

The coordinator needs to understand the needs and recognize customer problems or limitations and respond with guidance by providing assistance by delivering services willingly. In order to, for the customer's work achieve its goals smoothly

Therefore, according to the interview, the performance of the meeting coordinator is in the same direction, which is varied according to the nature of the responsible work, so the coordinator must have such performance and be able to adapt in time.

4.2. Problems and Limitations to Improve the Performance MICE's Coordinator

The current situation of coordinators of MICE industry reflects current problems, including incomplete performance, in addition, to attitudes to work and patience. Shortage of coordinators for MICE, attitudes of coordinators on the job, and other restrictions that require meeting coordinators to lack competency and what needs to be developed. The key informants commented on the worker's lack of patience in the work. This is partly due to a pattern of work that does not meet expectations, and the work may not correspond to the lifestyle of the younger workers. This position lacks people who have patience with their job characteristics because of the high pressure, most of the people who work at MICE do not understand the nature of the work.

"...many people leave from industry because they can't stand the nature of the work. The work could be too heavy or contrary to his lifestyle..."

"...a new generation fast to learn technology which is something that organizations need to develop and support in this area to help with their work..."

In addition, the cause of the lack of patience in the work is largely due to people lack the passion, lack of sense of belonging. The responsibility of coordinator is a punctual task to ensure smooth operation in every process and meet the needs of customers as much as possible. Therefore, the job characteristics of the meeting coordinator are quite high pressure. Some workers do not understand or have a bad attitude towards their work because they do not meet their lifestyle needs due to the above-mentioned circumstances. It reflects work-related issues related to worker attitudes that do not match the job characteristics and characteristics of the MICE industry and meetings, which lead to frequent leave problems and shortages of workers in this position.

A shortage of current meeting coordinator workers found that in MICE, there are coordinators who are new graduates from the program that disciplines are not directly related to the MICE industry and do not have prior experience in work related to MICE industry. Although, there are some small number of graduates from courses directly related to the MICE industry and events, this factor does not have much impact on the performance, as the selection of personnel to work in the coordinator of the meeting is based on attitudes towards the work. In addition,

this position is relatively scarce with the informants discussing issues relating to the educational qualifications of coordinator in the same direction. People who are going to work in this industry do not have to graduate directly because project coordinator work area uses the ability to keep details, is primarily responsible.

Overall, there are quite a few people who have completed their jobs, but if the person who graduates at all is faster than someone who is a coordinator who does not have direct knowledge of the experience, it takes time to learn. It is linked as part of the meeting coordinator's performance development because of the overload of workers, so there is not enough time to participate in training or activities to promote development and learning.

Other limitations to the meeting coordinator are lacking professionalism. In addition to personal factors, other limitations that have contributed to the meeting coordinator have not been fully developed: the growth of professional conference companies in Thailand, which has grown less and lags compared to the number of international conferences held within ASEAN countries and countries. This reflects the role of coordinators of MICE in Thailand.

Thailand does not have a full Professional conference organizer (PCO), does not create its own work, it goes to PCO in Thailand almost none, there is only one place, caused by the complexity of the nature of the work and the management. Nowadays, it is not actually called PCO, it is just secretaries or sub-contracts that work on-order to coordinate with customers. Not even financially and academically planned because of PCO's duties. It is important to advise clients on how to make money, how to control the budget, which is typically the nature of work in the form of a PCO. There are many technical, limited financial management, especially in government agencies in order to hold a conference, one must prepare for a long event.

The restrictions have resulted in MICE Thailand having the opportunity to work only to the extent of being a sub-contract organizer in project management, lacking the opportunity to work in the full scope of professional meeting organizers who will contribute to the development of the work to be more professional. It also affects the image, ability to work and international recognition from the limitations of being a full professional meeting organizer.

The interviewee commented on the cause of Thailand's low number of professional in MICE. The problem with Thai PCO is not growing, or many companies do not survive because PCO is a long-term preparation job, so the liquidity of the company is not very good because the company is constantly costly, so it is not only possible to get PCO jobs for 1-2 jobs a year. For PCO, it has grown not much because it is quite a lot of work, it requires a lot of work and a long time.

4.3. Factor to Improve the Performance of Coordinators in MICE

4.3.1. Personal Factors

Attitudes factors towards work are the first factors that are important and relevant to performance development relating to coordinator's satisfaction attitude towards learning and adapting to situations in job. This is important in learning and adapting to self-improvement in the work. In addition, a positive attitude towards the job will help to get through pressing situations because of the goals. It also affects teamwork and team learning, which helps to shape members' positive attitudes.

Knowledge and work skills are the most easily assessable factors for how knowledgeable a coordinator. The coordinator has to be able to recognize and can be extended to analytical, synthetic, and evaluation. Knowledge and work skills are factors that can improve the performance of the coordinator to provide the most desirable performance as quickly and easily as possible. Even workers have no experience and a background in knowledge before.

The coordinator's needs and motivations for learning and improving performance will also provide effective learning. A type of need and motivation that affects participation in learning and development activities is the opportunity to progress in the line of work, which incentivizes workers to be willing to work and learn to develop themselves in order to achieve better work in a proper direction to advance their careers, as workers are aware of the goals to reach and recognize what will be rewarded for coordinators.

4.3.2. Group Factor

Group or team work is a noticeable form of work for MICE's coordinator. As the key informants said, "...with the nature of the work, we are divided into project management teams, so learning in the team takes place on its own: learning when meeting, commenting, solving problems, finishing work and talking is like getting a lesson from work..."

Therefore, teamwork is a part of teamwork. It must be on the same goals to achieve success, customers can be satisfied, solve problems, so in every function of each person they have to help each other to achieve the same goals.

"...learning together in the team, sharing knowledge opinions, solving problems or preventing problems will give the team a different perspective, which everyone must understand the work, must express their opinions, must have information in hand and share..."

Teamwork contributes to the urge of all team members to participate in the work. It aims in the same direction and tries to learn how to improve its duties to the best of its ability.

Relationships within teams and organizations are formed by teamwork that is consistent with the company's project management work, professional meetings, and the work context of the meeting coordinator demonstrates the relationship with a wide range of people. The relationships between colleagues and supervisors that affect work and learning and development with the nature of such work relationships.

Therefore, the coordinators have a relatively good relationship within the team and organizations. Assisting each other in the operation emerge of new knowledge or methods of work and good relations. Unity within teams and organizations will pass through the challenges of work or situations together.

4.3.3. Organizational Factors

The organizational culture determines the direction of operations of many organizations is the assurance of work in MICE industry. The professional meeting companies is the organizational culture that values the service and meets the needs of customers. The company's professional management context provides important solutions to meet the needs of customers. Therefore, it creates the value of service and is an organizational culture that personnel should adhere to, which is used for the work and development of personnel in the organization. The organizations have learned and developed work to best meet the needs of customers,

"... Coordinators are important to teamwork due to their nature of the work, a system that promotes and complies with teamwork"...

"... The job will go well, everyone on the team has to help each other..."

It is clear that the organizational culture that values teamwork also provides important learning through teamwork and requires workers with a positive attitude towards learning, learning and improving in order to keep pace with change and have a good relationship within the organization.

5. Discussion and Conclusion

5.1. Discussion

The most significant contribution of the current study is to understand competency and role of coordinator through holistic review; to investigate significant issues in coordinator development; and to provide an implication to strengthen in coordinator development. Although several studies have explore in MICE's human resources. This study has introduced a developed the coordinators competency and role in MICE industry, problem and solution to solve in MICE industry Thailand. Definitely, the results will support MICE industry to implement the competency and role of coordinators appropriately and integrate those impacts which can be useful in private, public and NGO's sectors.

To be a professional in MICE industry, coordinators need to have expertise in both the industry and management, so working at an international conference and being a full professional meeting organizer is quite difficult. It takes a long time to prepare the work and the coordinators should have to proficient in academic, finance management, managing people, risk management, profitability from events. The coordinators are essential to be specialize in a wide range of tasks that work are high pressure and workload. It is a secretarial job involving academics and is highly formal. The coordinator is the first coordinator of people who work in the MICE industry which are called project coordinators, playing an intermediary role in coordinating with various sectors both within the organization and outside the organization. It is important to smoothly operate in all processes as they must be communicated in the same direction. It supports various aspects of project managers or team leaders and supports departments within the team, coordinates progress reports, changes to teams and customers, as well as sectors such as suppliers. In addition, the project manager plays a role in overseeing all stages of the work and is responsible for important functions such as dealing with the person responsible for making decisions. The role of the meeting coordinator in coordinating the scope of coordination can be multidimensional as assigned by the worker, so the coordinator must take the job from the head or project manager.

Attitude towards work is a pattern of work under a changing and relatively high pressure context. In relation to motivation for work and self-improvement learning is knowledge and skills should be learned and developed continuously, because most workers have relatively little experience in the factors associated with enhancing the performance of the meeting coordinator to be more proficient. Moreover, the factor are affecting on coordinators performance such as compensation or rewards, which is associated with the intention of achieving goals or improving performance in the workplace. Personality of a coordinators are passionate, able to adapt to work and situations, which affects the person's ability to learn and develop towards desirable performance. Furthermore, teamwork is an important factor in encouraging all team members to participate in the work in the same direction and team learning. Moreover, relationships within teams and organizations where team members contribute to each other create a learning environment and assisting each other in the operation to emergence of new knowledge or methods of work and good relations. While the corporate culture is important in the direction of coordinators in learning and development in the organization, providing services and the needs of customers.

The company's professional management context provides important solutions to meet the needs of customers. Therefore, it creates the value of service and an organizational culture that personnel should adhere to, which is used for the work and development of personnel in the organization. The organization's goals are important for creating goals and motivations for learning and improving the performance of both individual workers. The meeting coordinator's desirable performance development process covers all stages from personnel recruitment to corporate work, which is when recruiting and selecting individuals. Considering a person's attitude towards work under change and pressure, it is important that individuals can continue to learn and develop. Professional organizations and MICE industry of Thailand should be development the competency and role in order to desirable performance of MICE coordinator. Coordinators should be allowed to participate in the training to gain the knowledge exchange and networking activities with other sectors and sending corporate representatives to participate in training.

5.2. Conclusion

Regarding to the need for potential of coordinators as a result, the competency-based human capital development is a significant to achieve the goal in MICE industry that the public, private and educational sectors are very aware of since human capital is a key factor in creating a competitive advantage. While MICE industry uses service as a product which has characteristics that are different from other products, namely, intangible service. There is a variety service is integrate such as the production, delivery and consumption of the service occur simultaneously. Quality of service is often achieved during service delivery. The exact cost of service cannot be determined. Because customers are different. Therefore, the competency and role of coordinators are important for industry which involves valuable in people in industry such as skills, knowledge and abilities that are in coordinators, either inherited from their origin or arising from accumulation of learning from work experience. It is a unique feature of each individual. These attributes are valuable in building capacity for coordinators and the organization obtaining human capital development and raising the level of knowledge and ability to increase a competitive advantage for MICE industry.

5.3. Limitations of this Study

The limitation of this study are based on the desirable competencies of MICE's coordinators. The further research should be studied in the context of other sectors in MICE industry, such as industry associations, professional associations, government agencies and larges organizational that hold academic conferences. The samples of study should be cover all relevant positions in the organization, such as executives to obtain comprehensive information in all dimensions of the MICE industry and other related positions. This includes studying the role of each sector and another position to improve the performance of personnel in MICE industry.

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