

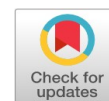
Creating Passion for Preparedness of Automotive Industry Entrepreneurs for Industry 4.0 Era in the Southern Part of Thailand

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Abstract: The objectives of the research were 1) to study passion for the preparedness of the automotive industry entrepreneurs for the industry 4.0 2) to study guidelines in order to implement the passion sides for the preparedness of the automotive industry entrepreneurs for the industry 4.0. The research was the qualitative research that arranged the core 17 informants for the 20 years of the automotive experiences in the southern part of Thailand. Data were collected by focus groups, in-depth interview, participant observation, and documentary study and analyzed for the qualitative information on the inductive approach. The findings show that entrepreneurs and teams passion for the industry 4.0: 1) Rating of the entrepreneurs and the teams' passion was fair with a high score which responded readiness of the passion for the industry 4.0 2) The passionate finders were in the middle of self-entrepreneurs, self-managers, and self-supervisors. They couldnt find their self-passion and the rest of them couldnt know how to find their self-passion but all the passionate finders were highly intended to work as to create customers satisfaction. 3) The group had a passion to get a new idea and to reach the destination of their work lives and their strong families lives. 4. Create a new strategy, motivate the team, and drive the passions of responding to the customers needs and change for the industry 4.0. The findings showed the guidance of implementation of the passion for the industry 4.0 as the following: 1) Entrepreneurs would study firstly at the present business situations and their competitors in internal and external countries and also drive the teams to take action to meet the target. 2) Learn to improve new ideas which design the customer service systems, including the social media channels. 3) Entrepreneurs focusing on technology development get along with building connections with partners. In action, working with customer relationship management system with partners in order to receive preferable collaboration and creating words of mouth among clients via electronic communication channels and social media. 4) Focus on the innovative passion's motivation in the organization regularly to open the opportunities for all employees who could do the right things of the passion for the beneficial new ideas to the customers or the company. Finally, the speculative and supervisory subsidizations are proposed to the further research.

Keywords: Passion, Preparedness, Automotive Industry, Entrepreneurs



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INTRODUCTION

The current global economy is volatile, affecting various industrial sectors. This includes the automotive industry although automotive parts are valued at 18.8 million US dollars between 2016 and 2023. Global market signal captured the direction of the automotive industry, 2017, Thailand has been slow to grow since 2016, both domestically and internationally. Unlike Brunei and Vietnam, which are small but they are more prosperous than Thailand. Automotive Institute carried out the policy of moving ahead with the full-blown 4.0-liter automotive industry brainstorming through the Automotive Summit, 2016. Mr. Somchai Hanhiran, Permanent Secretary, Ministry of Industry, said that the government has to support the SME business and has allocated a budget of 567 million baht to prepare for Thailand's industrial development strategy expanded to meet government goals in 2018 (Post Today, 2017).

At present, Thailand is changing and developing the new economic model as "Thailand 4.0", focusing on the economy driven by the value-based economy and reforming Thailand's economy to a

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smart country with stable, prosperous and sustainable growth ([Science and Technology Advisory Office Royal Thai Embassy in Brussels, 2016](#)). Thailand has accelerated the preparation for this change from 2017 onwards; 1) Automotive Machine, 2) Robotics & Mechatronics, 3) Digital Devices and 4) Internet Technology. The researchers have opinions that automotive entrepreneurs are essential to obtaining government funding. One way to get funding is to build on the commitment to prepare the leaders and the team from understanding the industry 4.0 approach especially in Southern Thailand, where the business is facing the problems and obstacles of terrorism in neighboring provinces. For that reason, creating a commitment to dealing with the immediate and indirect impact of the industry it needs to make a commitment from the beginning of the critical planning which is a great opportunity for the industry and continues to work as planned until it is successful. As [Shane, Locke, and Collins \(2003\)](#) stated that passion is the dedication to work until it successfully if it is not done, they will not stop doing this can explain someone who works like crazy. As well as Steve Jobs, CEOs Apple management is always mentioned in the passion for work ([Chen, Yao, & Kotha, 2009](#)).

Therefore, the researchers are interested to study how to prepare the commitment of the automotive industry to the industry 4.0 approach, in the southern part of Thailand Province; and to find a way to practice a passion, as well as the planning innovation along with the motivation to push the team to ready themselves from the intuition of entrepreneurs and leaders who will use intuition as a precautionary signal before entering industry 4.0 and the difference from the risk appraisal ([Chen et al., 2009](#); [Huang & Pearce, 2015](#)). It is expected that the results of this study will be beneficial to create a commitment to team members to continually innovate and the work in line with industry 4.0 context and to continue leading the way for the startup entrepreneurs in the future.

Objectives

- 1) Study how to build the passion of entrepreneurs and industry leaders in the automotive industry to the industry 4.0.
- 2) Study the practical passion guideline of entrepreneurs and leaders in the automotive industry to the industry 4.0.

Scope of this research

Scope of content

Researchers defined the scope of the content in two parts: 1) The approach to building the passion of entrepreneurs and leaders in the automotive industry. 2) The practical approach of the passion of entrepreneurs and leaders in the automotive industry; by studying and analyzing concepts, research theories, articles related to the commitment to prepare the entrepreneur as the leader of both domestic and foreign organizations, and the situation affecting readiness for commitment to the industry 4.0 context from the universal consultation ([Price Water House Cooper, 2017](#)).

Scope of area

This research focused on the area where there was a large automotive company in the Southern Part of Thailand.

LITERATURE REVIEW

The concept of the entrepreneurs commitment to the automotive industry

The concept of creating a commitment by [Fairclough \(1992\)](#) states that emotional commitment included behavioral and sensory behaviors toward a goal of action and achievement. Commitment characteristics are associated with positive aspects; this should involve social relationships and emotions that lead to success rather than negative reinforcement ([Simpson, Irvine, Balta, & Dickson, 2015](#)). To achieve results, it is necessary to act creatively and devotedly, until the performance is achieved as defined tirelessly, despite facing obstacles again and again ([Piyachat, 2017](#); [Simpson et al., 2015](#)). [Baron \(2007\)](#) states that entrepreneurial commitment is a manifestation of a rational intention and a behavioral manifestation of a crisis ([Fodor & Pinteá, 2017](#)). In addition, [Wongkietkajorn \(2013\)](#) provided the meaning of the

commitment to work that it is a continuation of the progress made in technology, new ideas and ready to create the power of commitment to the teamwork with love and act with commitment and creativity (Buapiansri, 2016).

The researchers conclude that the concept of the entrepreneurs commitment to the automotive industry from the entrepreneurial point of view, positive thoughts, and positive emotions will create new ideas for management. The idea is driven by continuous work and supervision until the work is achieved. This is the beginning of new ideas, open minds, and ideas in preparation that can be used to the next ideas.

The concepts of the entrepreneurs preparation of the automotive industry using the commitment principles

Creating a commitment is a passionate desire to do what is desirable continuously until the achievement. Commitment comes from the perseverance of self-determination as a golfer to create self-determination first, and the next is to prepare yourself for studying the swing of your own, practicing and taking care of yourself as a strong sportsman from the beginning to the end of the game (Forest, Mageau, Sarrazin, & Morin, 2011). The passionate desire enforces the power of self-efficacy and efficiency and leads the way in the hardest work of times to achieve a high-value proposition (Westwood & Travis, 2015). A wide range of commitment in preparation is the entrepreneurial personal desire. This research will present only positive experiences that affect the readiness of proactive actions to achieve high results (Charoenvorakiat & Sangraksa, 2015). The actions must have a positive paradigm attitude, a positive mindset, to execute as followed in the business plan. This commitment is socially accepted and controversial, leading to the change of literature and assumptions (Chen et al., 2009).

Creating success depends on the age of the different social economy, especially in the industrial age is the era of scientific principles to determine the most effective way. Being diligent and responsible in today's times is not enough; it requires creative thinking along with a strong commitment to make the practically creative work. It is not the motivation and control, but it is from mindset (Boonsatorn, 2013). The commitment in preparation of the industry 4.0 approach needs to be cost-effective and more efficient with the use of the full-scale digital technology called Smart Factory (Turns out production of the fourth industry revolution (Industry 4.0) 2017).

The researchers conclude that the readiness of the entrepreneurs and leaders in the highly competitive automotive industry should focus on innovative, new invention and low-cost production, systemic preparedness, and entrepreneurial enthusiasm are part of creating competitive advantage, both domestically and internationally. In addition to being committed to creating new valued ideas, the next step is to prepare actionable plans and follow-up evaluations. If entrepreneurs are committed to the new ideas, a plan of action and continuous evaluation will affect the success of the work, despite obstacles occurring, both known and unknowable. Commitment will result in concrete action if it is prepared properly. This leads to the approach of the industry 4.0 and Thailand 4.0.

Concepts of entrepreneurs who are committed to the approach of the industry 4.0 and Thailand 4.0

Industrial revolution occurred many times in the world history; the industrial world 1.0 with a revolution in the use of steam engines, it occurred in 1784; the second revolution of the industrial 2.0, in 1870, is the industrial phase of the 20th Century; this is a transaction into the electricity era until 1969. During the Industrial Revolution, the "digital age" of the Industrial 3.0, computer technology takes on a greater role. The industry and the economy are changing into a fourth industrial revolution called the industry 4.0 and is the era of the Internet of Things, which combines information and services with the Internet known as Cyber-physical Systems (CPS) (Turns out production of the fourth industry revolution (Industry 4.0), 2017).

In Europe, the industry has been fully integrated into the industry 4.0 for the intelligent machine and robot development paralleled with the ability of the cost reduction; this is in order to support the main policy of the industry 4.0. The technology will change the way of production in Europe, for ex-

ample, the production of quality products at a low cost and the development of a large data analysis process. In summary, the industry 4.0 originated in Germany means the transformation of the manufacturing industry in all sectors by bringing the Internet into the industrial system and connecting all the digital systems; it makes perfect synchronization ([Science and Technology Advisory Office Royal Thai Embassy in Brussels, 2016](#)).

Industry 4.0 will have a major impact on the global economy, and there are obstacles in the understanding of entrepreneurs in the business with the Internet technology that links the equipment and tools and the use of this business in the long run. In comparison with Thailand, which is in the process of changing and developing into a new form of economy called Thailand 4.0, it is a value-based economy, which is a reform of the economy, focusing on developing into a smart country, wealth, and sustainability (Unlock the code “Thailand 4.0” to create a new economy: take a middle income trap, 2016).

The researchers summarize the similarities between industry 4.0 and 4.0 in Thailand. In an aspect of the introduction of new technologies into the industrial system, the difference is that European countries have entered the industry 4.0 fully. Thailand has just set a change policy in 2017. This research is interested in the industry 4.0, because it can see the actual practice of the European countries. The results of the research can be considered as a guideline for Thai entrepreneurs in the automotive industry in the future. Entrepreneurs with a commitment to the industry 4.0 as stated by philosophers; “People with the high skills and talents, when faced with the change, must have the power of intention, determination, and acceptance of that”. As George Wilhelm, a German philosopher, said that; “Great success in the world can be achieved through perseverance, commitment, and action” ([Boonsatorn, 2013](#)).

[Veit \(2016\)](#) mentions that CEO 4.0 must be related to the industry, including automotive, chemical, construction, electrical, machinery, steel, and minerals. In this research, the researchers focus on the automotive industry only, and the entrepreneurs must face the transition to the 4.0 industry approach, so they must focus on corrective study of the efficiency of industry 4.0 approach from the consultation ([Price Water House Cooper, 2017](#)); this is in order to apply in the preparation of the entrepreneurs transition to industry 4.0 approach. This can bring important issues being relevant and in line with the automotive industry in the past as a way to create interview questions to prepare its commitment to the industry 4.0 as follows:

1. Rethink your business model
2. Build your strategy around platforms
3. Design for customers
4. Raise your technological acumen
5. Innovate rapidly and openly
6. Learn more from your data
7. Adopt innovative financing models
8. Focus on purpose, not products
9. Be trustworthy with data
10. Put humanity before machines

RESEARCH METHODOLOGY

Key informants

This research was a qualitative research and the key informants were divided into two levels:

- 1) The executive level consists of 3 top executives; 2 executive directors, 1 manager, and 1 director.
- 2) The level of manager and department head consists of 6 people; 2 managers, 2 department heads. to gain insights ([Sangraksa, 2013](#)).

This research was in parallel with the nonverbal observation of the key informants behavior during the interview. There was no disclosure of the names and companies of key informants, but they would be referenced using the code as they were defined and the data would be up to date on their commitment to the industry readiness. The research method was participatory research from the top management, the managerial level, and department head. The report analyzed each objective of the Focus Group Discussion, which was then analyzed and sent to the relevant stakeholders to confirm and correct the

results of the analysis, and also provided recommendations to correct the report properly. This study used two personnel in the study event.

Qualitative research tools

The qualitative research tools in this research were; researchers and staff were important tools, research questionnaire developed from a review of the conceptualization of commitment and industry 4.0 approach (Semi-structured Interview), the fact sheets provided information about each principal informant (fact sheet), and informal interviews to stimulate key informants to answer independent narrative questions. There were 8 questions to be covered in order to obtain information that was consistent with the purpose of this research. Before the interview, the researchers were informed about the research topics and objectives, and the duration of this interview was 60 minutes. Each interviewer was assisted by one interviewer and one researcher; take notes with a notebook, a pen, a voice recorder, and take a picture with a smartphone during field interviews.

The researchers created a relaxing atmosphere in front of the main contributors to provide an atmosphere for answering questions, exchanging ideas, and expressing opinions freely. The researchers tested the questions and answers in a consistent way and were able to guide the questions and receive the most information during each round of interviews. Each interviewer would conduct interviews all the time until no new or suspicious information was found where data saturation ended the interview.

This qualitative research used the questionnaire as a tool to collect data by setting the research questionnaire based on the review of the concept paper on automobile manufacturers in industry 4.0 approach in accordance with the era of Thailand's 4.0 and the validity test in question form. Interviewer (Sangraksa, 2013) and consultant, an expert on research methodology, considered the content validity and construct validity by testing of the target area in order to form a question that could provide answers to the research completely. The researcher used the in-depth interview method with the use of data triangulation technique (Saengjan & Boonsatorn, 2015).

Verification of data reliability

The researchers investigated the data triangulation to ensure that the data were correct. The time, location, and subject were checked by the investigator at different intervals or at the same time. Site inspections investigated the same place for ensuring the same result by investigators, and the place and subject were different; the researchers might review the person who provided the information that the data would be the same or not. The researchers took the data to check consistency and similarity to obtain more reliable and diverse data.

The Analysts or Investigators Triangulation was reviewed by four researchers, including the researchers to ensure data collection. The data were compared, consulted, analyzed, and checked for consistency. The results of this study showed that the collected data were accurate, reliable, and could be used in this study (Charoenvorakiat & Sangraksa, 2015). For Methodological Triangulation, the study was conducted by observation in parallel with interviews and checked data collection from different locations. The researcher provided the key informants with the questions they were asked before the interview so that the respondents were not too stressed when interviewing. The researchers observed the behavior of interviewers while waiting for answers. Interviewing and deploying triangular data sources were used in this research; the triangulation of source used multi-level data from executives, managers, and department heads (Phuklang & Siriwong, 2013).

Data analysis

The researchers would summarize all data by the method of data collection, individual interview method at the executive level, and focus group interviews with leader and manager groups. The name and gender were used for the convenience of studying and reporting the result together with the observation, inquiry, and research of the documents, academic data, and theories. The relevant documents could be analyzed and referred as an approach of the best way to describe and analyze them. The scope of an area set up

the area in the Southern part of Thailand, which collected qualitative data to gain insights for support, made a commitment to prepare entrepreneurs for industry 4.0 context.

RESULTS

Commitment to the entrepreneurs readiness in the automotive industry for the industry 4.0

1. The level of commitment that existed in the entrepreneur and the team. This study discovered entrepreneurial guideline and team commitment.
2. The aspect of creating a commitment to the readiness of industry 4.0 approach found that key informants were committed to preparing themselves for new ideas and striving to achieve creative goals. New business in the new automotive industry was needed because they needed to generate more revenue every year. And if the competitive advantage of both domestic and foreign competitors is very competitive today, it would be credible and decide to use the service or purchase spare parts in the view of the customer. The findings also showed that key informants, managers, and department heads for the commitment to readiness had the same mindset to readiness and prepared for new things; it might work to achieve the policy of the leader for the stability of work and family.
3. The aspect of creating new strategies and driving new things quickly motivated employees. This study found that employee engagement strategies were highly motivated to think and act that could respond to customer needs and changes in industry 4.0. This helped the industry success in survival in the business environment, especially the dramatic changes in technology. Top management believed that an increase in compensation for employees who were innovative and practical should be considered. Moreover, the executives might improve communication effectively between senior executives, middle management, and the operational level; it should be closer by listening to new ideas from every level and give reward to those who are creative and realistic; the management should celebrate the compliments so that everyone felt they were involved in creative development. This study also found that managers and supervisors were no different from executives in terms of listening to the opinions of their subordinates because they thought it motivated more participation and created positive motivation to work creatively. This was a benefit for all parties involved.

Practical approach to the entrepreneurs readiness in the automotive industry into industry 4.0 approach

1. The approach of workforce development to industry found that executives were committed to working with the need to study current business conditions and competitors, both locally and internationally. They prepared to be a leader in the field of electronic media, social media, and tailor it to the corporate culture. The management team and the head of the department responded to this issue in the same way as the top executive; they said that they should study the information before doing the work and push the team to achieve the goal.
2. The aspect of learning and improving new designs in customer service systems, it was clear that executives were committed to driving faster, more quality customer service innovation. They used to plan to build customer room for waiting during the car repairs, or when customers came to buy a new truck or customers who bought spare parts, credit counseling and car insurance, the opening of channels for electronic communication and social media, such as Line, Facebook, Instagram, etc. Moreover, they checked the phone and consulted the confidence of the counseling advice on the correct use of the car to the buyer and the truck driver. After using the car repair service or spare parts, they intended to create a fast and efficient service standard for efficient and continuous reception. The researchers found that managers and department heads were constantly on the lookout for self-development and new knowledge from their main company in Bangkok. It would also require additional observation of current work processes and discussions with the team to develop new things in each work process to ensure safety and reduce the risk of repairing a faulty car from a technician team. Besides, they arranged a stock inventory check process that would be sufficient to use and have a systematic ordering of spare parts into the system without shortage.

3. The approach of upgrading Technology and focusing on networking with partners, it was found that executives focused on their commitment and network to their partners and customers using social media. They created a new marketing group called Digital Marketing to maintain customers with the Line and Facebook application. The system managed the relationship with its partners, separated from the system of the customer relationship management, in addition to responding to various problems quickly and builds a network in order to rely on the power of the word of mouth. The researchers found the study results in the managerial and departmental departments paid attention to the elevation of good relationships with nearby dealers, the main company in Bangkok, and customers to get good cooperation and good word of mouth.

4. Focusing on encouragement of a consistent commitment to innovation in the organization, the researchers found that senior executives encouraged employees at all levels to deliver creative ideas by organizing competitions, presenting useful new ideas, and successfully completing successful projects, ranging from 1,000-5,000 Baht for both single and team participation. They encouraged everyone in the company to use their full potential to create an organization and focus on industry 4.0 to accelerate the idea of the automotive industry that could compete with both domestic and foreign competitors. The researchers found that managers and department heads motivated all employees to innovate, work, or invent, or repair the car process safely, and environmental protection. Managers and department heads learnt from their surroundings and team, as well as hear from current team members; they used the analysis and selected key points to attend monthly meetings to find solutions, and prevent the further problems; they also brought the information back to the meeting and discussed with the team members to find out the best practices; they improved it to make a standard operating system.

DISCUSSION AND CONCLUSION

The research aimed to develop a commitment to prepare the automotive industry for industry 4.0 contexts by using a methodology of qualitative research and data analysis by the inductive approach. The researchers found that the commitment of the top management team, the management team, and department heads was not different. The results could be divided into two parts.

Dimension: Creating a commitment to the preparation of entrepreneurs and teams

The study found that the information that influenced the preparedness and commitment was:

1. The proportion of commitment both pre-employment and during employment: The researchers brought the opinions and expressions of the commitment and creativity of the key informants to the information described as follows: creating a commitment could be explained in another word in English, “that is the passion of people needed to have in leadership. It would have to be created every day; the leader could not be bored because we worked with heavy trucks. The car usage was very heavy, it made the car deteriorate quickly”. “Customers often blamed when bringing the car to the center. As a leader, it might learn and train with the Bangkok head office all the time because checking the car used new computer system changed every year, we could not know less than customers, car owners, and drivers, so we had to passionate ourselves and the team all the time to maintain customers and passionate customers to use the car properly”. The researcher concluded that “The commitment to readiness, the most dedicated, is to find new and innovative ideas in conjunction with changes in the automotive technology system”. In line with the findings of [Ho, Wong, and Lee \(2011\)](#), individuals with commitment would passionate themselves on finding something new and do it for the best results.

2. Finding: The researcher brought the ideas and expressions of commitment and creativity to continue to build on the success of the main contributors. “Personally, I saw that everything might be focused and worked with patience to make the job come out quality. The repaired car was the safety issue of the driver and taking care of cargo to reach the destination safely. It reduced accidents from car care itself. I was sure of that if everyone in the company was focused and did it with the most care and supervision of all cars before delivery, most carefully. I was impressed by the customer who reduced the accident. I could only care about the car. The safety issue of the driving car occurred when the driver was not drunk. Customers had to do it themselves”. The research by [Bridekirk \(2015\)](#) discovered the person

who determined the best way to find the right thing to pay attention to that and take action to be obsessive until successful. This research found that 22 percent of them searched but was not found, and 11 percent found no way to find a commitment. The research found that 33 percent of the participants had a very positive attitude about finding a commitment and wanting to learn about the discovery in a highly committed way. This research was conducted by the primary informants.

“I ended up just finishing my 4th grade. My friend finished high school. I had to work out because I had no money at school and I did not like studying at that time. I came out to try to work as a car mechanic for a long time, so I knew that I like the car and repair it. I have been working for over 15-20 years. The company sent me to Bangkok for training 1-2 times a year. I went to practice in Japan. I did not know English. But I had the intention. And liked it. When I came back home, I really did not sleep at all. I was in the garage early and tried to follow the instructions my boss gave and remembered that when the Japanese engineering showed. At that time, I was really fun and I did it until the teacher at my head office in Bangkok called me to consult me. In my opinion, the commitment meant something would be loved and liked a lot; I would understand more, if I would not have committed. The car was dead at full load. But I could make the car become a good car, I was happy. The driver took the car and used the car for a long time, no need to return to repair again”. The researchers summarized that “this group did not know that they are committed, but the practice showed a clear commitment”.

Researchers had made a remarkable outlook on readiness in comparison to the research conducted by PricewaterhouseCoopers in Industry 4.0, 2017:

- 1) Thinking new business pattern, the researcher found entrepreneurs and teams were committed to prepare new ideas at all times, discovering their commitment and determination to succeed. The new business model with the love and desire was called as “Commit to that goal and act to the truth”.
- 2) Creating a new strategy in the plan, the researchers found that strategies of continuous motivation have been developed to make team members work creative. This is in line with [Robinson \(2009\)](#) research; it was the willingness of employees to depend on the diligence of their leaders, who always stay motivated.

Dimension: The transition approach of the 4.0 industry

The transition approach of industry 4.0 found the results affecting the actual practice including:

- 1) The entrepreneur should study the current business situation and competitors both in and outside the country, preventing possible risks both known and unknown, such as natural disasters and terrorism in the southern part damaging to business. And when the action was taken, it might then be determined and motivated for the team members to be concentrated and committed until the work was effective and quality. According to [Vallerand and Houlfort \(2003\)](#), it found that job satisfaction was related to the commitment to creating the quality of works.
- 2) The entrepreneur might learn and improve the design of new things in the customer service system with the use of electronic media to support and increase the knowledge of employees at all levels in order to be able to propose new ideas rationally and act creatively.
- 3) The entrepreneur should upgrade technology focused on networking with partners, establish a relationship management system with partners which it should be separated from the customer relationship management called Customer Relationship Management, in addition to responding to various issues quickly to get good cooperation and word of mouth.
- 4) The entrepreneur might focus on promoting and motivating new innovations in the organization, encourage all employees to present creativity by organizing a competition, presenting new helpful ideas and acting as a successful model.

Researchers have been able to make conclusions from their observations on the practical approach to the automotive industry when compared to the research conducted by [Price Water House Cooper \(2017\)](#) Industrial 4.0, 2017.

- 1) New design for customers: this study found that the approach would require careful study and careful planning of new designs for customers. However, it was risky and costly to invest when the customer did not meet the requirements.
- 2) Upgrading technology and building networks have established a relationship management system with

partners and customers to impress and recommend others to know the business.

3) Making new things quickly and carefully, prioritizing the human before machine; it found that it promoted creativity seriously and rewarded as both monetary and non-monetary reward, for example, sent an employee to work and travel abroad, improved the welfare and environment of employees.

RECOMMENDATIONS FOR APPLYING RESEARCH RESULTS

New theoretical suggestions

This research uses inductive approach. The researchers are able to make conclusions from the observations. The theory of commitment in preparing the automotive industry in this organization is P-A-S-S-I-O-N. There is meaning as follows; P- People and Productivity means the management continually strives to develop the personnel and produce in the automotive service. A-Assessment Situation and Ambiguity means the executives have to assess the situation unclear before taking action. S- Seek Opportunities means executives seek new opportunities to do business sustainably with the use of social media to build close relationships with partners and customers to do word of mouth; others come to use the service. S-Success Succeed Success means executives have a new strategic perspective, successfully build success by driving the team to new ideas and working to the benefit of customers to support sustainable businesses. I- Initiation means that executives have new ideas to introduce electronic media. NICs and social media are used by the organization to speed up the development of good relationships with partners and customers. O-Optimistic View means executives have an optimistic outlook even in the midst of terrorism. There will be no mention of such an event. The company is committed to reducing the stress of everyone in the organization, and there is a positive outlook to develop new technologies open to everyone. N-Necessity for the 4.0 Industry approach means that executive pays attention and focuses on the readiness to adapt to the 4.0 industry by developing people. The process of developing quality repair, technology, and services are fast and impressively proactive.

Practical suggestions

1) The results of this research found that creating a commitment to preparedness is an important part of achieving the goals. This involves every entrepreneur and team. Even some may not be familiar with the term but the main interviewer provided important information. Creating a commitment must be made in the minds of everyone. So, the entrepreneur and the boss need to awaken the power, the commitment, the action to come true, and the encouragement and motivate all people to make more money. If anyone is fully engaged and committed to quality work with the achievement of time, the executives should add a contribution from that commitment to the annual performance appraisal. This helps drive the commitment to creativity and action to achieve real success. For example, the compliments, the promotion of skills, and knowledge abroad will be motivating the work commitment, or this innovative initiative is beneficial to employees and companies.

2) The results of this research show that the data that are interpreted and constructed inductively from the observations is a useful conclusion. The application of the theory of P-A-S-S-I-O-N should be implemented in other industries, especially before design, new service procedures, or design of technology for use in new service or automotive products. It must be thoroughly studied both inside and outside the country before practicing. This will greatly reduce errors and costs. This implementation can be applied to the automotive industry that is concrete. Moreover, upgrading technology and networking is found in this research result. It is necessary to continue maintaining a positive relationship rather than a negative one and can prevent complaints from the use of goods or services well. If you have a good friendship, you can create a business fan present and future.

3) This research found that entrepreneurs, especially leaders, are very important to promote and motivate them to become habitual. This results in a decrease in the boredom of repetitive work. The entrepreneur should motivate to create a commitment to work or think new things in the work process. And in the annual evaluation of this commitment, it will make the staff enthusiastic to create new products supporting the 4.0 industry by doing little but highly beneficial.

4) The results of this research can be presented to the benefit of government stakeholders, such as the

Ministry of Industry, Ministry of Commerce, and the government driving the Thailand 4.0 as a way to help entrepreneurs in this industry with training methods and skills to build a commitment to prepare industry 4.0.

LIMITATIONS AND SUGGESTIONS IN THE FUTURE RESEARCH

- 1) Theories of success in the 4.0 industry, as determined by Price Water House Cooper (2017), are internationally pertinent, some of which are not consistent with this context, such as the subject of credible information systems and the form of new financial resources is complicated. However, if the theory is adapted to the Thailand's industry sector, the researchers expectation is to continue to apply.
- 2) The study of this topic is a modern and useful issue for Thailand's development in the era of Thailand 4.0; sustainable and prosperous, it can be applied in other relevant industries to create a commitment to preparedness, such as Startup Business and Small and Medium Business (SME).
- 3) The results of this research and literature can be applied to the future research and the policy research to develop a model for sustainable development.

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