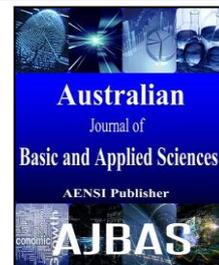




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The Essential Competency Elements of Active Caddie in the Golf Courses: A Case Study Thailand Golf Courses

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ABSTRACT

This study aims to find the essential competency elements of active caddie on the golf course. The study was a quality research and used an in depth interview and analyzed several papers based on the KSAO's Model to identify gaps and related variables of essential competency elements. The result from this study could help the business by being the role model for the development of caddie competency although be the standard test for the quality assessment. The study has shown that a caddie competency elements including three parts. First part is the knowledge such as knowledge of the game rules, regulations, terminology and foreign languages to communicate with golfers. Second part is the skills such as guiding skill of the details of the course, length, game equipments, cleaning equipments. Last part is the Attributes such as mannered, human relation, enthusiasm and integrity.

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INTRODUCTION

Nowadays, The tourism industry has increasing rapidly. It affects the social and economic system very serious due to a major source of the foreign currency. (Thaweewat, McFadden, D., and Train, K., 2014) and job creation resulting from the direct and indirect effects of tourism industry which golf industry is part of the income from sport tourism. (Maguire, J., G. Jarvie, L. Mansfield, and J. Bradley, 2009, 31). For example, Thailand golf industry creates and distributes money to the several business such as transportation, travel, shops restaurants, souvenir and many businesses that are associated with the trade and investment. (Annual report Ministry of Tourism and Sports, 2014). Also found number of favor tourism come along to play golf with their family in Thailand is rapidly increased. (Summary development plan, Tourism Council of Thailand, 2013).

Golf is a very popular sport among tourists and executives who have the ability to support for the golf equipment, green fee and the other services provided on the golf course. Building each Golf

course has always been criticized in 2 ways. The positive way is building golf course could create job position and benefit to service sector. In the another hand, there are some rumor on the effect to the environment. In sum, golf is one of the business that the investor see as an opportunity to investment, because golf is a popular sport in Thailand and abroad. In 2014, there are 223 golf course in Thailand. (Thaweewat, Thailand Golf Sourcing Guide, 2013). There for, the increasing of the golf course is also can be explained in the term of the social and economic development, such as economic urge, job creation, income distribution, travel and land development.

The continuous increasing of golf bring enormous income to the country (Document Summary Plan. Tourism Council of Thailand, 2013), resulting in a new position including caddy, which is almost entirely female. According to the International Standard Classification of Occupation professional, caddy is one of a major factor driving the economy growth which affect the country's wealth. (The Structure of ISCO International Standard Online, 2014) However, caddie is still

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classified in the category of informal workers. (The Social Security Act, 1990) Such work has not been declared in relation to the employer as employee, or simply as independent workers who earn some money on golf course (Veera justice to support Love, 2003).

Caddy is very necessary in golf course. However, their performance does not comply to the course requirement. Especially the basic skills in the field such as practical skills, rules, regulations, language, integrity, patience, discipline, problem solving, teamwork and communication with colleagues. These problems cause caddy cannot work properly. Therefore, to acquire the necessary competency elements of a caddie, business have to be customized caddy competency elements to be the standard for caddy competency model both in and outside the system. The literature review found only some golf courses have guidelines for their competency development. Therefore, it is necessary to customize the competency elements of a caddy on the golf course to appropriate the period. The author was interested to study the concept of the essential competency elements of active caddy in Thailand golf courses as to be a guide to find the gaps, competency elements and relate theories which can improve caddy performance to meet the requirement of the course. This study could help to improve the efficiency and sustainability of the career in the industry. It's also cause benefits to the tourism organization, services, and the overall benefits to Thailand economic and society.



Fig. 1: Active caddy in the Thailand golf courses.

Objective:

To study the essential competency elements of active caddy in Thailand golf course.

Literature Review:

The term caddy in the golf regulation refers to "Someone who help the player under the rules such as carrying a player bag, maintaining the clubs, as well as giving insightful advice on all other issues." The term "Caddie" is a worldwide used to refers to person who along with golf for more than 500 years with an evidence-based literature in Scotland. Once golf is popular, it is expanded to other regions. Queen Mary (Mary Queen of Scott's, 1542-1587), the daughter of King James 5th was gracious in golf. She had brought it to other countries such as English and French. The evidence was the paintings of her holding a golf club and the cadet carrying a golf bag while playing. After that, the term to call a person who carrying a golf bag is caddie.

An active caddie is not an employee of a course or organization that manage the course. She come to the course and get their wage directly from the player. Her duty is to provide any services to the player such as carrying the bag, driving a cart, guiding about the line and length on the green. Caddie must possess the knowledge of the game rules, etiquette and course details. Therefore caddy is one of the main factor to drive the player success. For the course, caddie is also essential because she is the one that cooperate with the player for 4-5 hours each game. The caddie with a great coaching will perform perfectly job, impress the player and resulting to gain value to the course and motivate other players to come to the course.

Expected Outcome:

Entrepreneurs of golf industry can take the data from the study as standard to develop their caddie competency as well as providing a basis for assessing the quality of performance, and enhance to a

professional caddy towards to international and get more recognition.

Methodology:

This study is a qualitative research. The research conduct an in-depth interview to 8 experts. (Tepraprasit, 2012) The experts were select by purposive selection, which each expert could be a specialize, referee, caddy instructor as well as the golf entrepreneur.

The interview was based on KSAO's Model which including of knowledge skills and attributes.

The author use content analysis to analyze the data and summarize the issues to the several elements. (Saunders, Thornhill & Lewis, 2009).

Result:

The research indicates the point of view of the experts to the caddy competency elements are same as the competency theory by McClelland (1973). It consists of (1) knowledge, to get knowledge caddy must be educated and trained by an association or the course. (2) Skills, which is increased by having experience from their work such as preparing equipments, checking, cleaning and guiding players. (3) Attributes refer to inner personality such as attitude, honesty, motivation and external personality such as mannered. Moreover, the interview shows caddy who gets all proper competency can well manage their duty and impress the player. The essential competency is as table 1.

Table 1: Essential caddy competency elements.

| | |
|------------|--|
| Knowledge | <ol style="list-style-type: none"> 1. Knowledge of the golf terminology. 2. Knowledge of the golf rules, regulations and judgments. 3. Knowledge of the golf score and scoring. 4. Knowledge of the golf course as line and length. 5. Knowledge of an English proficiency. 6. Knowledge of players' culture especially for foreigners. 7. Knowledge of aid and risk management on the golf course. |
| Skills | <ol style="list-style-type: none"> 1. Skill of preparing her tools such as bags, sand bags / garbage bags, fans, chairs, markers, tees, pens, green fix tools, scorecards. 2. Skill of checking and guiding the player equipments and can judge these equipments are available or unavailable. 3. Skill of equipment reporting and ready to use. 4. Skill of guiding on the course details, obstacles and length. 5. Skill of observing, tracking and locating the ball. 6. Skill of cleaning the clubs. 7. Skill of adjusting the ground after playing such as spreading the sand. 8. Skill of counting and recording the score card. |
| Attributes | <ol style="list-style-type: none"> 1. Good human relations, smiling, dare to guide and be patience to the player mood. 2. Wearing the clean suit without any smell. 3. Proper posture. 4. Have good manners 5. Do not do something to aspire for any reward. 6. Energetic and active 7. Punctuality 8. Integrity 9. Have the patience to endure the sun, wind, rain and the players mood. 10. Do not try to make the player to think of special affair. |

Discussion:

The interview found the essential competency elements of the active caddy in Thailand was consisted to the theory of McClelland (1973). The caddy required competency including 3 elements such as knowledge, skills and attributes. The McClelland (1973) found the competency would inspire the personnel to achieve a common goal. According to the interview showed the consistent to the McClelland as competency would help the caddy to achieve their job as well as satisfying the player. Moreover, the research also consisted to other studies including of Sangtong (2003), Chanwongpaisan (2006), Poowitayapan (2006), Kongkasawat (2007) and Petts (1997). They presented the competency as the ability or performance in term of knowledge, skills and attributes relate to corporate policies and strategies on the organization and requiring any employees were practicable.

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