

# Model the Quality of Tourism Travel Business in Thailand

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**Abstract:-** The objective of this research was (1) to study to study factors affecting the service quality of tour businesses in Thailand. (2) To analyze the service quality of tour businesses in Thailand. (3) To develop a service quality model of tour businesses in Thailand. This research is a mixed methods research. During quantitative research and the qualitative research of the population studied this time includes tour operators in Thailand, totaling 2,821 people tour operators in Thailand. The sample size was determined according to the criteria of Hare et al., resulting in a total sample population of 460 people and qualitative research. A purposive random sampling method was used for 15 people, including entrepreneurs and executives. The tool used to collect data was a questionnaire using structural equation modeling techniques.

**Major Findings:** (1) The service quality model of the tour business in Thailand includes the competitive advantage of the tour business. Entrepreneurial Focus acceptance of technology Market focus business adjustment business innovation and service quality of the tour business (2) Competitive advantage of travel business Entrepreneurial Focus acceptance of technology Market focus business adjustment and business innovation Affecting the quality of service of the tourism business. (3) Models of service quality of tour businesses in Thailand that affect the service quality of tour businesses. There is a connection with each other. Competitive advantage of travel business Entrepreneurial Focus acceptance of technology Market focus business adjustment business innovation.

**Keywords:-** Service Quality; Service Quality. Travel Business.

## I. INTRODUCTION

Tourism is an industry with a management system. and managing another large industry of the country with growth in technology Convenient transportation and fast in traveling It has its origins in Western travel, occurring during the great empire, namely the Persian Empire. Assyrian, Greek, Egyptian, and Roman empires, expeditions led by legions merchant army and representatives of the government as a means of communication between the central government and various distant colonies The expedition consisted of artists and architects traveling together to design and build the palace. Build important infrastructure such as canal roads, with distance recorders. Distance marker Ponds or drinking water basins, etc. Travel is constantly changing formats. When the 20th century arrived, tourism continued to

expand with more conveniences such as travel, lodging, currency, and travel documents. People have turned to traveling by private car. And there was the development of the aviation industry by starting to transport passengers in Europe. and expand capabilities to other continents around the world

Tourism plays an important role in driving the economy. The United Nations World Tourism Organization (UNWTO) predicts that in 2030 there will be more than 1.8 billion tourists worldwide. The tourism industry in 2016 has a direct impact on the country's economy, estimated in value. 1.29 trillion baht or 9.20 percent of the gross domestic product (GDP), growing at an average of 6.7 percent per year until 2027. It is expected that the tourism industry will be worth 2.71 trillion baht or 14.30 percent of the gross domestic product. country (Department of Tourism, 2018) Thailand has income from tourism, creating employment in the tourism industry, which is like an important engine of the country. Increasing the country's competitiveness According to the 20-year national strategic framework, there is a tourism master plan aimed at developing 6 important areas: 1) tourism creative and cultural 2) business tourism 3) health tourism 4) water tourism) regional link tourism and 6) tourism ecosystem development To aim towards Sustainable and quality tourism Distribute income to people in the country (Tourism Economic Division Ministry of Tourism and Sports, 2020) World Travel and Tourism Council (WTTC) calculates the proportion of tourism to overall GDP. Countries with the highest proportion of tourism to GDP in the top 3 countries. Small countries with a population of less than 400,000 people are the Seychelles, an island country in Africa, the Maldives, an island country in southern India, and Saint Kitts and Nevis, an island country in the Caribbean Sea. In terms of countries with a population of more than 20 million people and the highest GDP, the top 3 are the Philippines, Thailand, and Morocco (Tuntunman, M.P.P. Online) from the first National Tourism Development Plan 2012-2016. To be used as a guideline to drive tourism in Thailand for a continuous period of 5 years, it was successful in increasing income. and the number of tourists, Thailand has developed national tourism in the second plan for 2017-2021 to be in line with the situation of maintaining stability. and driving the country's economy which still faces many problems and obstacles. There is competition in the tourism industry. Changes in tourist behavior political situation and government policy The preparation of the 2nd Tourism Development Plan therefore takes into account development under a holistic analysis framework from both public and private stakeholders under the National Tourism Policy Committee. Ministry of Tourism and Sports For the purpose of developing and maintaining the upgrading of national tourism as a mechanism driving the country. According to the 20-year national strategic framework

based on stability, prosperity, and sustainability, it is a country developed according to the Sufficiency Economy Philosophy. Have a quality of life Generate high levels of income Society is stable and equal. (Ministry of Tourism and Sports, 2017)

For the reasons mentioned above The researcher is therefore interested in studying the subject. Models of service quality of tourism businesses in Thailand in order to use appropriate models to set policies for tourism business operators in Thailand to operate their businesses efficiently. As well as those who are interested can apply and study to create measures or models for conducting business. Set planning goals and can be used to benefit entrepreneurs, society, and the nation.

➤ *Research Objective*

- To study factors affecting the service quality of tourism businesses in Thailand.
- To analyze the service quality of tourism businesses in Thailand.
- To develop a service quality model for tourism businesses in Thailand.

➤ *Research Hypothesis*

- Hypothesis 1: Entrepreneurial focus Affects competitive advantage
- Hypothesis 2: Technology acceptance Affects competitive advantage
- Hypothesis 3: Entrepreneurial focus Affects competitive advantage
- Hypothesis 4: Technology acceptance Affecting business innovation
- Hypothesis 5: Business adjustment Affects competitive advantage
- Hypothesis 6: Business adjustment Affecting business innovation
- Hypothesis 7: Market Focus Affects competitive advantage
- Hypothesis 8: Business adjustment Affects competitive advantage
- Hypothesis 9: Competitive advantage affects the service quality of tourism businesses.
- Hypothesis 10: Business innovation Affecting the quality of service of the tourism business

➤ *Research Framework*

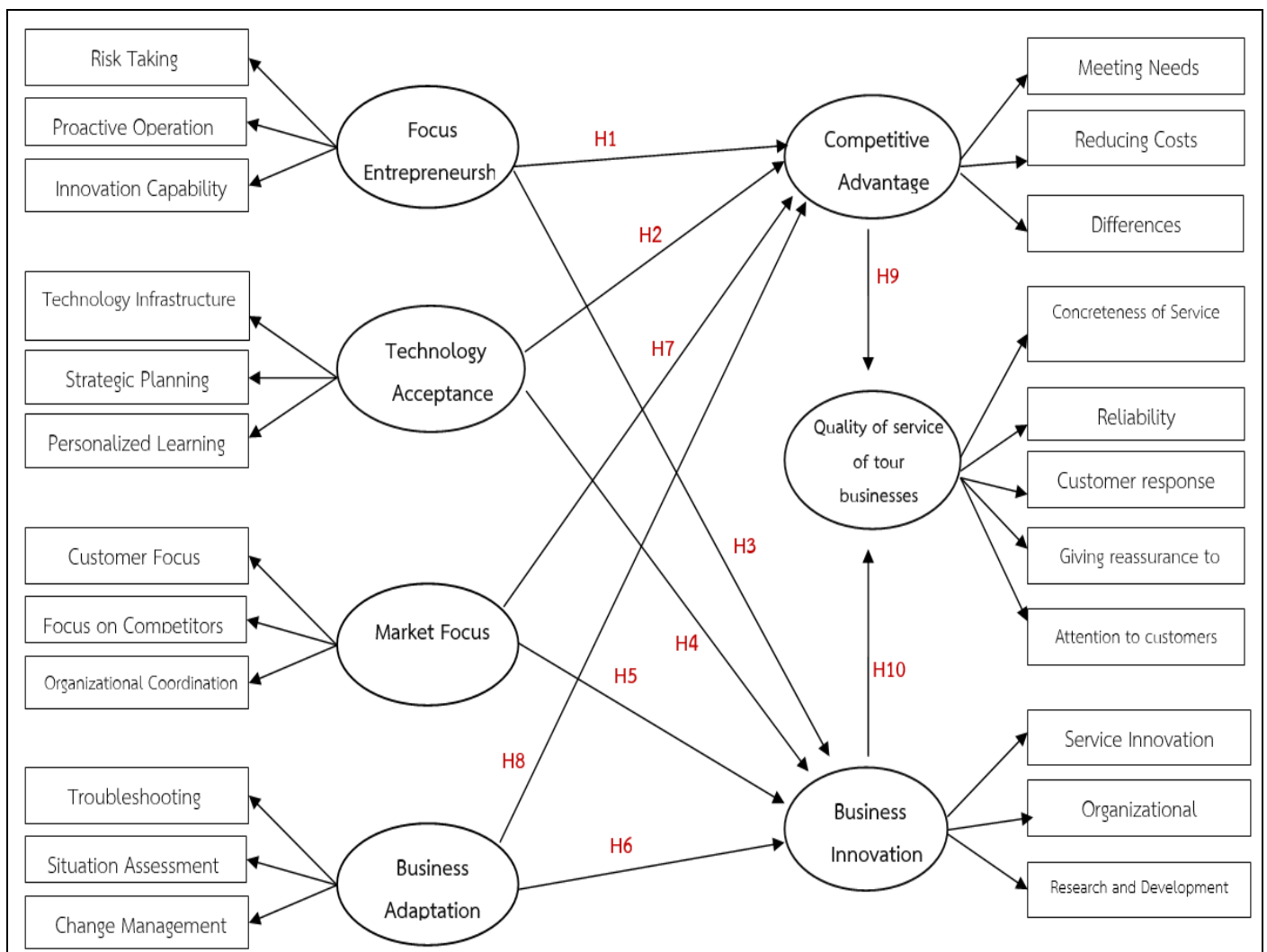


Fig 1 Research Framework

## II. LITERATURE REVIEW

### ➤ *Concepts and Theories Regarding Entrepreneurial Focus*

Miller (1983) defined entrepreneurship as the ability of an organization to continuously change things. An organization that is entrepreneurial is one thing involved in innovation. Risky activities and has proactive operations to lead to competition among competitors. Entrepreneurial orientation is therefore an organizational process that supports organizational survival and performance. Covin & Stevin (1991) stated that entrepreneurial orientation is one of the organizational structures that are linked. closely to strategic management and strategic decision-making processes

Entrepreneurial focus, according to Miller (1983), views that driving an organization to success depends on the integration of strategies. and organizational structure and recommend that the organization can develop Leaders should have characteristics in 3 dimensions: risk-taking; Proactive action and innovation ability 1) Risk Taking 2) Proactive action (Proactiveness) 3) Innovation ability (Innovativeness)

From a review of literature on entrepreneurial focus. It can be summarized as follows: Gima & Ko (2001) studied about Impact of Integrating Market Focus Entrepreneurial Focus to product innovation to find the relationship between organizational strategies that include an entrepreneurial focus. and market focus with product innovation in the percentage composition of Profits that come from new products are found to be integrated in the activities of focusing on entrepreneurs. And market focus can drive innovation in organizations well, and Baker & Sinkula (2009) conducted a study on the complementarity of the effects of market focus and entrepreneurial focus. to the profits of small businesses Study the relationship between market focus. Focus on entrepreneurship, success of innovation and profits of the company and found that focusing on entrepreneurs and market focus They have a relationship with each other. and also found that focus on being Entrepreneurs have a positive influence on the success of innovations.

### ➤ *Concepts and Theories Regarding Technology Adoption*

Technology adoption arises as organizations try to find ideas and methods to support their business strategies. to achieve the highest goals of the organization by using technology in the service process, it will help respond to customer needs within a short period of time (Jackson, 1989). Benefits from using technology in designing or modifying new service processes (Avtonitis et al., 2001) also allows customers to monitor service delivery.

Kwon & Zmd (1987) stated that the acceptance of technology can lead to Deciding to arrange investment to change technology according to the needs of the organization. Lind & Zmd (1991) said that accepting technology is management. or the process of thinking in operations or the perception and understanding of the basic objectives of technology. organizational information, while Rogers (2003) expressed the view that accepting new ideas and technology go hand in hand in an organization. It starts

slowly with the capabilities of innovation in technology and the risk of acceptance by people or organizations. In applying new technology

Theories and concepts related to innovation adoption in this study include innovation diffusion theory and the MIT90 model concept, with details as follows.

#### • *Diffusion of Innovation Theory*

Diffusion of innovation theory (Diffusion of innovation theory) is a basic theory of sociology (Sociology) proposed by Roger since 1983 for use in studying the diffusion of innovations. In deciding whether to accept or reject an individual's use of technology. Social scholars agree that innovation adoption is the result of a series of events. Although the details are different, they are influenced by Rogers (1983)'s concept of a hierarchical innovation adoption process.

Innovation diffusion theory is related to personal adoption. In order to lead to management to bring benefit to the operations of the organization. The main idea of this theory is to view technology as innovation. that will help create acceptance among individuals and organizations.

#### • *MIT90 Model Concept*

The MIT 90 Model concept introduced by Scott (1995) has the main objective of showing the essential elements of information innovation. Under the technological pressure from the environment outside the organization that causes the business to adapt and accept and take advantage of technology to create a competitive advantage in business operations

From reviewing the literature on technology acceptance, it was found that Chen & Tsou (2006) conducted a study on technology acceptance. For the service quality of the travel business by studying the relationship of technology acceptance. And the elements in the MIT90 Model of Morton, 1995 were used to study, divided into 3 dimensions: strategic planning organizational structure and personal learning with service innovation in 3 dimensions: process innovation Product innovation, market innovation, found that the adoption of information technology has a positive influence on the service quality of the travel business.

#### ➤ *Concepts and Theories About Market Focus*

Narver & Slater (1990) define market focus as Market focus It is an effective organizational culture. and have service quality in shaping the behavior of personnel in the organization that leads to creating value for customers, while Kohli & Jaworski (1990) stated that marketing is Operating according to marketing concepts This includes customer focus. and coordination This is the result of participation in activities aimed at developing an understanding of current and future customer needs.

Market focus according to Narver & Slater (1990) is a concept of organizational culture. that has elements in 3 behavioral areas: customer focus Focus on competitors and coordination within the organization and elements in decision

making in two areas: emphasizing long-term results and profits with details as follows:

- Customer Orientation is an emphasis on understanding customer needs. To be able to continuously create value for customers through two methods: adding benefits to customers and reducing costs for customers, which executives or employees not only need to have an understanding of the organization's expenses and income. But there must also be an understanding of customer expenses and income as well as current and future customer needs in order to create additional value for customers.
- Competitor Orientation is about understanding the strengths, weaknesses, abilities, and strategies of current and future competitors in collecting and analyzing information related to strategies. New operations in the market quickly respond to that strategy. Including seeking ways to develop competitive advantage by considering target groups of customers.
- Organizational coordination (Interfunctional Coordination) is an emphasis on coordination and the maximum use of organizational resources to create value for customers. In which every personnel in the organization participates in creating value. To respond to satisfaction and the main needs of the customer.

From a review of the literature on market focus. They can be summarized as follows: Sandvik & Sandvik (2003) conducted a study on the impact of market orientation on business performance. Using product innovation as a middle separator that affects business operations. Using structural equation modeling (SEM), it was found that market orientation has a positive influence on product innovation. Mavondo, et al. (2005) conducted a study on Focus on learning and market focus, relationship between innovation Human resources practices and performance using data from 227 companies in the Australian service sector. to find a relationship Market focus Human resource practices and innovation found that market focus has a positive influence on human resource practices. It was also found that market focus has a positive influence on innovation influence.

#### ➤ *Concepts and Theories About Business Adaptation*

Business adaptability refers to a business's ability to recognize and respond to the changing business environment has tried to understand those changes carefully. Be quick and adjust their business to be flexible and ready to deal with every event or problem that arises such as market situations and changes, technology or even politics (Ogunkoya, 2018; Munawar, 2019).

From a review of literature on business adaptation. It can be summarized as follows: Chowdhury et al. (2019) studied tourism business in a post-disaster context. of christchurch New Zealand the results of the study found that Business adjustments affect service quality. (Coefficient Direct standard influence of business adjustment on service quality. It is also consistent with Raza et al. (2020) who studied the business adjustment of businesses in Thailand.

The results of the study found that Business adjustments affect Service quality (direct standard influence coefficient of business adjustment to service quality This is consistent with other studies that found a relationship in the same characteristics (Rekarti & Doktoralina, 2017) and Jane Chandrasuphasen and colleagues (2010) studied the influence of business adjustment. Empirical data from the Pracharat Blue Flag Shop Project The results of the study found that Business adjustments do not affect service quality. This is consistent with the results of another study that found a similar relationship (Savitri et al., 2021).

#### ➤ *Concepts and Theories Regarding Competitive Advantage*

Competitive advantage comes from businesses being able to outsmart competitors in the same industry in various areas. Competitive advantage is one of the important factors that make a business achieve its goals. There is steady growth. and able to survive in every situation (GS, Kurniasih, Reni, Istanti, Zuhroh & Qomariah, 2019) Porter (1985) defined competitive advantage as How a business compares its position with competitors in the market.

From a review of the literature on competitive advantage, it can be concluded that Yang et al. (2018) studied competitive advantage in small business groups. Small and medium sized enterprises in emerging markets Pakistan from the study it was found that Competitive advantage affects the service quality of tourism businesses. (The standard direct influence coefficient is statistically significant at the .05 level.) It is also in the same direction as the study of Anwar (2018) that studied the Gain a competitive advantage in the small and medium sized business group and from the study it was found that Competitive advantage affects the service quality of tourism businesses. (direct standard influence coefficient has statistical significance at the .01 level) and is also consistent with the results of Khan et al.'s (2019) study of competitive advantage. in the small and medium sized business group Pakistan from the study found that Competitive advantage affects the service quality of tourism businesses. (direct standard influence coefficient.

#### ➤ *Concepts and Theories Regarding Service Quality in Tourism Businesses*

Service quality of a tour business means the ability to meet the needs of the service business. Quality of service is the most important thing that makes a difference. business to be superior to competitors Offering service quality that meets the expectations of service recipients is something that service providers must do. The recipient of the service will be satisfied if they receive what they want. When the service recipient has a need, at the place where the service recipient needs it and in the desired form, Oliver (Oliver. 1997) gave the meaning. Satisfaction with service quality (Service Quality Satisfaction) means providing good quality service to tourists that affects the credibility of agencies providing tourism products and services. If the service is of good quality that is good can make tourists satisfied beyond their expectations and will help influence Let there be positive word of mouth communication or word of mouth communication and recommending it to others, causing tourists to become loyal. Have the intention to come back to use the service again.

### III. RESEARCH METHODOLOGY

This research study is a mixed method between qualitative research and quantitative research. (Quantitative Research) which can be explained as follows.

#### A. Quantitative Research

The population in this research includes tour operators in Thailand. By collecting data with 2,821 business owners or executives of tour businesses (Tourism Information Center Ministry of Tourism and Sports, 2023)

The researcher therefore determined the sample size for use in the structural equation model analysis by taking the number of observable variables into consideration. One observable variable should have a sample of at least 10-20 people (Schumacher & Iomax, 2010). There are 23 observable variables in this research. When choosing to use a ratio of 20:1, the sample size will be 10-20 people. 460 people, then selected tourism businesses in Thailand to represent the sample in collecting questionnaires. Using the sampling method by relying on probability (Probability Sampling) and choosing a simple sampling method (Simple Random Sampling) by drawing names of provinces from each area group 50 percent (Wiwat Chankingthong, 2015) and then proceeding Find the number of sample groups of tourism businesses in Thailand from all 15 provinces using a proportional stratified random sampling method. (Proportional Stratified Random Sampling) by using simple random sampling (Simple Random Sampling) to collect data in the specified proportion.

The instrument used in this study was a questionnaire created by the researcher to collect data from the respondents. By creating a research tool with 8 parts, consisting of 1) a general information questionnaire of respondents, 2) a service quality measurement form. of the tourism business 3) Competitive advantage measurement model of the tourism business in Thailand 4) Business innovation measurement model of the tourism business in Thailand 5) Entrepreneurial orientation measurement model of attractive businesses in Thailand 6) Technology acceptance measurement model of the tourism business in Thailand 7) Market focus measurement model of the tourism business in Thailand and 8) a business adaptation measurement model of the tourism business in Thailand.

The researcher then proceeded to check the quality of the instruments in terms of reliability and correlation using the process. Check the quality and accuracy of the content. Test precision and check the confidence value

Data collection the researcher has collected research data. By calling to contact the tourism business associations in each of the 15 provinces to request assistance in allowing them to enter the area to collect research data, after which they went to the data collection area. and collect Sorting questionnaires and analyze data obtained from questionnaires

Data analysis using ready-made computer programs for statistics for research, Statistical Packages for the Social Science and LISREL, by the researcher performed the following steps.

- Check the completeness of all questionnaires. By selecting the complete version of the questionnaire was used in the analysis.
- Analyze the basic statistics of the sample using descriptive statistics, including percentage, mean, standard deviation, skewness, and kurtosis.
- Analyze business effectiveness Categorized according to the location of the respondents. Types of tour arrangements that focus on the characteristics of tour arrangements that focus on the location of the business. Registered capital amount and size of business using the average standard deviation
- Analyze confirmatory components of the measurement model of variables with the LISREL program.
- Analysis of service quality patterns of tourism businesses in Thailand to find relationships between primary variables and dependent variables. Both the direct relationship (Direct Effect) and the indirect relationship (Indirect Effect) were analyzed with the LISREL program and the parameters were estimated using the Light Hood method (Maximum Likelihood: ML).

#### ➤ Statistics used to Analyze Data

- Chi-square Statistics
- Index indicating harmony (Fit Index)
- CFI (Comparative Fit Index) value
- RMSEA (Root Mean Square Error of Approximation) value
- SRMR (Standardized Root Mean Square Residual) value

#### B. Qualitative Research

Studies from primary sources It is a research that gains in-depth information by considering real characteristics in every dimension and opinion data. Operations that are constantly changing It is research that focuses on understanding the phenomena that occur by collecting data from interviews or using data from reports to explain such data. The research method is as follows.

The tools used to collect qualitative data include interviews. The tools used to collect data are question-and-question interviews. in order to get the information as desired

Qualitative data were collected by means of interviews to confirm the results of the quantitative analysis. The researcher used a specific In-Depth Interview method.

Data analysis Qualitative data It is the information in the open-ended questionnaire. That was created from the variables used in the research and used the content analysis method of all collected data to synthesize the information and present a summary in the form of an essay. which is used to study and research only some issues and besides Conducting qualitative research to be used to support and confirm the findings of quantitative research methods. Including important focus points or weak points that are consistent with the current situation of Performance of the tourism business in Thailand.

In summary, in-depth interviews (In-Depth Interview) entrepreneurs or executives. of the tourism business in Thailand is a study of only some issues. To help enhance the accuracy of quantitative research. and completeness increases even more.

#### IV. RESULTS

##### A. General Information of the Population and Sample Group

- Position of the respondent Most of them are business owners, numbering 282 people, accounting for 61.30 percent, and executives, numbering 178 people, accounting for 38.70 percent.
- Most types of organized tours focus on Domestic tours were organized for 196 people, accounting for 42.61 percent. Inbound tours were organized for 180 people, accounting for 39.13 percent. And outbound tours were organized for 84 people, accounting for 19.26 percent, respectively.
- Characteristics of organized tours that focus on There were arrangements according to the needs of customers, 320 people, accounting for 69.57 percent, and the tour companies were the ones who determined the tour programs, totaling 154 people, accounting for 33.48 percent, respectively.
- Business location There are areas on the Andaman coast (Krabi, Trang, Phang Nga, Phuket, Ranong, Satun), 320 places, accounting for 69.57 percent, areas on the Gulf of Thailand (Chumphon, Surat Thani, Nakhon Si Thammarat, Songkhla, Phatthalung), 116 places, accounting for 25.21 percent, and border areas (Narathiwat, Pattani Yala), 24 places, accounting for 5.22 percent, respectively.
- There are registered capitals of 500,000 baht or more, 117 places, accounting for 25.43 percent. There are registered capitals of 100,000 - 199,999 baht, 101 places, accounting for 21.96 percent. Registered capital is less than 20,000 baht, 94 places, accounting for 20.43 percent. Registered capital 20,001 - 99,999 Baht, number 86 places, accounting for 18.70 percent, and registered capital of 200,000 - 499,000 baht, 62 places, accounting for 13.48 percent, respectively.
- Size of business There were between 4 - 10 employees in 212 places, accounting for 46.09 percent. There were between 1 - 3 employees in 135 places, accounting for 29.35 percent, and there were more than 10 employees in 113 places, accounting for 24.56 percent, respectively.

##### ➤ Results of Descriptive Analysis

- Results of data analysis regarding averages Standard deviation, skewness, and kurtosis of the service quality of tourism businesses. Competitive advantage business innovation Market focus technology adoption Entrepreneurial Focus and business adjustment, it was found that the level of opinions of the sample groups on various factors Overall, it is at a moderate level. Service quality of the travel business at a good level ( $\bar{X} = 4.38$ , S.D. = 0.42) in terms of competitive advantage. It is at a moderate level ( $\bar{X} = 4.35$ , S.D. = 0.41) in business innovation. It is at a moderate level ( $\bar{X} = 4.32$ , S.D. = 0.47) in terms of market focus. It is at a moderate level ( $\bar{X} = 4.23$ , S.D. = 0.57) in terms of technology acceptance. It is at a high level ( $\bar{X} = 4.00$ , S.D. = 0.41) in terms of focusing on entrepreneurs. is at a high level ( $\bar{X} = 4.00$ , S.D. = 0.41) and the adjustment aspect of the business are at a high level (=

3.88, S.D. = 0.40) respectively. The values for skewness (Skewness) and values for kurtosis (Kurtosis) that do not consider are similar. The values for skewness are between 0.103 -0.456 and the values for kurtosis are between 0.026. - 9.479

- Service quality model of tourism businesses in Thailand. Examining the relationship between 23 observed variables by finding the variance matrix. Covariance Relationships between all 23 observed variables in a structural relationship model. From the variance and covariance matrices All values are positive, indicating that the relationship of all pairs of observed variables has the same direction as the established structural model.

##### • Objective 1:

Factors affecting the service quality of tourism businesses in Thailand are competitive advantage. In terms of reducing operating costs, such as reducing advertising through channels that require paying large amounts of advertising costs. It is about reaching specific groups of customers that meet the target, such as customers from the government sector. or other business groups that wish to purchase Travel program rewards employees Including the aspect of product differentiation. or services to stand out from competitors, such as setting special travel programs for customers in corporate groups, such as providing special privileges for government organizations Including responding to customer needs by arranging a travel program according to the customer's specifications, such as organizing an eco-tourism program. Tourism to see rural life or organize tourism according to the behavior of customer groups, such as tourism that does not emphasize tourism activities that require physical activity for elderly tourists. or arranging a travel program at a price that the customer can set Because when a business has a competitive advantage It will make it possible to achieve the goals that have been set. and as a result, business effectiveness will continue to improve.

##### • Objective 2.

Service quality of tourism businesses in Thailand which entrepreneurs or business executives should give importance to innovation in services. organizational innovation Including research and development, such as surveying the needs of tourism programs. Survey of satisfaction in using services or other needs from tourists that can be used to develop the business Such various actions will affect the competitive advantage which will indirectly affect the quality of service of the tourism business. In terms of market focus the business sector should give importance to environmental care. and community participation, such as using guides in areas where Experience and expertise or buying community products to gain acceptance from the community and society and to enable smooth business operations. Of course, these actions will have consequences as well.

##### • Objective 3.

Tourism businesses should pay attention to predicting situations that may occur both inside and outside the business. Including the aspect of solving problems that arise. in a timely manner, such as analyzing trends in the arrival of tourists in each country or region for use in planning to present travel programs in the format that tourists want or analyze economic conditions that may lead to foreign customers that may not meet the target

Including being able to manage various changes that occur, such as reducing prices or creating promotions for customer groups in order to get Thai customers to travel in greater numbers as replacement. or even adjustment from other environments, such as politics or rebellion. The tourism business must plan and solve problems that arise in a timely manner. from offering travel programs in other places instead Including presenting to customers the various values that will be received, which if the business can adapt well, will ultimately result in operations according to the objectives that have been set.

Table 1 Results of Testing Research Hypotheses of Factors Affecting Service Quality of Tourism Businesses in Thailand

Hypothesis	Test Results	
	accept	reject
Hypothesis 1: Entrepreneurial focus Affects competitive advantage	✓	
Hypothesis 2: Technology acceptance It does not affect the competitive advantage.		✓
Hypothesis 3: Entrepreneurial Focus Affecting business innovation	✓	
Hypothesis 4: Technology acceptance It does not affect business innovation.		✓
Hypothesis 5: Business adjustment Affects competitive advantage	✓	
Hypothesis 6: Business adjustment Affecting business innovation	✓	
Hypothesis 7: Market Focus It does not affect the competitive advantage.		✓
Hypothesis 8: Business adjustment Affects competitive advantage	✓	
Hypothesis 9: Competitive advantage affects the service quality of tourism businesses.	✓	
Hypothesis 10: Business innovation Affecting the quality of service of the tourism business	✓	

*B. Summary of the Results of the in-Depth Interview (In-Depth Interview)*

The researcher arranged for in-depth interviews to address issues related to this model. To prove or confirm empirically whether the model presented by the researcher is consistent with the reality that occurs in the service quality model of the tourism business in Thailand or not. The results were concluded that the model that the researcher led Presented as a model that reflects various factors. that affects the service quality of the tourism business Actually in Thailand which is of the same opinion that various factors Whether it is a competitive advantage Business innovation Market focus Technology acceptance Focusing on entrepreneurs and business adjustment All of these have resulted in the creation of a service quality model for the tour business in order to be another option for providing services for the tour business. and increasing the capacity for the service quality model of the tourism business.

Tourism business in Thailand Most are small businesses. Able to operate with quality service in the tourism business. with important driving factors They are arranged according to the weight that affects them, including competitive advantage factors. by tourism business in Thailand Must create an advantage in having lower costs than competitors. Making a difference in service and the ability to meet the needs of customers to achieve maximum satisfaction and to maintain the existing customer base. Including to gain new customers as well. In terms of the entrepreneurial focus factor That is the tourism business in Thailand. The potential that exists within must be brought out and managed for maximum benefit. To be a factor in driving the business to achieve its goals as set forth. There must be a recruitment and selection system. Development and training Keeping employees with the business for as long as possible Next is the technology factor. The tourism business must use technology as a tool to access various information and also use it as a channel for contacting and building relationships with customers. conveniently and quickly to help increase the efficiency and quality of services of the tour business to make progress. and grow even more and finally, it was found that the factors that affect the service quality of the tour business are: in Thailand is business adjustment. The tourism business in Thailand must change. and develop the business to be ready for the changes that occur So that the business can operate with efficiency and the quality of services of the tour business in terms of problem solving. Situation assessment and able to manage changes that occur in a timely manner, as shown in Fig.2

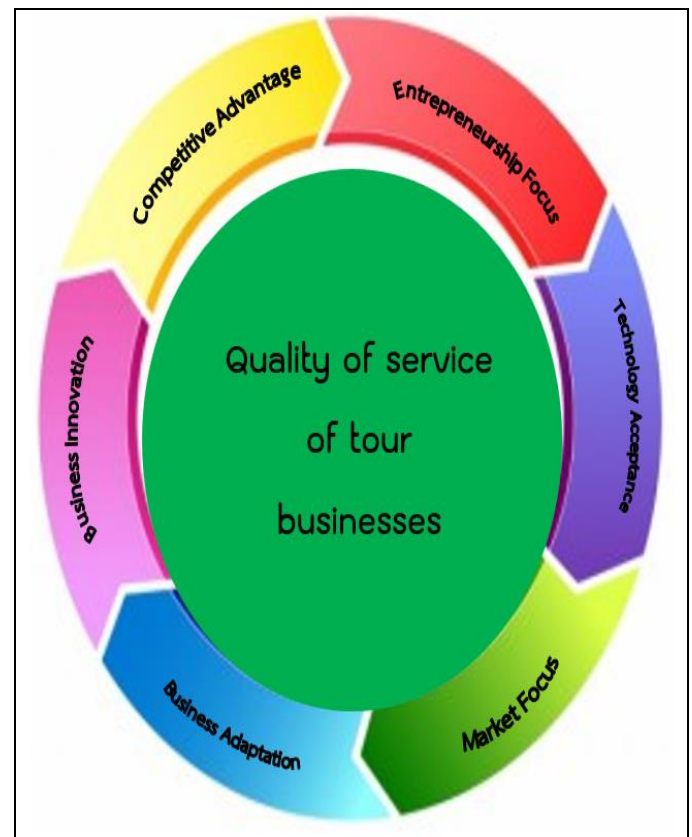


Fig 2 Service Quality Model of Tour Business in Thailand

## V. DISCUSSION

Competitive advantage Directly affecting the service quality of the travel business. This is consistent with the theory of competitive advantage that points out cost reduction, differentiation. and quick response It will give the business an advantage over competitors in the market. and enable the business to operate with quality services in the tourism business (Porter, 1985) and is also in the same direction as Resource-based theory that states that a business's competitive advantage comes from being able to differentiate its existing products/services in order to have a positive effect on the service quality of the tourism business of the business as a whole ( Barney, 1991) and is also consistent with the results of a study by Yang et al. (2018) that found a similar relationship. This finding means that Operations to achieve Thailand's competitive advantage in the tourism business in Thailand consists of 3 aspects: 1) cost reduction It is an operation in the form of reusing existing materials and equipment such as paper, brochures, or vinyl to achieve maximum benefit. Including the use of digital systems to help with storage. Deliver various information and use social media to advertise and promote your business without having to pay a lot of money. It helps reduce the operating costs of the tourism business in Thailand. Compared with the results of operations in the past year 2) Differences The tourism business has various and unique travel programs. It also places importance on providing good after-sales service. Various tools and equipment are decorated to create an identity for providing services to tourists and to make the brand of the business known and popular with tourists. And 3) responding to needs. The tourism business can set the tour program. Expenses according to the tourist budget and can provide information about various tourist attractions to tourists according to their needs All three aspects of operations have a direct impact on the service quality of the tour business's business. In addition, from the study of Do, Nguyen, D'Souza, Bui and Nguyen (2022) who studied the tourism business in Thailand and found that Reducing costs in carrying out various activities or projects, striving to make a difference Including responding to customers' needs quickly. It is important to enable the business to survive efficiently and create quality service from the tourism business to the tourism business.

Technology adoption Affecting the quality of service of the tourism business This is consistent with social exchange theory which states that social media exchange occurs when businesses gain value from engaging in exchanges with customers to benefit the service quality of the business's travel business (Blau, 1964) It is also consistent with the resource-based theory that states that organizations should use resources such as tools, platforms, and online systems available to create benefits for the business so that it can operate with quality service in the tourism business (Barney, 1991) and consistent with the results of a study by (Tajvidi and Karami, 2017) that found the same relationship. This finding means that the use of technology in the tourism business in Thailand which consists of 3 aspects: 1) technological infrastructure Businesses use technology adoption to access information about tourists' needs.

Including access to marketing strategies and information on new tourist attractions both domestically and abroad. 2) Strategic planning Where businesses use technology to interact with customers to attract and attract attention to become customers of the business. and can always sell travel programs from the interactive channels of technology and 3) the aspect of personal learning the business uses technology to care for and communicate with customers during tours. Including using technology to send information on special privileges or promotions, including for public relations. Organizing activities and recreation to build good relationships with customers which the use of technology has Participation in business operations in these three areas directly affects the quality of service of the tour business of the business. In addition, Matikiti, Mpinganjira and Lombard (2018) studied the tour business in South Africa and found that the tour business that uses technology in business operations Able to manage contact between customers and business conveniently and quickly and results in business operations being possible with the quality of services provided by the tourism business but technology does not indirectly affect the service quality of the travel business. through competitive advantage This is consistent with Lin and Geertman (2019) and Chen & Lin (2021) who stated that technology is one of the important factors. of the current business to communicate and build relationships with customers And of course these things will to create the quality of service of the tourism business directly to the business There is no need to rely on any other factors.

Entrepreneurial Focus Affecting the quality of service of the tourism business This is consistent with the study of Ruiz et al. (2017) which found a similar relationship. This is consistent with human capital theory which states that humans are the capital that can drive an organization to prosper. The business must be selected. Value is added from providing education or training, retaining and using those available human capital to their fullest potential. To lead the business to the goals that have been set (Becker, 2009) and is also consistent with the resource-based theory that states that humans are one of the tangible resources. which business must be managed and developed So that humans are an important driving force in running business efficiently. and service quality of the tourism business (Barney, 1991). This finding means that Focusing on entrepreneurs in the tourism business in Thailand, which consists of 3 aspects: 1) Risk daring. The business has specified qualifications for those who will work in various departments. They must have good knowledge and experience in that field. The acquisition of employees who Having those qualities, the business has used recruitment channels such as having private companies find people with the qualifications the business needs. After that, employees have been selected by testing their knowledge, understanding and good attitude about the tourism business. 2) Proactive operations the business has allocated a budget for expenses in this area, affecting the development of employees in internal and external training based on knowledge that is consistent with the constantly changing situation and 3) innovation capabilities. The business has provided opportunities for employees to choose to do work that they are good at and like. There is also a path for



advancement and career stability for employees. Including paying compensation both in the form of money and welfare to employees equal to or higher than what the labor market requires. This is the result of operations in focusing on entrepreneurs in these 3 areas, the quality of service of the tour business of the tour business. in Thailand directly and the results from operations in all 3 areas also result in business innovation. This affects the quality of service of the tour business of the tourism business in Thailand. In addition, from the study of HAREEBIN (2020) which conducted a study on the focus on entrepreneurs. In the tourism business in Thailand, it was found that focusing on entrepreneurs is important. Business operations but the results of this study found that focusing on entrepreneurs does not indirectly affect the service quality of tourism businesses through business innovation. From an interview with the tourism business committee, it was found that Most tour business operators in Thailand do not give importance to creating innovations that will bring quality of service to the tour business. The tour business certainly gives importance to focusing on entrepreneurs, but it also places importance on taking care of employees. or provide training but it does not encourage those human capital to innovate. In order to be a driving force for the quality of services provided by the tourism business and businesses indirectly (Khemchanidapa Ritthikan and the committee of the Songkhla Provincial Tourism Business Association, interview on 1 December 2022)

Business adjustment Affecting the quality of service of the tourism business This is consistent with the study of Chowdhury et al. (2019) which found a relationship in same characteristics It is also consistent with situational organization theory. That said, proper organization It should be an organization with structures and systems that are consistent with reality. There is an analysis of the situation. to be used to adjust appropriately at all times to create the quality of service of the tour business in the overall business. Scionlidson, 2001) and is also consistent with resource-based theory that states that organizations should focus on Rapid market changes Including having to adapt to various changing situations that occur in a timely manner. So that the business can survive in every situation and operate to have quality service in the tourism business (Barney, 1991). This finding means that the adjustment of the tourism business in Thailand of Thailand It consists of 3 aspects: 1) Problem solving. The business has principles or clear guidelines Able to solve various problems that arise quickly, promptly, accurately and to the point. 2) Situation assessment the business evaluates and analyzes customer needs, evaluates and analyzes the current situation and trends that will occur in the future, and can analyze competitors' marketing strategies in a timely manner and adjust their marketing strategies. business appropriately and 3) change management the business has followed up on Changes occurring outside the business Understanding is created for employees so that they are ready for the changes that occur. Including managing changes that occur in a timely manner, which adjustments in these 3 areas of business affect the quality of service of the tour business of the tour business in Thailand. In addition, Parsons, Brown, Nalau and Fisher (2018) Study

of the tourism business in Samoa Pacific island countries have also found that business adaptation plays an important role in the quality of tourism business services for the sustainable survival of the tourism business. But from this study, it was found that business adjustment does not have an indirect effect on the service quality of the tourism business through business innovation. From an interview with the tourism business committee, it was found that Most tourism businesses in Thailand do not give importance to innovation. which although businesses need to adapt but it is an adjustment in another sense. or other issues, such as changing the focus on customer groups or downsizing the organization Therefore, business adjustment does not indirectly affect the service quality of the tourism business through business innovation (Khemchanidapa Ritthikarn and the committee of the Songkhla Provincial Tourism Business Association, interview date 1 December 2022)

Business innovation Tourist business in Thailand is the majority of the sample group, namely business owners. and the business is small as a result, businesses are unable to develop innovations. and from the interview which is the tourism business committee found that Innovation does not affect the quality of service provided by the tourism business of the business. This is because most travel businesses in Thailand are family businesses. Use a traditional business model and have relatively little knowledge and understanding about innovation Therefore, there is no emphasis on creating innovations that will create service quality in the tourism business for the tourism business. and viewed that innovation is not yet necessary to create service quality in the tourism business much to the tourism business. Songkhla (Khemchanidapa Ritthikarn and the association committee Tourism business in Songkhla province, interview on 1 December 2022) and also found a relationship in the same characteristic from the study of Puspita, Christiananta & Ellitan (2020) is that business innovation does not affect the service quality of the tourism business of the business. But it was found that business innovation indirectly affects the service quality of tourism businesses through competitive advantage. This is in line with the innovation theory which states that creating innovation will create a competitive advantage within the organization and from this advantage will ultimately affect the service quality of the tourism business (Schumpeter, 1934) and Resource-based theory that states that organizations should provide the importance of available resources To be used to create valuable innovations to give businesses an advantage. competitive That will have a positive effect on the quality of service of the tourism business in the long run (Barney, 1991) and is also consistent with with the results of other studies that found a similar relationship (Udriyah et al., 2019). This finding means that operations in activities related to business innovation in the tourism business in Thailand consist of 3 areas. Including 1) service innovation the business supports and encourages all employees to find new ways to serve tourists more conveniently and quickly. Including investing in tools. Modern innovative equipment is used to serve tourists in order to gain satisfaction. and achieve maximum safety 2) Organizational innovation the business has restructured its organization and management to be in line with Change

situations that occur, such as adding a department/department and there is always procurement and use of modern technology equipment and tools to use in business operations. 3) Research and development. The business searches for information and research related to the tourism business. To apply in business operations, it also includes collecting information about tourists' satisfaction or needs in order to improve service provision to be appropriate in order to use research results to develop the organization to be more efficient. The actions related to business innovation in these three areas create a competitive advantage. This can affect the service quality of the tour business in Thailand. In addition, from the study of Sandybayev and Houjeir (2018) who studied the innovation of the tour business in the United Arab Emirates and It was discovered that innovation is the source of creating competitive advantage and is used as a tool to lead the business to reach the goals of efficiency and service quality of the tourism business that have been set.

**Market focus** Most tourism businesses are small businesses. Therefore, we do not attach much importance to focusing on the market. And from an interview with the tourism business committee, it was found that Most tourism businesses view that focusing on the market does not directly help the tourism business to improve the service quality of the tourism business (Khemchanidapa Ritthikarn and the committee Songkhla Provincial Tourism Business Association, interview on December 1, 2022), which is consistent with the results. Another study by Garg and Gupta (2020) studied organizations in the Indian business sector and found that market focus did not affect the service quality of travel businesses. Because it is a small business organization There are quite a few activities that demonstrate social responsibility. and the results of those actions do not result in the business being able to grow. But market focus indirectly affects the service quality of tourism businesses through competitive advantage. This is in line with the stakeholder theory which states that a business that considers every stakeholder group will result in the business being able to operate efficiently, creating a competitive advantage that will affect service quality of the tourism business as well (Freeman, 1984). It is also consistent with the resource-based theory that states that businesses with operations that are Corporate social responsibility will give the business an advantage over competitors in the market and affect the service quality of the tourism business as a whole (Barney, 1991) and is consistent with the study of Villegas et al. (2018) ) and Jang et al. (2019) who said that Actions that demonstrate corporate social responsibility make the business gain the attention of customers. Which, of course, creates an advantage in Carry out various operations above competitors in the market. And this advantage will ultimately affect the service quality of the tour business. This finding means that Carrying out activities that demonstrate market focus of the tourism business in Thailand Which consists of 3 aspects: 1) customer focus the business protects and preserves the interests of tourists with transparency and fairness, and strictly adheres to promises made to tourists during tours. and provide good care and attention to tourists as if they were their own family and friends. 2) Focus on competitors the business supports the purchase of products/services by the

community. Creating cooperation with the public in tourism to provide the community with sustainable income. Including having good relationships with local agencies to help develop community infrastructure to be ready to support tourism and 3) coordination within the organization. which the business focuses on maintenance and protect tourism resources. The rules and regulations of various tourist attractions are strictly followed. and regularly participate in activities to restore the natural resources of tourist destinations. Activities that demonstrate market focus in these 3 areas have resulted in a competitive advantage. This affects the service quality of the tour business in Thailand. It is also in the same direction as the research of Kubareva, Maliarchuk and Pohuda 2018) who studied the market focus of the tour business. In Ukraine, it was found that tour businesses in Ukraine give importance to business responsibility that affects customers, communities, society, and the environment. Including having guidelines for carrying out various operations with transparency will lead to a competitive advantage and result in the business being able to operate with quality services in the tourism business.

**Service quality of travel businesses** Considering the results of the analysis, it was found that Most of the tourism businesses in Thailand in the sample are business owners. And that business is small. Most of them run family businesses. There is a traditional business operation. In addition, there is still a lack of knowledge and understanding in inventing or bringing innovations into use in the tourism business. In addition, the study also found that the market focus It does not affect the service quality of the tour business of the tourism business in Thailand. For reasons similar to business innovation factors That is, most of the sample had small businesses. and views investment as an expression of market focus of a small business does not bring benefits or a good image that will affect the quality of services of the tour business for their business.

## VI. SUGGESTIONS FOR FURTHER RESEARCH

### ➤ *Suggestions*

- **Competitive advantage** Training and knowledge should be organized so that the business sector has knowledge in reducing costs. Making a difference to the business so that It is attractive to tourists. Including inviting speakers with knowledge and ability to transfer knowledge. to the tourism business continuously To make the business more effective and can be self-reliant and sustainable
- **Entrepreneurial focus** Education should be given importance to create knowledgeable personnel. and has sufficient ability to meet the needs of the tourism business
- **Technology acceptance** The development of platforms for providing knowledge should be accelerated. and promote tourism in line with the currently changing social media usage patterns.
- **Business adjustment:** Seminars should be organized to learn lessons from tourism businesses both domestically and abroad. Analyze and suggest guidelines for adapting to the tourism business.

- Business innovation It is a factor that affects the service quality of tourism businesses in Thailand. Entrepreneurs or tour business executives should give importance to innovation in services. organizational innovation
- Market focus Marketing communications with customers Employees should be encouraged to develop themselves, such as knowledge in various types of tourism programs.
- Service quality of travel businesses Maintaining the quality of service of the good tourism business of the tourism business in Thailand Therefore, it is necessary to give importance to competitive advantage. Entrepreneurial Focus technology adoption and business adjustment.

➤ *Suggestions for Next Research*

- In studying the relationship of factors affecting the service quality of tour businesses in Thailand, other factors that affect the service quality of tour businesses in Thailand should be studied. In addition to what was done in this study.
- Due to the past The government sector has provided assistance to tourism businesses in many ways. But there are still quite a few studies linked to government assistance in the tourism business context. Therefore, related factors such as government support factors should be studied. To check whether the various policies that the government has provided to assist the tourism business have helped develop the tourism business to be able to operate effectively or not.
- From the past COVID-19 epidemic situation, it was found that The travel business is one of the businesses that are greatly affected by this epidemic. Therefore, risk management factors that affect the effectiveness of the tourism business in Thailand should be studied. In order to obtain various findings that may serve as guidelines for developing the tourism business to be effective in the future..

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