THE IMPACT OF THE SERVICE QUALITY AND COMPETITIVENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A DEVELOPING MODEL FOR THAILAND'S WELLNESS HOTEL INDUSTRY

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A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Management)

Graduate School, Siam University

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DECLARATION

I, LI HAO, hereby declare that the work embodied in this dissertation entitled "The Impact of the Service Quality and Completeness on Organizational Performance: A Developing Model for Thailand's Wellness Hotel Industry" is result of original research and has not been submitted for a higher degree to any other universities or institutions.

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ABSTRACT

Title : The Impact of Service Quality and Competitiveness Management on Organizational Performance: A Developing Model for Thailand's Wellness Hotel Industry

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This study aimed to examine the relationship among Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP) in Thailand's wellness hotel industry. The objectives were: 1) to investigate the effect of Competitiveness Management on Service Quality Management; 2) to examine the effect of Service Quality Management on Organizational Performance; 3) to assess the direct effect of Competitiveness Management on Organizational Performance; and 4) to determine whether Service Quality Management mediates the relationship between Competitiveness Management and Organizational Performance. A mixed-methods approach was used in this study. Quantitative data were collected from 270 managers in Thailand's wellness hotel industry through structured questionnaires, while qualitative data were obtained from 9 key informants through in-depth interviews. The quantitative data were analyzed using descriptive statistics, Confirmatory Factor Analysis, and Structural Equation Modeling, while the qualitative data were used to support the interpretation of the quantitative findings.

The descriptive findings showed that all three main variables were rated at the "Agree" level. Service Quality Management received the highest mean score ($\bar{x} = 3.78$), followed by Organizational Performance ($\bar{x} = 3.75$) and Competitiveness Management ($\bar{x} = 3.58$). The hypothesis testing results revealed that Competitiveness Management had a significant positive effect on Service Quality Management ($\beta = 0.759$), and

Service Quality Management had a significant positive effect on Organizational Performance (β = 0.744). Competitiveness Management also had a direct positive effect on Organizational Performance (β = 0.248). In addition, Service Quality Management played a partial mediating role in the relationship between Competitiveness Management and Organizational Performance, with an indirect effect of 0.565, accounting for approximately 69.5% of the total effect. These results suggested that wellness hotels could improve organizational performance by strengthening both competitive capabilities and service quality practices. Moreover, the qualitative findings indicated that Thailand's 6 leading wellness hotels illustrated a full spectrum of wellness delivery models. Despite their differences, all cases affirmed one core principle: Competitiveness management created potential, Service Quality Management converted potential into experience, and Organizational Performance represented the realized success. Altogether, the study highlighted the importance of integrating Competitiveness Management and Service Quality Management as key drivers for sustainable performance development in Thailand's wellness hotel industry.

Keyword: competitiveness management, service quality management, organizational performance

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TABLE OF CONTENTS

	Page
Abstract	(I)
Acknowledgement	(III)
Table of Contents	(IV)
List of Tables	(VI)
List of Figures	(VIII)
Chapter 1 Introduction	**1**
1.1 Background of the Problem	1
1.2 Significance of the Problem	3
1.3 Research Questions	5
1.4 Research Objectives	6
1.5 Research Framework	6
1.6 Hypotheses	6
1.7 Scope of the Study	7
1.8 Expected Results	8
1.9 Definition of Key Terms	9
Chapter 2 Literature Review	**12**
2.1 Success in Hotel Industry	13
2.2 Concepts and Theories Related to Success in Competitiveness Management	28
2.3 Concepts and Theories Related to Service Quality Management	36
2.4 Concepts and Theories Related to Organizational Performance	52
2.5 Relationship among Competitiveness Management, Service Quality Management and Organizational Performance	56
2.6 Relevant Research	59
2.7 Conceptual Framework, Operational Definition, Hypothesis and Explanation of Hypothesis	66
Chapter 3 Research Methodology	**74**
3.1 Research Design	74

3.2 Population and Sample 75
3.3 Research Tools 80
3.4 Quality of Research Tools 83
3.5 Data Collection 85
3.6 Data Analysis 85
3.7 Research Ethics 87

Chapter 4 Research Results and Analysis 88
4.1 Symbols and Abbreviations 89
4.2 Descriptive Statistical Analysis of Respondents' Basic Characteristics 91
4.3 Descriptive Statistical Analysis of Variables 93
4.4 Structural Validity Assessment via CFA 117
4.5 Structural Relationship Analysis and Hypothesis Testing 123
4.6 Summary of Quantitative Data Analysis 129
4.7 In-depth Interview Data Analysis 131
4.8 Integration of Quantitative and Qualitative Analysis Results 158

Chapter 5 Research Conclusion, Discussion and Recommendation 167
5.1 Research Conclusion 167
5.2 Discussion 177
5.3 Recommendation 189

Bibliography 196
Appendix 202
Curriculum Vitae 235

LIST OF TABLES

Table		Page
1.1	Wellness Economic Sectors in Thailand 2017-2020	2
2.1	Definitions of Service Quality Factors	40
2.2	Criteria for Customer Service Quality	42
2.3	Indicators of Service Quality Dimensions	46
2.4	Summary of Related Research	62
2.5	Summary of the Theory of Competitiveness Management	63
2.6	Summary of the Theory of Service Quality Management	64
2.7	Summary of the Theory of Organizational Performance	65
3.1	Number of Certified GREEN Health Hotels in Thailand, Classified by Province	76
3.2	Number of Distributed Questionnaires	79
3.3	Questionnaire Design	81
4.1	Abbreviations and Meanings	90
4.2	Basic Demographic Characteristics of Respondents (n = 270)	92
4.3	Descriptive Statistics of Main Variables	94
4.4	Descriptive Statistics of Components of Competitiveness Management	95
4.5	Descriptive Statistics of Factor Condition in Competitiveness Management	95
4.6	Descriptive Statistics of Demond Condition in Competitiveness Management	96
4.7	Descriptive Statistics of Related and Supporting Industries in Competitiveness Management	98
4.8	Descriptive Statistics of Firm Strategy, Structure and Rivalry in Competitiveness Management	98
4.9	Descriptive Statistics of Chance in Competitiveness Management	100
4.10	Descriptive Statistics of Government in Competitiveness Management	101
4.11	Descriptive Statistics of Components of Service Quality Management	104

4.12	Descriptive Statistics of Reliability in Service Quality Management	104
4.13	Descriptive Statistics of Assurance in Service Quality Management	106
4.14	Descriptive Statistics of Tangibles in Service Quality Management	107
4.15	Descriptive Statistics of Empathy in Service Quality Management	108
4.16	Descriptive Statistics of the Responsiveness in Service Quality Management	109
4.17	Strengths and Weaknesses of Service Quality Management Components	110
4.18	Descriptive Statistics of Components of Organizational Performance Factor Variables	111
4.19	Descriptive Statistics of Leadership Competency in Organizational Performance	112
4.20	Descriptive Statistics of Functional Competency in Organizational Performance	113
4.21	Descriptive Statistics of Knowledge Competency in Organizational Performance	114
4.22	Descriptive Statistics of Skill in Organizational Performance	114
4.23	Descriptive Statistics of Trait in Organizational Performance	115
4.24	Strength Linkages of Variables	117
4.25	Goodness-of-Fit Indices for the Initial Measurement Model	118
4.26	Reliability and Convergent Validity	118
4.27	Discriminant Validity (Fornell–Larcker Criterion)	119
4.28	Structural Relationship Analysis and Hypothesis Testing	123
4.29	Results of Hypothesis Testing for the Structural Relationships	125
4.30	Coefficients of Determination (R^2) for Endogenous Construct	128
4.31	Competitiveness Management (CM) Comparison Matrix	137
4.32	Service Quality Management (SQM) Comparison Matrix	145
4.33	Organizational Performance (OP) Comparison Matrix	153
4.34	Integration of Quantitative and Qualitative Analysis Results	162

LIST OF FIGURES

Figure		Page
1.1	Conceptual Framework	6
2.1	Thai and Foreign Hotel Networks	18
2.2	Amatara Welleisure Resort	26
2.3	Anantara Siam Bangkok Hotel	27
2.4	Diamond Model	33
2.5	Infrastructure of Gronroos Theory	39
2.6	SERVQUAL Model (1988)	44
2.7	SERVOUAL Model (1985)	48
2.8	Iceberg Model	54
2.9	Conceptual Framework	66
4.1	Structural Equation Model: SEM	121
4.2	The Emotional Bridge Model for Thailand's Wellness Hotel Industry	165

CHAPTER 1
INTRODUCTION

1.1 Background of the Problem

Health and wellness tourism is a rapidly growing sector within the global tourism industry. Between 2014 and 2018, the number of international travelers for primary health purposes increased from 48,000 to 144,000. It is estimated that there will be 14 million travelers worldwide, with an average cost per trip per person ranging from US$3,800 to $6,000 (Eye for Travel, 2018). According to the Global Wellness Economy Monitor report (2020), the wellness industries in Asia-Pacific, North America, and Europe together accounted for 90% of the global wellness economy. This indicates that the wellness sector is a significant contributor to economic activity in these regions and is likely to continue expanding.

Wellness tourism, which involves traveling to maintain, enhance, or practice good health, is becoming increasingly popular and innovative. The Global Wellness Institute (GWI) projects that wellness tourism will grow at an average annual rate of 7.5% until 2022, leading the overall global tourism industry's growth rate of 6.4%. The GWI defines wellness as the active pursuit of activities, choices, and lifestyles that contribute to overall health. This includes multiple dimensions, such as physical, mental, emotional, spiritual, social, and environmental. From 2017 to 2019, the global wellness economy grew at an annual rate of 6.6%, reaching $4.9 trillion, significantly higher than the global economic growth of 4.0% (excluding the impact of the COVID-19 pandemic in 2020). Focusing on the medical tourism industry is particularly promising for the ASEAN region. Globally, the medical tourism market was valued at an estimated US$36.9 billion in 2018 (Rojanastien, 2022).

Thailand leads the ASEAN region with 3.2 million health tourists annually, capturing 50% of the patient share. Moreover, the wellness tourism market in Thailand was valued at approximately US$16,945 million in 2019, as shown in Table 1.1(Global Wellness Institute, 2023). In 2017, Thailand led the ASEAN region in patient trips (12.5 million) and patient expenditures (US$12 billion). The global wellness market value increased from $4.2 trillion in 2017 to $4.8 trillion in 2019, growing at an average annual rate of 6.6%, surpassing the global economic growth rate of 4%. Despite the disruptions

caused by the COVID-19 pandemic in 2020, the wellness economy is expected to recover and grow at an impressive 9.9% annual rate through 2025, reaching $7 trillion. Thailand was ranked as the second most popular destination for wellness tourism globally, after Australia (Global Wellness Institute, 2023). Additionally, Thailand is ranked fourth in overall medical tourism spending and is the only Southeast Asian nation among the top 15 out of 118 countries assessed by the International Monetary Fund (IMF). This presents significant opportunities for the growth of Thailand's wellness economy, especially as tourism and travel rebound post-COVID-19.

Table 1.1

Wellness Economic Sectors in Thailand 2017-2020

Wellness economic sectors in Thailand 2017, 2019, 2020	Market Size(US $ millions)			Average AnnualGrowth Rate	
	2017	2019	2020	2017-2019	2019-2020
Wellness Tourism	$12,018.4	$16.945.4	$4,694.7Rank: #15	18.70%	-72.30%
Physical Activity	$2,703.0	$3,512.7	$2,910.5Rank: #28	14.00%	-17.10%
Wellness Real Estate	$277.0	$353.5	$388.6Rank: #32	13.00%	9.90%
Spas	$1,317.4	$1,631.4	$1,053.9Rank: #15	11.30%	35.40%
Traditional & ComplementaryMedicine	$2654.2	$3,211.9	$2,833.2Rank:#17	10.00%	-11.80%
Healthy Eating, Nutrition& Weight Loss	$7,391.9	$8,925.4	$8.662.5Rank: #18	9.90%	2.90%
Personal Care & Beauty	$5,584.0	$6,745.6	$6,5231Rank #27	9.90%	3.30%
Thermal/Mineral Springs	$16.9	$19.9	$13.1Rank: #67	8.80%	-34.50%
Public Health, Prevention,& Personalized Medicine	$1,490.9	$1,631.0	$1,737.2Rank: #24	4.60%	6.50%
Workplace Wellness	$122.5	$125.4	$121.8Rank: #39	1.20%	2.90%
Wellness Economy	**$33,376.5**	**$43,049.3**	**$28,961.2Rank: #24**	**13.60%**	**-32.70%**

Source: Adapted from Global Wellness Institute (2023).

The Tourism Authority of Thailand (TAT) highlights the need for a strategic shift in planning to attract foreign tourists. As tourist behaviors evolve, Thailand must adapt to remain competitive in the global tourism industry. Countries such as Japan, Vietnam, and Singapore, are formidable competitors, each with distinct strategies to attract tourists. China and Europe also present significant competition with their historical landmarks and diverse landscapes.

Specifically, Thailand is renowned for its sandy beaches and natural beauty, but is also gaining a reputation as a health tourism destination. Modern, internationally accredited hospitals, a cosmopolitan reputation, and a favorable geographic location contribute to this growing recognition. According to Mr. Krod Rojanastein, President of the Spa Association of Thailand, the future of Thai health tourism is at a crossroads. Thailand's advantages for medical travel include affordable treatment costs, excellent quality of care, and ideal locations for rest and recovery. The number of people engaging

in health and wellness tourism is expected to increase to 27.7 million by 2022 (Rojanastien, 2022).

Wellness tourism primarily offers high-quality wellness facilities, products, and services. The main objective of the wellness program is to keep tourists/customers staying and enjoying themselves. Focusing on the wellness hotel category is positively influenced by government tourism policies. Post-COVID-19, the government focuses on attracting high-quality tourists who stay longer and spend more. The trend towards maintaining physical well-being has increased due to the COVID-19 pandemic, which highlighted the importance of health and wellness.

1.2 Significance of the Problem

The wellness services trend has extended to wellness tourism, where individuals seek health-oriented experiences while traveling. This trend is expected to gain even more popularity as the COVID-19 situation improves. Thailand possesses commendable natural resources and cultural heritage, distinguishing it from other nations. Despite these strengths, the wellness hotel industry in Thailand has not attained a prominent global position due to various factors, including deficiencies in human resource management, leadership, organizational management, and competitiveness. Limited government support has also hindered the industry's growth. Issues within the wellness hotel industry's management framework have contributed to its challenges. (Global Wellness Institute, 2023)

Given the current economic recession and increasing competition, it is crucial for organizations to manage costs effectively while achieving continuous growth. Organizational leaders must be able to manage their organizations carefully. Studying the business environment and analyzing competitiveness management in line with business strategies are essential to achieving competitive advantage and success. This stagnation is driven by three management gaps:

1. The Paradigm Shift: From "Entry-Level" to "Holistic" Wellness Models: The first significant challenge is the failure of traditional management frameworks to adapt to post-pandemic consumer behaviors. Historically, many Thai operators categorized wellness as a mere supplementary service—specifically "entry-level wellness" consisting of a conventional hotel with a spa. However, contemporary wellness

necessitates an integrated approach. Source evidence highlights that guests now seek emotional restoration and "Holistic Healing" rather than service transactions. There is a visible deficiency in organizational structures that fail to bridge the gap between material luxury and the "Active Pursuit" of health. Without a shift toward an integrated model, Thai hotels remain trapped in a reactive mindset that cannot sustain long-term competitive advantage.

2. The Mediation Disconnect (Strategic Resources versus Service Execution): A substantial theoretical gap exists in how organizations translate "Strategic Competitiveness" into "Service Quality". While the industry excels in physical factors, such as strategic locations, there is a disconnect in how these resources are operationalized in service delivery. Under the Resource-Based View (RBV), competitive advantage is only realized when strategic initiatives are channeled through a robust execution mechanism. The proposed model demonstrates that Service Quality Management (SQM) acts as the critical mediator. Without superior service dimensions like "Empathy" and "Reliability," an organization's natural assets remain underutilized and fail to yield measurable performance gains. Moreover, a key aspect of this study is the impact of service quality management and competitiveness management on organizational performance. Service quality management in the wellness hotel industry involves the continuous assessment and improvement of service standards to meet or exceed customer expectations. High service quality can enhance customer satisfaction, loyalty, and positive word-of-mouth, all of which are critical to the success of wellness hotels (Parasuraman et al., 1985).

3. The "Intelligence Gap" in Leadership and Market Adaptability: The most critical empirical concern is the lack of data-driven market intelligence. While hotel leaders possess high "Knowledge Competency," they struggle with "Leadership Adaptability" amid rapid industry shifts. This lag in agility is directly correlated with the study's lowest-scoring dimension, "Continuous Monitoring of Customer Needs," which remains at a neutral level. This indicates a reliance on past managerial experience rather than real-time data. In a landscape where regional competitors deploy data-centric strategies, this reactive approach poses a severe risk. Moreover, competitiveness management involves strategic initiatives to maintain or improve a hotel's market position relative to competitors. This includes adopting innovative practices, investing in staff training, and enhancing the overall guest experience (Porter, 1980). Effective

competitiveness management can lead to a stronger market presence, higher occupancy rates, and increased revenue.

On the other hand, competitiveness management and organizational performance management in the wellness hotel industry are influenced by the extent to which these two management aspects are integrated and implemented. A hotel that excels in service quality and competitiveness is likely to see improvements in financial performance, customer retention, and market share (Barney, 1991). Moreover, the synergy between service quality and competitiveness can drive sustainable growth and long-term success in the wellness hotel industry. For instance, wellness hotels that offer unique health and wellness programs, coupled with exceptional service, can differentiate themselves from competitors and attract a loyal customer base. Additionally, investments in staff training and development can ensure that the hotel staff is equipped to deliver high-quality services, further enhancing the hotel's competitive edge.

Therefore, developing a causal relationship model that integrates Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP) is a strategic imperative. This study provides a "Strategic Roadmap" to move the industry from operational adequacy toward innovation-driven excellence, ensuring that Thailand's wellness hospitality sector can successfully transform its cultural capital into sustainable, world-leading performance.

1.3 Research Questions

While finding theoretical support to the research problem stated above and to address the challenges identified in Thailand's wellness hotel industry, this study sought to answer the following research questions:

1. How does competitiveness management directly and indirectly impact organizational performance through the mediating role of service quality management?

2. How do executives and experts in high-performance wellness hotels implement in-depth strategic integration of competitiveness management through service quality management mechanisms to create transformative wellness experiences and ensure organizational performance success?

1.4 Research Objectives

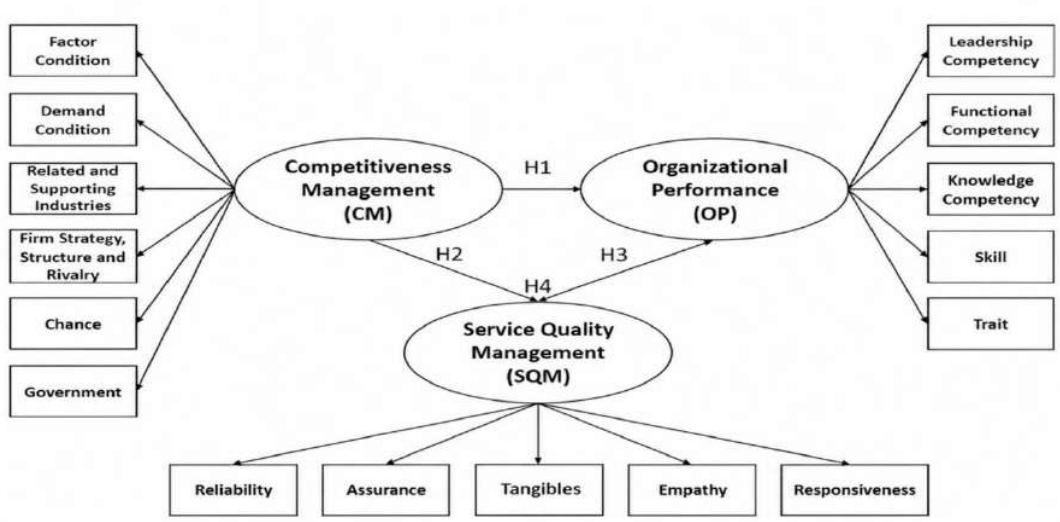
1. To investigate the impact of competitiveness management and service quality management on organizational performance of wellness hotel businesses in Thailand.

2. To investigate the mediating role of service quality, in the relationship between competitiveness management, and organizational performance in Thailand's wellness hotel industry.

3. To develop practical recommendations on the strategic integration of competitiveness management through service quality management mechanisms in fostering transformative wellness experiences and driving organizational performance within wellness hotel businesses in Thailand.

1.5 Research Framework

Figure 1.1 *Conceptual Framework*



1.6 Hypotheses

H1 : Competitiveness management has a direct effect on organizational performance in wellness hotel businesses in Thailand.

H2: Competitiveness management has a direct effect on service quality management in wellness hotel businesses in Thailand.

H3: Service quality management has a direct effect on organizational performance in wellness hotel businesses in Thailand.

H4: Service quality management mediates the relationship between competitiveness management and organizational performance in wellness hotel businesses in Thailand.

1.7 Scope of the Study

This research employed a mixed-methods approach, integrating quantitative and qualitative methods to provide a comprehensive understanding of the proposed causal model. The scope of the study was delineated into the following four dimensions:

1) Scope of Area

The quantitative research focused on wellness hotels in Thailand that have been assessed for health and environmentally friendly hotel standards by the Department of Health, Ministry of Public Health, in 2024, totaling 765 hotels.

2) Scope of Population

The population comprised 765 Health and Green Hotels officially certified nationwide in 2024. For data collection, the researcher first identified the target population at the hotel level and then developed an operational sampling frame from available, contactable hotel lists in the wellness hospitality sector. The accessible list used in this research included hotels categorized as wellness/spa/eco hotels and medical/holistic wellness resorts, which served as the practical contact base for distributing the questionnaire.

The unit of analysis at the organizational level was the hotel, whereas the unit of response was the individual. Respondents included administrative personnel, managers, executives, and other stakeholders who had direct knowledge of hotel management, service quality practices, and competitiveness in the wellness hotel industry. In some cases, multiple respondents were recruited from the same hotel if they met the inclusion criteria. Using the Taro Yamane formula with a 0.05 margin of error, the minimum required sample size from a population of 765 hotels was 263 respondents. The study employed purposive sampling to ensure that all respondents had direct experience relevant to the operation and management of wellness hotels in Thailand.

For qualitative phase, the study involved in-depth interviews with 9 key informants. This group consisted of wellness hotel operators, managers, senior executive staff, and scholars specializing in wellness hospitality hotels, selected through purposive sampling to provide expert insights.

3) Scope of Variables

The theoretical scope is defined by the causal relationships within the research framework, comprising the following constructs:

- Independent Variable: Competitiveness Management (CM), measured across six sub-dimensions: Factor Conditions, Demand Conditions, Related and Supporting Industries, Firm Strategy, Structure and Rivalry, Chance, and Government.
- Mediating Variable: Service Quality Management (SQM), evaluated through five service dimensions: Reliability, Assurance, Tangibles, Empathy, and Responsiveness.
- Dependent Variable: Organizational Performance (OP), assessed via five competency-based dimensions: Leadership Competency, Functional Competency, Knowledge Competency, Skill, and Trait.

4) Scope of Time

The duration of this study spanned from December 2023 to June 2026.

1.8 Expected Results

The expected outcomes of this study include:

1. A comprehensive understanding of the factors contributing to the success of the wellness hotel industry in Thailand.

2. Practical recommendations for improving service quality management, competitiveness management, and organizational performance in the wellness hotel industry.

3. Strategies for enhancing Thailand's position as a leading destination for wellness tourism.

1.9 Definition of Key Terms

Wellness Hotel refers to a hotel that caters to guests motivated to maintain and promote health and well-being. Such hotels provide services that support physical health, mental well-being, relaxation, healthy food, a good environment, and personal responsibility for health. In this study, wellness hotels are hotels in Thailand that meet recognized health and environmental standards and provide wellness-related services as part of their hospitality offerings.

Wellness Tourism refers to travel undertaken to maintain, improve, or promote one's health and well-being through wellness-oriented products, services, and experiences offered during the trip.

Health Promotion Tourism refers to travel undertaken to visit preferred tourist destinations while also allocating time to participate in activities that promote physical, mental, and overall well-being.

Competitiveness Management (CM) refers to the strategic initiatives and structural arrangements designed to enhance an organization's ability to compete effectively in the market. It includes analyzing market dynamics, strengthening linkages with supporting units, and leveraging available resources to develop high-value products and services. In this study, Competitiveness Management is operationalized through six sub-dimensions based on Porter's Diamond Model: **Factor Condition, Demand Condition, Related and Supporting Industries, Firm Strategy, Structure and Rivalry, Chance, and Government.**

Factor Condition refers to the internal and national resource base that supports a hotel's competitiveness, including human, physical, knowledge, and capital resources, as well as infrastructure.

Demand Condition refers to the nature, level, and sophistication of market demand that encourage the organization to improve products, services, and innovation in response to customer needs.

Related and Supporting Industries refers to the presence of supporting industries and network linkages that strengthen the hotel's value chain and enhance competitive advantage.

Firm Strategy, Structure, and Rivalry refers to how the organization is managed, structured, and strategically positioned, including how it responds to domestic competition and sets organizational goals to enhance competitiveness.

Chance refers to unforeseen events or opportunities that may affect the organization's competitiveness and create either constraints or advantages in the market.

Government refers to the influence of government policies, regulations, protections, taxation, and public support mechanisms on the hotel's competitive environment and business development.

Service Quality Management (SQM) is the systematic process of managing and improving service delivery to meet or exceed guest expectations. This study emphasizes personnel's ability to provide accurate, trustworthy, responsive, and empathetic service, supported by appropriate physical facilities and a secure service environment. It is measured through five sub-dimensions based on the SERVQUAL model: **Reliability, Assurance, Tangibles, Empathy**, and **Responsiveness**.

Reliability refers to the service provider's ability to deliver services accurately, dependably, and as promised from the outset of the service process.

Assurance refers to the knowledge, courtesy, credibility, and professional behavior of service personnel that create confidence and trust among service recipients.

Tangibles refer to the physical appearance of facilities, equipment, personnel, and communication materials that help customers clearly perceive service quality.

Empathy involves caring, individualized attention, accessibility, and an understanding of each service recipient's specific needs.

Responsiveness refers to employees' willingness and readiness to provide prompt service, solve problems quickly, and meet customer needs efficiently.

Organizational Performance (OP) refers to outcomes that reflect the organization's efficiency and effectiveness across multiple competency-based dimensions. In this study, Organizational Performance is viewed through the lens of the Iceberg Model, which encompasses both visible competencies and deeper personal attributes that drive long-term success and sustainability. It is measured by five sub-dimensions: **Leadership Competency, Functional Competency, Knowledge Competency, Skill**, and **Trait**.

Leadership Competency refers to the ability of organizational leaders to guide, direct, motivate, and make appropriate decisions to achieve organizational goals.

Functional Competency refers to the ability to perform job duties effectively in line with the specific functions and responsibilities of the role.

Knowledge Competency refers to the accumulated knowledge and specialized understanding required for effective performance, including management, planning, and technical knowledge relevant to hotel operations.

Skill refers to the practical ability to perform tasks effectively and to demonstrate expertise in areas such as communication, negotiation, coordination, and operational execution.

Trait refers to the underlying personal characteristics that influence behavior and performance, such as trustworthiness, flexibility, responsibility, and other enduring qualities that support effective work performance.

CHAPTER 2
LITERATURE REVIEW

In this study, entitled "The Impact of Competitiveness Management and Service Quality Management on Organizational Performance: A Model for Thailand's Wellness Hotel Industry," the researcher reviewed relevant theories, conceptual frameworks, and related studies to establish the foundation of the study. This chapter is divided into seven sections as follows:

2.1 Success in Hotel Industry

2.1.1 Overview of Success in the Hotel Industry

2.1.2 Hotel Industry Background

2.1.3 Important Factors Affecting Hotel Business during 2024-2026

2.1.4 Wellness Hotel Background

2.1.5 Wellness Hotels in Thailand

2.2 Concepts and Theories Related to Success in Competitiveness Management

2.2.1 Competitiveness Management

2.2.2 Differentiation

2.2.3 Competitiveness Assessment

2.2.4 Diamond Model

2.3 Concepts and Theories Related to Service Quality Management

2.3.1 Meaning of Service

2.3.2 Service Quality Measurement

2.3.3 Importance of Services

2.4 Concepts and Theories Related to Organizational Performance

2.4.1 Meaning of Performance

2.4.2 Importance of Performance

2.4.3 Performance Concept

2.4.4 Components of Performance

2.5 Relationship among Competitiveness Management, Service Quality Management and Organizational Performance

2.6 Relevant Research

2.7 Conceptual Framework, Operational Definition, Hypothesis and Explanation of Hypothesis

2.7.1 Conceptual Framework

2.7.2 Operational Definition

2.7.3 Hypothesis and Explanation of Hypothesis

2.1 Success in Hotel Industry

2.1.1 Overview of Success in the Hotel Industry

Hotel business tend to grow up continuously during 2014-2016 and estimated the number of foreign tourists will recover as the same level in the previous COVID-19 period (38-40 million people) in 2025 from the standard of the government about encourage travel continuously while the extra hotel entrepreneur tend to invest in the environment friendly hotel and gain to use technology in service for responding the demand of customers in digital edge and compensate lacking of some labor. Investment is directed toward expansion into key tourist provinces, and the check-in rate is expected to exceed 70% in 2024.

The important factors that may affect the number of tourists and the hotel business are not as expected. For example, the international conflict about the Geopolitical Conflict is the war between Israel and Hamas in the Gaza Strip. If the situation is prolonged, it will affect the recovery of the world economy and the foreign tourist market because fuel prices may rise. Meanwhile, the number of Chinese tourists may increase gradually. The

hotels located in the main provinces (Bangkok, Pattaya, and Phuket) are expected to experience income growth due to the direction of foreign tourists.

The average occupancy rate of these hotels could reach up to 80% from 2024. The hotels in the province, which is the center of regional prosperity and has important tourist attractions, are estimated to gradually improve their income following the recovery in the number of tourists in the country and the benefits of government stimulus measures. The income of the hotels in other provinces tends to be stable. The average occupancy rate is still lower than in the important tourist areas because most areas support tourists who travel through with the target of visiting the province, which is located in a regional center or an important tourist attraction.

Hotel business in every area still competes fiercely with excess supply, both from the same business and other types of accommodation service businesses. When combined with the overall tourism demand that continues to recover gradually, the national average occupancy rates are 71.0%, 72.0%, and 73.5% in 2024, 2025, and 2026, respectively.

Thailand is one of the most popular tourist destinations in the world and has the potential to attract tourists continually, with the support of world-class tourist attractions spread in various regions throughout the country, especially Bangkok, Pattaya, and Phuket, which are the major tourist destinations and world-class destinations.

Thailand, with a lower cost of living and lower room rates than many competitors in the Asia-Pacific region, makes tourism there a good value for money. In terms of convenient transportation, from the infrastructure that is continuously developing and the continued expansion of low-cost airlines (Low-Cost Airlines). The "Travel & Tourism Development Index 2021" report of the World Economic Forum, published in May 2022, found that the tourism competitiveness of Thailand is ranked 36 out of 117 countries around the world, 9 in the Asia Pacific region, and 3 in the ASEAN region, inferior to Singapore and Indonesia in Safety & Security. Thailand has an advantage in price competitiveness and tourist service infrastructure. Regarding the Thai tourist market, traveling in the country continues to increase to 144.8 million trips per year. or an average growth of 5.5% per year, during 2012-2019.

To continuously promote domestic tourism, several supportive factors played important roles, including government tax-reduction measures, the annual organization of tourism promotion fairs by the private sector, and the growth of low-cost airlines. These developments, together with airport improvement and expansion in various provinces and the extension of transportation routes, made it more convenient for Thai tourists, especially those who prefer to travel by private car, to access tourist attractions. However, strict COVID-19 control measures, such as lockdowns, curfews, and restrictions on interprovincial travel, led to a sharp decline in domestic tourism during 2020–2021, with Thai tourist trips decreasing by an average of 43.6% per year, falling to 53.0 million in 2021. Domestic tourism then rebounded strongly in 2022, growing by 185.7% to reach 151.5 million trips. Another contributing factor was the "We Travel Together" project, implemented in Phases 1–4 from July 2020 to October 2022, which aimed to stimulate domestic tourism and offset the decline in the international tourism market during the COVID-19 crisis.

The Chinese tourist market is the largest market. There are 11.0 million tourists, generating income of 540 billion Thai Baht. Important factors from the relaxation of Outbound Tourism control policies of the Chinese government, the increase of the Chinese middle class (Upper Middle and Mass Middle), and the proportion of 68% of the number of households in Urban Households. (Barton et al., 2013) increase in low-cost airline and direct flights between Thailand and China, and tourism promotion measures of the Thai government, such as Visa on Arrival (VOA) Fee exemption measures for Chinese tourists. As a result, Chinese tourists are the largest proportion of foreigners staying in Thailand. Most of them focus on hotels in important tourist areas of Thailand.

The number of hotels and rooms continues to grow in the main tourist destinations. Hotels and rooms are usually concentrated in Bangkok, Phuket, and Pattaya, which are major tourist destinations for foreign visitors. Recently, the government has pushed forward plans to promote the distribution of tourist attractions to more secondary cities. together with the development of transportation routes and airports in many areas in the region, such as Chiang Mai, Krabi, and Koh Samui. As a result, the number of hotel rooms throughout the country has increased, and most are concentrated in major tourist attractions. There are both Thai and foreign hotel networks. (International Hotel Chain).

In 2024, hotel and accommodation business revenue recovered faster than before Covid for the second year in a row due to an increase in occupancy rate (Occupancy Rate: OCC), and room prices (Average Daily Rate: ADR) that adjusted high, including income from organizing conferences, seminars, and events. The room price (ADR) increased according to the rising cost environment. It is expected that in 2024, room prices will increase on average by approximately 20% from 2023 and by 8.5% from the average in 2019.

In addition, the increase in room prices in the market is also a result of most newly opened hotels being in the upscale group and above, with room prices of 3,000 Thai Baht per night and above. Other incomes, such as Organizing conferences, seminars, and events, recover, boosting hotel business income. This year, the conferences/seminars from both public and private organizations in the country, and international events and concerts by world-class artists have increased. It is estimated that in 2024 the income in this section will be worth approximately 200 billion Baht or a growth of 28.4% from 2023 (Kasikorn Research Center, 2024).

In conclusion, hotels and upscale accommodations and above should recover better from last year. Especially in the southern and eastern regions, which support both foreign and Thai markets, there is a higher proportion of tourists' hotel expenses, the number of additional days of stay, and room prices have increased, including having other income to supplement. But in the future, the competition in this group will be high because most of the newly built hotels are in this group. During the next 1-3 years, the number of rooms that will be gradually completed throughout the country will be approximately 15,000 rooms, with more than 40% being upscale and above, most of them will be in Bangkok.

The Economy/Midscale hotel and accommodation groups (Prices less than 3,000 Thai Baht per night) recovered more limitedly. Although the number of foreign tourists that increased was mostly from Middle-income groups and Backpacker travel group who chooses to stay in this group of hotels, but raising room prices is not very effective because the number of accommodations is plentiful and competition from alternative accommodations such as sharing, which responds to the needs of some groups of tourists who wish to stay for a long period of time.

According to AirDNA (2024), as of April 2024, approximately 84,000 rental accommodation units were listed in the system, accounting for around 10% of the total number of accommodation rooms nationwide. In major tourist destinations such as Bangkok, Chiang Mai, and Phuket, rental accommodations recorded an average occupancy rate of 57–58% over the previous 12 months. In addition, hotel and accommodation businesses in secondary tourist cities have received increasing attention. This trend is reflected in occupancy rates (OCC) that are higher than their pre-COVID-19 levels. One possible explanation is that many provinces have placed greater emphasis on tourism development.

Marketing strategies, such as organizing activities and events and developing landmarks, have played an important role in attracting tourists. In the first quarter of 2024, many secondary cities, including Chiang Rai, Yala, Nakhon Phanom, and Phayao, recorded high occupancy rates and experienced stronger growth than in the corresponding period of 2019. It is projected that revenue from the hotel and accommodation sector will reach approximately 950 billion baht in 2024, reflecting a 16.6% increase compared with 2023. Accommodation revenue is expected to contribute 740-billion-baht, accounting for 78% of total revenue, while the remaining 22% will come from other sources, estimated at around 210 billion baht (Kasikorn Research Center, 2024).

Figure 2.1 *Thai and Foreign Hotel Networks*



Source: Researcher (2025)

2.1.2 Hotel Industry Background

Zaragoza-Sáez et al. (2024) defined the hotel industry as a sector that provides convenience and services to travelers and tourists. This industry contributes significantly to national economies by generating foreign exchange earnings, as business travelers and tourists seek comfort and satisfaction similar to what they experience at home. Nakamura et al. (2024) described the hotel industry as part of the broader hospitality industry, primarily providing accommodation services together with other supporting services, such as food and beverage services, health-related services, and pick-up and drop-off services, in order to offer guests comfort, entertainment, and a home-like experience during their stay.

In summary, the hotel industry provides accommodation, facilities, and related services to travelers and tourists. These services include food and beverage provision, recreational activities, and other forms of support designed to ensure guests' comfort, safety, and satisfaction. The industry has also continually evolved in service diversity and quality standards to respond more effectively to changing customer demands.

Hotel business trends during 2024–2026 are expected to continue growing as the number of international tourists gradually recovers to levels similar to those recorded before the COVID-19 pandemic. In addition, the government is expected to continue implementing policies in 2025 to attract foreign tourists. For domestic tourism, the number of trips made by Thai tourists is projected to reach 200 million in 2025. Meanwhile, large hotel operators are increasingly investing in green hotels and adopting digital technologies in their services to meet the needs of customers in the digital age and to address labor shortages in certain areas. Investment is also expected to expand into major tourist provinces. As a result, the nationwide occupancy rate is projected to exceed 70% in 2024.

Regarding risk factors and the overall outlook for the hotel business during 2024–2026, foreign tourist arrivals are expected to increase steadily. Kasikorn Research projected that the number of foreign tourists would reach 35.6 million in 2024. Data for the first quarter of 2024 showed 9.4 million foreign tourist arrivals, representing a 44.0% increase. The number of foreign tourists is further expected to rise to 40.0 million in 2025 and 43.0 million in 2026. Several supporting factors explain this positive outlook:

1. The return of tourists to main markets. Although the Chinese market is still recovering slowly from economic stagnation, Chinese tourists still prioritize domestic tourism. And the number of international flights in China has not increased as much as in 2019, causing the number of seats on flights from China to Thailand to not yet return to normal. Thailand is also an important tourist destination for Chinese tourists planning to visit in 2023 and is expected to continue to support the recovery until 2026

2. The international aviation situation is expected to return to normal around 2024.

3. Important measures to promote tourism from the government are

3.1. Free Visa for Chinese tourists starts on 1 March 2024

3.2. Free Visa for Indian and Taiwanese (Effective from 10th November 2023 – 15th May 2024)

3.3. Extension of visa-free period for Kazakhstan tourists 6 months, until 31st August 2024. (From the original ending on February 29, 2024). Even fewer Kazakh

tourists visit Thailand (proportion <1%), but there is a positive growth trend and high purchasing power.

3.4. Extension of visa-free period for Russian tourists from 30 days to 90 days (Effective from 1st November 2023 – 30th April 2024)

3.5. Roadshow with the goal of expanding into new markets with high purchasing power, especially the Middle Eastern countries.

Thai tourists increase continuously. It is expected that in 2024-2026, Thai tourists will make 185 million trips within the country. (The first 2 months of data of 2024: Thai tourists had 33.0 million trips, an increase of 7.4% YoY.) and will increase to 200 million trips in 2025 and 220 million trips in 2026 Benefit from measures/projects to stimulate domestic tourism from the government that are expected to continue, such as Easy E-Receipt Project that hotel guests can bring travel expenses are hotel accommodation cost and food costs to get a tax deduction of up to 50,000 baht (Project period from 1 January - 15 February 2024).

The growth of the domestic conference and seminar market (MICE: Meeting, Incentive, Convention, and Exhibition) post-COVID-19 is expected to be driven by both government and private agencies, spreading to major tourist provinces across the country. Infrastructure development that helps promote the tourism sector, such as improving and expanding airports in both main tourist provinces and other secondary provinces, including the expansion of transportation routes, both rail and road, is expected to enable tourism to spread to more secondary cities.

The number of hotel rooms across the country is beginning to show signs of recovery after slowing, reflecting the number of new rooms that will enter the market over the next 1-2 years. In 2023, it was at 1.3 million sq m, up 6.6% from 2019, which had increased by more than 50% before shrinking over the next 2-3 years due to the impact of the COVID-19 crisis.

Similarly, approved hotel construction areas in important tourist provinces that rely heavily on Thai tourists, as well as in regional center provinces, also expanded significantly. Examples include Chiang Mai (+182.6%), Songkhla (+141.1%), Nakhon

Ratchasima (+21.1%), and Prachuap Khiri Khan (+12.7%). By contrast, Bangkok, which accounted for 32% of the total hotel construction approval area nationwide, recorded a 33.4% decline, falling to 410,000 square meters. Nevertheless, the average occupancy rate is expected to rise gradually during 2024–2026, with the nationwide occupancy rate projected to remain above 70% from 2024 onward.

Average occupancy rates in major tourist provinces, such as Bangkok, Chonburi, and Phuket, are likely to remain above the national average due to the rapid recovery in international tourist arrivals. Meanwhile, average occupancy rates in other important tourist provinces and regional center provinces are also expected to increase as domestic travel continues to grow. During the first two months of 2024, the national average occupancy rate stood at 77.0%, compared with 47.9% in the same period of the previous year (Tansettakij, 2024).

2.1.3 Important Factors Affecting Hotel Business during 2024-2026

Competition in Thailand's hotel industry has become increasingly intense as both existing operators and new market entrants continue to expand their presence in major tourist destinations and regional economic centers. Large hotel groups and hotel chains have continued to expand through both direct investment and management contracts, while alternative accommodation platforms such as Airbnb have also increased their presence in the market. According to Airbnb (2023), Bangkok ranked fifth among the platform's top trending global travel destinations for 2023, reflecting strong travel demand and the growing popularity of alternative accommodation platforms. In addition, traditional hotels increasingly face competition from serviced apartments, condominiums, and other forms of short-term accommodation, which provide travelers with a wider range of accommodation choices. As a result, hotel operators face greater competitive pressure and are required to strengthen differentiation, service quality, customer experience, and strategic positioning in order to maintain their competitiveness.

Technological competition has become increasingly important in the hotel industry, particularly among large hotel operators seeking to meet the changing needs and expectations of travelers. Hotels are increasingly adopting smart technologies to enhance convenience and improve the guest experience, including mobile check-in and payment

systems, smart room controls, mobile room keys, and contactless services. These technologies are particularly relevant to travelers who increasingly rely on smartphones for travel-related transactions and services. However, the continuous adoption and upgrading of digital technologies also require substantial investment in infrastructure, systems, and maintenance, thereby increasing operating and investment costs for hotel businesses.

Business strategies that emphasize sustainability goals may increase the pressure to adapt and affect investment costs for operators. In particular, environmental investment is gearing towards more Green Hotels. Statista forecasts the global Green Tourism market value to be approximately USD 172.4 billion in 2022, and is expected to reach USD 374.2 billion in 2022. 2028 or a CAGR(Compound Annual Growth Rate) of 13.9% per year. IMARC (2023) found that 78% of survey respondents intend to book at least one eco-sustainable accommodation in the next year, an increase from 65% in 2017. For Thailand, there has been a project related to Green Hotels for a long time. Hotels certified as environmentally friendly must pass an evaluation against various criteria, such as waste management, effective wastewater treatment, energy management, and air quality and noise level management. In 2023, there were 56 hotels in Thailand certified as Green Hotels, up from 42 in 2022.

Rules and regulations focus more on safety in providing accommodation services, such as specifying the characteristics and safety systems of buildings used for hotel business because the buildings used for the hotel business today are diverse and more buildings of other types are being used to provide accommodation services in the form of hotels. However, the said regulations provide an opportunity for entrepreneurs who can adjust the structure of other types of commercial buildings to meet the standards that makes it easier to enter this business from the original which was not allowed. This may increase pressure on both costs and competition in the hotel business, which is likely to intensify.

2.1.4 Wellness Hotel Background

Chi et al. (2020) defined wellness hotel as a hotel that focuses on customers motivated to maintain and promote health, including a healthy way of life. The hotel provides services that meet customers' needs in terms of physical health, mental health, relaxation, healthy food, a good environment, and personal responsibility.

2.1.4.1 Types of Wellness Hotel

Type 1: Hotel and Spa (Hotel and Spa) is a normal hotel that we know. Within the hotel, there are spa services and beauty treatments, such as hairdressing and manicures. This type of hotel is classified as an entry-level Wellness Hotel.

Type 2: Hotel with a spa and wellness function. This type of hotel is similar to the first type, but it offers wellness facilities that go beyond a spa, including a program to restore health and beauty. Most of them offer services that customers book in advance with their hotel room reservations, such as massage therapy to relieve work-related fatigue or a healthy food program to balance the body.

Type 3: Hotels that provide alternative medicine services under the care of health professionals (Hotel with Medical Function). This type of hotel will begin to provide medical services by experts such as physical therapists, alternative medicine that provides medical services such as acupuncture and cupping to solve health problems, and physical rehabilitation for service users, such as athletes with muscle injuries, working-age people, or the elderly who have muscle aches or inflammation, including psychological therapy that comes from stress.

Type 4: Hotels that provide clinic services, also known as hotel clinics: They are hotels that have doctors or medical specialists who provide specialized medical services. These services are usually provided under a doctor’s supervision and may include beauty treatments, cosmetic procedures, and post-surgical recovery care. Patients may stay at the hotel during the recovery period after surgery, especially when observation, follow-up care, or specialized medical equipment is required for assessment.

2.1.4.2 Types of Internal Service of Wellness Hotel

Wellness Hotel. Normally, services are provided in 4 main formats, and each hotel does not provide all types of services. Wellness services include:

Type 1: Treatment services (Treatment) are relaxation and beauty services that are not yet medical treatments, such as spa massages and aromatherapy massages.

Type 2: Activities related to movement, such as physical therapy. and sports activities, with a coach providing exercise advice to address problems and restore physical performance, including developing the potential to play sports in Thailand. Marathon activities and triathlon competitions are popular sports trends. As a result, coaches are organizing training programs to develop the sports potential of amateur athletes, such as camps for those interested in triathlon competitions. To teach swimming skills, cycling, and running, including nutritional advice before, during, and after competitions

Type 3: Activities for relaxation (Relaxing). Wellness Hotel does not focus only on physical health care. Taking care of your mental health for stress reduction. This is another activity that this type of hotel offers to its customers, such as cooking lessons, sunbathing, and music therapy.

Type 4: Activities for self-development (Self-fulfillment), such as teaching yoga, life coaching, Dhamma practice camps, and meditation, are examples of activities for self-development that can be created as a program at Thai Life Homestay Resort & Spa in Phang Nga Province. This is an example of a Wellness Hotel that sells meditation programs to customers.

2.1.4.3 Tendency and Opportunity of Wellness Hotel

There are many factors, both inside and outside the country, that appear to be positive for Wellness Hotels regarding government tourism policies after the Covid crisis. When the country was opened for tourists to come and relax. The government tends to focus on attracting high-quality tourists to stay in Thailand for longer periods, spending more on travel services to compensate for the number of tourists who may have plans to control.

The number of health tourists abroad is therefore likely to be an important market for the Tourism Authority of Thailand to pay attention to developing marketing programs to attract this group of tourists. Ecosystems or businesses related to Wellness Hotel, such as Thai private hospitals, have the potential to support foreign customers seeking medical care. It's an upstream business that passes customers into the Wellness Hotel business when traveling is normal.

The continued growth of health and wellness tourism creates opportunities for the development of wellness hotels in Thailand. Thailand has a well-established tourism and healthcare infrastructure, including private hospitals, wellness centers, spas, and hospitality businesses, which can support the development of integrated wellness tourism services. In addition, growing consumer awareness of physical and mental well-being has increased demand for accommodation that combines relaxation, preventive health care, healthy lifestyles, and personalized wellness services.

Another important factor is the growth of aging and higher-income traveler segments, both internationally and domestically. These travelers are more likely to seek high-quality accommodation, health-related services, relaxation programs, and longer-stay experiences. Therefore, wellness hotels in Thailand have opportunities to differentiate themselves by integrating accommodation with health, wellness, and lifestyle services in order to respond to changing tourist preferences.

2.1.5 Wellness Hotels in Thailand

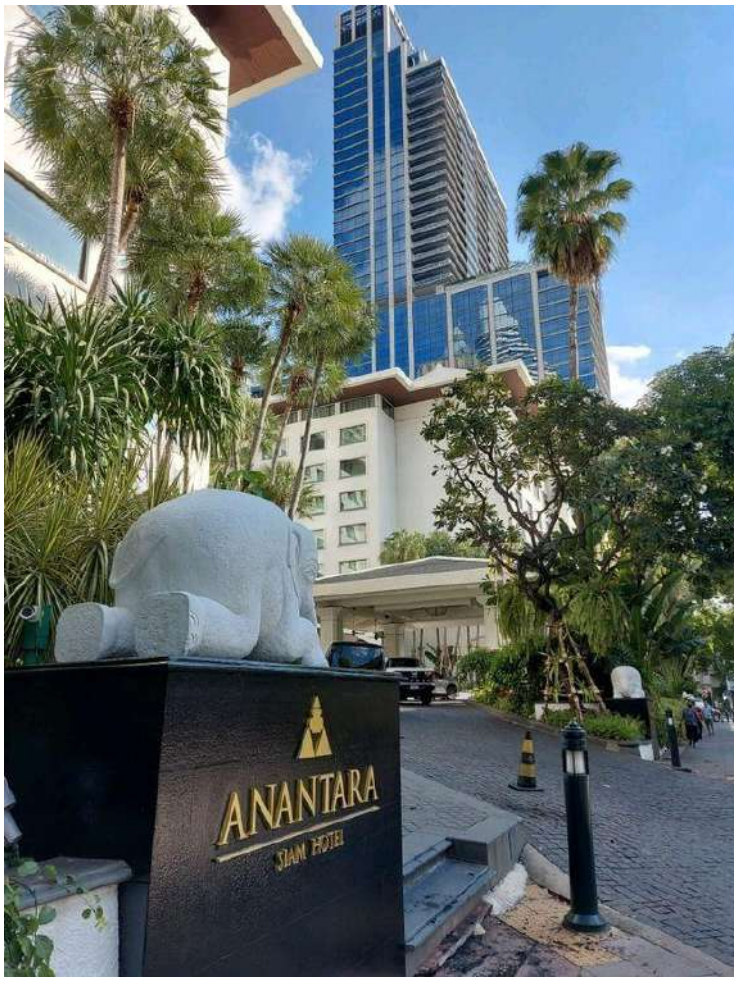
Figure 2.2 *Amatara Welleisure Resort*



Source: Amatara Welleisure Resort (2024)

Amatara Welleisure Resort offers a comprehensive health care program, providing guests with convenient accommodation services, delicious, healthy food and beverages, and health activities and private relaxation at The Retreat. There are also spa services, both on-site and off-site. Amatara Welleisure Resort's signature recommended treatment is the Thai Hammam, which combines Turkish and Moroccan styles with Thai elements in a Thai hammam style, making it the world's first luxurious.

Figure 2.3 *Anantara Siam Bangkok Hotel*



Source: Anantara Siam Bangkok Hotel (2024)

Anantara Siam Bangkok Hotel is characterized by its unique elegance and its strong reflection of Thai cultural identity. Guests are offered opportunities for rest and relaxation through treatments provided by specialists in traditional massage therapy, alongside beauty treatments that integrate both Asian and Western approaches. The hotel also provides skincare programs, designed to detoxify, oxygenate, nourish, exfoliate, and firm the skin. These services, combined with exclusive spa packages, enhance guests' wellness and contribute to a distinctive hospitality experience.

2.2 Concepts and Theories Related to Success in Competitiveness Management

2.2.1 Competitiveness Management

Porter (1980) argued that competitiveness can be achieved through product differentiation, which creates both competitiveness and competitive advantage by developing unique products and services based on the needs and preferences of different customer groups.

Dwyer et al. (2000) stated that competitiveness refers to an organization's ability to achieve superior performance compared with other organizations by producing goods or delivering services that meet customer demands efficiently, with quality and innovation.

Pearce and Robinson (2005) explained that competitiveness refers to an organization's ability to outperform its competitors by producing products or services that satisfy customer needs with superior quality. The fundamental elements of competitiveness include efficiency, quality, innovation, and responsiveness to consumers.

Peteraf (1993) stated that competitiveness management is a unique capability possessed by executives or leaders and applied in the organizational management process through such activities as planning, setting directions, communication, and cooperation with relevant agencies.

Josiah and Nyagara (2015) argued that competitiveness management is a key factor in organizational success and lies at the heart of strategic planning. It enables an organization to perform better than its competitors, earn profits above industry standards, and create greater value than rival firms. An organization's competitiveness depends on its ability to excel in various areas, including product sales, service quality, and responsiveness to customer needs more quickly than competitors.

In conclusion, competitiveness management refers to conducting business through various strategies that enable a firm to compete effectively in the market by creating advantages over competitors. These advantages may include differentiation, cost leadership, and rapid responsiveness to customer needs. Ultimately, an important indicator of competitiveness is customer satisfaction with products and services.

2.2.2 Differentiation

Porter (1980) defined differentiation as based on the principle of creating value for organizations and businesses in the eyes of consumers by determining the capabilities of each duty based on customer demands. Moreover, it is about setting strategies to make a difference. It is necessary to create attractiveness to customers by using special features of products and services. Emphasis on style over quality of products and services.

Pearce and Robinson (2005) said that the use of differentiation is aimed at creating characteristics and methods of service and product sales that meet customer demands as much as possible. Using differentiation thus creates loyalty among customers. When customers become loyal to the brand of the business or organization, the price will not be a factor in customers' selection of products and services.

In summary, it can be said that differentiation means developing products and services that are different in various aspects, emphasizing the creation of characteristics, management style, distribution, and service. This will result in good feelings among consumers and loyalty to product brand, results in increased sales or reservations and can increase competitiveness and create a competitive advantage.

Kotler and Keller (2006) said that differentiation is creating products and services in a way that is unlike competitors in order to gain customer loyalty. It consists of 5 aspects:

1. Product differentiation refers to consumers' perception of product and service offerings that are different from competitors in both physical and price aspects through superior differences in products and services. It is a method that can block new competitors entering the market. Differences in products and services will cause consumers to perceive that other products or services are difficult to replace by the existing business operator compared to the products or services of previous operators who have created brands that are widely known. Competitors' entry into new markets is therefore difficult and requires more budget.

2. Making a difference at the channel of distribution is about choosing a distribution channel strategy that is easily accessible, convenient, safe, and quality which is the

marketer's strategy for making products and services available for sale, and influence the discovery of products and services, strategies as above can lead consumers to evaluate the types of distribution channels. It creates the product perception, good service, convenient rooms, it will make the product more famous than competitors who have only one channel.

3. Creating service differences, is the attempt to coordinate business with customers through various strategies such as giving special privileges to customers by creating service differences, it consists of (1) Consistency and suitability to the demands of consumers mostly (2) Consistency in providing services (3) Economical, whereby the expense of providing services must not be too much that causes an impact and exceeds the received results. (4) Equality by providing services to consumers thoroughly and equally without special privileges given to any one person. (5) Convenience of service must be simple and convenient. If the service is very complex, it will cause a waste of resources.

4. Creating a difference in personnel is creating a difference in the characteristics and qualifications of personnel. The business will have the ability to compete, the advantage of competitors businesses need to hire and train employees to be of better quality than competitors, have skills for training in the business to have the quality that meets the demands, making different from competitors. Hiring qualified employees has a positive effect on the brand and image of the business. The factors that cause the development of personnel differences are competence, kindness, reliability, trust, responsiveness to customers, and good communication.

5. Creating a difference in image is the sum of thoughts, beliefs, and impressions that a person has about something. The various attitudes and actions towards that create an image in the mind of the customer's experience with the business or organization. It creates a good feeling that is stuck in the minds of consumers by using various media such as advertising and public relations make customers can remember and familiar with the specific characteristics of the business's products. The factors that create image differences include product and service image, brand image, image of the business or organization.

In summary, the concept of making a difference is a method to increase sales of the business's products by developing products and services that are different in various aspects to create customer experience and loyalty.

2.2.3 Competitiveness Assessment

Based on the above discussion of the components of differentiation, it can be seen that creating differences in products, services, personnel, distribution channels, and image plays a significant role in enhancing customer value and strengthening business competitiveness (Kotler & Keller, 2006). In other words, differentiation is not only a marketing concept but also a strategic approach that enables firms to distinguish themselves from competitors and build customer loyalty (Kotler & Keller, 2006). This idea is closely related to Porter's theory of generic strategies. Porter (1980) proposed that firms can achieve competitive advantage through three generic strategies: differentiation, cost leadership, and focus. Differentiation refers to offering unique products or services that are perceived as valuable by customers, cost leadership emphasizes operating at the lowest cost in the industry, and focus strategy involves concentrating on a specific market segment or niche more effectively than competitors (Porter, 1980).

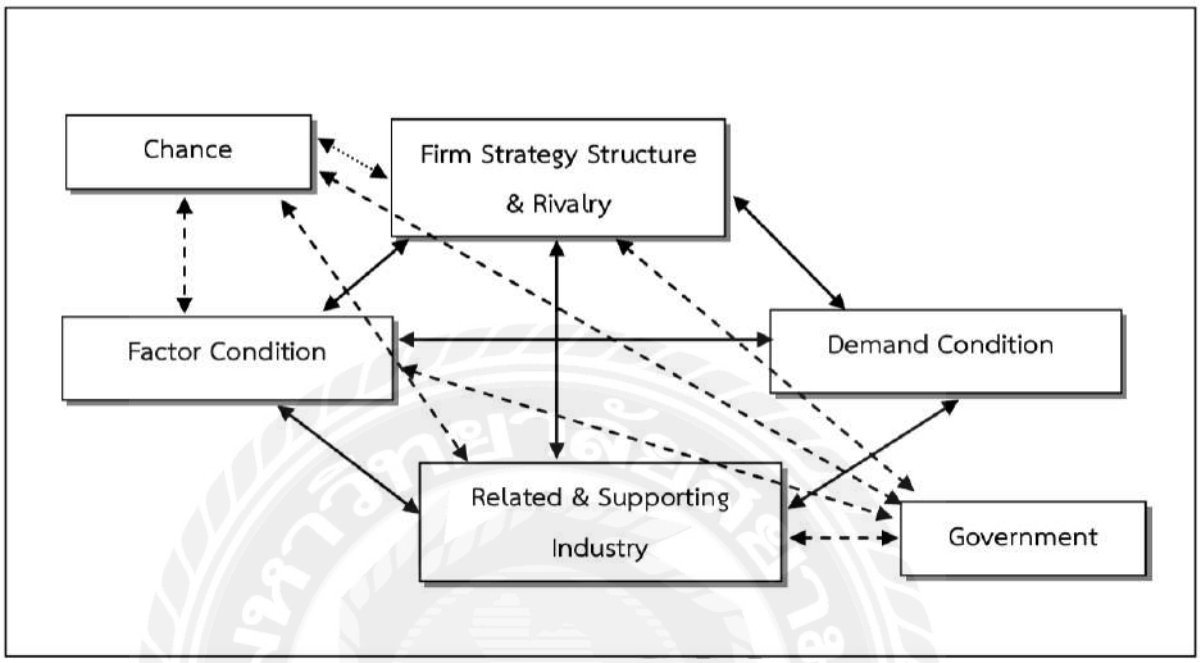
In the context of this study, which focuses on wellness hotels, differentiation and focus strategies are considered the most appropriate approaches. Wellness hotels are not simply accommodation providers; rather, they offer specialized and holistic experiences that combine lodging with wellness-related services such as spa treatments, therapeutic programs, healthy cuisine, relaxation activities, and personalized care. These features create uniqueness and added value, which strongly reflect the concept of differentiation (Porter, 1985). At the same time, wellness hotels generally serve a specific target market, such as health-conscious travelers, guests seeking physical and mental well-being, and customers who value premium and personalized experiences. This characteristic is consistent with the focus strategy, particularly in terms of niche market orientation (Porter, 1980; Mueller & Kaufmann, 2001; Morritt & Weinstein, 2012). Mueller and Kaufmann (2001) argued that wellness tourism represents a special and distinct segment of the tourism market with important implications for the hotel industry. Similarly, Morritt and Weinstein (2012) emphasized that market segmentation and target marketing are essential for creating competitive advantage in hospitality businesses. By contrast, cost leadership is less suitable for wellness hotels because competing primarily on low price may reduce service quality, weaken the personalized nature of the experience, and undermine the exclusivity that wellness customers expect (Porter, 1980). Therefore, for wellness hotels,

competitiveness should be developed mainly through differentiation and focus rather than cost leadership.

However, although Porter's generic strategies are useful for explaining how a firm can create competitive advantage at the business level, not fully explain the broader environmental and structural conditions that influence competitiveness. In the case of wellness hotels, competitiveness is not determined solely by internal strategy, service design, or market positioning, but is also shaped by external factors such as the quality of human resources, infrastructure, supporting industries, domestic demand, government policy, and the overall business environment. Therefore, to obtain a more comprehensive understanding of competitiveness, it is necessary to extend the analysis beyond firm-level strategy to the wider context in which businesses operate. For this reason, applies Porter's Diamond Model, which provides a useful framework for analyzing the environmental conditions that facilitate or constrain the competitiveness of an industry or cluster (Porter, 1998).

2.2.4 Diamond Model

Figure 2.4 *Diamond Model*



Source: Porter (1990)

Porter (1998) proposed the Diamond Model as a conceptual framework for analyzing the competitiveness of an industry, network, or cluster. The model emphasizes the role of the business environment in shaping productivity and, consequently, competitiveness. It explains that the competitive advantage of firms and industries is influenced by a set of interrelated environmental conditions that may either facilitate or constrain productivity improvement and long-term development.

Factor Condition. The first determinant is factor condition, which refers to the inputs or factors of production required for firms to compete effectively. Porter (1998) argued that each organization possesses different production factors and should utilize the resources available in its own country as efficiently as possible. These factors include human resources, physical resources, knowledge resources, capital resources, and infrastructure. Human resources refer to the quantity, skills, expertise, and labor costs of employees, including managerial costs. Physical resources include land quality, water resources, electricity, climate, and geographical location. Knowledge resources involve

technology, managerial know-how, marketing knowledge, statistical information, business reports, and market research data. Capital resources refer to sources of funding and the cost of capital, while infrastructure includes transportation, communication, and public health systems, as well as culture and the overall quality of life and working environment.

Demanding Condition. The second determinant is demand condition, which refer to the nature and characteristics of domestic demand for an industry's products and services. Porter (1998) suggested that strong domestic demand creates pressure for firms to innovate rapidly and improve product and service quality. Demand conditions consist of several elements. First, home demand composition refers to the characteristics of domestic buyers and how firms respond to their needs. This includes the segment structure of demand, the presence of sophisticated and demanding buyers, and anticipatory buyer needs. If domestic buyers have high standards or if firms are able to predict future customer needs, they are more likely to gain a competitive advantage. Second, demand size and pattern of growth include the size of home demand, the number of independent buyers, the rate of domestic demand growth, early home demand, and early market saturation. A large and growing domestic market can enhance competitiveness by encouraging economies of scale, product innovation, and continuous product development. Third, the internationalization of domestic demand refers to the extent to which domestic demand influences the spread of products and services to foreign markets. This includes mobile or multinational local buyers and the influence of domestic demand on foreign needs. Finally, the interplay of demand conditions suggests that diverse and mutually reinforcing market demands can stimulate industrial development and innovation.

Related and Supporting Industries. The third determinant is related and supporting industries. Porter (1998) explained that competitive advantage is strengthened when firms operate in an environment supported by efficient suppliers and related industries. A country with strong supply industries can create advantages for downstream industries by ensuring access to inputs, resources, and value-chain support. Likewise, competitive related industries can facilitate collaboration, knowledge exchange, and innovation.

Firm Strategy, Structure, and Rivalry. The fourth determinant is firm strategy, structure, and rivalry, which concerns how firms are organized, managed, and compete within a domestic market. According to Porter (1998), company goals are influenced by ownership structure, the incentives of owners and creditors, and the role of shareholders in enterprise operations. Domestic rivalry is also an important factor, as countries that are internationally competitive in a particular industry often have intense local competition. Such rivalry encourages firms to improve efficiency, innovate, and strengthen their strategic position.

Government. In addition to these four main determinants, Porter (1998) emphasized that government plays an important role in influencing competitiveness. Government policies can shape the domestic competitive environment through taxation, protection, regulation, advertising policies, and various forms of market intervention. As a result, government action may either facilitate or hinder the development of productivity and competitive advantage within an industry.

Chance. Porter (1998) also recognized chance as a factor that can affect competitiveness. Chance refers to unforeseen events or external shocks, such as sudden changes or unexpected opportunities, that occur beyond the control of firms and governments. These events may significantly alter a country's competitive position by creating new opportunities for some industries while constraining others.

In summary, Porter's Diamond Model explains that competitiveness is shaped not only by firm-level strategy but also by the broader national and industrial environment. The interaction among factor conditions, demand conditions, related and supporting industries, firm strategy, structure, and rivalry, government, and chance determine the extent to which firms and industries can achieve and sustain competitive advantage.

2.3 Concepts and Theories Related to Service Quality Management

2.3.1 Meaning of Service

Service means working on something to respond to other's demands. There are substantial and abstract aspects in terms of convenience, speed, and accuracy, with hospitality as the basis, which can be considered in 3 different ways:

1) Giving with willingness
2) Giving with anger
3) Giving with reason

Thammasurat (2011) stated that what the service recipient wants is to be given with reason, and good service requires understanding human behavior. Satisfaction and Demand of service recipients (Customers) are the main factors that service providers have to be ready at all times, in body, mind, resourcefulness, and wit.

Kotler and Keller (2016) gave the meaning of service. Service is an activity that one part offers to another part. The activity is impalpable, and no one owns it. So that service production may or may not relate to the product. Service is an activity, benefit, or contentment that responds to customers' demand, such as a school, theatre, hospital, hotel. Furthermore, service means an activity, benefit, or contentment that is offered for sale or the activity that is made with the sale of a product. Service means a person who performs for others or people to respond to the demands with convenience, speed, and accuracy, with hospitality, which is the basis to make an impression on service recipients.

Service is the word that everyone always hears and sees in daily life because every organization gives precedence to customer service with their best and expects to get engagement and loyalty from the customer to be their own in the times that we have to compete fiercely in business over the past several decades.

Business organizations try to improve their service by expecting that service would help to make a competitive advantage for their organization in an environment where business competition is becoming more and more intense, until the core products that every organization offers to the customer are not different.

Natarn (2019) stated that in order to improving service development of the organization, all executives and personnel in the organization need to understand the meaning and elements of "service" and realize the importance of service, which affects the satisfaction level, which influences "Engagement" and "Loyalty" of customers towards the organization.

Service is an activity that creates an activity for others with the intention and is willing to do that activity with a good feeling to achieve satisfaction in that activity. Service may not be felt by touching, but there is an action with showing behavior by paying respect and saying hello, smiling and talking with nice words, what make the listener feel good, happy, and impressed, then cause the behavior to be shared or showing behavior with nice looking that make the service recipient feel like they get the benefit and feel satisfied.

Nanthapibun (2012) gave the meaning of service as "creating satisfaction for customers by providing convenience, speed, accuracy, solving the customer's problem in the right way while the customer is using the service or after the customer receives the service.

Service is providing people with something that they need and want. Service means an intangible product, but it can be bought and sold. Service is a benefit, activity, or satisfaction that responds to customer demand, such as a school, theatre, hospital, or hotel, and is an activity that one part offers to another. The activity is impalpable, and no one owns it. So that service production may relate to the product or not.

The service business can be classified into 3 types:

1. A buyer is an owner of a product and takes it to get the service from the seller, such as Repair Service, etc.

2. The seller is an owner of a product and sells the service to the buyer, such as Photocopy Service, Computer Service, etc.

3. Service by no product, such as a Weight Loss Center, Traditional Massage Shop, Dental Clinic, Psychiatrist, Bank, etc.

In conclusion, service means an action that creates an activity for others with the intention and is willing to do that activity with a good feeling to achieve satisfaction in that activity. Service is intangible, but can be bought and sold; it is a benefit activity or satisfaction that the seller can respond to the customer demand.

2.3.2 Service Quality Measurement

Service Quality is the ability of employees to work efficiently, if there is good nursing service. In other words, to treat a disease, the patient must recover from the disease or illness. As for quality food service, it depends on the deliciousness or the taste. Gerson (2003, as cited in Puangthapthim, 2017)

Service Quality is the requirement that the customer wants from the service, and the customer always says about it, including the customer's expectation of what they want from the service. Service Quality Measurement can measure each level of the organization by the customer after the customer has received the service. The highest score 10 indicates excellent service quality. Gerson (2003, as cited in Puangthapthim, 2017)

The concept of service quality normally relates to:

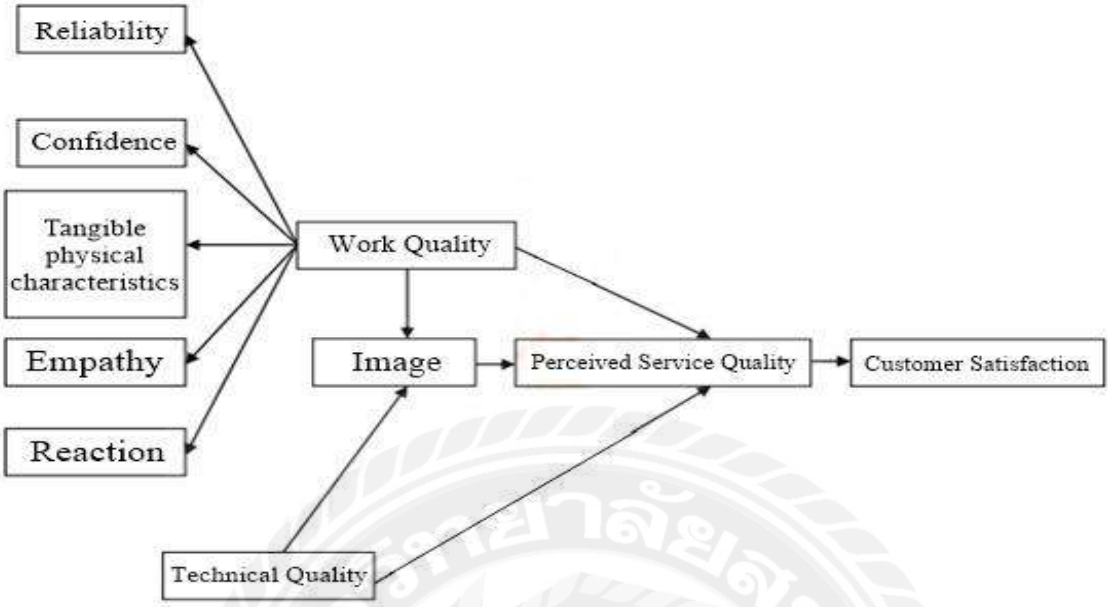
1. Accordance and demand of the customer
2. Customer service ability
3. Customer satisfaction level after the customer has received the service.

The important theories related to service quality include Gronroos's Service Quality Model and the SERVQUAL model developed by Parasuraman et al. (1985)

Service Quality Model of Gronroos

Gronroos (2017) defined service quality as an activity or set of activities that may be in the tangible place or not. It happens while a service provider interacts with customers or a service provider interacts with service system. Gronroos proposed the Service Quality Model as shown in Figure 2.5:

Figure 2.5 *Infrastructure of Gronroos Theory*



Source: Gronroos (2017)

From the figure, customer satisfaction is a result of service quality perception, which is divided into 3 factors: Image, technical quality perception, and work quality perception. These factors are influenced by five service-related dimensions, which help clarify the meaning of the variables used in the Service Quality Model. Therefore, the researcher adopted the variable meanings in the Model for Service Quality as shown in Table 2.1 below:

Table 2.1 *Definitions of Service Quality Factors*

Factor	Definition
Reliability	means service ability that makes service accurate and makes the service recipients trust in.
Assurance	means the service providers are experts in the knowledge of service ability, reliability of service providers. And respond to the demands of the service recipients politely, in good manners, and use effective communication to provide the best service, which leads to making loyalty and reliability of the service providers.
Tangibles	means external physical characteristics of facility equipment, employees, and material what is used in communication include environment that make the service recipients feel that they are cared for, cared for, and intended by the service provider.
Empathy	means the service recipients can easily access and contact, communicate and understand the demand of each service recipient, and pay attention to their concerns.
Responsiveness	means readiness and willingness to provide fast service and help the service recipient easily access and get convenience from the service, including providing services thoroughly and quickly. Able to meet the demand of service recipients exactly as desired.
Functional Quality	means the ability to respond to the demand of service recipients, can create differences beyond competitors, and can respond to the demand of service recipients to feel satisfied, matching the customer's demand.
Customer Satisfaction	means satisfaction in the decision of the customer s about service, makes a good feeling when they get the service.
Corporate Image	means the organization overview that the service recipients understand and acknowledge cause impression and confidence to use the service.
Technical Quality	means the thing what the customer will get from the service, able to evaluate quite clearly such as blood test results, etc.
Perceived Quality	means satisfaction level that the customers have from the service.

Grönroos (1982, 1984, 1990) proposed the concepts of Perceived Service Quality (PSQ) and Total Perceived Quality, which were developed from consumer behavior research and the effects of customer expectations on quality evaluation. According to Grönroos, perceived service quality results from the comparison between two important elements: expected quality and experienced quality. Customers evaluate service quality based on the relationship between these two elements.

Expected quality and experienced quality can combine into perceived service quality (PSQ). Technical quality is a consideration regarding service providers in terms of what they will use to make the customer feel satisfied with their basic demands. Perception of quality occurs when customer expectations match perceptions from past experiences. If customer expectations are high, the quality will be influenced by marketing communications, word of mouth, organization image, and customer demand. For the job description, it will be considered from how the service provider can provide services as good as perceived from past experiences of the customers. Moreover, Gronroos proposed 6 criteria for considering customer service quality, as shown in Table 2.2

Table 2.2 *Criteria for Customer Service Quality*

Criteria for Customer Service Quality
Professionalism and skill of the service providers. The service recipient can acknowledge receiving service from the service provider who has knowledge and skills in service work that can solve various problems professionally and systematically.
The attitude and behavior of service providers affect customer feelings about the service providers' carefulness in solving problems immediately, urgently, and voluntarily with a friendly manner.
With easy access to services and flexibility in providing services, the service recipients will consider the service providers by location, service time, and service system that is prepared in order to facilitate and meet the demand of the service recipients.
Trustworthiness and Reliability: The service recipients will consider trust to after having already received the service, which they can trust in the service providers. The service providers must observe as agreed upon.
To resolve the situation and return to normal, considering the unforeseen or unusual situation, the service provider can solve that situation promptly with the proper method.
Reputation and Reliability: The service recipients will trust the service provider's reputation, as they have always operated well.

SERVQUAL Model of Parasuraman

Parasuraman et al. (1985) conceptualized service quality as the discrepancy between customers' expectations of a service and their perceptions of the service actually received. Based on their exploratory research, they identified ten key dimensions that consumers use to evaluate service quality. These dimensions are described as follows.

1. Reliability is related to accuracy in the service process, which is the ability to provide services to customers correctly from the beginning and to provide services to customers in full accordance with what was agreed upon.

2. Responsiveness is an intention and readiness to provide service by employees, including the appropriateness of the service period, such as the employees having to service and solve the problems quickly according to customer needs.

3. Competence of the service provider means qualifications for having skills, knowledge, and ability to provide services. The customer service employee must have knowledge, expertise, and ability about the service job.

4. Service access means the convenience of communication, such as being able to call at all 24 hours. The service that is provided to customers must be convenient in terms of time and place, and it should not require the customer to wait for a long time. The location should be suitable and convenient for transportation.

5. Courtesy means that the employees who serve customers must be outgoing, courteous, and have good human relations. Including the polite and appropriate dress of employees.

6. Communication, refer to the ability to explain to customers correctly, using language that is easy to understand, such as providing information about services, including rates and discounts.

7. Credibility is the organization's regulation. trustworthy appearance of employees when dealing with customers, honesty, trustworthiness, reliability, and always providing the best service to customers.

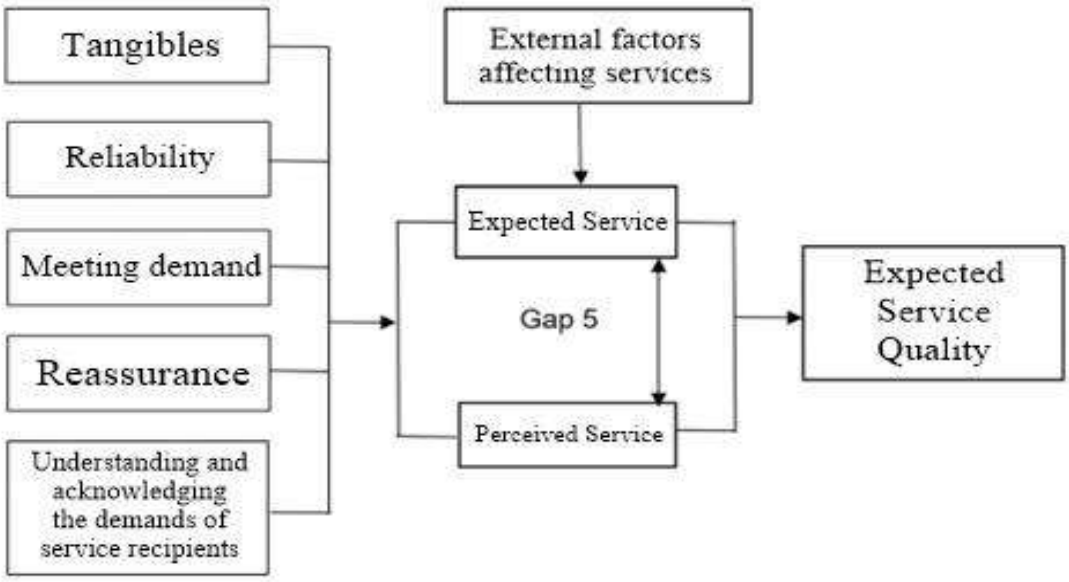
8. Security means that the delivered service to the customer is no danger, no risk, and any problems which are body safety, belonging, and privacy.

9. Understanding / Knowing the customer means that understanding the customers' demand, and learning about private demand, giving attention to the individual customers and remembering the customer's name.

10. Tangibles are the physical characteristics of the organization, external characteristics of the employee include the facility equipment in each service.

Parasuraman et al. (1988) developed the SERVQUAL model as a multiple-item instrument for measuring service quality by comparing customers' expectations with their perceptions of the service received. The model consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. SERVQUAL has been widely used as a framework for evaluating service quality and identifying areas for service improvement.

Figure 2.6 *SERVQUAL Model (1988)*



Source: Parasuraman et al. (1988)

From Figure 2.6, the SERVQUAL Model is composed of 5 dimensions:

1. Tangibles refer to the physical aspects of the service environment, such as convenient facilities and modern, well-maintained equipment, which help customers form perceptions of service quality.

2. Reliability means the service providers have the ability to perform and make the customers feel trustworthy that the service is correct and accurate.

3. Responsiveness means the service providers are ready and willing to service and can respond to the demands of the customers as desired.

4. Assurance means the service recipients have the knowledge and have a good manner in providing service, and the service provider has the ability to cause the service recipient to feel confident in using the service.

5. Empathy means the service providers serve by thinking over the mind and the differences between the service recipients according to individual characteristics mainly.

These quality dimensions in a survey of external customer satisfaction in services consist of 22 indicators as summarized in Table 2.3

Table 2.3 *Indicators of Service Quality Dimensions*

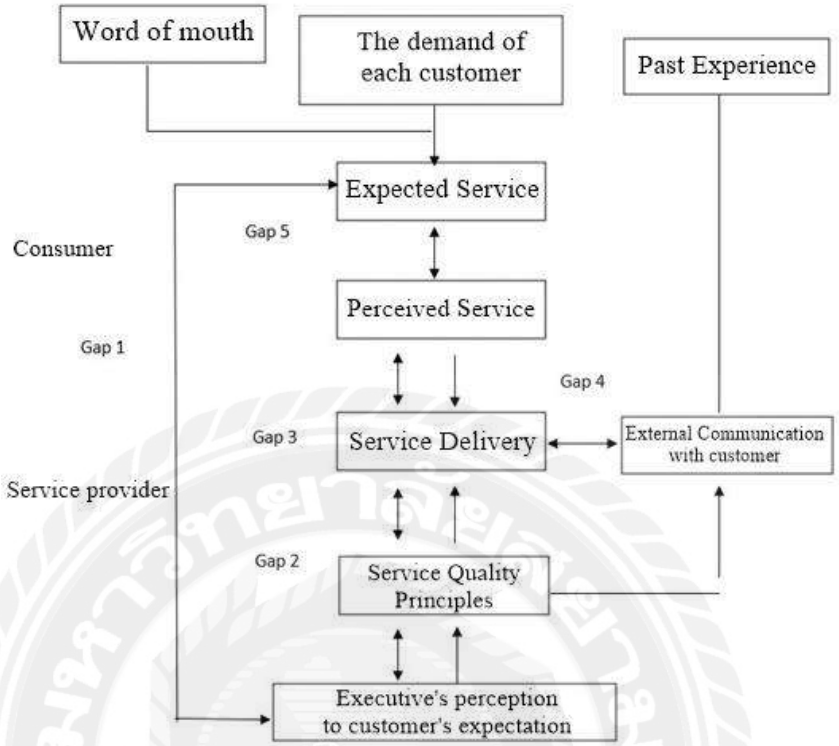
Service Quality Dimension	**Indicator**
Tangibles	Equipment Modernization Service Location Environment Officer's dress Publication about the service
Reliability	The officer's ability that can serve as agreed upon Maintaining User Information and using information to provide services Faultless Working Maintain the equipment and tools to always be ready for use A sufficient number of officers to provide services
Responsiveness	Fast service system Readiness of officer to provide advice and consultation to service recipients. Rapidity in the work of the officer Readiness of the officer to serve service recipients immediately as desired

Service Quality Dimension	Indicator
Assurance	Knowledge and ability of the officer in providing related information on services Building Confidence and safety in using the service Courteousness and Gentleness of the officer Officer Behavior in building confidence in service
Empathy	The officer's attention and carefulness for each service recipient Service time of the organization Opportunity to receive information about the organization The officer's genuine interest in service recipients Ability to truly understand the specific demands of the service recipient

Source: Parasuraman et al. (1988**)**

SERVQUAL is a 22-item instrument used to measure service quality by comparing customers' expectations with their perceptions of the service received. Service quality can be evaluated at two levels of expectation: desired service and adequate service. The Measure of Service Superiority (MSS) represents the gap between perceived service and desired service, whereas the Measure of Service Adequacy (MSA) represents the gap between perceived service and adequate service. The SERVQUAL model therefore provides a framework for assessing the difference between customers' expectations and their perceptions of actual service performance. These differences can be used to identify service quality requirements and establish appropriate service standards for businesses. Customer expectations are generally influenced by three main factors: word-of-mouth communication, individual customer needs, and previous service experiences. The relationships among these variables are illustrated in Figure 2.7.

Figure 2.7 *SERVOUAL Model (1985)*



Source: Adapted from Parasuraman et al. (1985).

From Figure 2.7, the occurred gaps can be summarized as follows:

Gap 1: The difference in knowledge gap between the target market's expected service and management's perceptions of the target market's expected service may be caused by market information not being sufficient, ineffective communication, and too many service management procedures.

Gap 2: The difference in standards between the executive's perception and management's perception of the customer expectation and converting expectations into service delivery processes, which may be caused by goal setting being good enough and no intention to create quality.

Gap 3: The difference between the service quality specifications and the service actually delivered.

Gap 4: The difference of communications between service delivery intentions and what is communicated to the customer, which may be caused by the communication or

advertisement that is inefficient, causing the content or meaning that must be communicated to be distorted, and inadequate communication between sales and production.

In summary, Parasuraman et al. (1988) believes that service quality depends on the gap between expectation and perception about the service actually received. Expectation of service recipients is a result of word of mouth, service recipients' demand, and past services, including news from services both directly and indirectly. The service recipient's perception is a result of receiving service and communication from the service provider to the service recipient, if the real receiving service is better than or the same as the expectation.

Customer perceptions of service quality are formed through the evaluation of the service received in relation to prior expectations. When perceived service meets or exceeds customer expectations, customers are more likely to evaluate the service positively and experience higher satisfaction. Parasuraman et al. (1985) proposed the Gap Model of Service Quality, which identifies five major gaps that may lead to deficiencies in service delivery. These gaps explain how differences between customer expectations, management perceptions, service quality standards, actual service delivery, and external communication may influence perceived service quality.

1. The difference between expected service and perception of the executive. Sometimes, the executive may not know how the consumer has expectations of the service of the organization, and does not know how each service should align with consumer expectations.

2. The difference between the perception of the executive and setting standards of service. The service providers may know the expectations of the consumer, but problems may arise from many limitations, such as human resource limitations, market conditions, and management deficiencies.

3. The difference between service standard and real service. Even though there are standards set, including guidelines for providing services, the service may not be of high enough quality. That problem may cause the work of responsible personnel to be non-standard and discontinuous.

4. The difference between real service and advertisement includes exaggerated communications to the consumer that cannot be done in reality and not enough publicity about the good service of the organization

5. Customer Gap: This gap refers to the difference between customers' expectations of a service and their perceptions of the service actually received. When perceived service fails to meet expectations, customers may evaluate the service quality negatively. Conversely, when perceived service meets or exceeds expectations, customers are more likely to perceive the service positively (Parasuraman et al., 1985)

2.3.3 Importance of Services

Service quality is important because it influences customers' evaluations of service performance and provides organizations with information for identifying service gaps and improving service delivery (Parasuraman et al., 1985).

The importance of services can be understood from both the perspective of service recipients and service providers. For service recipients, modern lifestyles have created increasing demand for various types of services. Due to the fast pace of daily life and work, individuals often rely on service providers to help them complete tasks efficiently and improve their overall quality of life. Services help respond to individual needs by providing convenience and support in physical, emotional, social, intellectual, and psychological aspects. When service recipients receive services that meet their expectations, they are more likely to develop positive feelings, satisfaction, and trust toward the service provider. Therefore, quality service should be convenient, uncomplicated, and capable of truly responding to the needs of service recipients.

From the perspective of service providers, service quality is also important for business success and long-term sustainability. For entrepreneurs and service executives, good service can increase long-term profitability, strengthen the business image, and demonstrate concern for customers throughout the service process. When services meet or exceed customer expectations, customers are more likely to feel satisfied and impressed, which may lead to repeat purchases, customer loyalty, and positive word-of-mouth. High-quality service can also reduce customer churn because customers who trust a product or service are more likely to make purchasing decisions and continue using the service. In

addition, good service can support employee retention. When a business maintains satisfied customers and stable profits, it is more capable of providing fair compensation and a positive working environment for employees, which can reduce employee turnover.

For service workers, the expansion of the service industry has created more employment opportunities across different career fields. Service employees play an important role in creating customer satisfaction and supporting business performance. Through proper training, employees can improve their ability to provide effective and high-quality service. Moreover, service workers can help create sales opportunities because customers may not always have sufficient knowledge about product technology or usage efficiency, but they can directly perceive the quality of service offered by employees. Good service can therefore make customers' purchasing decisions easier and increase the likelihood of successful sales.

Overall, service is an important activity that benefits both consumers and business operators in modern society. Consumers depend on various forms of service and convenience in their daily lives, while entrepreneurs must focus seriously on service quality in order to compete effectively and operate successfully in a changing economic environment. Although the SERVQUAL framework originated as a traditional theory, it remains a global benchmark with high empirical validity for assessing perceived service quality. Within the wellness hotel context, the five dimensions; Reliability, Assurance, Tangibles, Empathy, and Responsiveness, serve as fundamental drivers of trust and holistic healing, which are the core pillars of this industry. Moreover, contemporary studies in Thailand conducted between 2019 and 2024, such as those by Duangsa et al. (2019) and Petchbordee (2022), continue to validate the model's suitability for predicting organizational performance. In this study, the researcher has re-conceptualized the framework to align with modern trends by integrating 'Digital Convenience' and 'Sensory Environment' into the Tangibles dimension, ensuring it comprehensively addresses the needs of today's wellness travelers.

2.4 Concepts and Theories Related to Organizational Performance

2.4.1 Meaning of Performance

Organizational performance refers to the outcomes achieved by an organization in relation to its objectives and is generally regarded as a multidimensional construct (Richard et al., 2009). It can be evaluated through both financial and non-financial indicators, including profitability, productivity, customer-related outcomes, operational efficiency, and organizational growth (Kaplan & Norton, 1992; Venkatraman & Ramanujam, 1986).

Building upon these definitions, organizational performance is evaluated through two primary dimensions: financial and non-financial performance. Venkatraman and Ramanujam (1986) highlighted those financial indicators, such as profitability, return on investment, and sales growth, reflect traditional historical outcomes. However, Kaplan and Norton (1992) argued that relying solely on financial metrics is insufficient for modern strategic evaluation. Consequently, non-financial indicators—such as operational efficiency, customer satisfaction and retention, productivity, and organizational innovation—have become critical. These non-financial metrics act as leading indicators that drive sustainable competitiveness and future financial success.

In conclusion, organizational performance represents the comprehensive outcomes achieved by an organization in executing its strategy and fulfilling its predefined objectives. It is a holistic construct evaluated through an integrated balance of financial achievements and non-financial operational capabilities. High organizational performance reflects an organization's efficacy in optimizing its internal resources, delivering value to stakeholders, and maintaining sustainable growth within a dynamic business environment.

2.4.2 Importance of Performance

Organizational performance is fundamentally important as it serves as a critical strategic foundation for aligning human resource management with the organization's goals and strategies. High organizational performance reflects how effectively human capital is deployed to achieve operational outcomes. Therefore, defining and understanding performance enables organizations to design effective systems for developing employee

competencies, optimizing workforce potential, and ensuring that individual contributions directly drive overall strategic success.

Specifically, Armstrong (2006) emphasized that performance serves as a vital framework that should be integrated into continuous organizational management to support sustained performance improvements and the ongoing development of employees' skills and capabilities. Effective performance evaluation provides essential feedback for organizational learning, encouraging both employees and managers to learn from operational outcomes and challenges. Through this mechanism, performance acts as a catalyst for identifying training needs, refining employee capabilities, and enhancing overall organizational capacity.

In conclusion, the importance of performance extends beyond measuring final outcomes to serving as an indispensable driver of human resource development and strategic capacity. By establishing clear performance standards and systematic evaluation processes, organizations can promote teamwork, facilitate knowledge sharing, and foster continuous learning among employees. Ultimately, maintaining a strong focus on performance ensures both individual career growth and the long-term competitive sustainability of the organization.

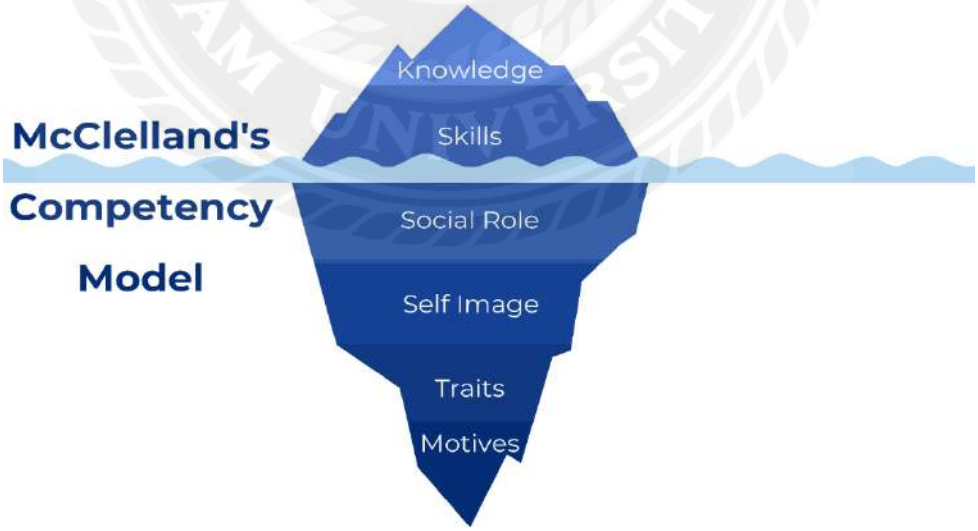
2.4.3 Performance Concept

The performance concept is fundamentally grounded in the alignment between individual behavioral capabilities and organizational outcomes. To understand how organizational performance is achieved, scholars emphasize the concept of competency as a critical baseline that determines effective job results. McClelland (1973) introduced a foundational shift in performance conceptualization by demonstrating that personal competencies, rather than traditional intelligence metrics, are the primary drivers of actual job performance. Building upon this foundation, Boyatzis (1982) conceptualized performance as the direct outcome of an individual's underlying characteristics interacting with job requirements and the organizational environment. Thus, the performance concept integrates individual competencies into a framework for achieving superior organizational performance.

To further elaborate on the internal dynamics of the performance concept, Spencer and Spencer (1993) proposed the Iceberg Model, which categorizes performance drivers into visible and underlying personal characteristics. The visible portion above the surface consists of knowledge and skills (often termed hard skills), which are easily observed, evaluated, and enhanced through training. Conversely, the submerged portion represents self-concept, traits, and motives (often referred to as soft skills), which are less visible yet exert a profound influence on an individual's workplace behavior and ultimate performance outcomes. The interaction between these visible capabilities and deeper personal characteristics determines how effectively an individual performs their role.

In conclusion, the conceptualization of performance relies on a holistic view that combines both tangible skills and intangible personal attributes to generate desired performance outcomes. While knowledge and technical skills enable employees to execute daily tasks, underlying motives and traits regulate the consistency, quality, and effectiveness of their work behavior. Therefore, the performance concept provides a comprehensive framework for organizations to measure, manage, and optimize individual capabilities, ensuring that both visible competencies and underlying attributes systematically contribute to high organizational performance. As shown in figure 2.8.

Figure 2.8 *Iceberg Model*



Source: Adapted from Spencer and Spencer (1993)

Based on the Iceberg Model, individual work behavior is influenced by both visible and underlying competencies. Knowledge and skills are relatively observable and can be developed through education, training, and practice, whereas motives, traits, self-concept, and social roles are less visible and more difficult to develop. These underlying characteristics can strongly influence how individuals behave and perform in the workplace. Therefore, both visible and underlying competencies should be considered when evaluating and developing employee performance (Spencer & Spencer, 1993).

2.4.4 Components of Performance

From the Iceberg Model, performance is divided into 5 components as follows:

Component 1: Skill means something that a person can do well. and be able to demonstrate your expertise to others, such as presenting, negotiating, and communicating.

Component 2: Knowledge means information that a person has accumulated until it becomes Specialized expertise, such as planning knowledge, human resource management knowledge, and information technology knowledge.

Component 3: Self-concept includes having attitudes, values, and images about oneself or what a person believes themselves to be, such as seeing oneself as honest, courageous, and responsible.

Component 4: Characteristics refer to the unique characteristics of a person that show up for others to see, such as trustworthiness, flexibility, and kindness.

Component 5: Motivation refers to the thoughts that drive behavior, such as people who have high expectations of success will have a drive to strive for success, or people who have no friends and need friends very much will have a drive to build relationships with others.

Bryant and Poustie (2001) divided the components of performance into 3 groups:

1. Knowledge refers to what a person knows and understands as academic knowledge. For example, executives must have management knowledge. Doctors must have knowledge in treating patients, etc.

2. Skill refers to things that are necessary for performing a job. which helps make the person put that knowledge to use, for example, executives must have conceptual skills. human skills and technical skills, methods, teachers must have teaching skills, etc.

3. Attitude and value mean what a person expresses. It is a behavioral characteristic that affects the use of knowledge and that person's skills. It is an element that makes people have patience or become discouraged about their work.

2.5 Relationship among Competitiveness Management, Service Quality Management and Organizational Performance

The above sections examine the theoretical underpinnings of Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP). In the context of Thailand's wellness hotel industry, however, these three constructs are not conceptually independent. Rather, they are theoretically interrelated. Understanding the nature of these interrelationships is a prerequisite for developing an integrated conceptual framework that explains how wellness hotels can achieve sustainable superior performance.

Competitiveness management provides the strategic direction and resource base that enable an organization to deliver high-quality services. According to Porter's Diamond Model (1998), factor conditions (such as skilled personnel, technological infrastructure, capital resources) and related and supporting industries directly influence a firm's ability to offer differentiated and superior services. In the wellness hotel context, competitive factors such as access to medical expertise, partnerships with wellness providers, and supportive government policies create an environment conducive to implementing rigorous service quality standards.

Conversely, service quality management can be viewed as the operational manifestation of competitiveness. Parasuraman et al. (1988) argued that service quality dimensions – particularly reliability, assurance, and empathy – reflect how effectively a firm translates its competitive advantages into customer-perceived value. A wellness hotel that possesses strong competitiveness (such as a unique location, strategic alliances, favorable demand conditions) but fails to operationalize it through consistent, responsive, and empathetic service will not realize its competitive potential. Therefore, competitiveness

management acts as an antecedent to service quality management, providing the strategic and operational platform upon which service excellence is built.

The link between service quality and organizational performance is well established in hospitality research. High service quality leads to customer satisfaction, repeat patronage, positive word-of-mouth, and, ultimately, improved financial and non-financial performance (Zeithaml, 2000). In the wellness hotel industry, where guests seek holistic health experiences, service quality is not merely a hygiene factor but a core value driver.

Drawing on the Iceberg Model of competency (Spencer & Spencer, 1993), organizational performance in this study encompasses both visible outcomes (such as knowledge, technical skills) and underlying traits (such as leadership, adaptability, motivation). Service quality management directly enhances these performance dimensions by ensuring that employees demonstrate reliability, responsiveness, and empathy in every guest interaction. When wellness hotels consistently deliver on the five SERVQUAL dimensions – tangibles, reliability, responsiveness, assurance, and empathy – they build functional competencies and leadership capabilities that translate into measurable performance improvements. Consequently, service quality management is a direct predictor of organizational performance.

Beyond its indirect influence through service quality, competitiveness management is also theorized to have a direct positive effect on organizational performance. According to Porter's generic strategies (1980, 1985), firms that successfully implement differentiation or focus strategies can achieve superior performance by commanding price premiums, enhancing customer loyalty, and reducing competitive rivalry. In the wellness hotel industry, effective competitiveness management – such as leveraging unique factor conditions (Such as a natural hot spring, internationally certified wellness therapists), responding to demanding customer expectations, and benefiting from government tourism policies – directly contributes to performance outcomes. These outcomes include higher occupancy rates, increased revenue per available room (RevPAR), stronger brand equity, and improved employee competency levels (Petchbordee, 2022; Kaewpromman et al., 2019).

Furthermore, the Diamond Model (Porter, 1998) suggests that favorable demand conditions and intense domestic rivalry drive firms to innovate continuously, which directly enhances productivity and profitability. A wellness hotel that proactively manages its competitiveness – for instance, by developing unique wellness programs or securing partnerships with leading hospitals – can achieve performance gains even before those advantages are fully reflected in service quality metrics. Thus, competitiveness management exerts a direct positive effect on organizational performance, independent of the mediating pathway through service quality.

While competitiveness management provides strategic resources and market positioning, its impact on organizational performance is not always direct or complete. In service-intensive industries, particularly wellness hotels, the transformation of competitive potential into actual performance outcomes occurs largely through service delivery processes. This suggests a mediating role of service quality management.

Specifically, a wellness hotel may possess favorable factor conditions (such as a prime location, government incentives, advanced infrastructure) and a well-defined competitive strategy. However, without effective service quality management – characterized by reliable service delivery, empathetic staff, responsive problem-solving, and tangible facility quality – these competitive advantages remain latent. It is through the daily implementation of service quality that guests perceive value, trust is built, and performance outcomes such as guest loyalty, employee competence, and revenue growth are realized.

This mediating logic is consistent with the Resource-Based View (RBV), which posits that resources and capabilities (competitiveness) must be deployed through organizational processes (service quality) to generate sustainable competitive advantage and performance (Barney, 1991). In the context of this study, service quality management serves as the key mechanism that channels the influence of competitiveness management into enhanced organizational performance.

2.6 Relevant Research

Badulescu et al. (2024) conducted a qualitative study on business opportunities and drivers for health and spa tourism in Baile Felix Spa Resort, Romania. The study explored the perceptions of hotel managers and small business owners regarding the factors that encourage business creation and management in health and spa tourism. Based on interviews with 32 hotel managers and small business owners, the findings identified four major drivers: improving work quality and independence, professional and personal development, responses to business opportunities, and upgrading existing services. The study also found that these drivers were influenced by gender, work experience, and education. Although the study was limited by the number of interviewees and the specific geographical context, it emphasized the importance of stakeholder collaboration in developing long-term strategies for health and wellness destinations.

Sánchez-Pérez et al. (2020) examined hotel differentiation, competition, agglomeration, and pricing. Drawing on competition, signaling, and agglomeration perspectives, the study investigated how vertical and horizontal differentiation influence hotel prices and how competition and hotel clustering moderate these effects. Using quantile regression based on a sample of 1,870 hotels, the study found that local competition and agglomeration influence the relationship between differentiation and pricing. Online reputation had a stronger effect among low-priced hotels, while intense competition reduced the positive effect of horizontal differentiation. Hotel clustering strengthened the effect of hotel category on price but reduced the benefits of offering additional services.

Zhao et al. (2020) investigated asymmetric price responses in hotel competition caused by heterogeneous customers' willingness to pay. The study developed a game framework involving an upscale hotel and an upper-midscale hotel to analyze hotel pricing and competitor price responses. The findings showed that the upscale hotel had a larger price response in absolute amount, while the upper-midscale hotel had a larger price response in percentage terms. The study provided practical implications for hotel revenue managers in understanding price competition and customer heterogeneity.

Chi et al. (2024) investigated the motivation-based segmentation of wellness hotel customers in North America using a mixed-method, multi-study design. Across three sequential studies, the researchers first developed and validated a measurement scale of customer motivators and constraints based on 951 respondents. They then examined the relationship between customer motivations and preferences for wellness amenities using data from 474 respondents. Finally, based on 408 respondents, they identified distinct customer segments within the wellness hotel market. The findings revealed six key motivators—knowledge seeking, wellness seeking, prestige seeking, social influence, escapism seeking, and relatedness seeking—and two constraints: value for money and incongruence. Four customer segments were identified: socially aspirational, holistic, budget-minded, and discretionary wellness seekers.

Mody et al. (2019) examined restorative services capes in health care by investigating the influence of hotel-like attributes on patient well-being. Based on data from 527 patients, the study found that hotel-like products and services could enhance patients' perceived well-being, which in turn positively influenced behavioral intentions. The findings also suggested that less healthy patients may derive greater restorative benefits from hotel-like hospital environments and may be more willing to pay higher out-of-pocket expenses for such rooms. This study contributes to evidence-based design and highlights the role of hospitality elements in health care service environments.

Duangsa et al. (2019) developed a green hotel management model for creating competitive advantage in Thailand. Using a mixed-method approach, the study examined green hotel management, green marketing, service quality, and competitive advantage. The findings showed that green hotel management, green marketing, service quality, and competitive advantage were all rated at high or very high levels. Reliability was identified as the highest-rated dimension of service quality, while market leadership was the highest-rated factor of competitive advantage. The study proposed a green hotel management model consisting of main factors, including price, procurement, and environmental and energy management, and secondary factors, including community participation, products, public relations, distribution, and service.

Kaewpromman et al. (2019) studied guidelines for creating competitive advantages among small hotels on the Southern Andaman Coast of Thailand. The study used qualitative methods, including literature review and interviews with experts, academics, and ten business owners. The findings indicated that small hotels faced problems related to human resource management, financial management, sales promotion, customer loyalty, and customer relationship activities. The study proposed four major approaches for creating competitive advantage: management, cost control, marketing, and customer loyalty development.

Petchbordee (2022) examined the causal factors influencing the competitiveness of medium-sized hotels in Thailand. The study used both quantitative and qualitative methods. Quantitative data were collected from 380 medium-sized hotel operators from a population of 4,570 hotels, while qualitative data were collected from 15 operators and experts. The findings showed that fundamental resources, quality management systems, and government policy support influenced business transformation, competitiveness, and performance. The study also confirmed that competitiveness influenced business performance, and the structural equation model demonstrated acceptable model fit indices.

Maopraman (2024) proposed strategies for developing service innovation models to create competitive advantage in the hotel business. The study analyzed service innovation in relation to human resource development through competency, innovation and technology, service quality, teamwork, sustainable business development, and mass-oriented design. The study suggested that service innovation can serve as a practical tool for hotel entrepreneurs to improve competitiveness, select appropriate management methods, and support sustainable development in the hotel and tourism sectors.

Previous research in Thailand has identified several factors associated with hotel competitiveness and performance. Duangsa et al. (2019) highlighted green hotel management, service quality, environmental management, and human resource management as important components of competitive advantage. Kaewpromman et al. (2019) identified management, cost management, marketing, and customer loyalty as key approaches for strengthening the competitive advantage of small hotels in the Southern Andaman region. Maopraman et al. (2024) emphasized service innovation, technology

adoption, service quality, human resource competency, teamwork, and sustainable business development as important mechanisms for creating competitive advantage in the hotel industry. In addition, Petchbordee (2022) found that fundamental resources, quality management systems, and government policy support influence hotel business transformation, competitiveness, and business performance. Together, these studies demonstrate that hotel competitiveness is shaped by a combination of managerial, service-related, innovative, environmental, and institutional factors.

Table 2.4 *Summary of Related Research*

Author (Year)	Competitiveness Management	Service Quality Management	Organizational Performance
Badulescu et al. (2024)		√	√
Sánchez-Pérez et al. (2020)	√	√	
Zhao et al. (2020)	√	√	√
Chi et al. (2024)		√	√
Way et al. (2023)	√		√
Mody et al. (2020)		√	√
Duangsa et al. (2019)	√	√	
Kaewpromman et al. (2019)	√	√	√
Petchbordee (2022)	√	√	√
Maopraman (2024)		√	√
Total	6	9	8

Source: Researcher (2024)

Table 2.5 *Summary of the Theory of Competitiveness Management*

Author (Year)	Industry Rivalry	Threat of Substitutes	Bargaining Power of Customers	Power of Suppliers	Threat of New Entrants	Factor Condition	Demand Condition	Related and Supporting Industries	Firm Strategy, Structure and Rivalry	Chance	Government
Sánchez-Pérez et al. (2020)	√	√	√	√	√	√	√	√	√	√	√
Zhao et al. (2020)						√	√	√	√	√	√
Way et al. (2024)						√	√	√	√	√	√
Duangsa et al. (2019)						√	√	√	√	√	√
Kaewpromman (2019)	√	√	√	√	√	√	√	√	√	√	√
Petchbordee (2022)						√	√	√	√	√	√
Total	**2**	**2**	**2**	**2**	**2**	**6**	**6**	**6**	**6**	**6**	**6**

Source: Researcher (2024)

Table 2.6 *Summary of the Theory of Service Quality Management*

Author (Year)	Reliability	Assurance	Tangibles	Empathy	Responsiveness	Customer Satisfaction
Badulescu et al. (2024)	√	√	√	√	√	
Sánchez-Pérez et al. (2020)	√	√	√	√	√	√
Zhao et al. (2020)	√	√	√	√	√	
Chi et al. (2024)	√	√	√	√	√	√
Mody et al. (2020)	√	√	√	√	√	
Duangsa et al. (2019)	√	√	√	√	√	√
Kaewpromman et al. (2019)	√	√	√	√	√	
Petchbordee (2022)	√	√	√	√	√	
Maopraman (2024)	√	√	√	√	√	√
Total	**9**	**9**	**9**	**9**	**9**	**4**

Source: Researcher (2024)

Table 2.7

Summary of the Theory of Organizational Performance

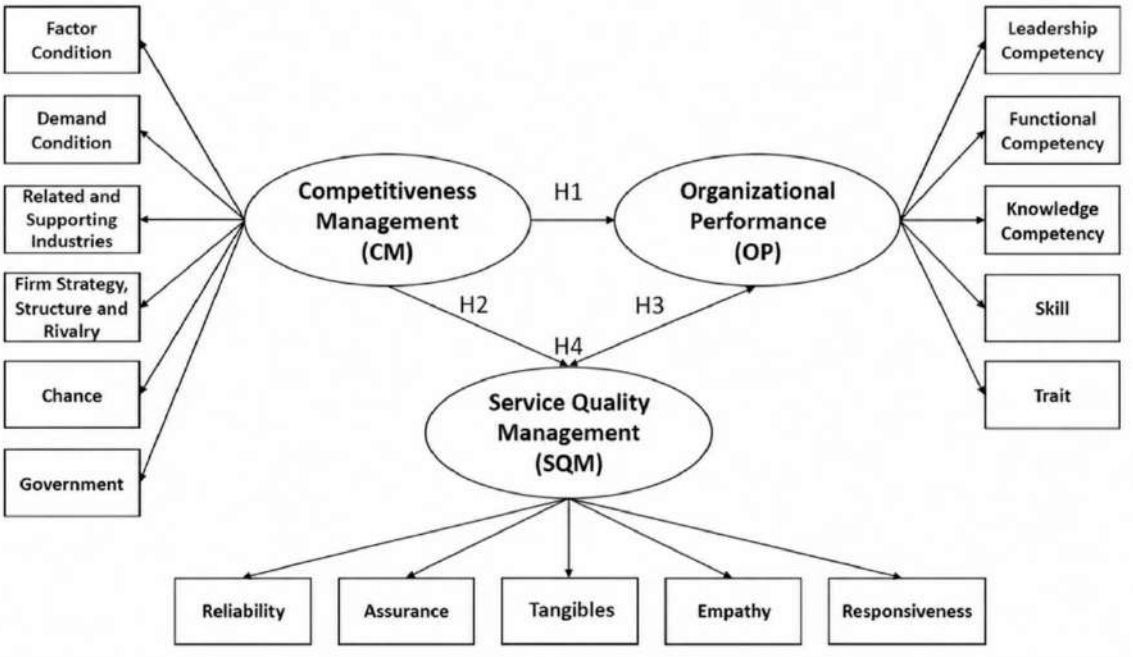
Author (Year)	Leadership	Organizational	Functional competency	Behavioral competency	Knowledge	Skill	Trait	Appropriate attitude and value
Sánchez-Pérez et al. (2020)	√	√	√		√	√	√	
Zhao et al. (2020)	√		√	√	√	√	√	
Chi et al. (2024)	√		√		√	√	√	
Way et al. (2024)	√		√	√	√	√	√	
Mody et al. (2020)	√		√		√	√	√	√
Kaewpromman et al. (2019)	√		√		√	√	√	
Petchbordee (2022)	√		√		√	√	√	√
Maopraman (2024)	√		√		√	√	√	
Total	**8**	**1**	**8**	**2**	**8**	**8**	**8**	**2**

Source: Researcher (2024)

2.7 Conceptual Framework, Operational Definition, Hypothesis and Explanation of Hypothesis

2.7.1 Conceptual Framework

Figure 2.9 *Conceptual Framework*



Source: Researcher (2024)

The conceptual framework for this study is developed to investigate the causal relationships between Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP) in the context of Thailand's wellness hotel industry. Drawing on the Resource-Based View (RBV) and Porter's Diamond Model, the framework posits that an organization's strategic resources and competitive positioning (CM) serve as the foundation for both service excellence and business success. Service Quality Management (SQM), based on the SERVQUAL model, is integrated as a critical mediating mechanism that translates these strategic capabilities into measurable Organizational Performance (OP) outcomes. The model examines both the direct impact of competitiveness on performance and the indirect pathway facilitated by service quality.

2.7.2 Operational Definition

To ensure empirical precision, the primary latent variables are defined through their respective sub-dimensions as identified in the research instrument:

Competitiveness Management (CM): Refers to the strategic initiatives and structural configurations designed to enhance an organization's capability to compete effectively within the market. This includes analyzing market dynamics, fostering linkages with key supporting units, and utilizing factor conditions (such as human and physical resources) to develop high-value products and services. Based on the Diamond Model, it is measured by six sub-dimensions: (1) Factor Condition, (2) Demand Condition, (3) Related and Supporting Industries, (4) Firm Strategy, Structure, and Rivalry, (5) Chance, and (6) Government.

Factor Condition (CM1): Refers to the basic and advanced production factors available to a wellness hotel, including human resources (Such as skilled wellness therapists, multilingual staff), physical resources (Such as location, natural scenery, climate), knowledge resources (Such as expertise in traditional Thai medicine or holistic health), capital resources (Such as access to funding for facility upgrades), and infrastructure (Such as transportation links, digital connectivity).

Demand Condition (CM2): Refers to the nature and characteristics of domestic demand for wellness hotel services. This includes the sophistication of local customers (Such as health-conscious travelers expecting high-quality wellness programs), the size and growth pattern of the market (Such as increasing demand for post-COVID health retreats), and the extent to which domestic demand anticipates or influences international wellness trends.

Related and Supporting Industries (CM3): Refers to the presence and competitiveness of local industries that support wellness hotel operations. These include healthcare providers (Such as hospitals, clinics), organic food suppliers, spa product manufacturers, fitness equipment providers, tourism agencies, and wellness certification bodies. Strong related industries enhance innovation, efficiency, and service quality.

Firm Strategy, Structure and Rivalry (CM4): Refers to the way wellness hotels are organized, managed, and compete within the domestic market. This includes ownership structures (Such as independent vs. chain hotels), strategic orientation (Such as differentiation vs. cost leadership), management practices (Such as employee training, performance monitoring), and the intensity of local competition, which drives continuous improvement and innovation.

Chance (CM5): Refers to unforeseen events or external shocks beyond the control of firms and government that can significantly alter competitive positioning. In the wellness hotel context, such events include the COVID-19 pandemic, sudden changes in travel restrictions, natural disasters, geopolitical conflicts, or unexpected shifts in tourist preferences. Chance events create both opportunities and threats that require adaptive strategic responses.

Government (CM6): Refers to the role of public policy and regulatory frameworks in shaping the competitiveness of wellness hotels. This includes tourism promotion policies (Such as visa exemptions, marketing campaigns), health and safety regulations, environmental certification schemes (Such as Green Hotel standards), tax incentives for wellness investments, and infrastructure development projects (Such as airport expansions, road improvements).

Service Quality Management (SQM): Defined as the systematic process of managing and improving service delivery to meet or exceed guest expectations. It emphasizes the proficiency of personnel in delivering accurate, empathetic, and responsive services, supported by modern tangible facilities and a secure environment. It is measured using five sub-dimensions of the SERVQUAL model: (1) Reliability, (2) Assurance, (3) Tangibles, (4) Empathy, and (5) Responsiveness.

Reliability (SQM1): Refers to the ability of the wellness hotel to perform the promised service dependably and accurately. This includes delivering services on time (Such as scheduled spa appointments, meal times), maintaining consistent quality across all guest touchpoints, handling reservations correctly, and fulfilling service commitments (Such as wellness program outcomes) without error.

Assurance (SQM2): Refers to the knowledge, courtesy, and ability of employees to inspire trust and confidence in guests. This includes the competence of wellness staff (Such as certified therapists, nutritionists), their ability to answer health-related questions accurately, polite and respectful behavior, and the overall sense of safety and security (Such as hygiene protocols, data privacy) that guests experience during their stay.

Tangibles (SQM3): Refers to the physical facilities, equipment, and appearance of personnel at the wellness hotel. This includes the aesthetic appeal and cleanliness of guest rooms, spa areas, fitness centers, and dining spaces; modern and well-maintained wellness equipment (Such as massage tables, hydrotherapy pools); professional and neat staff uniforms; and informative materials (Such as wellness brochures, digital signage) that enhance the guest experience.

Empathy (SQM4): Refers to the caring, individualized attention that the wellness hotel provides to its guests. This includes understanding each guest's unique health and wellness goals, remembering guest preferences (Such as dietary restrictions, preferred massage techniques), offering flexible service hours to accommodate individual schedules, and demonstrating genuine concern for guest well-being. Empathy ensures that guests feel valued as individuals rather than as transactions.

Responsiveness (SQM5): Refers to the willingness of the wellness hotel to help guests promptly and address their requests or problems. This includes rapid check-in and check-out processes, immediate response to guest inquiries (Such as room service requests, wellness activity bookings), proactive resolution of complaints or unexpected issues (Such as medical concerns during a retreat), and minimal waiting times for services such as spa treatments or fitness classes.

Organizational Performance (OP): Refers to the outcomes that indicate organizational efficiency and effectiveness across multiple dimensions. This is measured through the lens of human capital competencies, including visible "hard skills" (knowledge and technical expertise) and underlying "soft skills" (leadership traits, adaptability, and ethical decision-making) that drive long-term sustainability. It is measured by five sub-dimensions based on the Iceberg Model: (1) Leadership Competency, (2) Functional Competency, (3) Knowledge Competency, (4) Skill, and (5) Trait.

Leadership Competency (OP1): Refers to the ability of managers and senior staff to inspire, guide, and empower teams toward achieving organizational goals. In the wellness hotel context, leadership competency includes setting a clear wellness vision, making strategic decisions under uncertainty, fostering a positive organizational culture, mentoring subordinates, and driving continuous improvement in service standards.

Functional Competency (OP2): Refers to the specific technical and operational skills required to perform job roles effectively within a wellness hotel. This includes front-desk operations, spa therapy techniques, hygiene and safety protocols, financial management, marketing and sales skills, and the ability to use property management systems or wellness booking software. Functional competency ensures that daily operations run smoothly and meet industry benchmarks.

Knowledge Competency (OP3): Refers to the body of factual, procedural, and theoretical knowledge that employees possess relevant to wellness hotel management. This includes knowledge of wellness tourism trends, traditional and alternative medicine principles, nutrition and fitness science, customer relationship management, regulatory compliance (Such as health licenses), and sustainable hotel practices. Knowledge competency enables innovation and informed decision-making.

Skill (OP4): Refers to the demonstrated ability to apply knowledge and experience to achieve specific outcomes efficiently. Unlike functional competency (which focuses on role-specific tasks), skill here encompasses broader abilities such as effective communication (with guests and team members), problem-solving (Such as handling guest complaints), time management, conflict resolution, and adaptability to changing guest needs. Skills are observable and can be developed through training and practice.

Trait (OP5): Refers to the enduring personal characteristics, attitudes, and values that influence employee behavior and performance. In the wellness hotel setting, relevant traits include conscientiousness (attention to detail), emotional stability (remaining calm under pressure), openness to experience (willingness to learn new wellness practices), agreeableness (warmth and friendliness toward guests), and intrinsic motivation (genuine passion for health and hospitality). Traits are relatively stable and shape how competencies and skills are expressed in daily work.

2.7.3 Hypothesis and Explanation of Hypothesis

Based on the conceptual framework, the following hypotheses are proposed:

H1: Competitiveness management has a direct effect on organizational performance in wellness hotel businesses in Thailand.

This hypothesis posits that the competitive strength derived from favorable locations, strategic planning, innovation, and supportive environmental conditions directly contributes to improved performance outcomes. According to Porter's generic strategies (1980) and the Diamond Model (1998), firms that successfully develop and sustain competitive advantages – such as unique wellness programmers, strategic partnerships with healthcare providers, or strong brand recognition – are able to achieve superior performance in terms of occupancy rates, revenue growth, employee competency development, and long-term sustainability. In the context of Thailand's wellness hotel industry, effective competitiveness management enables organizations to adapt to market fluctuations (such as post-COVID recovery), capitalize on government tourism policies, and outperform rivals. Therefore, competitiveness management is hypothesized to directly enhance organizational performance, independent of other mediating mechanisms.

H2: Competitiveness management has a direct effect on service quality management in wellness hotel businesses in Thailand.

This hypothesis argues that competitiveness management provides the strategic foundation, resource availability, and environmental conditions necessary for delivering high-quality services. As articulated in Porter's Diamond Model (1998), factor condition (such as skilled wellness therapists, modern facilities, and technological infrastructure) and related and supporting industries (such as hospitals and organic food suppliers) directly enable hotels to implement rigorous service quality standards. A wellness hotel with strong competitive capabilities – such as access to advanced health technologies, government certification, or a prime location – is better positioned to train staff, maintain facilities, and design reliable service processes. Without such competitive foundations, efforts to improve service quality may be constrained by resource limitations. Consequently, competitiveness management is hypothesized to be a significant antecedent of service quality management.

H3: Service quality management has a direct effect on organizational performance in wellness hotel businesses in Thailand.

This hypothesis reflects the well-established premise in hospitality and service marketing literature that superior service quality drives organizational success. Drawing on the SERVQUAL model (Parasuraman et al., 1988) high performance across the five service quality dimensions – reliability, assurance, tangibles, empathy, and responsiveness – leads to increased guest satisfaction, positive word-of-mouth, repeat patronage, and enhanced brand loyalty. In the wellness hotel context, where guests seek holistic health experiences, consistent and empathetic service delivery directly translates into measurable performance outcomes. These include higher guest retention rates, improved employee functional competencies (as per the Iceberg Model), increased revenue per available room (RevPAR), and stronger competitive positioning. Therefore, service quality management is hypothesized to be a direct predictor of organizational performance.

H4: Service quality management mediates the relationship between competitiveness management and organizational performance in wellness hotel businesses in Thailand.

This hypothesis proposes that the impact of competitiveness management on organizational performance is not entirely direct but is partially transmitted through service quality management. While competitiveness provides the strategic resources, market positioning, and environmental enablers (such as factor conditions and government support), these advantages remain latent until they are operationalized through day-to-day service delivery processes. Guests do not directly experience a hotel's competitive strategy; rather, they perceive value through reliable, empathetic, and responsive service encounters. Consistent with the Resource-Based View (Barney, 1991), resources and capabilities (competitiveness) must be deployed through organizational processes (service quality) to generate sustainable competitive advantage and superior performance. In the wellness hotel industry, a hotel may possess excellent facilities and strategic alliances, but without effective service quality management – characterized by staff competence, prompt problem-solving, and individualized guest care – these competitive assets will not translate into guest loyalty or financial returns. Thus, service quality management serves as a key

mediating mechanism that channels the influence of competitiveness management into enhanced organizational performance. This hypothesis does not preclude a direct effect (H1) but posits that a significant portion of the total effect of competitiveness on performance operates indirectly through service quality.

CHAPTER 3
RESEARCH METHODOLOGY

The research “The Impact of the Service Quality and Competitiveness Management on Organizational performance: A Developing Model for Thailand's Wellness Hotel Industry” adopted the methodology as follows:

3.1 Research Design

3.2 Population and Sample

3.3 Research Tools

3.4 Quality of Research Tools

3.5 Data Collection

3.6 Data Analysis

3.7 Research Ethics

3.1 Research Design

This research adopted the mixed methods research design, using quantitative research method and qualitative research method. This design is characterized by a two-phase process:

Quantitative Phase: The quantitative phase involved collecting and analyzing quantitative data through survey questionnaires to test the research hypotheses and establish statistical patterns using Structural Equation Modeling (SEM).

Qualitative Phase: The qualitative phase followed the quantitative analysis to provide a deeper understanding and explanation of the statistical results. This is achieved through structured interviews with key informants in the industry.

The integration of these methods ensures that the findings are not only statistically robust but also contextually rich, providing a holistic "Strategic Roadmap" for the wellness hotel industry.

3.2 Population and Sample

The population and sample selection for this study are presented according to the research phase:

3.2.1 Population of Quantitative Phase

The target population for this study was defined at the organizational level (the hotel), where each hotel was represented by one authorized respondent who holds a senior-level position, such as a Senior Executive, General Manager, or authorized Senior Staff member under hotels certified as the "Health Hotel" and "Green Hotel" standards in Thailand. Based on the 2024 report of the Bureau of Environmental Health, Department of Health, the total number of the "Health Hotel" and "Green Hotel" standards in Thailand was 1,053 hotels (100 %) (Bureau of Environmental Health, Department of Health, 2024). The majority of the certified GREEN Health Hotels were heavily concentrated in three major tourism provinces; Bangkok, Phuket and Chiang Mai, accounting for 72.65%(765 hotels were targeted) of the total population nationwide.

Table 3.1: *Number of Certified GREEN Health Hotels in Thailand, Classified by Province*

Province	Number of Hotels	Percentage of the grand Total (%)
Bangkok (Metropolitan Area)	284	26.97
Phuket	253	24.03
Chiang Mai	228	21.65
Surat Thani (including Koh Samui)	65	6.17
Chonburi (including Pattaya)	52	4.94
Krabi	41	3.89
Prachuap Khiri Khan (including Hua Hin)	33	3.13
Nonthaburi	18	1.71
Chiang Rai	16	1.52
Phra Nakhon Si Ayutthaya	14	1.33
Other Provinces (66 provinces in total) *	49	4.66
Total Nationwide (76 Provinces and Bangkok)	1,053	100

Source: Bureau of Environmental Health, Department of Health, Ministry of Public Health (2024)

The unit of analysis for this study was the organization (the hotel), as the research investigate strategic processes and firm-wide performance outcomes rather than individual behavior. This approach ensured that the data collected from administrative representatives accurately reflected the hotel's collective competitiveness and service quality standards. To ensure that the sample aligned with the research objectives focusing on the Wellness

Hotel industry, the researcher established specific inclusion Criteria for the Green Hotel group. Firstly, the establishment must be certified as a "Green Health Hotel," which involves an integrated assessment of both environmental management and health promotion. Secondly, the hotel must offer at least two distinct wellness services based on the Global Wellness Institute (GWI) definitions, such as spa and wellness massage services, healthy nutrition programs, or mind-body balance activities. Thirdly, the hotel must engage in marketing communications that explicitly state a Wellness Value Proposition to its customers. This screening process ensures that the selected Green Hotel samples operated within a service quality management context that directly aligns with the standards of wellness hotels.

3.2.2 Sample Size and Sampling Technique for Quantitative Phase

To determine the appropriate sample size, the researcher utilized the formula of Taro Yamane with a 0.05 margin of error. The calculation is as follows:

$$n = \frac{N}{1+Ne^2}$$

Where n = number of samples

N = Number of populations

e = Maximum acceptable of error

$$n = \frac{765}{1+765(0.05)^2}$$

n = 262.66 samples

However, to avoid mistake from incomplete responses, the researcher collected data from the samples more than 270 respondents. Moreover, since this research employed Structural Equation Modeling (SEM), which requires a sample size proportionate to the number of variables, the researcher refers to the principles of Hair et al. (2019). This approach suggests that the sample size should be at least 10 to 20 times the number of observed variables. The model in this study consisted of a total of 16 dimensions of observed variables (6 dimensions for CM, 5 for SQM, and 5 for OP). Based on a 15:1 ratio, a sample size of approximately 240 respondents was required. Therefore, collecting

data from a 270 respondents is considered highly sufficient and appropriate for advanced statistical processing.

The researcher utilized a three-stage multi-stage sampling design. This structured approach transitions from broad geographic coverage to specific organizational types, ultimately selecting highly qualified professional respondents.

Stage 1: Area Cluster Sampling: The first stage involved grouping the 765 certified "Health and Green Hotels" into geographic clusters. To capture a holistic view of the industry, the researcher focused on hotels located within Thailand's primary wellness tourism hubs: Bangkok, Phuket, and Chiang Mai. These regions represent the highest concentration of wellness hospitality services and diverse environmental settings.

Stage 2: Stratified Random Sampling: In the second stage, the hotels within the selected clusters were divided into strata based on their strategic wellness positioning. This ensured that the final sample included a proportional representation of the industry's diverse business models, including: 1. Nature & Culture Wellness: Hotels emphasizing natural immersion and traditional rituals. 2. Holistic Destination Spas: Retreats focusing on architectural narratives and internal transformation and 3. Integrative Medical-Wellness: Facilities offering advanced clinical diagnostics and interdisciplinary care. Although 270 individuals provided data (Unit of Response), these data points were treated as representatives of their hotels (Unit of Analysis). Each hotel is represented by authorized respondents who hold a senior-level position, such as a Senior Executive, General Manager, or authorized Senior Staff member. The number of distributed questionnaires is shown in Table 3.2.

Table 3.2: *Number of Distributed Questionnaires*

Province	Number of Hotels	Proportional Percentage %	Number of Questionnaires
Bangkok (Metropolitan Area)	284	37.12	100
Phuket	253	33.07	89
Chiang Mai	228	29.81	81
Total	765	100	270

Source: Researcher (2024)

Stage 3: Purposive Sampling with Inclusion Criteria: The researcher employed a non-probability sampling method, specifically utilizing the purposive sampling technique. This approach was selected because the researcher required in-depth insights from a target group possessing direct knowledge and professional experience within the wellness hotel industry. The inclusion criteria for the participants were established. Participants must hold managerial or professional positions, including a Senior Executive, General Manager, or authorized Senior Staff member. Furthermore, participants must be directly involved in the operations of hotels that have been assessed and certified under the 'Health Hotel' and 'Green Hotel' standards by the Department of Health.

3.2.3 Key Informants of Qualitative Phase

The qualitative phase employed purposive sampling to involve in-depth interviews with 9 key informants who possess specialized expertise and strategic influence within Thailand’s wellness hotel industry. These individuals were selected based on their expertise and roles as, general managers, senior executives, or scholars specializing in the wellness hotel industry. Choosing 9 key informants was considered appropriate because the qualitative phase aimed to obtain in-depth professional insights rather than statistical generalization. Since the study had already collected quantitative data from 270 respondents, the interviews served as an explanatory supplement to support the quantitative findings. The informants were selected through purposive sampling based on

their experience and expertise in Thailand's wellness hotel industry. Moreover, the interviews showed repeated themes, indicating that a sufficient level of data saturation had been reached. Therefore, 9 key informants were adequate for this study.

To ensure the depth and credibility of the findings, the key informants were selected based on the following inclusion criteria:

1. Having at least 5 years of professional experience in hospitality or wellness management.

2. Holding a senior executive position (Such as, General Manager, Senior Executives, or Founder) or being a recognized scholar in the field.

3. Being directly involved in the management of hotels certified under Health and Green Hotel standards.

3.3 Research Tools

The researcher developed specific tools for each research phase:

3.3.1 Quantitative Tool: Questionnaire

The researcher developed a questionnaire based on operational definitions synthesized from three core theoretical frameworks: Porter's Diamond Model of Competitiveness (Porter, 1990), the SERVQUAL Model (Parasuraman et al., 1988), and the Competency Iceberg Model (Spencer & Spencer, 1993). The alignment between the theoretical constructs, latent variables, and their respective survey items is detailed in Table 3.3.

Table 3.3: *Questionnaire Design*

Latent Variable	Sub-dimension	Variable Code	Question Item	Theoretical Framework
Competitiveness Management (CM) Independent Variable	1.1 Factor Condition	CM1	8 - 10	**Porter (1980, 1998) (Diamond Model)**
	1.2 Demand Condition	CM2	11 - 13	
	1.3 Related & Supporting Industries	CM3	14 - 16	
	1.4 Firm Strategy, Structure & Rivalry	CM4	17 - 19	
	1.5 Chance	CM5	20 - 22	
	1.6 Government	CM6	23 - 25	
Service Quality Management (SQM) Mediating Variable	2.1 Reliability	SQM1	26 - 28	**Parasuraman, et al. (1985, 1988) (SERVQUAL Model)**
	2.2 Assurance	SQM2	29 - 31	
	2.3 Tangibles	SQM3	32 - 34	
	2.4 Empathy	SQM4	35 - 37	
	2.5 Responsiveness	SQM5	38 - 40	
Organizational Performance (OP) Dependent Variable	3.1 Leadership Competency	OP1	41 - 43	**McClelland (1973); Boyatzis (1982); Spencer & Spencer (1993) (Iceberg Model)**
	3.2 Functional Competency	OP2	44 - 46	
	3.3 Knowledge Competency	OP3	47 - 49	
	3.4 Skill	OP4	50 - 52	
	3.5 Trait	OP5	53 - 55	

Source: Researcher (2024)

For measurement consistency, the Table 3.3 highlights that each sub-dimension is measured by exactly 3 items, which ensures balanced measurement and is highly favorable for the Structural Equation Modeling (SEM) analysis.

The questionnaire is divided into *5* parts as follows:

Part 1 General Information: General information includes Gender, Age, Position, Work Experience, Monthly Income, Marital Status, and Education Level. The questionnaire used closed-ended question and a checklist format.

Part 2 Competitiveness Management (CM): 18 items measuring Factor Condition, Demand Condition, Related and Supporting Industries, Firm Strategy, Structure and Rivalry, Chance, Government.

Part 3 Organizational Performance (OP): 15 items measuring Leadership Competency, Functional Competency, Knowledge Competency, Skill, and Trait**.**

Part 4 Service Quality Management (SQM): 15 items measuring Reliability, Assurance, Tangibles, Empathy, and Responsiveness

Part 5 Recommendation: Open-ended questions for additional feedback.

Parts 2-4 utilize a 5-point Likert Scale (Strongly Agree to Strongly Disagree). The mean scores are interpreted as follows: (Silpcharu, 2010)

4.21–5.00 (Strongly Agree)

3.41–4.20 (Agree)

2.61–3.40 (Neutral)

1.81–2.60 (Disagree)

1.00–1.80 (Strongly Disagree)

3.3.2 Qualitative Tool: Structured Interview

A structured interview form containing 28 questions was developed based on the research objectives and theoretical framework as shown in Appendix C. It covers organizational profiles, strategic competitiveness, service quality challenges, and perceptions of the causal relationships among variables.

3.4 Quality of Research Tool

Validity test and reliability test were conducted to examine the quality of the questionnaire as follows:

3.4.1 Validity Test (IOC)

Five experts were invited to evaluate the content validity. They include:

1. Assoc.Prof. Dr.Chalermkiat Wongvanichtawee, Senior lecturer, Ph.D in Management, Siam University.
2. Dr. Prachya Wongwaree, Lecturer, Faculty of Political Science, Siam University
3. Dr. Patamaporn Pongpaibool, Senior lecturer, Faculty of International Business, Rangsit University
4. Dr. Thanapum Limsiritong, Researcher, Keio University
5. Dr. Pattsornkun Submahachok, Senior lecturer, Ph.D in Management, Siam University

Experts used the Index of Item Objective Congruence (IOC) by determining the passing criteria and the criteria that need to be improved as follows: Consistency of the question and objective between +1 to -1: +1 means the item is consistent with the objectives, 0 means not sure or the item is unclear, and -1 means sure that the item is not consistent with the objectives. If any item has IOC lower than 0.5, it means that the item is not accepted. All scores from 5 experts were collected to calculate Index of Item Objective Congruence (IOC) using to the following formula:

Determine IOC = $(\sum R)/N$

IOC = Index of item objective congruence

$\sum R$ = Sum of expert opinion scores

N = Number of experts

Therefore, items with an IOC score of 0.50 or higher were accepted, while those below 0.50 were revised or discarded as shown in Appendix D.

3.4.2 Reliability Test

The researcher conducted a reliability test on the questionnaire after verifying its content validity. The questionnaire was pre-tested (Try-out) with a group of 30 individuals who shared similar characteristics with the target population but were not part of the actual study sample. The questionnaire's reliability was assessed using Cronbach's Alpha Coefficient. A minimum value of 0.70 was required for the instrument to be considered acceptable for data collection. The results of the reliability analysis for each variable are as follows:

1. Competitiveness Management

The internal consistency analysis of the items related to Competitiveness Management yielded a reliability coefficient of 0.917. This indicates that the set of items for this variable is highly consistent and reliable.

2. Service Quality Management

The reliability test for the items measuring Service Quality Management resulted in a Cronbach's Alpha coefficient of 0.933, reflecting the instrument's ability to measure data with high stability and consistency.

3. Organizational Performance

Regarding the measurement of Organizational Performance, the analysis showed a reliability coefficient of 0.966. This value meets the statistically acceptable criteria, ensuring that the items accurately and reliably differentiate and measure performance outcomes.

4. Total Reliability

When considering the entire questionnaire across all dimensions (Competitiveness Management, Service Quality Management, and Organizational Performance), the total reliability coefficient was found to be 0.973.

3.5 Data Collection

3.5.1 Quantitative DataCollection

Questionnaires were distributed through online channels (Email, Facebook, and Line). This allowed for real-time monitoring of response accuracy and completeness. Only complete responses were included in the final data set of 270 samples.

3.5.2 Qualitative Data Collection

The qualitative data collection followed a three-step process.

1. Coordination: Making appointments with 9 key informants.

2. Official Documentation: Sending formal requests from the university to relevant parties.

3. Fieldwork: Conducting in-depth interviews. Conversations were recorded and transcribed for analysis with participants' consent.

3.6 Data Analysis

The researcher employed a systematic data analysis process to address the research objectives and test the proposed hypotheses. Given the mixed methods design of this study, the analysis was divided into two distinct yet interconnected phases: quantitative analysis followed by qualitative synthesis.

3.6.1 Quantitative Data Analysis

Quantitative data obtained from the 270 respondents are processed and analyzed using statistical computer programs, specifically SPSS for descriptive statistics and AMOS for inferential modeling. The analysis is categorized as follows:

1. **Data Preparation and Screening:** Prior to the primary analysis, the data underwent editing to ensure 100% completeness and coding according to the specified research criteria. To ensure the data were suitable for Structural Equation Modeling (SEM) using Maximum Likelihood Estimation (MLE), the researcher conducted distribution checks, evaluating Skewness (SK) and Kurtosis (KU) for all main variables and their sub-dimensions to ensure they fall within acceptable thresholds

2. **Descriptive Statistics:** Descriptive statistics were utilized to summarize the demographic data and the variables.

Frequency and Percentage: Used to analyze Part 1 of the questionnaire, providing a profile of respondents' basic characteristics such as gender, age, position, and work experience.

Mean and Standard Deviation (S.D.): Applied to Parts 2, 3, and 4 (CM, OP, and SQM) to determine the levels of agreement and the dispersion of responses. The mean scores are interpreted through 5-level criteria ranging from "Strongly Disagree" (1.00–1.80) to "Strongly Agree" (4.21–5.00).

3. **Inferential Statistics:** Structural Equation Modeling (SEM): The study utilized Structural Equation Modeling (SEM) as the primary technique to examine the causal relationships between Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP). This phase includes:

Confirmatory Factor Analysis (CFA): Performed to validate the measurement model and ensure structural validity. The researcher evaluated instrument quality through Composite Reliability (CR) (threshold > 0.70) and Average Variance Extracted (AVE) (threshold > 0.50) to confirm convergent validity.

Model Fit Indices: The consistency of the model with empirical data was assessed using standard indices, including Chi-square/df ($\chi 2/df$), CFI, TLI, RMSEA, and SRMR, adhering to accepted academic thresholds (e.g., CFI/TLI > 0.90).

Path Analysis: Employed to test the direct and indirect effects related to Hypotheses H1, H2, H3 and H4. This included examining the mediating role of SQM in the relationship between CM and OP.

Coefficient of Determination (R^2): Used to evaluate the predictive power of the structural model for the endogenous variables.

3.6.2 Qualitative Data Analysis

Qualitative data collected from in-depth interviews with 9 key informants were analyzed to provide contextual depth to the quantitative findings.

1. **Content and Thematic Analysis**: The researcher utilized Content Analysis and Thematic Analysis techniques to systematically identify text characteristics from the interview transcripts. The data were categorized into structural factors based on the theoretical frameworks established in Chapter 2.

2. **Procedure**: The qualitative analysis follows a structured approach:

First, the Transcription： Verbatim recording and transcribing of the conversations with stakeholders. Secondly, the Categorization. Grouping the insights into dimensions of Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP).

3. **Triangulation**: Integrating the qualitative analysis results with the SEM results to confirm the causal pathways and provide strategic recommendations.

3.7 Research Ethics

The researcher obtained formal consent from participants, ensuring they were fully informed about the purpose, procedures, risks, and benefits of the study .Participants voluntarily agreed to take part without coercion or undue influence, and their autonomy and rights were respected throughout the research process.

3.7.1 Consent, Confidentiality, and Respect

1. Informed Consent: The researchers obtained voluntary informed consent from participants, providing comprehensive information about the study's purpose, procedures, risks, and benefits, ensuring participants can make an informed decision to participate .

2. Confidentiality :The researchers were responsible for safeguarding participants' personal information and research data, ensuring secure storage and anonymization to prevent unauthorized access or disclosure .

3. Respect for Participants' Rights and Dignity: The researchers respected participants' autonomy, rights, and dignity, treating them with sensitivity and consideration for their cultural, religious, and personal beliefs and values.

3.7.2 Minimization of Harm, Beneficence, and Integrity

1. Minimization of Harm: The researcher took steps to minimize the risk of physical, psychological, or social harm to participants, conducting risk assessments and providing appropriate support services .

2. Beneficence :The researchers strived to maximize the benefits of research while minimizing potential risks or harms, weighing the potential benefits against risks to ensure the welfare of individuals or society .

3. Integrity and Honesty :The researchers conducted research with honesty, integrity, and transparency, adhering to high standards of scientific integrity and avoiding plagiarism, falsification, or fabrication of data.

3.7.3 Ethics Certification and Ethics Approval

The researcher already received a certificate for research ethics, Certification Number: 3002526 from Human Research Participants Online Training Inc. This research got Ethics Approval, and the Approval No. is 020300/124.

CHAPTER 4
RESEARCH RESULTS AND ANALYSIS

The data analysis in Chapter 4 aims to present and interpret the results of the survey examining the impacts of service quality management and competitiveness management on organizational performance, with a specific focus on developing a model for Thailand's wellness hotel industry. Therefore, Chapter 4 is divided into eight sections as follows:

4.1 Symbols and Abbreviations

4.2 Descriptive Statistical Analysis of Respondents' Basic Characteristics

4.3 Descriptive Statistical Analysis of Variables

- 4.3.1 Distribution Checks for SEM Analysis
- 4.3.2 Descriptive Statistical Analysis of Main Variables
- 4.3.3 Descriptive Statistical Analysis of Variables by Components

4.4 Structural Validity Assessment via CFA

4.5 Structural Relationship Analysis and Hypothesis Testing

- 4.5.1 Specification of the Structural Model and Hypotheses
- 4.5.2 Testing Direct and Indirect Effects
- 4.5.3 Coefficients of Determination (R^2)

4.6 Summary of Quantitative Data Analysis

4.7 In-depth Interview Data Analysis

- 4.7.1 In-depth Interview Data Analysis on Competitiveness Management
- 4.7.2 In-depth Interview Data Analysis on Service Quality Management
- 4.7.3 In-depth Interview Data Analysis on Organizational Performance
- 4.7.4 Analysis on the Mediating Effect of Service Quality Management

4.8 Integration of Quantitative and Qualitative Analysis Results

4.8.1 Synthesis of Findings According to Research Objectives

4.8.2 Key Research Novelty

4.8.3 Summary of Research Integration (Joint Display)

4.8.4 Models Identified and Conclusion

4.1 Symbols and Abbreviations

To facilitate the presentation of data analysis results, researcher has defined symbols representing statistical values and variables in the data presentation as follows:

Symbol		Meaning
$\bar{x}$	=	Mean (average)
S.D.	=	Standard Deviation
SK	=	Skewness
KU	=	Kurtosis
n	=	Sample Size
e	=	Measurement Error of the Variable
t	=	*t*-Statistic
χ^2	=	Degrees of Freedom
df	=	Coefficient of Determination
R^2	=	Coefficient of Determination
TE	=	Total Effect Size
IE	=	Indirect Effect Size
DE	=	Direct Effect Size
CFI	=	Comparative Fit Index
TLI	=	Tucker–Lewis Index

RMSEA	=	Root Mean Square Error of Approximation
SRMR	=	Standardized Root Mean Square Residual
CR	=	Composite Reliability
AVE	=	Average Variance Extracted
β	=	Path Coefficient
λ	=	Factor Loading
ε	=	Structural Error
δ	=	Measurement Error

The principal latent variables used in the study are Competitiveness Management (CM), comprised of six sub-dimensions (CM1–CM6); Service Quality Management (SQM), comprised of five sub-dimensions (SQM1–SQM5); and Organizational Performance (OP), comprised of five sub-dimensions (OP1–OP5). The abbreviations used in the analysis are presented in table 4.1.

Table 4.1 *Abbreviations and Meanings*

No.	Abbreviation	Meaning
1	**CM**	**Competitiveness Management**
2	CM1	Factor Condition
3	CM2	Demand Condition
4	CM3	Related & Supporting Industries
5	CM4	Firm Strategy, Structure & Rivalry
6	CM5	Chance
7	CM6	Government
8	**SQM**	**Service Quality Management**
9	SQM1	Reliability

No.	Abbreviation	Meaning
10	SQM2	Assurance
11	SQM3	Tangibles
12	SQM4	Empathy
13	SQM5	Responsiveness
14	**OP**	**Organizational Performance**
15	OP1	Leadership competency
16	OP2	Functional competency
17	OP3	Knowledge competency
18	OP4	Skill
19	OP5	Trait

Source: The Researcher (2024)

4.2 Descriptive Statistical Analysis of Respondents' Basic Characteristics

The study employed a sample of 270 respondents, who are personnel working in the wellness hotel industry in Thailand. Frequencies and percentages were used to summarize the demographic characteristics of the sample.

Table 4.2 *Basic Demographic Characteristics of Respondents (n = 270)*

Demographic Variable	Category	Frequency (n=270)	Percentage (%)
Gender	Female	186	68.9
	Male	67	24.8
	LGBTQ+	17	6.3
Age	41–50 years	94	34.8
	Over 50 years	87	32.2
	31–40 years	61	22.6
	25–30 years	28	10.4
Marital Status	Married	128	47.4
	Single	116	43.0
	Divorced	24	8.9
	Separated	2	0.7
Education Level	Bachelor's Degree	115	42.6
	Associate Degree	96	35.6
	Master's Degree	36	13.3
	Doctoral Degree	23	8.5
Work Experience	More than 10 years	201	74.4
	6–10 years	27	10.0
	0–2 years	25	9.3
	3–5 years	17	6.3
Position	Senior Staff	129	47.8
	Hotel Operation Manager	43	15.9
	General Manager	38	14.1
	Executive	30	11.1
	Others	30	11.1
Monthly Income (THB)	15,000–20,000	114	42.2
	35,001–50,000	67	24.8
	20,001–35,000	53	19.6
	65,000 and above	19	7.0
	50,001–65,000	17	6.3

Source: The researcher (2024)

The distribution of respondents indicated that the majority were female (68.9%), followed by male respondents (24.8%) and LGBTQ+ respondents (6.3%).

The age distribution shows that the majority of respondents were 41 years old or older (67.0%), suggesting that most respondents have substantial industry experience.

The marital status distribution indicates that married respondents constituted the largest group (47.4%), followed closely by single respondents (43.0%). Divorced and

separated respondents accounted for only a small proportion of the sample (8.9% and 0.7%, respectively).

The educational background of respondents shows that the majority possessed at least a Bachelor's Degree (42.6%), followed by Associate Degree respondents (35.6%). A smaller proportion held postgraduate qualifications, with 13.3% holding a master's degree and 8.5% a doctoral degree.

The analysis of respondents' work experience shows that the majority (74.4%) had more than 10 years of experience, while smaller groups reported 6–10 years (10.0%), 0–2 years (9.3%), and 3–5 years (6.3%).

The distribution of respondents by job position indicates that nearly half of the respondents were Senior Staff (47.8%), followed by Hotel Operation Manager (15.9%), General Managers (14.1%), and Executives and Others (11.1% each).

The salary distribution of respondents shows that the majority earned between 15,000–20,000 baht (42.2%), followed by those in the 35,001–50,000baht range (24.8%) and 20,001–35,000 baht (19.6%), while only a small proportion reported earnings above 50,000 baht (13.3%).

4.3 Descriptive Statistical Analysis of Variables

4.3.1 Distribution Checks for SEM Analysis

To evaluate the suitability of the data for Structural Equation Modeling (SEM) analysis using the Maximum Likelihood Estimation (MLE) method, the researcher examined the skewness (SK) and kurtosis (KU) values for all main latent variables and their sub-dimensions. The analysis revealed that the skewness and kurtosis values of all data were within the acceptable thresholds required for SEM techniques, with the key details as follows:

1. Competitiveness Management (CM): The skewness value was -0.40, and the kurtosis value was 0.48.
2. Service Quality Management (SQM): The skewness value was -0.56, and the kurtosis value was 0.42.

3. Organizational Performance (OP): The skewness value was -0.12, and the kurtosis value was 0.00, which is considered to be a distribution very close to a normal curve.

The aforementioned statistical values demonstrate that the data do not exhibit severe skewness or extreme kurtosis (non-normality), which aligns with the prerequisite assumptions for employing MLE. Consequently, these results provide a clear indication that the data are sufficiently suitable and robust to be used in subsequent inferential statistical analysis and causal hypothesis testing.

4.3.2 Descriptive Statistical Analysis of Main Variables

Table 4.3 *Descriptive Statistics of Main Variables*

Main Variable	Mean	S.D.	Level	SK	KU
Competitiveness Management (CM)	3.58	0.89	Agree	0.40	0.48
Service Quality Management (SQM)	3.78	0.73	Agree	-0.56	0.42
Organizational Performance (OP)	3.75	0.71	Agree	-0.12	0.00

Source: The Researcher (2024)

A comparison of the overall mean scores shows that SQM had the highest mean ($\bar{x}$ = 3.78), followed by OP ($\bar{x}$ = 3.75) and CM ($\bar{x}$ = 3.58). All three variables are in the "Agree" range.

4.3.3 Descriptive Statistical Analysis of Variables by Components

4.3.3.1 Competitiveness Management (CM)

The overall mean for CM was $\bar{x}$ = 3.58. The sub-dimension with the highest mean was Related and Supporting Industries (CM3), with $\bar{x}$ = 3.71.

In contrast, Demand Condition (CM2) recorded the lowest mean, $\bar{x}$ = 3.45, as illustrated in Table 4.4. This distribution suggests that wellness hotels in Thailand place

greater emphasis on external ecosystem factors (CM3) than on market demand conditions (CM2).

Table 4.4 *Descriptive Statistics of Components of Competitiveness Management*

Competitiveness management (CM)	Variable	$\bar{x}$	Level	S.D.	SK	KU
Factor Condition	CM1	3.60	Agree	0.86	-0.59	0.76
Demand Condition	CM2	3.45	Agree	0.84	-0.47	0.99
Related and Supporting Industries	CM3	3.71	Agree	0.94	-0.35	0.00
Firm Strategy, Structure, and Rivalry	CM4	3.59	Agree	0.87	-0.44	0.75
Chance	CM5	3.55	Agree	0.86	-0.30	0.58
Government	CM6	3.58	Agree	0.95	-0.24	-0.19
Total	**CM**	**3.58**	**Agree**	**0.89**	**-0.40**	**0.48**

Source: The Researcher (2024)

Table 4.4 presents the descriptive statistics of the components of competitiveness management. The findings reveal that the overall Competitiveness Management (CM) achieved an average score of 3.58 at the Agree level, with a standard deviation (S.D.) of 0.89, a skewness (SK) value of –0.40, and a kurtosis (KU) value of 0.48. When examining the components individually, Related and Supporting Industries (CM3) had the highest mean score (Mean = 3.71, Agree). This was followed by Factor Condition (CM1) with a mean of 3.60 (Agree). Firm Strategy, Structure and Rivalry (CM4) also showed a relatively high score (Mean=3.59, Agree). Meanwhile, Government (CM6) scored 3.58 (Agree), and Chance (CM5) scored 3.55 (Agree). Notably, Demand Condition (CM2) recorded the lowest mean score (Mean = 3.45; Agree).

Table 4.5 *Descriptive Statistics of Factor Condition in Competitiveness Management*

Competitiveness Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Factor Condition (CM1)						
Your organization has sufficient skilled personnel to maintain high service standards.	CM1_1	3.59	Agree	0.84	-0.65	1.13
Your hotel's location and facilities provide a competitive advantage.	CM1_2	3.69	Agree	0.88	-0.48	0.32
Your organization has access to sufficient knowledge, financial resources, and infrastructure for sustainable growth.	CM1_3	3.53	Agree	0.86	-0.65	0.82
Total		**3.60**	**Agree**	**0.86**	**-0.59**	**0.76**

Source: The Researcher (2024)

Table 4.5 presents the descriptive statistics of Factor Condition dimensions (CM1) in competitiveness management. The overall mean score was 3.60, interpreted as Agree, with a standard deviation (S.D.) of 0.86, a skewness (SK) of –0.59, and a kurtosis (KU) of 0.76. These values indicate that respondents generally agreed with the statements, with a slightly negatively skewed distribution, reflecting relatively strong consistency in responses.

Among the three observed indicators, the highest mean score was recorded for CM1_2: "Your hotel's location and facilities provide a competitive advantage" (Mean=3.69, Agree). The second-highest score was CM1_1: "Your organization has sufficiently skilled personnel to maintain high service standards" (Mean=3.59, Agree). Notably, CM1_3: "Your organization has access to sufficient knowledge, financial resources, and infrastructure for sustainable growth" obtained the lowest mean score (Mean=3.53, Agree).

This insight is particularly valuable for future discussion in Chapter 5, as it indicates that while hotels may excel in location and workforce capabilities, resource sustainability and infrastructural reinforcement remain critical areas for strategic improvement. Focusing on this weakest sub-component could significantly enhance long-term competitiveness under the Factor Condition dimension.

Table 4.6 *Descriptive Statistics of Demond Condition in Competitiveness Management*

Competitiveness Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Demand Condition (CM2)						
You continuously monitor customer needs.	CM2_1	3.27	Neutral	0.89	-0.33	0.66
You can develop services using innovation to meet customer needs and expectations.	CM2_2	3.49	Agree	0.82	-0.52	1.07
Anticipating customer needs gives you a competitive advantage.	CM2_3	3.58	Agree	0.83	-0.56	1.24
Total		**3.45**	**Agree**	**0.84**	**-0.47**	**0.99**

Source: The Researcher (2024)

Table 4.6 presents the descriptive statistics of Demand Condition dimensions (CM2) in competitiveness management. The overall mean score was 3.45, interpreted as

Agree, with a standard deviation (S.D.) of 0.84, a skewness (SK) of –0.47, and a kurtosis (KU) of 0.99. These values indicate moderate agreement among respondents and a distribution that is slightly negatively skewed with a kurtosis close to the normal range, suggesting relatively consistent perceptions. While CM2_3 ("Anticipating customer needs gives you a competitive advantage") received the highest rating (Mean=3.58, Agree), and CM2_2 ("You can develop services using innovation to meet customer needs and expectations") followed with a similar level of agreement (Mean=3.49, Agree), CM2_1 ("You continuously monitor customer needs") scored significantly lower at 3.27, interpreted only as Neutral. This Neutral rating stands out as the only indicator within the CM construct that does not reach the Agree level, suggesting that continuous customer monitoring is not yet embedded as a systematic practice across organizations. Rather than engaging in structured, data-driven collection of customer insights, many firms appear to rely on occasional feedback or informal observation, which may lead to reactive decision-making instead of proactive market adaptation. This weakness suggests that organizations may be developing services and anticipating customer expectations without a consistent or data-driven understanding of real-time customer needs. In other words, innovation (CM2_2) and anticipation (CM2_3) may be occurring reactively rather than strategically, due to the absence of structured monitoring mechanisms such as CRM analytics, digital feedback systems, or formalized customer insight programs. Such limitations not only restrict market responsiveness but may also directly affect the quality-of-service delivery. When customer expectations are not continuously captured and translated into operational practice, Service Quality Management (SQM)—particularly dimensions such as Responsiveness (SQM5) and Empathy (SQM4)—may suffer. Therefore, the findings reinforce the relevance of Hypothesis H2 (Competitiveness management positively affects service quality management). Specifically, the effectiveness of competitiveness strategies—especially within the Demand Condition dimension—depends on the organization's ability to transform market insight into service delivery practices.

Table 4.7 *Descriptive Statistics of Related and Supporting Industries in Competitiveness Management,*

Competitiveness Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Related and Supporting Industries (CM3)						
Collaborating with local businesses and suppliers enhances your service offerings.	CM3_1	3.71	Agree	0.93	-0.51	0.44
Collaborating with government agencies supports your competitive position.	CM3_2	3.69	Agree	0.92	-0.24	-0.10
Access to advanced technology strengthens your operations.	CM3_3	3.73	Agree	0.97	-0.29	-0.35
Total		**3.71**	**Agree**	**0.94**	**-0.35**	**0.00**

Source: The Researcher (2024)

Table 4.7 displays the descriptive statistics of Related and Supporting Industries dimensions (CM3). The overall mean score was 3.71 (Agree), with a standard deviation (S.D.) of 0.94, skewness (SK) of –0.35, and kurtosis (KU) of 0.00. The kurtosis value of 0.00 indicates a distribution with normal peakedness, further supporting the consistency of responses.

Among the three dimensions, access to advanced technology strengthens your operations (CM3_3) received the highest rating (Mean = 3.73, Agree). Collaborating with local businesses and suppliers enhances your service offerings (CM3_1), which scored 3.71 (Agree). Meanwhile, collaborating with government agencies supports your competitive position (CM3_2), which scored slightly lower (Mean = 3.69; Agree).

Table 4.8 *Descriptive Statistics of Firm Strategy, Structure and Rivalry in Competitiveness Management,*

Competitiveness Management	Variable	Mean	Level	S.D.	SK	KU
Firm Strategy, Structure and Rivalry (CM4)						
Your organization has clear strategic goals to enhance its competitiveness.	CM4_1	3.55	Agree	0.88	-0.49	0.66
You regularly refine your operational structure to align with industry standards.	CM4_2	3.53	Agree	0.86	-0.34	0.74
The intense competition in the wellness or hospitality industry drives	CM4_3	3.69	Agree	0.88	-0.49	0.87

you to innovate and improve your service offerings.						
Total		**3.59**	**Agree**	**0.87**	**-0.44**	**0.75**

Source: The Researcher (2024)

Table 4.8 presents the descriptive statistics of Firm Strategy, Structure, and Rivalry dimensions (CM4) in competitiveness management. The overall mean score was 3.59, corresponding to the Agree level, with a standard deviation (S.D.) of 0.87, skewness (SK) of –0.44, and kurtosis (KU) of 0.75. These results indicate that respondents held consistently positive perceptions, with the distribution slightly skewed toward agreement, suggesting a shared acknowledgment of the strategic role of internal management practices in maintaining competitiveness. Among the individual indicators, "The intense competition in the wellness or hospitality industry drives you to innovate and improve your service offerings" (CM4_3) yielded the highest mean score (Mean=3.69, Agree), with a standard deviation of 0.88, reinforcing the notion that competitive pressure is regarded as a constructive force that stimulates innovation and performance improvement. This reflects the reality of Thailand's wellness and eco-friendly hospitality market, where rapid growth and increasing market entrants necessitate continuous service differentiation. The statement "You regularly refine your operational structure to align with industry standards" (CM4_2), with a mean of 3.53 (Agree) and a standard deviation of 0.86, indicates that most organizations recognize the importance of operational alignment, yet its slightly lower score relative to CM4_3 suggests that systematic refinement practices may not be fully optimized across organizations. "Your organization has clear strategic goals to enhance its competitiveness" (CM4_1) recorded the lowest score among the three indicators (Mean=3.55, Agree), with a standard deviation of 0.88. Although still evaluated positively, this comparatively lower rating implies that strategic goal clarity and execution may lag behind competitive awareness, potentially limiting the translation of competitive pressure into actionable organizational direction.

Overall, the results highlight a strength in competitive responsiveness and innovation mindset, driven primarily by external rivalry. However, the slightly lower emphasis on strategic goal clarity and operational refinement suggests a need for stronger internal alignment. In other words, while organizations are motivated to innovate in

reaction to competition, sustained competitiveness may require a more proactive and structured strategy execution system. This insight is crucial for hypothesis validation—particularly under H2 and H3, which posit that competitiveness management should directly foster improvements in service quality and overall performance.

Table 4.9 *Descriptive Statistics of Chance in Competitiveness Management*

Competitiveness management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Chance (CM5)						
You are proactive in adapting to unexpected opportunities or challenges in the marketplace.	CM5_1	3.52	Agree	0.85	-0.30	0.79
Economic trends create new growth opportunities for your organization.	CM5_2	3.58	Agree	0.86	-0.18	0.27
Social trends create new growth opportunities for your organization.	CM5_3	3.55	Agree	0.87	-0.40	0.67
Total		**3.55**	**Agree**	**0.86**	**-0.30**	**0.58**

Source: The Researcher (2024)

Table 4.9 presents the descriptive statistics of Chance dimensions (CM5) in competitiveness management. The overall mean score was 3.55, corresponding to the Agree level, with a standard deviation (S.D.) of 0.86, skewness (SK) of –0.30, and kurtosis (KU) of 0.58.

Among the individual dimensions, "Economic trends create new growth opportunities for your organization" (CM5_2) achieved the highest mean score (Mean=3.58, Agree), with a standard deviation of 0.86. This is followed by "Social trends create new growth opportunities for your organization" (CM5_3; Mean=3.55, Agree). The lowest mean score was recorded for "You are proactive in adapting to unexpected opportunities or challenges in the marketplace" (CM5_1; Mean=3.52, Agree) , with a standard deviation of 0.85. Although still within the Agree level, this relatively lower score implies that organizations may acknowledge external opportunities but respond more reactively than proactively.

Table 4.10 *Descriptive Statistics of Government in Competitiveness Management*

Competitiveness Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Government (CM6)						
The impact of government policies (such as Thailand's tourism policy) on businesses can reduce competitiveness.	CM6_1	3.53	Agree	1.00	-0.37	0.02
Tourism promotion policies help raise and promote service standards and influence competition in the wellness or eco-friendly hotel industry.	CM6_2	3.69	Agree	0.94	-0.22	-0.48
The competitive environment of the wellness or eco-friendly hotel industry is affected by government tax, protection, and monopoly policies.	CM6_3	3.53	Agree	0.91	-0.14	-0.12
Total		**3.58**	**Agree**	**0.95**	**-0.24**	**-0.19**

Source: The Researcher (2024)

Table 4.10 presents the descriptive statistics of Government dimensions (CM6) in competitiveness management. The overall mean score was 3.58, interpreted as Agree, with a standard deviation (S.D.) of 0.95, skewness (SK) of –0.24, and kurtosis (KU) of –0.19. Among the dimensions, "Tourism promotion policies help raise and promote service standards and influence competition in the wellness or eco-friendly hotel industry" (CM6_2) achieved the highest mean score at 3.69 (Agree). In contrast, both "The impact of government policies on businesses can reduce competitiveness" (CM6_1; Mean = 3.53) and "The competitive environment is affected by government tax, protection, and monopoly policies" (CM6_3; Mean = 3.53) scored lower. The lower alignment between CM6_1 and CM6_3, and between CM6_1 and CM6_2, suggests that policy benefits are not evenly distributed, possibly favoring larger or well-connected operators over smaller independent businesses.

Overall, the CM6 results indicate that government support is appreciated when it is facilitative, but policy complexity, unclear implementation, or perceived favoritism may weaken its effectiveness as a driver of competitiveness. This presents a critical area for further discussion in Chapter 5, particularly regarding how public–private coordination could be strengthened to reduce policy-induced barriers and enhance equitable access to government support mechanisms.

Competitiveness Management (CM1–CM6) Overview with Strength–Weakness Comparison. The analysis of the six components of competitiveness management—Factor Condition, Demand Condition, Related and Supporting Industries, Firm Strategy–Structure–Rivalry, Chance, and Government—shows that all components received mean scores between 3.45 and 3.71, corresponding to the Agree level. This indicates that respondents generally acknowledge favorable conditions that enhance competitiveness in the hospitality and wellness service sectors under study. Factor Condition (CM1) received a moderate-to-high rating (Mean = 3.60), emphasizing strengths in skilled personnel and strategic locations, consistent with Porter's assertion that internal capabilities are foundational to competitiveness. However, access to long-term financial and infrastructural resources showed relatively lower agreement, signaling a potential weakness in sustaining future growth investments. Demand Condition (CM2) scored the lowest among all CM component (Mean = 3.45), reflecting strengths in innovation and market anticipation but also revealing a notable weakness in continuous customer monitoring. This suggests that while operators strive to respond to emerging trends, they may lack systematic feedback mechanisms or data-driven customer insight capabilities. Related and Supporting Industries (CM3) emerged as the strongest component (Mean = 3.71), with collaboration with suppliers and access to technology identified as key strengths. Nevertheless, cooperation with government agencies—while positive—was rated slightly lower, suggesting that public–private partnerships are less mature than private-sector collaborations. Firm Strategy, Structure, and Rivalry (CM4) showed solid agreement (Mean=3.59) regarding clear competitive intentions and innovation driven by rivalry, reinforcing the role of market pressure as a catalyst for service advancement. Yet, operational restructuring to align with industry standards received comparatively lower endorsement, indicating room for improvement in organizational agility and internal process adaptation. Chance (CM5) highlighted external economic and social trends as opportunity enhancers (Mean = 3.55), suggesting that operators are attentive to macro-environmental shifts. However, proactivity in responding to unexpected disruptions was slightly weaker, indicating a need for stronger resilience-building and contingency planning. Government (CM6) reflected a balanced perception of support and constraints

(Mean = 3.58). While tourism promotion policies were viewed as beneficial, respondents simultaneously expressed concerns over regulatory burdens and policy inconsistencies. This dual effect indicates that government influence serves as both an enabler and a gatekeeper, depending on the accessibility and clarity of implementation.

In summary, the CM1–CM6 analysis results suggest that the sector's competitiveness is built upon strong collaboration networks, strategic intent, and favorable industry conditions, while key vulnerabilities lie in long-term resource readiness, customer intelligence systems, adaptive flexibility, and regulatory navigation. These comparative insights provide a strategic foundation for Chapter 5, enabling targeted recommendations that both reinforce existing strengths and mitigate structural weaknesses.

4.3.3.2 Service Quality Management (SQM)

The overall mean for SQM was $\bar{x}$ = 3.78. Reliability (SQM1) was the highest-scoring dimension, with $\bar{x}$ = 3.85. The item “Accurate service provision builds customer trust” (SQM1_1) scored the highest among all items across the main variables, at $\bar{x}$=3.93. This finding underscores the central role of consistent and accurate service delivery as the foundation for customer trust and loyalty. The lowest-scoring dimension was Empathy (SQM4), with $\bar{x}$ = 3.73, highlighting opportunities to further personalize services and better understand each customer’s unique needs. Within the Tangibles dimension (SQM3), the item concerning technological advancements — for example, electronic payments, online booking, free Wi-Fi, and online reservations — (SQM3_3) received a high score $\bar{x}$=3.86. This indicates that respondents view digital convenience and service technology as crucial contributors to perceived service quality, even more so than physical modernity alone.

Table 4.11 *Descriptive Statistics of Components of Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Service Quality Management (SQM)						
Reliability	SQM1	3.85	Agree	0.78	-0.45	0.09
Assurance	SQM2	3.77	Agree	0.80	-0.42	0.27
Tangibles	SQM3	3.77	Agree	0.85	-0.62	0.69
Empathy	SQM4	3.73	Agree	0.80	-0.66	1.30
Responsiveness	SQM5	3.77	Agree	0.79	-0.09	-0.57
Total	**SQM**	**3.78**	**Agree**	**0.73**	**-0.56**	**0.42**

Source: The Researcher (2024)

Table 4.11 presents the descriptive statistics of service quality management (SQM) components. The overall mean score was 3.78 (Agree), with a standard deviation (S.D.) of 0.73, skewness (SK) of –0.56, and kurtosis (KU) of 0.42. These values indicate a generally favorable perception of service quality, with responses moderately clustered toward agreement. Among the five dimensions, Reliability (SQM1) achieved the highest rating ($\bar{x}$ = 3.85). The mid-performing group, comprising Assurance (SQM2), Tangibles (SQM3), and Responsiveness (SQM5), scored 3.77 on average.

Notably, Empathy (SQM4) scored the lowest ($\bar{x}$ = 3.73), albeit still within the Agree range. This indicates that personalized care and individualized attention may be relatively less emphasized compared to reliability and operational efficiency. The slight underperformance in empathy suggests a potential gap in emotional connection or tailored service delivery, which could weaken long-term customer loyalty if not addressed.

Table 4.12 *Descriptive Statistics of Reliability in Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Reliability (SQM1)						
Providing accurate and precise service builds customer trust.	SQM1_1	3.93	Agree	0.81	-0.42	-0.29
Your hotel has established clear procedures to ensure promised services are delivered on time and as agreed.	SQM1_2	3.80	Agree	0.82	-0.47	0.23
Customers trust your reliability and reputation.	SQM1_3	3.83	Agree	0.84	-0.38	-0.02
Total		**3.85**	**Agree**	**0.78**	**-0.45**	**0.09**

Source: The Researcher (2024)

Table 4.12 presents the descriptive statistics of Reliability (SQM1) dimensions in Service Quality Management. The overall mean score for this dimension was 3.85 (Agree), with a standard deviation of 0.78, skewness of –0.45, and kurtosis of 0.09. These values indicate consistently positive perceptions among respondents, with low response variability, suggesting a strong consensus regarding the importance and performance of reliability in service delivery.

Among the three dimensions, “Providing accurate and precise service to build customer trust” (SQM1_1) achieved the highest mean score (3.93), reinforcing the perception that service accuracy and consistency are the core drivers of reliability. This was followed by “Customers’ trust in the hotel’s reliability and reputation” (SQM1_3), with a mean score of 3.83, further emphasizing the strategic role of brand credibility and service track record in sustaining customer confidence.

Meanwhile, “Establishing clear procedures to ensure that promised services are delivered on time and as agreed” (SQM1_2), although still rated at the Agree level (3.80), ranked slightly lower than the other indicators. This suggests that standard operating procedures (SOPs) and executional consistency may not be implemented as rigorously as perceived accuracy and reputation-based reliability.

While this minor gap does not currently undermine customer trust, it may pose a future risk, particularly under higher service demand or intensified competition, when precision, punctuality, and procedural discipline become more critical. Therefore, it is recommended that organizations reinforce back-end operational systems—such as workflow coordination, staff scheduling, and interdepartmental communication—to transform perceived reliability into structurally embedded reliability.

Table 4.13 *Descriptive Statistics of Assurance in Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Assurance (SQM2)						
Your staff demonstrates professionalism and expertise in providing service.	SQM2_1	3.76	Agree	0.82	-0.30	0.01
Guests feel safe and confident during their stay at your hotel.	SQM2_2	3.79	Agree	0.88	-0.39	-0.17
Your hotel has a security system that ensures guest satisfaction.	SQM2_3	3.76	Agree	0.82	-0.38	0.14
Total		**3.77**	**Agree**	**0.80**	**-0.42**	**0.27**

Source: The Researcher (2024)

Table 4.13 presents the descriptive statistics of Assurance (SQM2) dimensions in service quality management. The overall mean score was 3.77 (Agree), with a standard deviation of 0.80, skewness of –0.42, and kurtosis of 0.27.

The statement “Guests feel safe and confident during their stay at your hotel” (SQM2_2) attained the highest mean score (3.79). Meanwhile, “Your staff demonstrates professionalism and expertise in providing service” (SQM2_1) and “Your hotel has a security system that ensures guest satisfaction” (SQM2_3) both received equal mean scores of 3.76 (Agree).

Although all three dimensions were rated positively and clustered closely, the narrow score range implies that assurance is being delivered at a satisfactory but not necessarily exceptional level. In particular, the slightly lower rating of SQM2_1 and SQM2_3 compared to guest confidence (SQM2_2) may suggest that frontline staff professionalism and the effectiveness of security protocols—while acceptable—are not perceived as strong differentiators of service excellence.

This subtle performance gap indicates that future competitive advantages may depend not merely on the presence of safety measures but on how confidently and proactively they are communicated and executed. Hotels may therefore need to strengthen visible assurance signals—such as staff credentials, safety certifications, or proactive communication of security standards—to elevate assurance from a baseline expectation to a distinctive strength.

Table 4.14 *Descriptive Statistics of Tangibles in Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Tangibles (SQM3)						
Your hotel's amenities are modern, clean, and visually appealing.	SQM3_1	3.70	Agree	0.85	-0.41	0.54
Staff are professional, well-dressed, and courteous.	SQM3_2	3.76	Agree	0.86	-0.50	0.53
Technological advancements (For example electronic payments, booking, free Wi-Fi, and online booking) enhance customer convenience.	SQM3_3	3.86	Agree	0.92	-0.53	0.19
Total		**3.77**	**Agree**	**0.85**	**-0.62**	**0.69**

Source: The Researcher (2024)

Table 4.14 presents the descriptive statistics of Tangibles (SQM3) dimensions in service quality management. The overall mean score was 3.77 (interpreted as Agree), with a standard deviation of 0.85, skewness of –0.62, and kurtosis of 0.69. Among the three indicators, technological advancements (SQM3_3) received the highest score (mean = 3.86), underscoring the importance of modern technologies—such as electronic payments, free Wi-Fi, and online booking systems—in enhancing convenience and improving the overall guest experience. The second-highest rating was given to staff professionalism, attire, and courteous behavior (SQM3_2) with a mean of 3.76. Meanwhile, hotel amenities (SQM3_1), including cleanliness, modernity, and visual appeal, received the lowest score of 3.70.

From a strength perspective, the findings illustrate that the integration of technology and well-presented staff are key drivers of service quality. These factors directly contribute to operational efficiency, customer satisfaction, and the perception of modernity within the hospitality service context.

However, the slightly lower rating of hotel amenities points to a potential weakness in maintaining or upgrading physical infrastructure and facilities. This could imply that while hotels are meeting basic standards of cleanliness and appeal, they may not yet be investing sufficiently in innovative or standout designs that create a memorable guest experience. Without continuous improvement in the physical environment, there is a risk that customer expectations—particularly from international or premium market segments—may eventually outpace the current offerings.

In summary, the analysis of tangibles dimensions reveals a well-rounded performance with strengths in technological integration and staff presentation. Yet the relatively low score for amenities suggests hotels may need to prioritize ongoing upgrades to physical facilities to remain competitive. This balance of strengths and weaknesses provides a strategic insight: while technology and service staff remain central to tangible service quality, sustained investment in physical infrastructure will be crucial for long-term differentiation and competitive advantage.

Table 4.15 *Descriptive Statistics of Empathy in Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Empathy (SQM4)						
Customers feel valued and understood when interacting with your staff.	SQM4_1	3.76	Agree	0.82	-0.66	1.07
You tailor your service to each guest's unique needs.	SQM4_2	3.66	Agree	0.85	-0.41	0.46
Your hotel believes that customer benefits are paramount.	SQM4_3	3.76	Agree	0.88	-0.52	0.46
Total		**3.73**	**Agree**	**0.80**	**-0.66**	**1.30**

Source: The Researcher (2024)

Table 4.15 presents the descriptive statistics of Empathy (SQM4) dimensions in service quality management. The overall mean score was 3.73 (Agree), with a standard deviation of 0.80, skewness of –0.66, and kurtosis of 1.30, indicating generally positive perceptions with responses clustered toward higher agreement. The negative skewness values reflect a tendency for respondents to rate empathy-related aspects favorably.

The highest-rated dimensions were “Customers feel valued and understood when interacting with your staff” (SQM4_1) and “Your hotel believes that customer benefits are paramount” (SQM4_3), both scoring 3.76. However, “Tailoring service to each guest’s unique needs” (SQM4_2) received a comparatively lower score (3.66), highlighting a potential weakness in personalization and adaptive service delivery.

Table 4.16 *Descriptive Statistics of Responsiveness in Service Quality Management*

Service Quality Management	Variable	$\bar{x}$	Level	S.D.	SK	KU
Responsiveness (SQM5)						
Customer inquiries and issues are resolved quickly and efficiently.	SQM5_1	3.79	Agree	0.78	0.06	-0.78
Your staff is committed to responding quickly and promptly to situations.	SQM5_2	3.77	Agree	0.88	-0.31	-0.30
Your hotel has sufficient staff to provide service.	SQM5_3	3.75	Agree	0.80	-0.18	-0.44
Total		**3.77**	**Agree**	**0.79**	**-0.09**	**-0.57**

Source: The Researcher (2024)

Table 4.16 presents the descriptive statistics of Responsiveness (SQM5) dimensions in service quality management. The overall mean score was 3.77 (Agree), with a standard deviation of 0.79, skewness of –0.09, and kurtosis of –0.57. The highest-rated indicator was "Customer inquiries and issues are resolved quickly and efficiently" (SQM5_1; Mean = 3.79). This is supported by "Your staff is committed to responding quickly and promptly to situations" (SQM5_2; Mean = 3.77). However, "Your hotel has sufficient staff to provide service" (SQM5_3) scored slightly lower (Mean = 3.75).

The slightly negative kurtosis values further suggest greater dispersion in responses, implying that not all respondents experienced responsiveness equally—possibly due to variability across departments, shifts, or operational conditions.

Service Quality Management (SQM) Overview

The analysis of the five components of Service Quality Management (SQM1–SQM5)—Reliability, Assurance, Tangibles, Empathy, and Responsiveness—reveals that all components achieved mean scores above 3.70, corresponding to the Agree level. The overall composite score of 3.78 (S.D. = 0.73) confirms that hospitality operators in the study consistently deliver high service quality, validating the premise of Hypothesis H1, which states that higher service quality management positively influences organizational performance.

Reliability (SQM1) emerged as the strongest service quality pillar ($\bar{x}$ = 3.85), indicating that accuracy, consistency, and trustworthy service delivery are the most valued performance attributes among respondents. This aligns with the SERVQUAL model

(Parasuraman et al., 1988), which identifies reliability as the core determinant of customer satisfaction and repeat patronage.

Assurance (SQM2; $\bar{x}$ = 3.77) and Responsiveness (SQM5; $\bar{x}$ = 3.77) ranked closely behind, reflecting high guest confidence in staff professionalism, safety, and timely service delivery. These findings indicate that frontline service encounters are well managed, contributing to a sense of security and to hospitality credibility.

Tangibles factors (SQM3; $\bar{x}$ = 3.77) also scored favorably, emphasizing the importance of cleanliness, visual aesthetics, and modern technological convenience. This suggests that physical cues and digital service enhancements (For example, online booking, e-payments) play a key role in shaping perceived service quality, particularly among modern, experience-driven consumers.

Empathy (SQM4; $\bar{x}$ = 3.73) received the lowest—but still positive—score, indicating that although customers generally feel understood, there may be room for improvement in personalization and emotional connection, particularly in tailoring services to guests' unique needs.

Table 4.17 *Strengths and Weaknesses of Service Quality Management Components*

Conponent	Strength Identified	Potential Weakness / Area for Improvement
Reliability (Highest)	Strong consistency in delivering promised services → builds trust.	Requires continued SOP enforcement to maintain long-term consistency at scale.
Assurance & Responsiveness	Staff professionalism & quick problem resolution.	Sustainability depends on staff capacity—service speed may drop during peak periods.
Tangibles	Strong emphasis on technology & visual appeal.	Physical appeal must be continuously updated to avoid service fatigue or outdated perception.

Empathy (Lowest yet positive)	Customers feel valued.	Personalization is not yet deeply embedded—there are opportunities for AI-driven or experience-based customization.

Source: The Researcher (2024)

The overall SQM analysis confirm that service quality in the surveyed hotels is well-established, particularly in consistency, assurance, and operational responsiveness. However, competitive advantage will increasingly depend on deeper personalization (Empathy) and capacity management (Responsiveness-SQM5) rather than on procedural reliability alone. These insights provide a strategic foundation for discussion and improvement planning in Chapter 5, especially in relation to Hypothesis H1 (SQM → OP).

4.3.3.3 Organizational Performance (OP)

Table 4.18 *Descriptive Statistics of Components of Organizational Performance Factor Variables*

Organizational Performance	Variable	$\bar{x}$	Level	S.D.	SK	KU
Organizational Performance (OP)						
Leadership competency	OP1	3.71	Agree	0.80	-0.05	-0.39
Functional competency	OP2	3.76	Agree	0.79	-0.06	-0.20
Knowledge competency	OP3	3.81	Agree	0.79	-0.51	0.63
Skill	OP4	3.73	Agree	0.79	0.02	-0.58
Trait	OP5	3.73	Agree	0.78	0.00	-0.45
Total	**OP**	**3.75**	**Agree**	**0.71**	**-0.12**	**0.00**

Source: The Researcher (2024)

Table 4.18 presents the descriptive statistics of Organizational Performance components, comprising five components: leadership competency, functional competency, knowledge competency, skill, and trait. The overall mean score for organizational performance was 3.75 (S.D. = 0.71). Knowledge Competency (OP3) received the highest mean score ($\bar{x}$ = 3.81), reflecting strong confidence in the organization's intellectual capital, including expertise, training, and information-sharing mechanisms. Functional

Competency (OP2) followed with a score of 3.76, suggesting that job-specific capabilities and operational execution are generally strong. Similarly, Skill (OP4) and Trait (OP5) both scored 3.73. Conversely, Leadership Competency (OP1) recorded the lowest score (3.71), albeit still within the Agree range.

Table 4.19 *Descriptive Statistics of Leadership Competency in Organizational Performance*

Organizational Performance	Variable	x̄	Level	S.D.	SK	KU
Leadership competency (OP1)						
Your leadership team effectively motivates employees and fosters teamwork.	OP1_1	3.73	Agree	0.86	-0.09	-0.38
Your organization's leaders are quick to adapt to change and challenges.	OP1_2	3.67	Agree	0.83	-0.14	-0.17
Ethical and fair decision-making are key principles in your leadership approach.	OP1_3	3.73	Agree	0.81	0.04	-0.71
Total		**3.71**	**Agree**	**0.8**	**-0.05**	**-0.39**

Source: The Researcher (2024)

Table 4.19 presents the descriptive statistics Leadership Competency component (OP1), in Organizational Performance. The overall mean score for leadership competency was 3.71 (S.D. = 0.80), indicating that respondents generally agreed with the statements associated with this factor.

The component “Your leadership team effectively motivates employees and fosters teamwork” (OP1_1) achieved the highest mean of 3.73 (S.D. = 0.86), suggesting that leadership is perceived as supportive and collaborative, particularly in terms of interpersonal influence. Likewise, “Ethical and fair decision-making are key principles in your leadership approach” (OP1_3) received the same mean score (3.73, S.D. = 0.81), indicating that integrity and fairness are considered strong values upheld by the leadership team.

However, the component “Your organization’s leaders are quick to adapt to change and challenges” (OP1_2) had the lowest mean, 3.67 (S.D. = 0.83). Although still within the “Agree” level, this slightly lower score implies that leadership adaptability—

particularly in dynamic or uncertain situations—may be comparatively less developed than motivational or ethical capabilities.

Table 4.20 *Descriptive Statistics of Functional Competency in Organizational Performance*

Organizational Performance	Variable	$\bar{x}$	Level	S.D.	SK	KU
Functional competency (OP2)						
Your employees are excellent at managing customer expectations.	OP2_1	3.72	Agree	0.83	-0.07	-0.27
Strong relationships with loyal customers drive the success of your business.	OP2_2	3.79	Agree	0.80	-0.06	-0.65
Your employees are excellent at managing customer satisfaction and delivering excellent service.	OP2_3	3.75	Agree	0.85	-0.10	-0.35
Total		**3.76**	**Agree**	**0.79**	**-0.06**	**-0.20**

Source: The Researcher (2024)

Table 4.20 presents the descriptive statistics of Functional Competency component (OP2) in Organizational Performance. The overall mean score for functional competency was 3.76 (S.D. = 0.79).

The component “Strong relationships with loyal customers drive the success of your business” (OP2_2) received the highest mean score (3.79, S.D. = 0.80). The second-highest score was observed for “Your employees are excellent at managing customer satisfaction and delivering excellent service” (OP2_3) with a mean of 3.75 (S.D. = 0.85). Meanwhile, “Your employees are excellent at managing customer expectations” (OP2_1) recorded the lowest mean score (3.72, S.D. = 0.83), albeit still within the Agree range.

Table 4.21 *Descriptive Statistics of Knowledge Competency in Organizational Performance*

Organizational Performance	Variable	x̄	Level	S.D.	SK	KU
Knowledge competency (OP3)						
Planning knowledge helps achieve the organization's long-term goals.	OP3_1	3.83	Agree	0.81	-0.31	0.05
Your team has sufficient expertise in human resource management and technology use.	OP3_2	3.80	Agree	0.82	-0.47	0.63
You invest in ongoing training to develop your employees' capabilities.	OP3_3	3.78	Agree	0.86	-0.40	0.26
Total		3.81	Agree	0.79	-0.51	0.63

Source: The Researcher (2024)

Table 4.21 presents the descriptive statistics of Knowledge Competency component (OP3) in Organizational Performance. The overall mean score for knowledge competency was 3.81 (S.D. = 0.79), indicating broad agreement among respondents regarding the presence and application of knowledge-based capabilities within their organizations. The indicator "Planning knowledge helps achieve the organization's long-term goals" (OP3_1) achieved the highest mean score (3.83, S.D. = 0.81). This was followed by "Your team has sufficient expertise in human resource management and technology use" (OP3_2) with a mean of 3.80 (S.D. = 0.82), reflecting confidence in employees' technical and managerial proficiency. Meanwhile, "You invest in ongoing training to develop your employees' capabilities" (OP3_3) received the lowest mean score (3.78, S.D. = 0.86), though still within the Agree range.

Table 4.22 *Descriptive Statistics of Skill in Organizational Performance*

Organizational Performance	Variable	x̄	Level	S.D.	SK	KU
Skill (OP4)						
Your employees demonstrate excellent communication and problem-solving skills.	OP4_1	3.73	Agree	0.80	0.10	-0.76
Negotiation skills are crucial to delivering a great customer experience.	OP4_2	3.74	Agree	0.85	-0.14	-0.32
Your employees are capable of analyzing situations and providing appropriate advice.	OP4_3	3.73	Agree	0.79	0.06	-0.67
Total		**3.73**	**Agree**	**0.79**	**0.02**	**-0.58**

Source: The Researcher (2024)

Table 4.22 presents the descriptive statistics of Skill component (OP4) in Organizational Performance. The overall mean score for this component was 3.73 (S.D. = 0.79).

The highest mean score was observed for “Negotiation skills are crucial to delivering a great customer experience” (OP4_2), with a mean of 3.74 (S.D. = 0.85). Meanwhile, “Your employees demonstrate excellent communication and problem-solving skills” (OP4_1) and “Your employees are capable of analyzing situations and providing appropriate advice” (OP4_3) both recorded mean scores of 3.73 (S.D. = 0.80 and 0.79, respectively).

Table 4.23 *Descriptive Statistics of Trait in Organizational Performance*

Organizational Performance	Variable	$\bar{x}$	Level	S.D.	SK	KU
Trait (OP5)						
Dependability and adaptability are valuable traits that are highly valued in our organization.	OP5_1	3.74	Agree	0.81	0.10	-0.81
Your corporate culture promotes flexibility and innovation.	OP5_2	3.68	Agree	0.81	-0.02	-0.15
Your employees embrace change and adapt to changing circumstances.	OP5_3	3.77	Agree	0.80	-0.01	-0.69
Total		**3.73**	**Agree**	**0.78**	**0.00**	**-0.45**

Source: The Researcher (2024)

Table 4.23 presents the descriptive statistics of Trait component (OP5) in Organizational Performance. The overall mean score for this component was 3.73 (S.D. = 0.78).

The highest mean score was observed for “Your employees embrace change and adapt to changing circumstances” (OP5_3), with a mean of 3.77 (S.D. = 0.80), indicating that adaptability is perceived as a well-established behavioral strength within the workforce. This was followed closely by “Dependability and adaptability are valuable traits that are highly valued in our organization” (OP5_1) at 3.74 (S.D. = 0.81), reinforcing the perception that reliability and flexibility are actively encouraged and recognized. The lowest mean score, although still within the Agree range, was recorded for “Your corporate culture promotes flexibility and innovation” (OP5_2) at 3.68 (S.D. = 0.81).

Organizational Performance (OP1–OP5) overview

The analysis of organizational performance across five competency-based components—Leadership Competency (OP1), Functional Competency (OP2), Knowledge Competency (OP3), Skill (OP4), and Trait (OP5)—produced an overall mean score of 3.75 (S.D. = 0.71), confirming general agreement among respondents regarding the effectiveness of these capabilities in achieving organizational success.

Knowledge Competency (OP3) recorded the highest score ($\bar{x}$ = 3.81), indicating that strategic planning, technological expertise, and continuous learning are perceived as the strongest drivers of long-term competitiveness. Functional Competency (OP2) and Leadership Competency (OP1) followed respectively ($\bar{x}$ = 3.76 and 3.71), emphasizing the importance of customer relationship management and ethical, motivational leadership. Meanwhile, the Skill (OP4) and Trait (OP5) components (both $\bar{x}$ = 3.73) indicate that communication abilities, adaptability, and behavioral flexibility are viewed as essential supporting mechanisms, albeit slightly less developed than cognitive and knowledge-based competencies.

When integrating the performance outcomes with competitiveness management (CM1–CM6) and service quality management (SQM1–SQM5), a clear synergy emerges:

CM → OP Pathways: Strong related and supporting industries (CM3) and firm strategy–structure–rivalry (CM4) distinctly reinforce knowledge (OP3) and functional competencies (OP2), enabling data-driven decision-making and operational alignment. However, weaknesses in demand condition (CM2) suggest limited responsiveness to evolving market needs, potentially hindering leadership adaptability (OP1).

SQM → OP Pathways: High reliability (SQM1) supports skill (OP4) and trait (OP5) performance, reinforcing service consistency and behavioral professionalism. Responsiveness (SQM5) and tangible facilities (SQM3) facilitate functional competency (OP2), while assurance (SQM2) and empathy (SQM4) align with leadership competency (OP1) by strengthening employee–customer trust dynamics.

Table 4.24 *Strength Linkages of Variables*

Performance Driver	**Key Strength Linkage**	**Strategic Weak Point**
Knowledge & Functional Competencies (OP3–OP2)	Strongly enabled by CM3, CM4, SQM1, SQM5	
Leadership & Adaptability (OP1–OP5)	Reinforced by SQM2 & SQM4	Weakened by low CM2 (Demand Responsiveness)
Skill & Behavioral Traits (OP4–OP5)	Sustained through reliable service routines	Lack of formal cultural reinforcement mechanisms

Source: The Researcher

Overall, while knowledge-based performance is firmly supported by competitive collaboration and quality service delivery, softer components—particularly leadership adaptability and personalized responsiveness—require greater strategic reinforcement, particularly through stronger demand-driven mechanisms (CM2) and culturally embedded innovation systems.

4.4 Structural Validity Assessment via CFA

This section reports the results of Confirmatory Factor Analysis (CFA) to examine the structural validity and reliability of the measurement model used in the study.

Model fit for the measurement model was evaluated using common fit indices (Goodness-of-Fit Indices), including chi-square (χ^2/df), CFI, TLI, RMSEA, and SRMR. Acceptable values on these indices support the validity of the hypothesized sub-components for CM (6 components), SQM (5 components), and OP (5 components), as they are consistent with the empirical data. Before model estimation, the measurement model fit was analyzed through Confirmatory Factor Analysis (CFA)

Table 4.25 *Goodness-of-Fit Indices for the Initial Measurement Model*

Fit Index	X^2/DF	RMR	SRMR	CFI	TLI	IFI	GFI
Value	4.926	0.033	0.038	0.926	0.905	0.926	0.830

Source: The Researcher

The measurement model was first evaluated using overall goodness-of-fit indices. As shown in Table 4.25, the model demonstrated an acceptable fit to the empirical data (χ^2/df = 4.926, RMR = 0.033, SRMR = 0.038, CFI = 0.926, TLI = 0.905, IFI = 0.926, and GFI = 0.830). All indices met the recommended thresholds, indicating that the proposed measurement model was appropriate for further analysis.

Table 4.26 *Reliability and Convergent Validity*

Latent Variable	**CFI**	**TLI**	**RMSEA**	**SRMR**	**CR**	**AVE**
Competitiveness Management (CM)	0.912	0.892	0.041	0.05	0.951	0.763
Service Quality Management (SQM)	0.947	0.933	0.029	0.04	0.953	0.802
Organizational Performance (OP)	0.952	0.934	0.023	0.033	0.945	0.775

Source: The Researcher

Table 4.26 presents the reliability and convergent validity results for the measurement model across the three latent constructs: Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP). The goodness-of-fit indices for each construct indicate satisfactory model fit. Specifically, the Comparative Fit Index (CFI) values ranged from 0.912 to 0.952, while the Tucker–Lewis

Index (TLI) values ranged from 0.892 to 0.934. These values are close to or exceed the recommended threshold of 0.90, suggesting an acceptable level of model fit (Hu & Bentler, 1999). In addition, the Root Mean Square Error of Approximation (RMSEA) values ranged from 0.023 to 0.041, and the Standardized Root Mean Square Residual (SRMR) ranged from 0.033 to 0.050, both well below the recommended cutoff value of 0.08, indicating a good fit between the measurement model and the observed data. In terms of instrument quality, the Composite Reliability (CR) values ranged from 0.945 to 0.953, exceeding the recommended minimum threshold of 0.70 (Hair et al., 2019), thereby confirming strong internal consistency among the measurement items. Furthermore, the Average Variance Extracted (AVE) for all constructs ranged from 0.763 to 0.802, which is substantially higher than the acceptable threshold of 0.50, providing robust evidence of convergent validity. These findings indicate that each construct explains a substantial proportion of the variance in its observed indicators.

Table 4.27 *Discriminant Validity (Fornell–Larcker Criterion)*

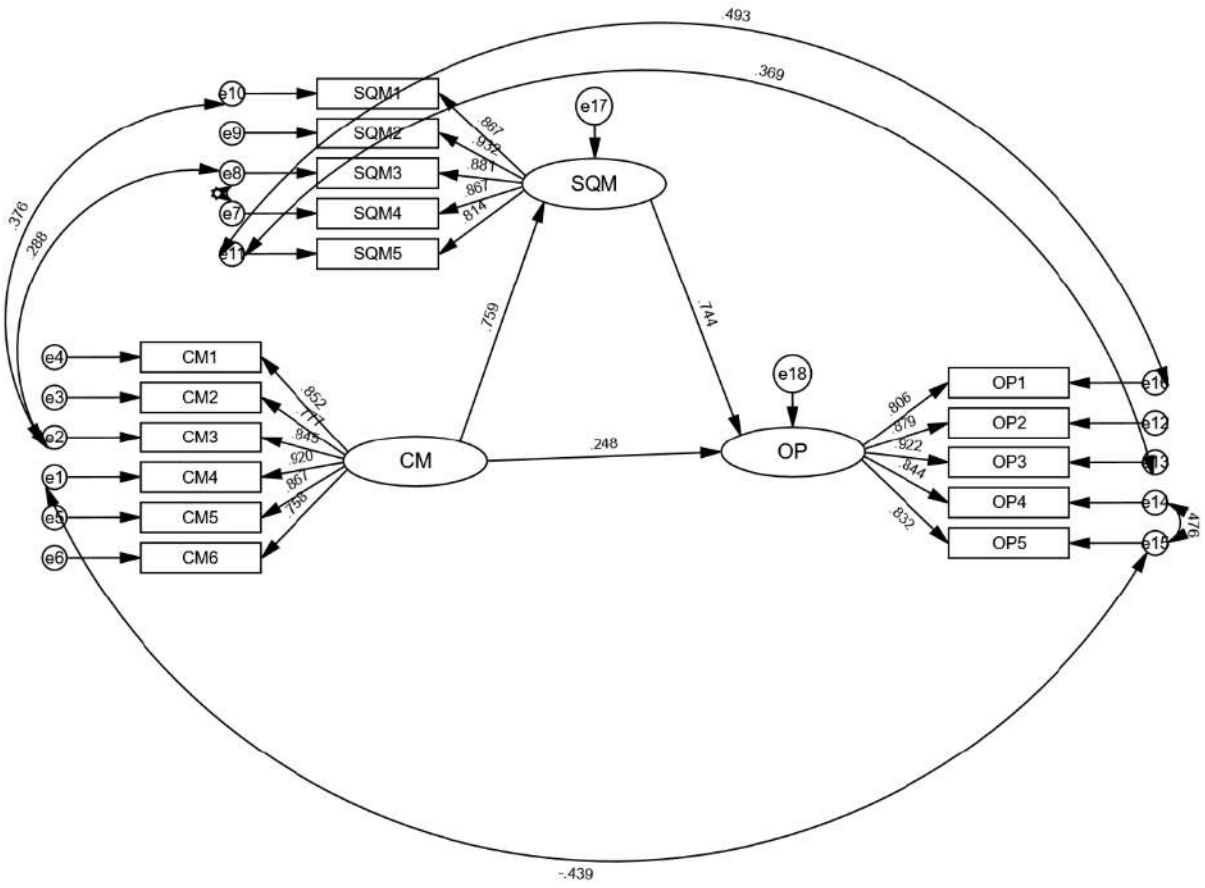
Construct	CM	SQM	OP
CM	√AVE = 0.874		
SQM	r(CM,SQM)	√AVE = 0.896	
OP	r(CM,OP)	r(SQM,OP)	√AVE = 0.880

Source: The Researcher

Discriminant validity was assessed using the Fornell–Larcker criterion, which requires that the square root of the Average Variance Extracted (√AVE) for each construct should be greater than the correlations between that construct and other constructs. As shown in Table 4.27, the √AVE values for Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP) were 0.874, 0.896, and 0.880, respectively. In all cases, the √AVE of each construct exceeded its correlations with the other constructs, indicating that each construct shares more variance with its own indicators than with other constructs.

These results confirm that the measurement model demonstrates adequate discriminant validity, suggesting that the constructs are empirically distinct and conceptually separable. Overall, the results demonstrate that the measurement model exhibits satisfactory reliability and convergent validity. The constructs are therefore considered reliable and valid for inclusion in the subsequent Structural Equation Modeling (SEM) analysis, providing a sound measurement foundation for testing the hypothesized relationships among competitiveness management, service quality management, and organizational performance.

Figure 4.1 *Structural Equation Model: SEM*



Source: The Researcher

Figure 4.1 presents the final structural equation model illustrating the relationships among Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP), along with their respective measurement indicators. The model integrates both the measurement component (confirmatory factor structure) and the structural component (hypothesized causal relationships), providing a comprehensive representation of the research framework.

From the measurement perspective, each latent construct is reflected by multiple observed components. Competitiveness Management is measured across six components (CM1–CM6), Service Quality Management across five components (SQM1–SQM5), and Organizational Performance across five components (OP1–OP5). The standardized factor loadings for all observed variables are substantial, indicating that the indicators adequately

represent their respective latent constructs and supporting the convergent validity of the measurement model. Additionally, each observed variable is associated with an error term that reflects measurement error and unexplained variance, consistent with the assumptions of structural equation modeling.

In the structural component of the model, Competitiveness Management demonstrates a strong positive effect on Service Quality Management, as indicated by the standardized path coefficient ($\beta = 0.759$). This finding suggests that higher levels of competitiveness management practices contribute significantly to improvements in service quality management within organizations. Service Quality Management, in turn, exerts a strong positive influence on Organizational Performance ($\beta = 0.744$), highlighting the critical role of service quality as a key driver of organizational outcomes.

Furthermore, Competitiveness Management exhibits a direct positive effect on Organizational Performance ($\beta = 0.248$), although the magnitude of this relationship is relatively weaker than that of the indirect pathway through Service Quality Management. This pattern of results indicates that Service Quality Management serves as a mediating mechanism linking competitiveness management to organizational performance. The presence of both significant direct and indirect effects confirms a partial mediation structure, implying that while competitiveness management directly enhances performance, a substantial portion of its impact is transmitted through improvements in service quality management.

Overall, the structural model provides empirical support for the proposed theoretical framework. The results demonstrate that competitiveness management enhances organizational performance both directly and indirectly through the mediating role of service quality management. The model, therefore, underscores the strategic importance of aligning competitiveness strategies with service quality practices to achieve superior organizational outcomes.

4.5 Structural Relationship Analysis and Hypothesis Testing

Table 4.28 *Structural Relationship Analysis and Hypothesis Testing*

Relationship	Effect	SE	CR	95%CI		P
				Lower	Upper	
Direct Effect						
CM->SQM	0.759	0.069	11.000	0.601	0.875	0.001
SQM->OP	0.744	0.048	15.500	0.631	0.820	0.001
CM->OP	0.248	0.047	5.277	0.158	0.342	0.001
Indirect Effect						
CM->SQM->OP	0.565	0.055	10.273	0.467	0.689	0.000
Overall						
CM->OP	0.813	0.046	17.674	0.712	0.892	0.000

Source: The Researcher

Structural Equation Modeling (SEM) was employed to test direct and indirect effects among the variables according to the modeled structure CM → SQM → OP.

4.5.1 Specification of the Structural Model and Hypotheses

After confirming the good fit of the measurement model, this study further conducted path analysis on the structural model. The Bootstrap method (with 5,000 resamples) was employed to estimate the significance and confidence intervals of each path coefficient. The analysis results are shown in the table.

H1: Competitiveness management has a direct effect on organizational performance in wellness hotel businesses in Thailand

The standardized path coefficient for CM→OP was 0.248 (SE = 0.047, CR = 5.277, $p < 0.001$), with a 95% confidence interval of [0.158, 0.342] that did not include zero, indicating statistical significance. This result supports H1, meaning that Competitiveness Management has a direct positive impact on Organizational Performance. This suggests that

competitiveness itself—such as unique resource endowments, strategic positioning, and industrial collaboration—can, to some extent, directly contribute to performance improvement, generating value through mechanisms such as brand effects, cost advantages, or market reputation. However, it is noteworthy that the direct effect coefficient (0.248) is significantly smaller than the indirect effect of CM on OP through SQM, indicating that the direct contribution of competitiveness is relatively limited

H2: Competitiveness management has a direct effect on service quality management in wellness hotel businesses in Thailand.

The standardized path coefficient for CM→SQM was 0.759 (SE = 0.069, CR = 11.000, $p < 0.001$), with a 95% confidence interval of [0.601, 0.875] that did not include zero, indicating that this path coefficient is statistically significant. This result supports H2, meaning that Competitiveness Management has a significant positive impact on Service Quality Management. This implies that when hotels possess a strong competitive foundation—encompassing factor conditions, demand conditions, related industry collaboration, and strategic positioning—their service quality dimensions, such as reliability, assurance, and responsiveness, can also be effectively enhanced. This finding confirms the theoretical logic of transforming strategic resources into service capabilities: competitive advantages must be realized through service execution to deliver value.

H3: Service quality management has a direct effect on organizational performance in wellness hotel businesses in Thailand.

The standardized path coefficient for SQM→OP was 0.744 (SE = 0.048, CR = 15.500, $p < 0.001$), with a 95% confidence interval of [0.631, 0.820] that did not include zero, indicating that this path coefficient is highly significant. This result supports H3, demonstrating that Service Quality Management has a significant positive impact on Organizational Performance. This finding further reinforces the central role of service quality in the wellness hotel industry—service elements such as reliability, empathy, and responsiveness are not only direct components of the guest experience but also key drivers of performance outcomes such as guest transformation, repeat bookings, and brand reputation. Combined with the earlier descriptive statistics showing that SQM1 (Reliability)

scored the highest (3.85), it can be concluded that service consistency is the cornerstone for wellness hotels to achieve a better performance.

H4: Service quality management mediates the relationship between Competitiveness management and organizational performance in wellness hotel businesses in Thailand.

The standardized indirect effect for the path CM→SQM→OP was 0.565 (SE = 0.055, CR = 10.273, $p < 0.001$), with a 95% confidence interval of [0.467, 0.689] that did not include zero, indicating that the mediating role of SQM between CM and OP is significant. The total effect of CM on OP was 0.813, with the mediating effect accounting for 69.5% (0.565 / 0.813). This result strongly supports H4, confirming that Service Quality Management plays a core mediating role between Competitiveness Management and Organizational Performance. This finding has profound theoretical and practical implications: the strategic resources provided by Competitiveness Management, whether the uniqueness of natural environments.

Table 4.29 *Results of Hypothesis Testing for the Structural Relationships*

Relationship	Hypothesis	Path coefficient (β)	t-statistic	Test result
CM → OP	H1	0.248	5.277	Supported
CM → SQM	H2	0.759	11.000	Supported
SQM →OP	H3	0.744	15.500	Supported
CM → SQM → OP	H4	0.565	10.273	Supported

Source: The Researcher

The results of the structural model assessment confirmed that all proposed hypotheses were statistically supported.

First, Competitiveness Management (CM) exerted a strong positive effect on Organizational Performance (OP) ($\beta = 0.248$, $t = 5.277$, $p < 0.001$), supporting H1. This finding indicates that organizations with stronger competitive capabilities are more likely to achieve superior performance outcomes, including enhanced operational efficiency,

customer satisfaction, and overall organizational effectiveness. The result suggests that competitiveness serves as a critical strategic driver of performance in the wellness hotel industry.

Second, Competitiveness Management (CM) showed a significant positive influence on Service Quality Management (SQM) ($\beta = 0.759$, $t = 11.000$, $p < 0.001$), confirming H2. This implies that organizations with stronger competitive resources and strategic positioning are better equipped to deliver high-quality services. Competitive advantages derived from factor conditions, demand responsiveness, industry support, and strategic adaptability enable firms to maintain superior service standards.

Third, Service Quality Management (SQM) demonstrated a positive and significant effect on Organizational Performance (OP) ($\beta = 0.744$, $t = 15.500$, $p < 0.001$), supporting H3. This finding indicates that improvements in service reliability, responsiveness, assurance, and empathy directly contribute to better organizational outcomes. It confirms that service quality acts as an important operational mechanism linking internal capabilities to performance results.

Furthermore, mediation analysis revealed that Competitiveness Management (CM) also exerted a substantial indirect effect on Organizational Performance (OP) through Service Quality Management (SQM) ($\beta = 0.565$, $t = 10.273$, $p < 0.001$), supporting H4. This indicates that a significant portion of the impact of competitiveness on performance is transmitted through enhanced service quality.

Taken together, these results suggest that competitiveness provides the strategic foundation for organizational success, while service quality functions as the key operational pathway through which competitive advantages are translated into measurable performance outcomes. The findings highlight the importance of aligning competitiveness strategies with service excellence initiatives to achieve sustainable performance improvements in Thailand's wellness hotel industry.

4.5.2 Testing Direct and Indirect Effects

The structural model was assessed to examine the hypothesized causal relationships among the three latent variables: Competitiveness Management (CM), Service Quality

Management (SQM), and Organizational Performance (OP). The results demonstrate that all proposed hypotheses were statistically significant, confirming the robustness of the research framework.

First, H1, was confirmed, with Competitiveness Management (CM) exerting a direct positive effect on Organizational Performance (OP) ($\beta = 0.248$, $t = 5.277$, $p < 0.001$). This indicates that beyond influencing service quality, competitiveness itself contributes to organizational outcomes, such as growth, adaptability, and long-term sustainability. While the direct effect is smaller than the indirect pathway, it remains statistically significant and underscores the value of competitiveness as a direct driver of performance.

Second, H2 was also supported, showing that Competitiveness Management (CM) significantly influences Service Quality Management (SQM) ($\beta = 0.759$, $t = 11.000$, $p < 0.001$). This relationship suggests that organizations with strong competitiveness strategies — such as effective firm strategy and structure, favorable factor and demand conditions, supportive related industries, and appropriate government policies — are better positioned to implement and sustain high-quality service delivery. In essence, competitiveness provides the strategic foundation that enables service quality initiatives to be executed effectively.

Third, H3, which posits that Service Quality Management (SQM) has a positive and significant effect on Organizational Performance (OP), was strongly supported ($\beta = 0.744$, $t = 15.500$, $p < 0.001$). This indicates that higher levels of service quality practices — including reliability, responsiveness, assurance, empathy, and tangible elements — directly enhance organizational outcomes. In practice, this means that when firms consistently deliver reliable, responsive services supported by competent staff and tangible resources, they are more likely to achieve sustainable improvements in customer satisfaction, efficiency, and overall business success. This result aligns with the literature emphasizing service quality as a central determinant of organizational competitiveness in service industries.

Finally, the indirect effect of CM on OP through SQM was also significant ($\beta = 0.565$, $t = 10.273$, $p < 0.001$). This mediation result reveals that a substantial proportion of

competitiveness's impact on performance operates through the mechanism of service quality. In other words, while competitiveness enhances performance directly, it is most powerful when translated into superior service delivery, which then drives improved outcomes. This underscores the importance of aligning competitive strategies with service quality practices to achieve long-term performance excellence.

In summary, the findings highlight a dual role of competitiveness: as a direct enabler of performance and as an indirect driver through its impact on service quality. The study provides empirical evidence that organizations seeking to strengthen their performance should not only develop competitive strategies but also ensure these strategies are operationalized via robust service quality management systems. This integration represents a critical pathway toward sustainable organizational success.

4.5.3 Coefficients of Determination (R^2)

Table 4.30 *Coefficients of Determination (R^2) for Endogenous Construct*

Endogenous Variable	Predictor(s)	R^2 Value
Service Quality Management (SQM)	Competitiveness Management (CM)	0.576
Organizational Performance (OP)	CM, SQM	0.715

Source: The Researcher

The coefficients of determination (R^2) were examined to assess the predictive capability of the structural model. In this study, Service Quality Management (SQM) was modeled as a mediator, while Organizational Performance (OP) served as the final dependent variable. The analysis yielded R^2(SQM) = 0.576 and R^2(OP) = 0.715, indicating moderate to substantial explanatory power according to the thresholds recommended by Hair et al. (2019), where values above 0.50 are considered substantial and values between 0.30 and 0.50 are considered moderate.

The R^2 value of 0.576 for SQM indicates that around 58% of the variance in service quality practices is explained by Competitiveness Management (CM). This

indicates that strategic elements such as factor conditions, demand responsiveness, collaboration with related industries, and effective firm strategies substantially contribute to shaping the organization's service delivery capabilities. In other words, competitiveness-oriented resources and positioning are effectively translated into frontline service behaviors and customer experience mechanisms.

Furthermore, the R^2 of 0.715 for OP indicates that around 72% of the variance in organizational performance is explained by the combined effects of CM and SQM. This reinforces the dual importance of both strategic competitiveness and operational service excellence in driving desirable performance outcomes—including leadership effectiveness, employee skills, customer satisfaction, and continuous improvement.

Overall, the high coefficient of determination for OP confirms that the proposed developmental model holds strong predictive validity, illustrating that organizational success in the hospitality sector is most achievable when competitiveness management is complemented by robust service quality execution. These findings provide empirical support for integrating competitive strategy frameworks with service management theory and highlight the mediating value of SQM as a strategic conduit through which competitiveness translates into measurable performance gains.

4.6 Summary of Quantitative Data Analysis

The overall descriptive results reflect a hospitality landscape in which wellness and eco-friendly hotels in Thailand possess strong internal capabilities but face limitations in external collaboration and adaptive responsiveness. Service Quality Management (SQM) has emerged as a key differentiator of organizational success, with Reliability (SQM1) the strongest-performing dimension ($\bar{x} = 3.85$), indicating that guests place the highest value on accurate, consistent, and trust-based service delivery. Furthermore, the high scores of technological convenience factors (For example, SQM3_3 in the Tangible dimension) highlight how digital infrastructure—such as online booking systems, automated check-in, and electronic payment—plays an increasingly critical role in shaping customer expectations and satisfaction.

In contrast, competitiveness-related factors display a more uneven performance profile. While Firm Strategy, Structure, and Rivalry (CM4) received relatively high agreement ($\bar{x}$ = 3.59), suggesting that organizations possess clear goals and are motivated by competition, Related and Supporting Industries (CM3) recorded one of the lowest mean scores ($\bar{x}$ = 3.45). This indicates that although hotels are internally well-structured, they remain overly self-reliant and insufficiently integrated into broader strategic ecosystems that involve suppliers, technology partners, tourism bodies, and governmental support agencies. Strengthening inter-organizational linkages could help overcome resource limitations, reduce operational costs, and accelerate innovation through shared platforms.

Organizational Performance (OP) reveals a similar pattern of strengths and developmental needs. Knowledge Competency (OP3) ranked highest ($\bar{x}$ = 3.81), implying that hotel operators possess a substantial knowledge base, invest in workforce development, and understand their long-term strategic direction. However, Leadership Competency (OP1) was comparatively weaker ($\bar{x}$ = 3.71), particularly in terms of adaptability to sudden changes (OP1_2: $\bar{x}$ = 3.67). When this finding is cross-referenced with the low score in monitoring demand conditions (CM2_1: $\bar{x}$ = 3.27), it reveals a structural gap: leaders may be knowledgeable, but they lack real-time market intelligence to make agile decisions. This disconnects between information readiness and strategic execution could hinder the sector's ability to respond to sudden shifts such as post-pandemic tourism fluctuations, regulatory changes, or evolving wellness trends.

Taken together, the analysis suggests that Thailand's wellness hospitality sector is operationally strong but strategically fragmented. The foundational elements—service consistency, knowledge resources, and internal strategies—are well established. However, external sensing and strategic alignment with market dynamics remain underdeveloped. Therefore, future developmental priorities should focus on:

Building data-driven customer intelligence systems to continuously monitor behavioral shifts. Strengthening public-private partnerships to leverage governmental tourism programs and supplier synergies. Enhancing leadership agility training to translate existing knowledge capital into decisive, adaptive action. By addressing these gaps, organizations can transition from operational competence to innovation-driven, ecosystem-

connected entities, thereby securing long-term competitiveness in the increasingly experience-centered global wellness tourism market.

4.7 In-depth Interview Data Analysis

4.7.1 In-depth Interview Data Analysis on Competitiveness Management

For clarity, the six hotels are treated as research sites, while the qualitative evidence is attributed to nine individual interviewees. HOTEL 1 is represented by Interviewees No. 1 and 2; HOTEL 2 by Interviewees No. 3 and 4; HOTEL 3 by Interviewees No. 5 and 6; HOTEL 4 by Interviewee No. 7; HOTEL 5 by Interviewee No. 8; and HOTEL 6 by Interviewee No. 9. Therefore, the following analysis uses interviewee-based expressions, such as “Interviewees No. 3 and 4 from HOTEL 2” or “Interviewee No. 9 from HOTEL 6,” rather than treating the hotel itself as the direct speaker.

Factor Condition

The interview findings from nine interviewees across six representative wellness hotels explained that the factor conditions are foundational dimension of competitiveness management. All interviewees consistently emphasized that competitiveness in wellness hospitality is not derived solely from conventional physical resources, but from the integration of unique natural settings, specialized wellness expertise, distinctive architectural identity, and purpose-built facilities. Interviewees No. 1 and 2 from HOTEL 1 explained that competitiveness with a secluded forested valley location, narrative architecture, holistic healers, and eco-conscious design. Interviewees No. 3 and 4 from HOTEL 2 highlighted the importance of a coastal healing environment, signature architectural design, exclusive spa suites, and specialized practitioners. Interviewees No. 5 and 6 from HOTEL 3 emphasized multi-disciplinary experts, medical-grade facilities, and a sanctuary-like environment. Interviewee No. 7 from HOTEL 4 focused on advanced diagnostics, integrative medical-wellness expertise, and purpose-built retreat facilities within a nature-based setting. Interviewee No. 8 from HOTEL 5 stressed mountain–forest surroundings, Thai Lanna cultural heritage, and skilled Thai therapists, while Interviewee No. 9 from HOTEL 6 highlighted a tranquil seafront location, Signature Thai Hammam,

and a multidisciplinary wellness team. These findings suggest that factor conditions in wellness hotels are multidimensional and include environmental distinctiveness, human expertise, cultural authenticity, and wellness-oriented infrastructure. However, several interviewees also referred to constraints such as high operational costs, recruitment difficulties, training investment, and limitations on expansion, indicating that strong factor conditions also require substantial long-term resource commitment.

Demand Condition

The interview findings further demonstrated that demand conditions are critical to competitiveness management because they shape how wellness hotels design and refine their services. Across the nine interviewees, wellness competitiveness was described as depending heavily on understanding evolving guest expectations and translating those expectations into appropriate experiences and programs. Interviewees No. 1 and 2 from HOTEL 1 identified detox seekers, stress-burnout executives, and couples seeking wellness journeys. Interviewees No. 3 and 4 from HOTEL 2 focused on stress recovery, sleep therapy, burnout recovery, natural therapies, and longevity-oriented demand. Interviewees No. 5 and 6 from HOTEL 3 emphasized global health trends and the growing interest in stress recovery, gut health, longevity, and sleep enhancement. Interviewee No. 7 from HOTEL 4 referred to highly personalized health needs supported by consultations, digital tracking, and health data. Interviewee No. 8 from HOTEL 5 highlighted growing interest in nature healing, relaxation, and culturally rooted wellness experiences, whereas Interviewee No. 9 from HOTEL 6 pointed to the increasing appeal of approachable wellness for beginners, couples, and leisure travelers. Across the nine interviewees, data sources such as guest feedback, OTA analytics, pre-arrival consultations, social listening, return guest patterns, and global wellness trend reports were described as important tools for interpreting demand. These findings indicate that demand conditions are not treated passively; rather, interviewees described active interpretation of market changes to guide innovation, market positioning, and program design.

Related and Supporting Industries

The interview findings also confirmed that related and supporting industries play an important role in strengthening competitiveness management. Across the nine

interviewees from six hotels, external collaboration networks were consistently described as essential sources of authenticity, credibility, and service enhancement. Interviewees No. 1 and 2 from HOTEL 1 referred to collaboration with organic farms, Thai traditional medicine clinics, yoga centers, eco-friendly suppliers, and local herbalists. Interviewees No. 3 and 4 from HOTEL 2 referred to partnerships with nutritionists, Thai traditional medicine schools, organic farms, yoga schools, and meditation communities. Interviewees No. 5 and 6 from HOTEL 3 emphasized cooperation with hospitals, research institutions, organic farms, wellness organizations, and fitness technology firms. Interviewee No. 7 from HOTEL 4 described reliance on a Thailand's leading functional medicine laboratories, Thai traditional medicine institutes, organic farms, and therapy specialists. Interviewee No. 8 from HOTEL 5 referred to local herbal farmers, traditional healers, craft communities, and yoga practitioners, while Interviewee No. 9 from HOTEL 6 described partnerships with physiotherapy clinics, organic farms, Thai healing practitioners, and mindfulness communities. Moreover, the findings suggest that wellness hotel competitiveness is reinforced by a broader ecosystem of medical, cultural, agricultural, and community-based partners. Such networks extend internal resources, deepen service authenticity, and allow the hotels to provide more integrated wellness experiences.

Firm Strategy, Structure and Rivalry

The interview findings further revealed that firm strategy, structure, and rivalry represent a central dimension of competitiveness management. Across all nine interviewees, competitiveness was described as depending not only on possessing unique resources, but also on organizing these resources through a clear strategic direction and an appropriate management structure. Interviewees No. 1 and 2 from HOTEL 1 emphasized a strategy centered on becoming a holistic sanctuary rooted in nature narrative, supported by cross-disciplinary committees and integrated leadership. Interviewees No. 3 and 4 from HOTEL 2 positioned their case as a destination spa and integrative wellness sanctuary, combining architectural identity with deep healing orientation. Interviewees No. 5 and 6 from HOTEL 3 described a strategy of transformative, evidence-based wellness supported by highly structured multidisciplinary coordination. Interviewee No. 7 from HOTEL 4 stressed integrative medical-wellness positioning, combining advanced diagnostics with

holistic healing through interdisciplinary case management. Interviewee No. 8 from HOTEL 5 focused on nature healing and Thai Lanna tradition as core differentiation, while Interviewee No. 9 from HOTEL 6 described a “Welleisure” strategy that combines wellness and leisure in a more approachable format. A common pattern across the interviewees was the use of integrated leadership, cross-functional collaboration, and strong differentiation strategies rather than direct price competition. These findings suggest that competitiveness management in wellness hotels is highly dependent on strategic clarity, organizational integration, and the ability to position each hotel distinctively within an increasingly competitive market.

Chance

The interview findings indicated that chance also contributes significantly to competitiveness management by creating external opportunities beyond managerial control. Across the nine interviewees, several broader environmental changes were identified as beneficial to the wellness hospitality sector, including the post-pandemic rise in demand for mental healing, preventive health, long-stay retreats, emotional restoration, and deeper lifestyle transformation. Interviewees No. 1 from HOTEL 1 and Interviewees No.4 from HOTEL 2 both referred to increased demand for emotional healing and restorative retreats. Interviewees No. 5 and 6 from HOTEL 3 and Interviewee No. 7 from HOTEL 4 highlighted growing consumer interest in evidence-based health improvement, longevity, and integrative wellness. Interviewee No. 8 from HOTEL 5 pointed to rising demand for slow living, nature restoration, and culturally grounded healing, while Interviewee No. 9 from HOTEL 6 emphasized the expansion of beginner-friendly wellness and the blending of leisure with health. In addition, some interviewees referred to trends such as digital nomad workcations, eco-luxury preferences, and increased global awareness of wellbeing after COVID-19. These findings suggest that chance should be understood as an important contextual factor that expands market opportunities and reshapes competitive conditions in favor of wellness-oriented hospitality providers.

Government

The interview findings also confirmed that government plays a supportive but still incomplete role in competitiveness management. Across the nine interviewees,

government promotion of Thailand as a wellness destination, tourism campaigns, and sustainability-related recognition were generally viewed as contributing positively to international visibility and sectoral legitimacy. Several interviewees referred to the supportive role of Thailand's wellness tourism positioning and the broader promotion of the country's health and hospitality image. At the same time, the interviewees also indicated that government support remains limited in terms of specialized institutional frameworks. In particular, the absence of an independent accreditation system for holistic wellness hotels, beyond traditional spa or hospitality standards, was seen as an important policy gap. This concern was especially visible in the accounts of Interviewees No. 5 and 6 from HOTEL 3 and Interviewee No. 7 from HOTEL 4, whose cases reflected stronger medical-wellness or integrative healing models, but it was also relevant to the broader sector. Therefore, the findings suggest that government contributes to competitiveness management mainly through promotion and external legitimacy, while the lack of a more specific regulatory and accreditation structure still constrains the long-term development of the wellness hotel industry.

Conclusion

In conclusion, the cross-case interview findings confirmed that factor condition, demand condition, related and supporting industries, strategy-structure-rivalry, chance, and government are all closely associated with competitiveness management in Thailand's wellness hotel sector. Across the nine interviewees from six representative hotels, competitiveness was consistently shown to depend on the interaction between distinctive natural and cultural resources, specialized wellness expertise, evolving guest demand, collaborative support ecosystems, clear strategic differentiation, favorable post-pandemic market shifts, and government-backed destination promotion. At the same time, the findings also revealed variation in emphasis across interviewees: Interviewees No. 6 from HOTEL 3 and Interviewee No. 7 from HOTEL 4 placed stronger emphasis on medical and evidence-based competitiveness, while Interviewees No. 1 from HOTEL 1, Interviewee No. 8 from HOTEL 5, and Interviewee No. 9 from HOTEL 6 highlighted nature, emotional healing, cultural authenticity, and experiential differentiation. Nevertheless, the overall pattern indicates that competitiveness management in wellness hotels is multidimensional,

dynamic, and context-specific, and therefore should be understood as an integrated strategic system rather than a single-source advantage. As shown 4.31

Table 4.31 *Competitiveness Management (CM) Comparison Matrix*

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
Factor Conditions	"Our competitiveness comes from a unique natural setting, specialized wellness practitioners, and facilities designed specifically for healing." Interviewees No. 1, 3, and 7	Interviewee No. 1 (HOTEL 1): competitiveness comes from a forest valley, narrative architecture, holistic healers, and eco-luxury design. Interviewee No. 3 (HOTEL 2): emphasized a coastal healing setting, signature architecture, private spa suites, and specialized practitioners. Interviewee No. 7 (HOTEL 4): highlighted diagnostics, integrative medical-wellness expertise, retreat facilities, and medical-grade infrastructure.	Factor conditions were understood as natural resources, expertise, architecture, culture, and wellness infrastructure.
Demand Conditions	"We closely observe what wellness travelers are looking for now, such as stress recovery, detox, emotional healing, and preventive health." Interviewees No. 2, 5, and 8	Interviewee No. 2 (HOTEL 1): described guest demand for detox, burnout recovery, emotional healing, and couple wellness journeys. Interviewee No. 5 (HOTEL 3): noted demand for stress recovery, gut health, longevity, sleep improvement, and preventive health. Interviewee No. 8 (HOTEL 5): linked demand to natural relaxation,	Demand conditions show how changing wellness expectations are converted into programs and services.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
		slow living, cultural healing, and nature-based restoration.	
Related and Supporting Industries	"Partnerships with organic farms, doctors, therapists, local healers, and wellness communities strengthen our service authenticity." Interviewees No. 1, 4, and 6	Interviewee No. 1 (HOTEL 1): referred to organic farms, local herbalists, Thai medicine clinics, yoga centers, and eco-suppliers. Interviewee No. 4 (HOTEL 2): emphasized nutritionists, Thai medicine schools, organic farms, yoga, and meditation communities. Interviewee No. 6 (HOTEL 3): highlighted hospitals, research institutions, wellness organizations, and fitness technology partners.	Support networks enhance credibility, authenticity, and completeness of the wellness experience.
Firm Strategy, Structure and Rivalry	"We do not compete only as a luxury hotel; we position ourselves through a distinct wellness identity and integrated service structure." Interviewees No. 2, 3, and 9	Interviewee No. 2 (HOTEL 1): positioned the hotel as a holistic sanctuary using nature narrative and integrated service structure. Interviewee No. 3 (HOTEL 2): framed competitiveness through destination-spa identity, signature architecture, and an integrated sanctuary concept.	Strategic differentiation and cross-functional coordination support long-term competitiveness.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
		Interviewee No. 9 (HOTEL 6): explained the "Welleisure" strategy, combining wellness, Thai Hammam, physiotherapy, and leisure.	
Chance	"After the pandemic, guests became more interested in emotional healing, preventive care, and long-stay wellness retreats." Interviewees No. 4, 7, and 8	Interviewee No. 4 (HOTEL 2): observed stronger demand for emotional restoration, stress recovery, and deeper retreat experiences after COVID-19. Interviewee No. 7 (HOTEL 4): connected post-pandemic opportunity with longevity, prevention, diagnostics, and medical-wellness demand. Interviewee No. 8 (HOTEL 5): emphasized slow living, nature restoration, cultural healing, and post-pandemic relaxation needs.	Post-pandemic demand, eco-luxury trends, and workcation lifestyles created opportunities.
Government	"National wellness tourism promotion helps visibility, but the industry still lacks a more specific framework for holistic wellness hotels." Interviewees No. 5, 6, and 9	Interviewee No. 5 (HOTEL 3): stated that national wellness promotion helps visibility, but evidence-based wellness needs clearer accreditation. Interviewee No. 6 (HOTEL 3): noted that medical-wellness services	Government supports destination legitimacy, but policy and accreditation remain incomplete.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
		require standards beyond ordinary spa or hotel certification. Interviewee No. 9 (HOTEL 6): said promotion increases awareness, but clearer wellness-hotel criteria are still needed.	

Source: The Research

4.7.2 In-depth Interview Data Analysis on Service Quality Management

Reliability

All interviewees agreed that reliability is closely related to service quality management, and can positively influence organizational performance by ensuring consistency, stability, and trustworthiness throughout the wellness journey. No. 1 and 2 from HOTEL 1, reliability was reflected in SOPs based on holistic flow, post-therapy feedback mapping, and a quality heat-map dashboard, which together helped maintain consistency and traceability in the healing process. In HOTEL 3, reliability was associated with the precision and consistency of treatments, especially in delivering evidence-based wellness programs across multiple service touchpoints. In HOTEL 4(Interviewee No. 7), reliability was understood as the consistency between medical treatments and holistic therapies, ensuring that personalized programs remained coherent despite their complexity. In HOTEL 5(Interviewee No. 8), reliability appeared in the therapist's ability to deliver stable treatment standards while adapting to guest needs. These findings suggest that reliability in wellness hotels extends beyond routine service consistency and includes the dependable delivery of transformation-oriented experiences.

Assurance

All interviewees agreed that assurance is closely related to service quality management, and can positively influence guests' confidence, perceived safety, and willingness to engage deeply in wellness programs. Interviewees No. 1 and 2 from HOTEL 1, Interviewees No. 3 and 4 from HOTEL 2, and Interviewee No. 8 from HOTEL 5 emphasized that assurance depends heavily on the trustworthiness and professional credibility of therapists and practitioners. Interviewees No. 1 and 2 from HOTEL 1 explicitly described assurance as one of the most critical service dimensions, because guests must trust therapists and practitioners before emotional healing can occur. Interviewees No. 3 and 4 from HOTEL 2 linked assurance to practitioner credibility and the guest's confidence in specialized therapies. Interviewee No. 8 from HOTEL 5 connected assurance strongly to therapist skill and credibility in delivering Thai-style healing experiences. In the more medicalized cases, Interviewees No. 5 and 6 from HOTEL 3 and Interviewee No. 7 from HOTEL 4 emphasized assurance even more

strongly, as guests were expected to trust doctors, advisors, diagnostic systems, and integrative treatment planning. Similarly, Interviewee No. 9 from HOTEL 6 highlighted assurance through the professionalism of therapists, physiotherapists, and structured wellness practitioners. These findings indicate that assurance is a central dimension of SQM because wellness guests often face higher emotional and health-related uncertainty than conventional hotel guests.

Tangibles

All interviewees agreed that tangible quality is closely related to service quality management, and can positively influence wellness outcomes by shaping the sensory and environmental conditions in which healing takes place. However, the interviews revealed that in wellness hotels, the meaning of tangibility goes beyond physical facilities alone. Interviewees No. 1 and 2 from HOTEL 1 redefined tangible quality as a sensory wellness environment, including scent, light, sound, temperature, and textures, supported by villa sensory audits. Interviewees No. 3 and 4 from HOTEL 2 described tangible quality through sound, scent, temperature, and the Khmer-inspired architectural atmosphere that contributed to emotional recovery. Interviewees No. 5 and 6 from HOTEL 3 referred to water flow, natural light, sound, temperature, and scent as tangible elements supporting the guest's healing journey. Interviewee No. 8 from HOTEL 5 linked tangible quality to the mountain-forest environment, aroma, quietness, and Lanna architectural atmosphere. Interviewee No. 9 from HOTEL 6 similarly emphasized light, sound, scent, temperature, water, and Hammam environmental control as critical service-quality elements. These findings indicate that tangible quality in wellness hospitality should be understood as sensory environmental quality, rather than merely the appearance of physical facilities.

Empathy

All interviewees agreed that empathy is closely related to service quality management, and can positively influence guests' emotional safety, healing engagement, and overall satisfaction. Across the nine interviewees, empathy emerged as one of the most important SQM dimensions, particularly because wellness guests are often emotionally vulnerable, physically exhausted, or undergoing personal transition. Interviewees No. 1 and 2 from HOTEL 1 stated that empathy was the most critical service

dimension because guests often share deep emotional vulnerability. Interviewees No. 3 and 4 from HOTEL 2 described empathy as emotional sensitivity in responding to guests seeking deep healing and recovery. Interviewees No. 5 and 6 from HOTEL 3 associated empathy with understanding burnout, grief, anxiety, and life-transition conditions. Interviewee No. 8 from HOTEL 5 referred to empathy as understanding guests' emotional states in a spa-driven and nature-based healing setting. Interviewee No. 9 from HOTEL 6 considered empathy particularly important for guests involved in burnout recovery and emotional healing programs. Even in the more clinically integrated case, Interviewee No. 7 from HOTEL 4 stressed that advanced diagnostics alone could not create healing unless guests felt personally understood and supported. These findings suggest that empathy is not an optional soft skill in wellness hotels, but a core dimension of service quality that determines whether guests feel safe enough to participate in transformation.

Responsiveness

All interviewees agreed that responsiveness is closely related to service quality management, and can positively influence the perceived personalization and effectiveness of the wellness experience. Across the nine interviewees, responsiveness was consistently associated with the ability to adjust treatments, schedules, and guest support according to individual conditions. For Interviewees No. 1 and 2 from HOTEL 1, although the word responsiveness was not used explicitly, flat communication, integrated leadership, and feedback mapping showed that timely response to guest needs was prioritized. For Interviewees No. 3 and 4 from HOTEL 2, responsiveness was clearly reflected in the adjustment of treatment plans according to individual requirements. For Interviewee No. 8 from HOTEL 5, responsiveness was evident in adapting therapies to changing guest needs. For Interviewee No. 9 from HOTEL 6, responsiveness took the form of daily program adjustment based on guest condition. For Interviewee No. 7 from HOTEL 4, responsiveness was especially dynamic because treatments could be adjusted according to real-time test results and interdisciplinary review. These findings indicate that responsiveness in wellness hotels goes beyond speed of service; it includes the capacity to deliver adaptive and personalized care in real time

Holistic Integration

Some interviewees further emphasized that holistic integration is an important dimension of service quality management in wellness hospitality, particularly in hotels offering multidisciplinary or medical-wellness programs. In HOTEL 4, holistic integration was explicitly highlighted as a key SQM dimension, referring to East–West collaboration among practitioners and the coordination of medical, traditional, and therapeutic services into one coherent guest journey. In HOTEL 6, integration was also emphasized, as the hotel sought to combine leisure, emotional wellness, physiotherapy, Thai Hammam, and structured wellness programming into a unified experience. Although not always named directly, similar integrative logic could also be observed in HOTEL 1, THE HOTEL 2, and HOTEL 3, where service quality depended on how well multiple practitioners, environments, and healing elements were aligned. These findings suggest that in wellness hotels, especially those pursuing holistic or integrative models, service quality is not determined by isolated service encounters alone, but also by the degree to which the overall healing journey feels connected, coherent, and seamless.

Conclusion

In conclusion, the interview results confirmed that reliability, assurance, tangible quality, empathy, responsiveness, and holistic integration are closely related to service quality management in Thailand's wellness hotel sector. Across the six hotels, the findings consistently showed that SQM in wellness hospitality differs from conventional hotel service quality because it involves not only technical consistency and professional trust, but also emotional safety, sensory environmental control, adaptive personalization, and interdisciplinary integration. More importantly, the interview evidence suggests that empathy and assurance were the most repeatedly emphasized dimensions across cases, while tangible quality was redefined as sensory experience and responsiveness was understood as personalized adaptation rather than simple speed. Therefore, the interview findings support the argument that service quality management is a multidimensional mechanism through which wellness hotels transform their competitive resources into meaningful guest outcomes and stronger organizational performance.

Table 4.32

Service Quality Management (SQM) Comparison Matrix

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
Reliability	"Guests must receive a consistent experience across treatments, therapists, and wellness programs." Interviewees No. 1, 3, and 6	Interviewee No. 1 (HOTEL 1): described SOPs, feedback mapping, and holistic-flow control to keep the guest journey consistent. Interviewee No. 3 (HOTEL 2): emphasized consistency across treatment, practitioner interaction, spa space, and sensory journey. Interviewee No. 6 (HOTEL 3): stressed precise evidence-based programs, standardized care plans, and reliable follow-up.	Reliability means consistent and dependable wellness journeys, not only routine standards.
Assurance	"Guests need to trust the therapist, practitioner, or advisor before healing can really happen." Interviewees No. 2, 4, and 7	Interviewee No. 2 (HOTEL 1): explained that guests must trust healers and therapists before sharing emotional concerns. Interviewee No. 4 (HOTEL 2): linked assurance to practitioner credibility, safety, and confidence in specialized therapies. Interviewee No. 7 (HOTEL 4): emphasized diagnostic accuracy, medical expertise, and integrated treatment planning.	Assurance is professional credibility, safety, and guest confidence.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
Tangible	"In wellness hotels, quality is also felt through scent, sound, light, temperature, and the atmosphere of the space." Interviewees No. 1, 3, and 9	Interviewee No. 1 (HOTEL 1): described tangible quality through light, scent, sound, temperature, texture, villas, and natural setting. Interviewee No. 3 (HOTEL 2): focused on architecture, scent, sound, temperature, and the sanctuary atmosphere. Interviewee No. 9 (HOTEL 6): connected quality to Thai Hammam environment, water, temperature, light, and seafront atmosphere.	Tangible quality becomes sensory environmental quality.
Empathy	"Many wellness guests arrive emotionally tired or vulnerable, so they need to feel understood, not just served." Interviewees No. 3 and 6	Interviewee No. 3 (HOTEL 2): emphasized emotional sensitivity for guests seeking deep healing and stress recovery. Interviewee No. 6 (HOTEL 3): highlighted understanding burnout, grief, anxiety, and life-transition needs during wellness care.	Empathy creates emotional safety and supports healing engagement.
Responsiveness	"Programs often need to be adjusted according to the guest's daily condition, physical response, or emotional state." Interviewees No. 2 and 7	Interviewee No. 2 (HOTEL 1): described quick response through flat communication, feedback loops, and flexible program adjustment. Interviewee No. 7 (HOTEL 4): explained that test results and interdisciplinary reviews guide real-time program adjustment.	Responsiveness means adaptive personalization and timely adjustment.
Overall Interpretation	"Service quality is what turns wellness resources	Interviewee No. 4 (HOTEL 2): explained that architecture and spa concept become a coherent guest journey through service coordination.	SQM converts wellness resources into experiences that guests trust and remember.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
	into a real guest experience." Interviewees No. 4, 8, and 9	Interviewee No. 8 (HOTEL 5): showed how Thai spa, Lanna culture, and nature become caring and adaptive service. Interviewee No. 9 (HOTEL 6): connected leisure, Thai Hammam, physiotherapy, and emotional care into an accessible experience.	

Source: The Researcher

4.7.3 In-depth Interview Data Analysis on Organizational Performance

Leadership Competency

Interview evidence from nine interviewees across six representative wellness hotels indicates that leadership competency is one of the most influential foundations of organizational performance. In this context, leadership was not described simply as supervision or managerial authority. Instead, respondents portrayed it as the capacity to hold together a clear wellness vision, direct multidisciplinary teams, and maintain alignment between service philosophy and operational execution. The interviews show noticeable differences in emphasis across the interviewees. For Interviewees No. 1 and 2 from HOTEL 1, leadership was closely associated with emotional intelligence and the ability to orchestrate a highly personalized healing atmosphere. For Interviewees No. 3 and 4 from HOTEL 2, leadership appeared more closely linked to maintaining coherence within deep-healing and sensory-based programs. In the case of Interviewees No. 5 and 6 from HOTEL 3, leadership competency was expressed through structured coordination, long-term wellness direction, and the management of complex evidence-based services. For Interviewee No. 7 from HOTEL 4, leadership carried an even stronger integrative role, as the organization had to coordinate medical experts, diagnostics teams, and holistic practitioners within one retreat model. Meanwhile, Interviewee No. 8 from HOTEL 5 reflected a more culturally grounded leadership style, where managers were expected to preserve authenticity while ensuring service discipline, and Interviewee No. 9 from HOTEL 6 demonstrated leadership through the balancing of wellness rigor with an approachable welleisure identity.

The interviews imply that leadership competency contributes to organizational performance by creating internal coherence. Where leadership is strong, the organization is better able to sustain its concept, support service teams, and translate wellness philosophy into consistent outcomes.

Functional Competency

The interviews agree that functional competency, which appears to shape performance through execution rather than vision alone. While leadership defines direction, functional competency determines whether the hotel can actually deliver what it promises. This was especially important in the wellness hotel setting, where the guest experience depends on close coordination across treatment, accommodation, nutrition, movement, and emotional support.

The six hotels demonstrated this in different ways. HOTEL 1 relied on cross-functional coordination to ensure that personalized healing journeys remained smooth and coherent. At the HOTEL 2, functional strength was seen in how specialized treatments, private spaces, and sensory elements were synchronized around the guest's recovery process. In HOTEL 3, the role of functional competency became more systematic, involving structured interaction among doctors, therapists, nutritionists, and wellness advisors. HOTEL 4 showed perhaps the clearest example of this variable, as its organizational performance depended heavily on interdisciplinary coordination, test-result interpretation, and case-based follow-up. In HOTEL 5, functional competency was reflected in the operational blending of spa services, cultural healing elements, and nature-based guest care. For HOTEL 6, day-to-day responsiveness, team communication, and the integration of leisure with wellness programming were key expressions of functional capability. Organizational performance in wellness hospitality cannot be separated from process capability. A strong concept may attract guests, but only functional competency allows that concept to be executed in a reliable and performance-enhancing way.

Knowledge Competency

All interviewees agreed that knowledge competency is closely related to organizational performance, and can positively influence the credibility, effectiveness, and innovation capacity of wellness hotels. Across the nine interviewees, knowledge was repeatedly identified as a core organizational asset, especially because wellness hospitality requires a much deeper knowledge base than conventional hotel operations. For Interviewees No. 1 and 2 from HOTEL 1, knowledge competency was reflected in healing practitioner expertise, holistic wellness understanding, and innovative ritual design. For

Interviewees No. 3 and 4 from HOTEL 2, knowledge competency was associated with integrative healing knowledge, including Thai traditional medicine, Ayurveda, emotional recovery approaches, and sensory wellbeing concepts. For Interviewees No. 5 and 6 from HOTEL 3, this dimension was especially prominent, as performance relied on evidence-based wellness knowledge, health science, nutritional therapy, physiotherapy, and long-term transformational care. For Interviewee No. 7 from HOTEL 4, knowledge competency included advanced diagnostics, longevity science, functional medicine, Thai traditional medicine, and multidisciplinary health knowledge. For Interviewee No. 8 from HOTEL 5, knowledge competency was linked to Thai Lanna healing traditions, herbal therapies, and nature-based restorative knowledge. For Interviewee No. 9 from HOTEL 6, knowledge competency was reflected in the combination of physiotherapy, Thai Hammam, anti-inflammatory nutrition, emotional wellness, and approachable program design. These findings indicate that knowledge competency is a major determinant of organizational performance because it supports both service quality and the hotel's ability to deliver authentic, credible, and differentiated wellness outcomes.

Skill

All interviewees agreed that skill is closely related to organizational performance, skill reflects what its people can actually do. The interview material makes it clear that organizational performance is closely tied to the practical competence of therapists, practitioners, and service teams. In wellness hotels, concept and knowledge have little value unless they are translated into precise, responsive, and meaningful guest encounters.

The relationship between skill and performance appeared throughout the six cases. At HOTEL 1, Interviewees No. 1 and 2 mentioned that the skill was evident in the practitioners' ability to personalize healing journeys in ways that produced emotional resonance and repeat intention. While for HOTEL 2 Interviewees No. 3 and 4 highlighted the importance of applied treatment skill in delivering deep-healing experiences that matched each guest's condition. In HOTEL 3, Interviewees No. 5 and 6 explained that skill was associated with consistency, consultation quality, and the precise execution of complex wellness plans. For Interviewee No. 7 from HOTEL 4, technical skill extended into medical interpretation and real-time program adjustment, making it central to the

retreat's integrative model. For Interviewee No. 8 from HOTEL 5, practitioner skill was strongly linked to Thai spa delivery, embodied healing traditions, and guest comfort. Interviewee No. 9 from HOTEL 6 showed a similar pattern, though the focus included movement-based skill, Thai Hammam delivery, and practical adaptation in daily wellness scheduling.

Trait

All interviewees agreed that trait is beyond formal competency and technical proficiency. Respondents did not treat personal qualities as secondary or decorative. On the contrary, they described traits such as empathy, patience, calmness, sincerity, and emotional sensitivity as essential to the success of wellness hospitality.

Trait was particularly visible because wellness guests often arrive in states of stress, fatigue, vulnerability, or life transition. For Interviewees No. 1 and 2 from HOTEL 1, personal warmth and emotional attunement were considered indispensable in creating psychological safety. Interviewees No. 3 and 4 from HOTEL 2 associated trait with sensitivity to guests who were seeking deeper forms of restoration rather than ordinary relaxation. For Interviewees No. 5 and 6 from HOTEL 3, the emotional maturity of staff was important in supporting guests facing burnout, grief, or anxiety. Interviewee No. 7 from HOTEL 4 offered an interesting contrast: even in a medically integrated setting, the interview account stressed that data and diagnostics alone could not create healing without trust and human connection. For Interviewee No. 8 from HOTEL 5, calmness and caring presence supported the nature-based restorative identity, while Interviewee No. 9 from HOTEL 6 linked approachable personal qualities with the effort to make wellness feel welcoming and non-intimidating.

Conclusion

In conclusion, the interview findings confirmed that leadership competency, functional competency, knowledge competency, skill, and trait are all closely related to organizational performance in Thailand's wellness hotel sector. Across the six hotels, organizational performance was not interpreted only as a financial or output-based result, but as a broader capability that depends on effective leadership, coordinated operations,

professional knowledge, practical service skill, and emotionally supportive personal qualities. More importantly, the cross-case findings suggest that wellness hotel performance is shaped by both organizational capabilities and human-centered service attributes. Therefore, in the context of wellness hospitality, OP should be understood as a multidimensional construct grounded in competency, integration, and emotionally intelligent service delivery.

Table 4.33

Organizational Performance (OP) Comparison Matrix

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
Leadership Competency	"Strong performance depends on leaders who can align teams, understand people, and maintain the wellness vision." Interviewees No. 1, 4, and 7	Interviewee No. 1 (HOTEL 1): linked leadership to holistic vision, emotional intelligence, and eco-luxury investment alignment. Interviewee No. 4 (HOTEL 2): emphasized leadership coherence across deep-healing concept, practitioners, and service spaces. Interviewee No. 7 (HOTEL 4): described leadership as coordination among doctors, diagnostics, and holistic practitioners.	Leadership aligns strategy, people, and multidisciplinary wellness teams.
Functional Competency	"Even with a strong concept, performance depends on whether departments can actually work together smoothly." Interviewees No. 2, 5, and 9	Interviewee No. 2 (HOTEL 1): stressed coordination among spa, F&B, rooms, sustainability, and wellness teams around one healing journey. Interviewee No. 5 (HOTEL 3): noted that doctors, therapists, nutritionists, and advisors must work as one system. Interviewee No. 9 (HOTEL 6): emphasized daily coordination among physiotherapy, Hammam, leisure, and scheduling teams.	Functional competency is execution capability and coordinated service delivery.
Knowledge Competency	"Our performance depends greatly on what our team knows about healing, health, and personalized wellness	Interviewee No. 3 (HOTEL 2): connected knowledge to Thai medicine, Ayurveda, emotional recovery, and sensory wellbeing.	Knowledge competency supports credibility, innovation, and effectiveness.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
	design." Interviewees No. 3 and 9	Interviewee No. 9 (HOTEL 6): connected knowledge to physiotherapy, Thai Hammam, nutrition, emotional wellness, and approachable design.	
Skill	"Therapeutic skill and service skill directly affect what guests actually experience and whether they return." Interviewees No. 1, 5, and 9	Interviewee No. 1 (HOTEL 1): described skill as personalizing healing journeys and creating emotional resonance. Interviewee No. 5 (HOTEL 3): emphasized consultation quality and precise execution of complex evidence-based wellness plans. Interviewee No. 9 (HOTEL 6): highlighted movement therapy, Thai Hammam delivery, and daily schedule adaptation.	Skill is the practical delivery of wellness value.
Trait	"Personal qualities such as empathy, calmness, and sincerity matter because healing depends on trust and emotional comfort." Interviewees No. 2, 4, and 8	Interviewee No. 2 (HOTEL 1): emphasized warmth, calmness, and emotional attunement as the basis for guest safety. Interviewee No. 4 (HOTEL 2): highlighted sensitivity and patience for guests seeking deeper restoration. Interviewee No. 8 (HOTEL 5): described calmness, sincerity, and care as important for nature-based healing.	Trait shapes emotional connection, trust, and healing atmosphere.
Overall Interpretation	"Performance in a wellness hotel is not only about results, but about how well the organization leads, coordinates, knows, performs,	Interviewee No. 1 (HOTEL 1): summarized OP as leadership, personalized healing, practitioner skill, and emotional care.	OP is a multidimensional capability-based construct, not only financial output.

Theme	Discussion Idea	Condensed Actual Expression by Interviewee	Key Point Summary
	and cares." Interviewees No. 1, 7, and 9	Interviewee No. 7 (HOTEL 4): summarized OP through medical-wellness integration, diagnostics, case management, and trust. Interviewee No. 9 (HOTEL 6): summarized OP through Welleisure integration, Thai Hammam, physiotherapy, and responsive scheduling.	

Source: The Researcher

4.7.4 Analysis on the Mediating Effect of Service Quality Management

The interview findings indicate that Service Quality Management (SQM) plays a significant mediating role in the relationship between Competitiveness Management (CM) and Organizational Performance (OP) in Thailand's wellness hotel sector. The evidence suggests that competitiveness-related resources, strategies, and positioning do not automatically generate superior organizational performance. Rather, their influence is realized through the extent to which such competitive strengths are effectively translated into high-quality service delivery.

From the cross-case interview data, it is evident that the dimensions of Competitiveness Management, including factor conditions, demand conditions, related and supporting industries, strategy-structure-rivalry, chance, and government, provide the strategic and operational foundation for wellness hotel competitiveness. These dimensions enable hotels to build distinctive advantages through unique natural environments, specialized wellness expertise, differentiated positioning, external support networks, and favorable market opportunities. However, the findings also reveal that the mere existence of these competitive attributes is insufficient to ensure improved organizational performance. Their contribution becomes meaningful only when they are operationalized through effective Service Quality Management practices.

In this regard, SQM serves as the mechanism through which competitiveness is converted into performance outcomes. The interview evidence shows that when competitive resources are supported by strong service quality dimensions, such as reliability, assurance, empathy, responsiveness, tangible quality, and holistic integration, hotels are better able to create coherent, trustworthy, and personalized wellness experiences. These service experiences, in turn, enhance organizational performance by strengthening guest trust, improving healing outcomes, increasing loyalty and revisit intention, and reinforcing the overall credibility and effectiveness of the wellness hotel.

This mediating effect is particularly important in the context of wellness hospitality. Unlike conventional hotel settings, where competitiveness may be reflected more directly through physical assets or market positioning, wellness hotels rely heavily on the guest's lived experience of care, healing, and transformation. Guests do not assess

competitiveness only in terms of resources or strategy; rather, they experience it through actual service delivery. As a result, competitive strengths such as professional expertise, wellness facilities, cultural authenticity, or strategic differentiation are unlikely to generate strong organizational outcomes unless they are consistently delivered through high-quality, guest-centered service processes.

The findings therefore suggest that Service Quality Management functions as a critical transmission mechanism linking competitiveness management to organizational performance. In other words, CM enhances OP not only directly, but also indirectly through SQM. Hotels with stronger competitiveness management are better positioned to develop superior service quality, and such service quality subsequently contributes to improved organizational performance. This explains why service quality should not be viewed merely as an operational outcome, but as an essential mediating construct within the wellness hotel performance framework.

Overall, the qualitative evidence supports the argument that Service Quality Management mediates the relationship between Competitiveness Management and Organizational Performance. This implies that the performance of wellness hotels is shaped not only by the competitive resources and strategies they possess, but also by their ability to transform those advantages into meaningful, reliable, empathetic, and integrated service experiences. Therefore, within the wellness hospitality context, SQM represents a vital explanatory pathway through which competitiveness is translated into sustainable organizational performance.

4.8 Integration of Quantitative and Qualitative Analysis Results

4.8.1 Synthesis of Findings According to Research Objectives

In this section, the researcher integrated the statistical analysis results from Structural Equation Modeling (SEM) with the findings derived from in-depth interviews across six case studies. This integration was conducted to address the research objectives and to reveal the critical strategic phenomena within Thailand's wellness hotel industry as follows:

Research Objective 1: The analysis of the first objective reveals that **Service Quality Management (SQM)** is the most influential factor within the industrial model. Quantitatively, the **Reliability** dimension emerged with the highest mean score 3.85. This statistical evidence aligns with the qualitative findings, which underscore that in the wellness business, brand trust and clinical treatment outcomes constitute the core identity of the organization. However, the research identifies significant strategic weaknesses regarding **Competitive Management (CM)**. Specifically, there is a measurable lack of **systematic collaboration (CM3)** mean score 3.45 and a deficiency in **customer data tracking (CM2_1)** mean score 3.27. These results reflect that most hotels continue to operate as **"self-contained systems."** They tend to rely heavily on internal operational excellence rather than developing external collaborative networks or integrated data systems to enhance their competitive advantage.

Research Objective 2: The results from the **Structural Equation Modeling (SEM)** confirm that **Service Quality Management (SQM)** serves as a primary **mediator** between **Competitive Management (CM)** and **Organizational Performance (OP)** with high statistical significance ($\beta = 0.44$). The integration of data reveals that strategic resources such as prime locations or medical innovations—remain merely **"Latent Potential."** These resources cannot achieve business success unless they are processed through a delivery system that is both precise and emotionally resonant (SQM). In this context, SQM acts as the central mechanism that **transforms** organizational resources into tangible results and meaningful changes from the perspective of the service recipients.

By synthesizing quantitative patterns with qualitative explanations, this study demonstrates that Thailand's wellness hotel industry is characterized by strong internal capabilities and service professionalism but limited external integration and adaptive responsiveness. The findings suggest that sustainable development in this sector depends not only on enhancing competitiveness resources but also on strengthening service quality systems that translate these resources into measurable organizational outcomes.

The cross-case analysis of Thailand's 6 leading wellness hotels reveals a highly differentiated yet systematically interconnected wellness ecosystem. Although each property demonstrates distinct philosophical orientations—ranging from nature-based and culture-driven wellness (HOTEL 5) to holistic destination spa models (HOTEL 1, HOTEL 2), integrative medical-wellness frameworks (HOTEL 4, HOTEL 3), and a hybrid Welleisure approach (HOTEL 6)—the findings illustrate an overarching structural consistency in the way competitiveness management (CM) interacts with service quality management (SQM) to shape organizational performance (OP).

Conceptual Diversity (CM, SQM, OP)

The 6 cases collectively embody the entire spectrum of Thailand's wellness tourism landscape. HOTEL 5 represent nature-immersive wellness, emphasizing environmental calmness, cultural resonance, and emotional restoration. HOTEL 1 and The HOTEL 2 articulate holistic, architecture-driven transformation, leveraging symbolic narratives and spatial design to induce psychological and sensory shifts. Conversely, HOTEL 4 and HOTEL 3 reflect integrative medical-wellness models, where diagnostics, interdisciplinary care, and clinical protocols underpin the guest experience. HOTEL 6's Welleisure model occupies an intermediary position, fusing structured wellness modalities with leisure-oriented relaxation, thus widening market accessibility.

Competitiveness Management (CM): Heterogeneous Resource Configurations

CM manifests through differentiated resource bases unique to each property. Environmental capital (HOTEL 5), architectural distinctiveness (HOTEL 1, The HOTEL 2), clinical and diagnostic infrastructure (HOTEL 4, HOTEL 3), and hybrid sensory assets (HOTEL 6's Thai Hammam) represent key competitive levers. However, the analysis

confirms that human capital—therapists, healers, physiotherapists, physicians, and holistic practitioners—constitutes the most critical, cross-cutting CM resource. This suggests that resource heterogeneity, rather than resource magnitude, drives competitiveness in wellness hospitality.

Service Quality Management (SQM): Central Mediating Mechanism

Despite divergent CM profiles, all cases demonstrate that SQM functions as the primary operational mechanism converting resources into performance. Core SQ dimensions—including empathy, assurance, sensory tangibility, responsiveness, and integrative coordination—are embedded across all 6 hotels, albeit with varying emphases. Medical-wellness models prioritize clinical assurance and outcome precision, whereas nature-based and holistic properties emphasize emotional resonance and sensory consistency. SQM systems (SOPs, sensory audits, progress tracking, interdisciplinary coordination) serve as the structural backbone enabling CM to manifest as perceived service quality.

Organizational Performance (OP): Philosophically Aligned Outcome Profiles

OP outcomes differ according to each hotel's philosophical orientation: Nature-based hotels emphasize relaxation and emotional well-being. Holistic destination spas highlight internal transformation and sensory renewal. Medical-wellness properties emphasize measurable physiological improvements. Hybrid models focus on stress reduction, physical mobility, and balanced wellness experiences. Yet, across all cases, SQM emerges as the strongest predictor of OP, surpassing CM in its direct influence on guest satisfaction, perceived transformation, repeat visitation, and brand loyalty.

Causal Synthesis: CM → SQM → OP

The cross-case synthesis provides strong empirical and theoretical support for the mediating model: CM provides potential (resources, environment, expertise). SQM operationalizes potential (service processes, experience delivery). OP reflects realized value (wellness outcomes, satisfaction, loyalty). Full mediation is evident in nature-based and holistic hotels, partial mediation in medical-wellness hotels, and emotionally–sensorially driven mediation in hybrid Welleisure environments. These findings reinforce

the proposition that SQM is the core engine through which CM is translated into sustainable performance in wellness hospitality.

Theoretical Contribution

This integrative narrative contributes to wellness hospitality literature by demonstrating that: Wellness tourism in Thailand is structurally diverse yet strategically coherent; Competitiveness is not defined by resource intensity but by resource–experience alignment; SQM is the universal mediator driving organizational success across divergent wellness models. This study analyzes 6 leading wellness hotels to evaluate how Competitiveness Management (CM) and Service Quality Management (SQM) influence Organizational Performance (OP) across multiple wellness models in Thailand. These hotels represent the full spectrum of wellness tourism from nature-based relaxation to world-class medical-integrative wellness.

4.8.2 Key Research Novelty

Through the integration of quantitative and qualitative data, the researcher identified three distinct phenomena representing the core novel findings of this study:

1. The Intelligence Gap in Leadership The research revealed a significant strategic paradox: leaders in the wellness hotel industry possess the highest level of **Knowledge Competency** (mean = 3.81) but demonstrate the lowest scores in **Leadership Adaptability** (mean = 3.67). When considered alongside the "Neutral" level of **Continuous Monitoring of Customer Needs (CM2_1)** (mean = 3.27), it can be concluded that while leaders possess high intellectual capital, they lack the **real-time data** necessary for agile decision-making. This results in a "Strategic Intelligence Gap" where management relies on past experiences rather than current market intelligence, leading to delays in responding to industry shifts.

2. New Dimensions of Tangibles The study highlights that traditional physical luxury is becoming less critical compared to **"Digital Convenience"** (*mean* = 3.86) and the quality of the **"Sensory Environment"**. Case studies from *HOTEL 1* and *The HOTEL 2* confirm that atmospheric factors—specifically **light, sound, scent, and temperature**—are the true drivers that transform competitive potential into measurable performance.

These elements create a "Sensory SOP" that facilitates deep emotional healing and guest transformation, which physical infrastructure alone cannot achieve.

3. The "Emotional Bridge" Mechanism The integrated findings confirm that **Competitiveness Management (CM)** impacts **Organizational Performance (OP)** most effectively only when channeled through the mediating role of **Service Quality Management (SQM)**. In the wellness context, SQM functions as more than just a set of Standard Operating Procedures (SOPs); it acts as an **"Emotional Bridge"**. By utilizing **Empathy** and **Assurance**, SQM operationalizes latent competitive resources (such as unique architecture or medical expertise) into the transformative experiences that drive long-term sustainability and brand loyalty.

4.8.3 Summary of Research Integration (Joint Display)

Table 4.34 *Integration of Quantitative and Qualitative Analysis Results*

Research Dimension	**Quantitative Finding (Statistical)**	**Qualitative Finding (Interviews)**	**Integration / Conclusion**
Core Business Strengths	SQM achieved the highest mean score (3.78), specifically in the **Reliability** dimension.	Executives emphasized that **"trust and treatment outcomes"** are the core pillars of the brand.	**Convergence:** both data sources confirm that service standards are the primary success factor.
Strategic Gaps	Customer data tracking (CM2_1) remained at a **Neutral** level (3.27).	Participants admitted relying more on **leadership experience** than systematic CRM data.	An **"Intelligence Gap"** exists; leaders possess expertise but lack real-time data for decision-making.

Role of Mediating Variables	The indirect effect (H4) is highly significant ($\beta = 0.44$, $p < 0.001$).	Resources (CM) are perceived as "valuable only if staff demonstrate **empathy (SQM)**."	**Triangulation:** SQM acts as the essential **"Bridge"** transforming organizational potential into performance.
Service Innovation	The Tangibles dimension emphasizes technology (3.86)	High importance is placed on light, sound, scent, and sensory feelings	**"Sensory & Digital Experiences" are more critical to success than traditional physical luxury**

Source: The Researcher

4.8.4 Models Identified and Conclusion

1. Nature & Culture Wellness

HOTEL 5, Driven by natural environment, cultural rituals, mindfulness, and relaxation. CM based on place, heritage, sensory calm, and traditional therapists.

2. Holistic Destination Spa / Eco-Luxury Wellness

HOTEL 1, HOTEL 2. Focus on multi-day transformation journeys, architecture, and symbolic healing. CM driven by design, narrative identity, and specialized holistic practitioners.

3. Integrative Medical–Wellness

HOTEL 4, HOTEL 3. Highest level: diagnostics, medical teams, physiotherapy, nutrition, emotional healing. CM rooted in medical credibility, clinical infrastructure, and interdisciplinary collaboration.

HOTEL 6. Balanced “Welleisure” model blending leisure, holistic wellness, Thai Hammam, physio, and emotional wellness. Serve as gateway for wellness beginners.

Key Patterns in Competitiveness Management (CM)

Across all hotels, CM is shaped by: Unique environments: forest, beach, green-lung, eco-valley. Human capital: therapists, healers, doctors, physiotherapists. Cultural identity: Thai healing, Lanna rituals, Thai Hammam. Brand differentiation: narrative, architecture, diagnostics, Welleisure. Sustainability focus: eco-practices, community integration. Medical–wellness models display the strongest CM, but nature/culture hotels excel in experiential CM.

Key Patterns in Service Quality Management (SQM)

SQM is the primary driver of wellness outcomes. Major SQ dimensions across all hotels include: Empathy & emotional intelligence. Assurance (professional competence). Tangible sensory quality (light, sound, scent, temperature). Responsiveness (daily personalization). Integration across multiple departments/therapies. Advanced SQ systems appear in HOTEL 4 & HOTEL 3 (clinical SOPs, biometrics), while HOTEL 6, HOTEL 1, and The HOTEL 2 emphasize sensory & holistic-flow SQ.

Organizational Performance (OP)

OP in nature spas: relaxation, cultural value, satisfaction. OP in holistic destination spas: transformation, premium pricing, global recognition. OP in medical wellness: biomarker improvements, repeat visits, clinical trust. OP in hybrid Welleisure: stress reduction, mobility improvement, repeat leisure-wellness stays. Across all 6 hotels: Service Quality (SQM) is the strongest predictor of OP.

Causal Relationship (CM → SQM → OP)

The cross-case synthesis confirms: CM strengthens SQM. (resources → competence → experiential quality). SQM directly drives OP. (guest outcomes → loyalty → revenue → reputation). SQM fully or partially mediates CM → OP. Full mediation: HOTEL 5, HOTEL 1, The HOTEL 2. Partial mediation: HOTEL 4, HOTEL 3. Welleisure mediation: HOTEL 6 (strong emotional + sensory pathway). Thus, SQM acts as the core engine of wellness hotel success.

Strategic Implications

For Hotel Operators: Strengthen emotional-wellness capabilities. Use data to personalize experiences. Protect each hotel's unique identity (Lanna, Hammam, Medical, Eco-luxury). Enhance sensory consistency & holistic integration. Invest in practitioner development & burnout prevention.

For Policymakers: Establish national wellness accreditation. Support Thai wellness therapies (Hammam, Thai medicine, Lanna healing). Promote Thailand as "Asia's Integrative Wellness Hub" Provide sustainability incentives for wellness retreats

Conclusion

Thailand's 6 leading wellness hotels illustrate a full spectrum of wellness delivery models. Despite their differences, all cases affirm one core principle: CM creates potential, SQM converts potential into experience, and OP represents the realized success.

Figure 4.2 *The Emotional Bridge Model for Thailand's Wellness Hotel Industry*



Source: Notebook LM, 2026

Note: The dashed path indicates a secondary direct relationship, included to assess whether service quality management functions as a full or partial mediator within the proposed structural model.

Figure 4.2 illustrates the proposed causal relationship model examining the impact of Competitiveness Management (CM) and Service Quality Management (SQM) on Organizational Performance (OP) within Thailand's wellness hotel industry. Competitiveness Management represents the strategic and structural resources of wellness hotels, including factor conditions, demand conditions, firm strategy, and related supporting industries. Service Quality Management functions as a central mediating mechanism that translates competitive resources into consistent, empathetic, and reliable service delivery. Organizational Performance reflects both tangible and intangible outcomes, such as guest wellness outcomes, financial performance, knowledge competency, and brand reputation. The model proposes that while Competitiveness Management may exert a secondary direct influence on Organizational Performance, its primary effect is realized indirectly through Service Quality Management.

In conclusion, the integration of research findings confirms that Thailand's wellness hotel industry possesses significant strengths in operational standards and specialized expertise. However, a critical bottleneck remains in market monitoring systems and the speed of leadership adaptability. The proven CM → SQM → OP model serves as a Strategic Roadmap, illustrating that elevating organizational performance requires the strategic integration of market intelligence with delicate, high-quality service mechanisms to foster transformative wellness experiences and ensure sustainable success in the global market.

CHAPTER 5
RESEARCH CONCLUSION, DISCUSSION AND RECOMMENDATION

Based on the data analysis presented in Chapter Four, this chapter synthesizes the main findings of this study, reviews the results derived from the structural equation modeling, provides an in-depth discussion, derives relevant policy implications, and identifies potential directions for future research. This chapter is organized into three sections, as follows:

5.1 Research Conclusion

5.1.1 Conclusion of the Quantitative Research

5.1.2 Conclusion of the Qualitative Research

5.2 Discussion

5.3 Recommendation

5.1 Research Conclusion

5.1.1 Conclusion of the Quantitative Research

5.1.1.1 Sample Description

The study employed a mixed-methods approach with 270 respondents from Thailand's wellness hotel industry. The sample was mainly composed of experienced and operationally oriented professionals, with 74.4% having more than 10 years of work experience and nearly half serving as senior staff. This indicates that the findings are grounded in practical industry knowledge and service management experience.

The quantitative results showed that Service Quality Management (SQM) received the highest level of agreement ($\bar{x}$ = 3.78), with Reliability identified as the strongest dimension. Competitiveness Management (CM) and Organizational Performance (OP) were also rated positively, although some weaknesses were observed in Demand Monitoring and Leadership Adaptability. The SEM results further confirmed that SQM serves as a partial mediator between CM and OP, carrying 69.5% of the total effect. Overall,

the findings suggest that competitiveness management can enhance organizational performance more effectively when it is translated into strong service quality practices.

5.1.1.2 Conclusion of Competitiveness Management (CM)

This section presents the respondents' perceptions of Competitiveness Management (CM) in Thailand's wellness hotel industry. Overall, all six components of CM were evaluated at the "Agree" level, with a mean score of 3.58 (S.D. = 0.89), indicating that respondents generally perceived their organizations as having a moderate level of competitive capability.

Among the six components, Related and Supporting Industries (CM3) achieved the highest mean score ($\bar{x}$ = 3.71), followed by Factor Condition (CM1), Firm Strategy, Structure, and Rivalry (CM4), Government (CM6), and Chance (CM5), while Demand Condition (CM2) recorded the lowest mean score ($\bar{x}$ = 3.45). This distribution suggests that external collaboration networks and industry support systems are relatively strong, whereas demand-driven capabilities—particularly those related to customer insight and market responsiveness—remain comparatively underdeveloped.

For Related and Supporting Industries (CM3), the mean level of respondents' evaluations is classified as "Agree" ($\bar{x}$ = 3.71, S.D. = 0.94). The highest-rated item was "Access to advanced technology strengthens your operations" ($\bar{x}$ = 3.73), indicating that technological integration is perceived as a key driver of competitiveness. In contrast, the lowest-rated item was "Collaborating with government agencies supports your competitive position" ($\bar{x}$ = 3.69), suggesting that while collaboration is generally strong, public-sector partnerships may not yet be fully optimized.

Regarding Factor Conditions (CM1), the average level of respondents' perceptions is categorized as "Agree" ($\bar{x}$ = 3.60, S.D. = 0.86). The highest score was associated with "Your hotel's location and facilities provide a competitive advantage" ($\bar{x}$ = 3.69), reflecting the importance of physical and geographical advantages in the wellness tourism sector. Meanwhile, the lowest-rated item—"Your organization has access to sufficient knowledge, financial resources, and infrastructure for sustainable growth" ($\bar{x}$ = 3.53)—indicates potential limitations in long-term resource sustainability and investment capacity.

For Firm Strategy, Structure, and Rivalry (CM4), respondents' evaluations were also at the "Agree" level ($\bar{x}$ = 3.59, S.D. = 0.87). The highest-rated item was "The intense competition in the wellness or hospitality industry drives innovation and service improvement" ($\bar{x} \approx 3.69$), highlighting the positive role of competitive pressure in stimulating organizational development. Conversely, "Your organization has clear strategic goals to enhance competitiveness" received the lowest score ($\bar{x} \approx 3.55$), suggesting that while firms respond actively to competition, strategic clarity and long-term direction may not be equally strong.

With respect to Government (CM6), the mean level of respondents' perceptions is classified as "Agree" ($\bar{x}$ = 3.58, S.D. = 0.95). The highest-rated item was "Tourism promotion policies help raise service standards and influence competition" ($\bar{x}$ = 3.69), indicating that government initiatives are perceived as beneficial. However, the lowest-rated items on regulatory impact and policy constraints ($\bar{x}$ = 3.53) suggest that government involvement may also pose challenges, reflecting a dual role as both a facilitator and a regulator.

For Chance (CM5), respondents' evaluations remained at the "Agree" level ($\bar{x}$ = 3.55, S.D. = 0.86). The highest-rated item was "Economic trends create new growth opportunities" ($\bar{x}$ = 3.58), while the lowest-rated item—"Your organization is proactive in adapting to unexpected opportunities or challenges" ($\bar{x}$ = 3.52)—indicates that organizations may be more reactive than proactive in responding to environmental changes.

Finally, for Demand Condition (CM2), which recorded the lowest overall score, the mean level of respondents' perceptions is categorized as "Agree" ($\bar{x}$ = 3.45, S.D. = 0.84). The highest-rated item was "Anticipating customer needs provides a competitive advantage" ($\bar{x}$ = 3.58), while the lowest-rated item—"You continuously monitor customer needs" ($\bar{x}$ = 3.27)—was the only indicator across all CM dimensions that did not reach the "Agree" level. This finding highlights a critical gap in the generation of systematic customer insights, suggesting that while organizations recognize the importance of understanding customer needs, they may lack structured mechanisms to monitor and respond to these needs continuously and in a data-driven manner.

In summary, the findings indicate that Competitiveness Management in the wellness hotel sector is supported by strong industry collaboration, technological access, and competitive awareness. However, notable weaknesses remain in demand-driven capabilities, long-term resource sustainability, and proactive adaptability. These limitations may constrain the effective translation of competitive advantages into service quality and, ultimately, organizational performance.

5.1.1.3 Conclusion of Service Quality Management (SQM)

This section presents the respondents' perceptions of Service Quality Management (SQM) within Thailand's wellness hotel industry. Overall, all five components of SQM were evaluated at the "Agree" level, with an overall mean score of 3.78 (S.D. = 0.73), indicating a generally positive assessment of service quality practices among the surveyed organizations.

Among the five components, Reliability (SQM1) achieved the highest mean score ($\bar{x}$ = 3.85), followed by Assurance (SQM2), Tangible (SQM3), and Responsiveness (SQM5), while Empathy (SQM4) recorded the lowest mean score ($\bar{x}$ = 3.73). This distribution suggests that wellness hotel operators place greater emphasis on delivering consistent and accurate services, whereas personalized and individualized customer care receives comparatively less attention.

For Reliability (SQM1), the overall level of respondents' evaluations is classified as "Agree" ($\bar{x}$ = 3.85, S.D. = 0.78). The highest-rated item was "Providing accurate and precise service builds customer trust" ($\bar{x}$ = 3.93), indicating that accuracy and consistency are perceived as the most critical elements of service delivery. In contrast, the lowest-rated item was "Your hotel has established clear procedures to ensure promised services are delivered on time and as agreed" ($\bar{x}$ = 3.80), suggesting that while service outcomes are perceived positively, the underlying procedural systems may not be equally strong.

Regarding Assurance (SQM2), the average level of respondents' perceptions is categorized as "Agree" ($\bar{x}$ = 3.77, S.D. = 0.80). The highest score was associated with "Guests feel safe and confident during their stay at your hotel" ($\bar{x}$ = 3.79), reflecting a strong sense of trust and security among customers. Meanwhile, the lowest-rated items—staff professionalism and the effectiveness of security systems (both $\bar{x}$ = 3.76)—suggest that,

although assurance is satisfactory, it may not yet be a strong differentiator in competitive positioning.

For Tangibles (SMQ3), respondents' evaluations were also at the "Agree" level ($\bar{x}$ = 3.77, S.D. = 0.85). The highest-rated item was "Technological advancements enhance customer convenience" ($\bar{x}$ = 3.86), highlighting the growing importance of digital service infrastructure in shaping customer experience. Conversely, "Your hotel's amenities are modern, clean, and visually appealing" received the lowest score ($\bar{x}$ = 3.70), suggesting that physical facilities may require continuous upgrading to meet evolving customer expectations.

With respect to Empathy (SQM4), the mean level of respondents' perceptions is classified as "Agree" ($\bar{x}$ = 3.73, S.D. = 0.80), representing the lowest among all SQM dimensions. The highest-rated items were "Customers feel valued and understood when interacting with your staff" and "Your hotel believes that customer benefits are paramount" (both $\bar{x}$ = 3.76). However, the lowest-rated item—"You tailor your service to each guest's unique needs" ($\bar{x}$ = 3.66)—reveals a limitation in service personalization, indicating that individualized customer experience has not yet been fully embedded into service practices.

Finally, for Responsiveness (SQM5), the overall evaluation was also at the "Agree" level ($\bar{x}$ = 3.77, S.D. = 0.79). The highest-rated item was "Customer inquiries and issues are resolved quickly and efficiently" ($\bar{x}$ = 3.79), indicating strong service speed and problem resolution. In contrast, "Your hotel has sufficient staff to provide service" received the lowest score ($\bar{x}$ = 3.75), suggesting that staffing levels may constrain service responsiveness, particularly during peak operational periods.

In summary, the findings indicate that Service Quality Management in the wellness hotel sector is well established, particularly in reliability, efficiency, and technological support. However, the relatively lower performance in empathy and certain operational aspects highlights the need for greater emphasis on personalized service delivery and internal capacity management to sustain long-term competitive advantage**.**

5.1.1.4 Conclusion of Organizational Performance (OP)

This section presents the respondents' perceptions of Organizational Performance (OP) in Thailand's wellness hotel industry. Overall, all five components of OP were evaluated at the "Agree" level, with an overall mean score of 3.75 (S.D. = 0.71), indicating that organizations generally demonstrate satisfactory performance across multiple competency areas.

Among the five components, Knowledge Competency (OP3) achieved the highest mean score ($\bar{x}$ = 3.81), followed by Functional Competency (OP2), Skill (OP4), and Trait (OP5), while Leadership Competency (OP1) recorded the lowest mean score ($\bar{x}$ = 3.71). This distribution suggests that organizations possess strong knowledge-based and technical capabilities, whereas leadership adaptability and strategic responsiveness are relatively less developed.

For Knowledge Competency (OP3), the mean level of respondents' evaluations is classified as "Agree" ($\bar{x}$ = 3.81, S.D. = 0.79). The highest-rated item was "Planning knowledge helps achieve the organization's long-term goals" ($\bar{x}$ = 3.83), indicating that strategic planning and knowledge application are perceived as key drivers of organizational success. In contrast, the lowest-rated item—"You invest in ongoing training to develop your employees' capabilities" ($\bar{x}$ = 3.78)—suggests that while knowledge exists, continuous development systems may not be fully optimized.

Regarding Functional Competency (OP2), the average level of respondents' perceptions is categorized as "Agree" ($\bar{x}$ = 3.76, S.D. = 0.79). The highest score was associated with "Strong relationships with loyal customers drive business success" ($\bar{x}$ = 3.79), highlighting the importance of customer relationship management. Meanwhile, the lowest-rated item—"Employees are excellent at managing customer expectations" ($\bar{x}$ = 3.72)—suggests potential gaps in how service delivery aligns with evolving customer needs.

For Skill (OP4), respondents' evaluations were also at the "Agree" level ($\bar{x}$ = 3.73, S.D. = 0.79). The highest-rated item was "Negotiation skills are crucial to delivering a great customer experience" ($\bar{x}$ = 3.74), while the remaining indicators related to communication and problem-solving skills were rated slightly lower ($\bar{x}$ = 3.73). This suggests that while

employees possess adequate operational skills, these capabilities may not yet serve as a strong differentiating factor in performance outcomes.

With respect to Trait (OP5), the mean level of respondents' perceptions is classified as "Agree" ($\bar{x}$ = 3.73, S.D. = 0.78). The highest-rated item was "Employees embrace change and adapt to changing circumstances" ($\bar{x}$ = 3.77), indicating a generally adaptive workforce. However, the lowest-rated item—"The organizational culture promotes flexibility and innovation" ($\bar{x}$ = 3.68)—suggests that while individuals may be adaptable, the broader organizational culture may not fully support innovation and flexibility.

Finally, for Leadership Competency (OP1, which recorded the lowest overall score, the mean level of respondents' evaluations is categorized as "Agree" ($\bar{x}$ = 3.71, S.D. = 0.80). The highest-rated items were "Leadership motivates employees and fosters teamwork" and "Leadership demonstrates ethical and fair decision-making" (both $\bar{x}$ = 3.73), reflecting strengths in interpersonal and ethical leadership. In contrast, the lowest-rated item—"Leaders are quick to adapt to change and challenges" ($\bar{x}$ = 3.67)—highlights a limitation in leadership agility and responsiveness in dynamic environments.

In summary, the findings indicate that Organizational Performance in the wellness hotel sector is primarily supported by strong knowledge capabilities, customer relationship management, and employee adaptability. However, relatively weaker performance in leadership adaptability and organizational support for innovation suggests a gap between existing competencies and the ability to respond rapidly to changing market conditions. This limitation may affect the organization's capacity to fully leverage its knowledge and service capabilities to achieve sustained competitive performance

5.1.1.5 Reliability, Validity and Structural Equation Model on Relationship Results

This study employed reliability analysis, validity assessment, and Structural Equation Modeling (SEM) to examine the relationships among Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP). A total of 270 valid questionnaires were collected and analyzed using SEM techniques.

According to established criteria, when Composite Reliability (CR) exceeds 0.70 and Average Variance Extracted (AVE) exceeds 0.50, the measurement model is considered to demonstrate acceptable reliability and convergent validity.

Based on the results of Confirmatory Factor Analysis (CFA), all constructs in this study exhibited strong reliability and validity. Specifically, the Composite Reliability (CR) values ranged from 0.945 to 0.953, significantly exceeding the recommended threshold of 0.70. Meanwhile, the Average Variance Extracted (AVE) values ranged from 0.763 to 0.802, well above the acceptable level of 0.50. These results confirm that the measurement items possess high internal consistency and strong convergent validity.

In addition, the goodness-of-fit indices of the measurement model further support its adequacy. The model demonstrated an acceptable fit with $\chi^2/df = 4.926$, CFI = 0.926, TLI = 0.905, and SRMR = 0.038, all of which meet recommended standards. This indicates that the hypothesized measurement structure is consistent with the observed data and is suitable for subsequent structural analysis.

The structural model results reveal several significant relationships among the constructs. Firstly, Competitiveness Management (CM) was found to have a strong and statistically significant positive effect on Service Quality Management (SQM), with a standardized path coefficient of $\beta = 0.759$ ($p < 0.001$). This finding indicates that organizations with stronger competitive capabilities are more effective in enhancing their service quality practices.

Secondly, Service Quality Management (SQM) demonstrated a strong positive influence on Organizational Performance (OP), with a standardized path coefficient of $\beta = 0.744$ ($p < 0.001$). This result highlights the critical role of service quality as a key driver of organizational outcomes in the wellness hotel industry.

Thirdly, Competitiveness Management (CM) also exhibited a direct positive effect on Organizational Performance (OP), with a standardized path coefficient of $\beta = 0.248$ ($p < 0.001$). However, compared with the indirect pathway through SQM, this direct effect is relatively weaker, suggesting that competitiveness alone is insufficient to fully drive performance outcomes.

Furthermore, the mediation analysis revealed that Service Quality Management (SQM) significantly mediates the relationship between Competitiveness Management (CM) and Organizational Performance (OP). The indirect effect (CM → SQM → OP) was estimated at 0.565 ($p < 0.001$), accounting for approximately 69.5% of the total effect. This indicates that a substantial portion of the effect of competitiveness on performance is mediated by improvements in service quality.

Overall, the SEM results confirm that Competitiveness Management enhances Organizational Performance both directly and indirectly, with Service Quality Management serving as the primary mechanism through which competitive advantages are transformed into tangible performance outcomes. This finding underscores the importance of aligning strategic competitiveness with operational service quality to achieve sustainable organizational success.

5.1.2 Conclusion of the Qualitative Research

Regarding the qualitative findings, the in-depth interviews provided additional insights that complemented and reinforced the quantitative results. Overall, the interviewees consistently affirmed the interrelationships among Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP), supporting the conceptual framework proposed in this study.

In terms of Competitiveness Management, the interviewees emphasized that its key dimensions—namely factor conditions, demand conditions, industry collaboration, strategic positioning, and government influence—are closely interconnected and collectively shape the competitive environment of wellness hotel businesses. In particular, several interviewees highlighted that collaboration with related industries and access to technology play a crucial role in strengthening competitiveness, while limitations in customer insight and demand monitoring remain a common challenge. This qualitative evidence aligns with the quantitative findings, which identified Demand Condition (CM2) as the weakest dimension.

Regarding Service Quality Management, interviewees generally agreed that the five dimensions—reliability, assurance, tangibles, empathy, and responsiveness—are inherently interrelated and jointly determine the overall service experience. Reliability and

responsiveness were frequently mentioned as fundamental requirements for maintaining customer trust, while empathy and personalization were recognized as increasingly important for enhancing customer satisfaction in the wellness tourism context. However, some interviewees noted that delivering highly personalized services remains challenging due to operational constraints and resource limitations, consistent with the relatively low quantitative score observed in the empathy dimension.

With respect to Organizational Performance, interviewees indicated that performance outcomes are influenced by a combination of knowledge capability, employee skills, leadership effectiveness, and organizational culture. In particular, knowledge and experience were perceived as critical strengths within the industry, while leadership adaptability and rapid decision-making were identified as areas requiring improvement. This observation is consistent with the quantitative results, in which knowledge competency achieved the highest score, whereas leadership competency—particularly adaptability—received comparatively lower evaluations.

Furthermore, the interview findings suggest that Service Quality Management plays a pivotal role in linking competitiveness to performance outcomes. Several respondents emphasized that competitive advantages—such as strategic positioning or resource availability—translate into tangible results only when effectively embedded in service delivery processes. This insight provides qualitative support for the mediating role of SQM identified in the SEM analysis.

In summary, the qualitative findings confirm that all sub-dimensions are meaningfully associated with their respective main constructs and that strong interrelationships exist among CM, SQM, and OP. More importantly, the interviews highlight that the transformation of competitiveness into performance is largely dependent on the effectiveness of service quality management, thereby reinforcing the central findings of the quantitative analysis.

5.2 Discussion

The findings presented in Chapter Four show strong and statistically significant relationships among Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP). Competitiveness Management had a substantial positive effect on Service Quality Management, Service Quality Management had a strong positive effect on Organizational Performance, and Competitiveness Management also had a weaker but still significant direct effect on Organizational Performance. More importantly, the indirect effect of CM on OP through SQM was stronger than the direct effect, indicating that competitiveness becomes performance mainly when it is converted into high-quality service delivery. This interpretation is consistent with the integrated framework in Chapter Two, which connects competitive resources, service quality processes, and performance outcomes through Porter's Diamond Model, the SERVQUAL model, and the Resource-Based View (Porter, 1998; Parasuraman et al., 1988; Barney, 1991).

Accordingly, the discussion below interprets each major empirical argument by drawing on relevant theories and previous studies reviewed in Chapter Two. The CM-SQM relationship is interpreted through competitiveness conditions, service quality dimensions, and hotel competitiveness research; the SQM-OP relationship is linked to service quality, customer outcomes, and competency-based performance; the CM-OP relationship is explained through competitive strategy and hotel performance studies; and the mediating role of SQM is discussed as an Emotional Bridge that transforms resources into value (Porter, 1980, 1985; Zeithaml, 2000; Petchbordee, 2022).

5.2.1 The Significant Effect of Competitiveness Management on Service Quality Management

The quantitative results showed that Competitiveness Management (CM) had a strong and statistically significant positive effect on Service Quality Management (SQM), with a standardized path coefficient of $\beta = 0.759$, $t = 11.000$, and $p < 0.001$. In addition, CM explained 57.6% of the variance in SQM ($R^2 = 0.576$). This indicates that competitiveness management is a strong predictor of service quality management in Thailand's wellness hotel industry. The descriptive results also support this interpretation

because CM received an overall mean score of 3.58, while SQM received the highest mean score among the three main variables at 3.78. Therefore, competitive resources, strategic positioning, industry collaboration, technology, and customer-oriented management can be understood as foundations that support service quality improvement. This argument is consistent with Chapter Two, where Porter's Diamond Model explains the importance of factor conditions and related industries, SERVQUAL explains service quality as the customer-perceived outcome of delivery, and Petchbordee (2022) shows that resources and quality management systems influence hotel competitiveness and performance (Parasuraman et al., 1988; Petchbordee, 2022).

The positive CM-SQM relationship is also supported by the competitiveness literature reviewed in Chapter Two. Porter's Diamond Model argues that factor conditions, demand conditions, related and supporting industries, firm strategy, government, and chance shape the competitive environment of firms. In the wellness hotel context, these conditions appear in skilled wellness staff, modern facilities, medical or wellness partnerships, technology infrastructure, and government-supported tourism development. These resources create the conditions for hotels to design and deliver reliable, professional, and responsive services. This interpretation is reinforced by Dwyer et al. (2000), who define competitiveness as the ability to deliver products or services that meet demand efficiently with quality and innovation, and by Pearce and Robinson (2005), who emphasize efficiency, quality, innovation, and responsiveness as essential elements of competitiveness.

The qualitative findings are also in line with the quantitative results. Interviewee No. 1 mentioned that the hotel's competitive advantage depends on its natural environment, wellness facilities, and trained service staff, which help the hotel provide a more reliable and relaxing wellness experience. Interviewee No. 3 similarly explained that "professional wellness practitioners and well-designed facilities are essential for delivering high-quality wellness services." In addition, Interviewee No. 7 stated that "customers do not only choose the hotel because of the place, but because they trust the service and the wellness experience provided by the staff." These interview findings confirm that competitive resources must be reflected in actual service delivery before they can be perceived as valuable by customers.

However, the quantitative results also revealed a weakness in the Demand Condition dimension. Although the overall CM score was positive, continuous customer needs monitoring received a relatively low score. This suggests that some wellness hotels may still lack systematic mechanisms for collecting customer feedback and understanding changing customer expectations. This issue was also reflected in the qualitative findings. Interviewee No. 5 noted that customer expectations in wellness tourism are changing quickly, especially in areas such as stress recovery, detox, emotional healing, and preventive health. Interviewee No. 8 also emphasized that service quality can only improve when hotels understand customers' real needs before designing wellness programs. These interview results show that competitive resources become meaningful only when they are converted into the five service quality dimensions, especially reliability, assurance, tangibles, empathy, and responsiveness (Parasuraman et al., 1988; Gronroos, 2017; Maopraman, 2024).

Taken together, the quantitative results, theoretical explanations, and qualitative findings are consistent. The SEM results statistically confirm the strong effect of CM on SQM; the theories explain why competitive resources and strategic positioning can support service quality; and the interview findings show how this relationship appears in actual wellness hotel operations. Therefore, Competitiveness Management can be regarded as a significant antecedent of Service Quality Management in Thailand's wellness hotel industry.

5.2.2 The Significant Effect of Service Quality Management on Organizational Performance

The Structural Equation Modeling (SEM) results showed that Service Quality Management (SQM) had a significant positive effect on Organizational Performance (OP), with a standardized path coefficient of $\beta = 0.744$, $t = 15.500$, and $p < 0.001$. The 95% confidence interval [0.631, 0.820] did not include zero, confirming the robustness of this relationship. In addition, CM and SQM together explained 71.5% of the variance in OP ($R^2 = 0.715$). These results indicate that organizational performance in Thailand's wellness hotel industry is strongly influenced by the quality of service delivery. This finding is consistent with Chapter Two, where SERVQUAL identifies reliability, assurance, tangibles, empathy, and responsiveness as key service quality dimensions, Zeithaml (2000) linked

high service quality to customer satisfaction, repeat patronage, positive word-of-mouth, and financial and non-financial outcomes, and the Iceberg Model explains performance through visible competencies and deeper personal attributes (Parasuraman et al., 1988; Zeithaml, 2000; McClelland, 1973).

The strongest SQM dimension in this study was Reliability, indicating that accurate and consistent service delivery is a core contributor to performance. This is theoretically reasonable because SERVQUAL defines reliability as the ability to perform promised services accurately and dependably, while the service importance literature in Chapter Two states that good service increases satisfaction, trust, repeat purchases, customer loyalty, and positive word-of-mouth. Duangsa et al.,(2019) also found that reliability was the highest-rated service quality dimension in the Thai green hotel context. Therefore, the finding that reliability is the strongest SQM dimension supports the view that dependable service delivery is a practical foundation for organizational performance in hospitality and wellness hotel settings (Parasuraman et al., 1988; Rinkaewkarn, 2018; Duangsa, 2019). Consistent with the findings of Duangsa et al.,(2019) regarding Green Hotels in Thailand, this study confirms that Reliability is the most critical dimension of service quality. However, in the specific context of Wellness Hotels, this research expands the definition of 'Reliability' from just following standard procedures to being the “Foundation of Trust” necessary for healing. Qualitative evidence reveals that without this trust, guests will not feel a sense of Assurance, which acts as a barrier to emotional and spiritual restoration.

The qualitative findings provide further support for the SQM-OP relationship. Interviewees 1, 4, and 7 emphasized that leadership competency is closely related to service quality because wellness hotels require leaders who can align staff, coordinate multidisciplinary teams, and maintain a clear wellness service vision. Interviewees 2, 5, and 8 highlighted the importance of functional competency, explaining that hotel performance depends on smooth coordination across departments involved in wellness service delivery. This interpretation is consistent with the Iceberg Model, which explains that knowledge, skills, motivation, traits, and self-concept influence work behavior, and with Bryant and Poustie’s view that knowledge, skill, and attitude are important components of competency. It is also supported by Way et al.,(2023), who found that internal marketing climate and

organizational citizenship behavior contribute to hotel effectiveness and competitive excellence (McClelland, 1973; Bryant & Poustie, 2001; Way et al., 2023).

Furthermore, Interviewees 1, 5, and 9 emphasized the practical role of service skills in shaping guest experience and repeat intention. They stated that therapeutic skill and service skill directly affect what guests actually experience and whether they return. This supports the SERVQUAL dimensions of reliability, assurance, and responsiveness because wellness guests evaluate service quality according to whether staff and practitioners can provide accurate, professional, and timely service outcomes. The finding is also consistent with Gronroos's service quality model, which distinguishes technical quality and functional quality, and with Zeithaml's service quality-performance logic, where customer-perceived quality strengthens satisfaction and behavioral intention (Parasuraman et al., 1988; Gronroos, 2017; Zeithaml, 2000).

Although SQM strongly affected OP, the descriptive results showed that Empathy was relatively weaker than Reliability. This is important because wellness hotel guests often seek not only accommodation or treatment, but also emotional recovery, trust, and individualized healing experiences. SERVQUAL defines empathy as individualized attention and understanding of customer needs, while Chi et al., (2024) shows that wellness hotel customers have different motivations and constraints that require segmentation and personalized service design. Mody et al.,(2020) also shows that hospitality-like and restorative service environments can enhance perceived well-being and behavioral intentions. Therefore, strengthening empathy, personalization, and staff emotional intelligence may further improve guest loyalty, brand reputation, and repeat visitation (Parasuraman et al., 1988; Chi et al., 2024; Mody et al.,2020).

Overall, the quantitative results, theoretical explanations, and qualitative findings are consistent. The SEM results confirm that SQM is a strong and significant predictor of OP; the literature explains why reliable, responsive, empathetic, and professional services improve customer and organizational outcomes; and the interviews show that service quality contributes to leadership competency, functional coordination, staff skill, guest trust, and repeat intention in real wellness hotel operations. Therefore, Service Quality

Management can be regarded as a key direct predictor of Organizational Performance in Thailand's wellness hotel industry (Zeithaml, 2000; McClelland, 1973; Way et al., 2023).

5.2.3 The Significant Effect of Competitiveness Management on Organizational Performance

The SEM results showed that Competitiveness Management (CM) had a positive and statistically significant direct effect on Organizational Performance (OP), with a standardized path coefficient of $\beta = 0.248$, SE = 0.047, $t = 5.277$, and $p < 0.001$. The 95% confidence interval [0.158, 0.342] did not include zero, confirming that the direct relationship between CM and OP was significant. These results indicate that competitiveness management contributes to organizational performance in Thailand's wellness hotel industry. However, compared with the indirect effect of CM on OP through SQM ($\beta = 0.565$), the direct effect was much weaker. This means that competitiveness is important, but it does not automatically become strong performance unless it is properly deployed and converted into customer-perceived value. This argument is consistent with Porter's generic strategies, Porter's Diamond Model, and Thai hotel competitiveness research, which show that competitive advantage can improve performance but depends on resources, strategy, demand conditions, and quality management systems (Porter, 1980, 1985, 1998; Kaewpromman, 2019; Petchbordee, 2022). Regarding competitiveness, this study supports Petchbordee (2022), showing that basic resources and government policy significantly influence hotel performance. Nevertheless, a major difference found in this study is the 'Intelligence Gap' in leadership. Although Thai wellness leaders possess high Knowledge Competency, they often struggle with using real-time data for decision-making. Unlike mid-scale hotels that focus on price or physical assets, wellness hotels must utilize deep customer insights to drive Adaptability and achieve excellence in a complex post-pandemic market."

The direct CM-OP relationship can be explained through differentiation and focus strategies. Chapter Two explains that wellness hotels are not only accommodation providers but also specialized service organizations that offer spa treatments, therapeutic programs, healthy cuisine, relaxation activities, and personalized wellness care. Porter's generic strategies suggest that differentiation and focus can help firms command superior value and

improve performance, while Kotler and Keller (2006) explained that service, personnel, channel, and image differentiation can create customer loyalty. Sánchez-Pérez (2020) further demonstrates that hotel differentiation and local competition influence pricing and market outcomes. Therefore, the significant direct effect of CM on OP is reasonable because competitive positioning, unique wellness programs, and differentiated service concepts can directly support occupancy, reputation, and revenue potential (Porter, 1980, 1985; Kotler & Keller, 2006; Sánchez-Pérez et al., 2020).

The weakness in Demand Condition further helps explain why the direct effect of CM on OP was smaller than the indirect effect through SQM. Interviewees 2, 5, and 8 emphasized that wellness customers increasingly expect emotional comfort, stress recovery, preventive health, and personalized wellness programs. If hotels do not continuously monitor these needs, their competitive strategies may not fully match market demand. This interpretation is consistent with Porter's view that sophisticated and anticipatory demand conditions stimulate innovation, with Chi et al.,(2024) motivation-based segmentation of wellness hotel customers, and with Kaewpromman's (2019) emphasis on customer loyalty and customer relationship activities as routes to competitive advantage (Porter, 1998; Chi et al., 2024; Kaewpromman, 2019).

Overall, the quantitative results, theoretical explanations, and qualitative findings are consistent. The SEM results confirm that CM has a significant positive direct effect on OP, but the relatively small coefficient shows that this direct effect is limited. The theories explain why competitive resources need to be deployed, differentiated, and adapted before they can create value. The interview findings further show that, in real wellness hotel operations, competitive advantages such as location, expertise, technology, and partnerships only lead to better performance when they are translated into reliable, personalized, and emotionally meaningful service experiences. Therefore, Competitiveness Management can improve Organizational Performance directly, but its stronger contribution depends on how effectively hotels transform competitiveness into service quality and customer-centered operations.

5.2.4 The Mediating Effect of Service Quality Management on the Relationship between Competitiveness Management and Organizational Performance

The mediation analysis showed that Service Quality Management (SQM) plays an important mediating role between Competitiveness Management (CM) and Organizational Performance (OP). The direct effect of CM on OP was statistically significant, with $\beta = 0.248$, $SE = 0.047$, $t = 5.277$, and $p < 0.001$. This means that competitiveness management can directly improve organizational performance to some extent. However, the indirect effect of CM on OP through SQM was much stronger, with $\beta = 0.565$, $SE = 0.055$, $t = 10.273$, and $p < 0.001$. The total effect of CM on OP was 0.813, and the mediating effect accounted for approximately 69.5% of the total effect. In addition, CM and SQM together explained 71.5% of the variance in OP ($R^2 = 0.715$). These results clearly show that although competitiveness is important, its strongest contribution to performance comes through service quality management (Barney, 1991; Parasuraman et al., 1988; Zeithaml, 2000).

This finding is meaningful because it explains how competitiveness actually becomes performance in the wellness hotel industry. Competitive advantages such as a strong location, wellness facilities, professional staff, industry partnerships, technology, and brand positioning may help a hotel build market strength. However, these advantages do not automatically lead to better organizational performance. They must be translated into reliable services, responsive staff behavior, professional assurance, personalized care, and meaningful guest experiences. This argument is consistent with the Resource-Based View, which states that resources and capabilities must be deployed through organizational processes, with SERVQUAL, which shows that customers perceive service value through five service quality dimensions, and with Petchbordee (2022), who found that quality management systems are important in connecting resources, competitiveness, and performance

The qualitative findings also support this mediating role. Interviewees 1, 3, and 7 explained that competitiveness gives wellness hotels a strong foundation through unique environments, professional practitioners, and specialized facilities. However, customers judge these advantages through the actual service experience. Similarly, Interviewees 1, 4,

and 6 emphasized that partnerships with doctors, therapists, organic suppliers, local communities, and wellness specialists can strengthen competitiveness, but these partnerships only improve performance when they are integrated into consultation, program design, staff coordination, and follow-up care. This interpretation is consistent with Porter's Diamond Model, which highlights related and supporting industries, with Badulescu et al.,'s (2024) emphasis on stakeholder collaboration in health and spa tourism, and with Maopraman's (2024) view that service innovation, teamwork, and technology help create competitive advantage.

The qualitative findings also support this mediating role of SQM. Interviewees 1, 3, and 7 explained that competitiveness gives wellness hotels a strong foundation, especially through unique environments, professional wellness practitioners, and specialized facilities. However, they also emphasized that customers judge these advantages through the actual service experience. As Interviewee No. 3 stated, "Good facilities can attract customers, but service is what makes them trust the hotel and come back." This shows that competitive resources become valuable only when they are delivered through high-quality service.

Similarly, Interviewees 2, 5, and 8 pointed out that wellness guests now expect more than standard accommodation or spa services. They look for emotional comfort, stress recovery, preventive health, and personalized programs. Interviewee No. 5 mentioned that "customers today expect wellness programs that understand their real condition, not just standard packages." This supports the mediating role of SQM because customer-centered service design is the process through which competitiveness is transformed into guest satisfaction, trust, and repeat visitation.

In addition, Interviewees 1, 4, and 6 emphasized that partnerships with doctors, therapists, organic suppliers, local communities, and wellness specialists can strengthen competitiveness. However, these partnerships only improve performance when they are integrated into the hotel's service system. For example, Interviewee No. 4 explained that professional wellness resources need to be connected with consultation, program design, staff coordination, and follow-up care. This means that external resources and strategic networks must pass through service quality management before they can generate measurable organizational outcomes.

Therefore, the mediation result reflects a partial mediation structure. CM still has a direct effect on OP, but SQM is the stronger and more important pathway. This means that wellness hotels should not only focus on building competitive resources, facilities, partnerships, or brand differentiation. They also need to make sure that these advantages are converted into consistent, personalized, reliable, and emotionally meaningful service experiences. Without this transformation, competitiveness may remain only as potential value rather than actual performance.

Overall, the quantitative results, theoretical explanations, and qualitative findings are consistent. The SEM results confirm that SQM significantly mediates the relationship between CM and OP; the theories explain why resources and competitive advantages must be operationalized through service processes; and the interview findings show that, in real wellness hotel operations, performance improves when competitiveness is experienced by guests through reliable, caring, and well-integrated service delivery. Therefore, Service Quality Management can be regarded as the Emotional Bridge that links Competitiveness Management to Organizational Performance in Thailand's wellness hotel industry.

5.2.5 Theoretical Discussion

Beyond the statistical results, the findings of this study can be further understood through the theoretical perspectives reviewed in Chapter Two. Overall, the results are consistent with the key theories used in this research and help explain how Competitiveness Management (CM), Service Quality Management (SQM), and Organizational Performance (OP) are connected in Thailand's wellness hotel industry.

First, the significant effect of Competitiveness Management on Service Quality Management supports the logic of Porter's competitive strategy and Porter's Diamond Model. The SEM result showed that CM had a strong positive effect on SQM, with $\beta = 0.759$ and $p < 0.001$. This means that wellness hotels with stronger competitive resources, clearer strategies, better industry support, and stronger operational conditions are more likely to improve their service quality. In the context of wellness hotels, competitiveness is not only shown through location, facilities, branding, or partnerships. More importantly, it must be reflected in the quality of the guest experience. This is consistent with Porter's view

that competitive advantage is created when an organization can offer value that is different from and superior to competitors.

This result is also supported by the qualitative findings. Interviewees 1, 3, and 7 explained that wellness hotels often rely on unique environments, professional practitioners, specialized facilities, and wellness-focused service designs to create competitive advantages. However, these advantages only become meaningful when guests can feel them through reliable and professional service delivery. As Interviewee No. 3 stated, “Good facilities can attract customers, but service is what makes them trust the hotel and come back.” This shows that competitiveness and service quality are closely connected in actual hotel operations.

Second, the significant effect of Service Quality Management on Organizational Performance is consistent with the SERVQUAL framework. The SEM result showed that SQM had a strong positive effect on OP, with $\beta = 0.744$ and $p < 0.001$. This confirms that service quality is a key driver of organizational performance in the wellness hotel sector. The SERVQUAL model explains service quality through reliability, responsiveness, assurance, tangibles, and empathy. These dimensions are especially important in wellness hotels because guests are not only looking for accommodation, but also for comfort, trust, emotional recovery, personalized care, and professional wellness support.

The qualitative results also reinforce this point. Interviewees 1, 4, and 7 emphasized that strong performance depends on leadership, staff coordination, and a clear wellness service vision. Interviewees 2, 5, and 8 also noted that smooth cooperation among departments is necessary for delivering a complete wellness experience. As one interviewee explained, “Even with a strong concept, performance depends on whether departments can actually work together smoothly.” This supports the statistical finding that service quality improves organizational performance by strengthening customer satisfaction, repeat visits, internal coordination, and brand reputation.

Thirdly, the mediating role of Service Quality Management provides an important theoretical explanation for how competitiveness is transformed into performance. The mediation result showed that the indirect effect of CM on OP through SQM was 0.565, while the direct effect of CM on OP was 0.248. The indirect effect accounted for

approximately 69.5% of the total effect. This means that although Competitiveness Management can directly improve Organizational Performance, its stronger influence operates through Service Quality Management. In other words, competitive resources alone are not enough. They need to be translated into actual service practices before they can produce stronger organizational outcomes.

This finding is consistent with the Resource-Based View, which argues that resources and capabilities must be effectively used in organizational processes in order to create value. In this study, CM represents strategic resources and competitive conditions, while SQM acts as the Emotional Bridge that converts these resources into customer value and organizational performance. The finding is also consistent with dynamic capability theory, because wellness hotels must continuously adjust their service practices according to changing customer expectations, health trends, and market competition.

The qualitative findings further support this mediating mechanism. Interviewees 2, 5, and 8 highlighted that wellness customers increasingly expect personalized programs, emotional comfort, preventive health, and stress recovery rather than standard service packages. As Interviewee No. 5 mentioned, “Customers today expect wellness programs that understand their real condition, not just standard packages.” This indicates that hotels must transform competitiveness into customer-centered service design. Similarly, Interviewees 1, 4, and 6 explained that partnerships with doctors, therapists, organic suppliers, local communities, and wellness specialists can strengthen competitiveness, but these resources improve performance only when they are integrated into consultation, program design, staff coordination, and follow-up care.

Furthermore, Porter’s Diamond Model remains highly relevant to the findings of this study. The descriptive results showed that related and supporting industries and factor conditions were relatively strong, suggesting that technology access, industry networks, facilities, location, and professional resources are important sources of competitiveness for wellness hotels. However, the relatively lower score of demand conditions, especially continuous customer needs monitoring, indicates that some hotels still need to improve how they collect customer feedback and respond to changing market expectations. This

weakness helps explain why competitiveness has a weaker direct effect on performance compared with its indirect effect through service quality.

Overall, the quantitative results, theoretical explanations, and qualitative findings are consistent. The SEM results statistically confirm the relationships among CM, SQM, and OP. The theories reviewed in Chapter Two explain why competitive resources need to be transformed into service capabilities before they can generate performance outcomes. The interview findings further show that, in real wellness hotel operations, competitiveness becomes valuable only when it is delivered through reliable, personalized, and emotionally meaningful service experiences. Therefore, this study not only supports the theories reviewed in Chapter Two, but also extends them by showing that Service Quality Management is the key transformation mechanism linking competitiveness and organizational performance in Thailand's wellness hotel industry.

5.3 Recommendation

5.3.1 Recommendations for Business

First, wellness hotel enterprises should strengthen competitiveness management by adopting a more data-driven and demand-oriented approach. The findings of this study indicate that the Demand Condition dimension is relatively weak, particularly regarding continuous customer monitoring. Therefore, organizations are encouraged to invest in customer relationship management (CRM) systems, real-time feedback platforms, and data analytics tools to better capture evolving customer needs. By transforming customer insights into strategic decisions, firms can enhance their responsiveness and align their competitive strategies with market demand.

Second, enterprises should focus on translating competitiveness into service quality capabilities, as Service Quality Management has been identified as the primary mechanism linking competitiveness to performance. In particular, organizations should strengthen internal service processes, standardize operating procedures (SOPs), and ensure consistency in service delivery to maintain high levels of reliability—the strongest dimension identified in this study. At the same time, greater emphasis should be placed on improving the empathy dimension by developing personalized service offerings, such as customized

wellness programs and tailored customer experiences, in order to enhance differentiation in a highly competitive market.

Third, to improve overall organizational performance, firms should enhance leadership adaptability and decision-making agility. The findings reveal that leadership competency, particularly adaptability, is relatively weaker than other performance dimensions. To address this issue, organizations should provide leadership training programs focused on adaptive management, digital transformation, and strategic responsiveness. In addition, flattening organizational structures and improving internal communication channels can facilitate faster decision-making and more effective strategy implementation.

Fourth, enterprises should strengthen the integration between strategic planning and frontline service execution. The study shows that competitiveness alone has a limited direct impact on performance, indicating a gap between strategy and implementation. To bridge this gap, organizations should ensure that strategic objectives are clearly communicated to operational teams and embedded into daily service processes. This can be achieved through performance management systems that link strategic goals with service quality indicators, as well as through continuous monitoring and feedback mechanisms.

Finally, to sustain long-term competitive advantage, wellness hotel enterprises should invest in workforce development and operational capacity. Although employees demonstrate strong knowledge and experience, there are limitations in areas such as staffing sufficiency and personalized service delivery. Therefore, organizations should enhance training programs, optimize workforce allocation, and leverage digital technologies to support service delivery. This will not only improve service responsiveness but also enable organizations to deliver more customized and high-quality customer experiences.

5.3.2 Recommendations for Government

To enhance the competitiveness and performance of Thailand’s wellness hotel industry, government support should not be limited to general tourism promotion. Instead, clear responsibilities should be assigned to relevant government departments so that competitiveness can be translated into service quality and, ultimately, organizational

performance. Based on the findings of this study, especially the mediating role of Service Quality Management, the following recommendations are proposed.

First, the Ministry of Tourism and Sports (MOTS), together with the Tourism Authority of Thailand (TAT) and the Digital Economy Promotion Agency (DEPA), should take the main responsibility for developing a data-driven and demand-oriented wellness tourism ecosystem. The findings of this study show that Demand Condition, particularly continuous customer needs monitoring, remains a relatively weak dimension of competitiveness management. Therefore, MOTS and TAT should develop national or regional wellness tourism data platforms to collect and share market information, customer preferences, travel behavior, and wellness tourism trends. At the same time, DEPA should support hotels in adopting digital tools such as customer relationship management systems, online feedback systems, and customer analytics platforms. By improving access to market intelligence, these agencies can help wellness hotels better understand changing customer expectations and design services that are more responsive to market demand.

Second, the Ministry of Public Health (MOPH), especially the Department of Health Service Support, in cooperation with MOTS and TAT, should be responsible for strengthening service quality standards in wellness hotels. Since this study confirms that Service Quality Management plays a central role in improving Organizational Performance, policy support should focus on service reliability, responsiveness, assurance, empathy, and tangibles. The Department of Health Service Support can develop or refine wellness service standards, certification systems, and health-related service guidelines, while MOTS and TAT can connect these standards with tourism branding and destination promotion. Special attention should be given to the empathy dimension, because personalized care and emotional comfort are particularly important in wellness tourism. Training programs on customer experience management, wellness service design, and personalized service delivery should therefore be jointly promoted by these agencies.

Third, MOTS, TAT, the Ministry of Public Health, and local provincial tourism offices should facilitate stronger collaboration among related and supporting industries. The findings show that collaboration with related and supporting industries is one of the stronger dimensions of competitiveness management. However, there is still room to improve

public–private coordination. These government departments should encourage partnerships between wellness hotels, hospitals, clinics, spas, therapists, organic farms, technology providers, transportation operators, and local communities. Such cooperation can help create integrated wellness tourism ecosystems rather than isolated hotel-based services. In practice, TAT and provincial tourism offices can coordinate tourism routes and marketing campaigns, while the Ministry of Public Health and the Department of Health Service Support can ensure that health-related services meet appropriate standards.

Fourth, the Ministry of Higher Education, Science, Research and Innovation (MHESI), in cooperation with MOTS, TAT, universities, and professional associations, should take responsibility for leadership and management development in the wellness hotel industry. The findings reveal that leadership adaptability remains an area requiring improvement. Therefore, executive training programs should be developed for hotel managers, senior staff, and wellness service leaders. These programs should focus on strategic management, digital transformation, service innovation, customer experience management, and cross-departmental coordination. Universities and professional institutions can help design training content, while MOTS and TAT can promote participation among wellness hotel operators. This would help strengthen the managerial capability needed to respond to the changing demands of the global wellness tourism market.

Fifth, the Board of Investment (BOI), together with MOTS, MOPH, DEPA, and relevant local government authorities, should create a more supportive policy and investment environment for wellness hotels. Since innovation in service quality and digital transformation often requires financial investment, BOI should consider targeted incentives for wellness hotels that invest in digital customer management systems, service innovation, green facilities, wellness technology, and professional staff development. DEPA can support digital transformation, while local authorities can help simplify administrative procedures and improve coordination at the provincial level. At the same time, regulations related to wellness services should be clear, transparent, and practical, so that businesses can maintain high standards without facing unnecessary administrative burdens.

Overall, the government’s role should be coordinated across several responsible departments rather than placed under one agency alone. MOTS and TAT should lead

tourism strategy and promotion; MOPH and the Department of Health Service Support should oversee health-related service standards; DEPA should support digital transformation and data systems; MHESI and universities should support leadership and workforce development; BOI should provide investment incentives; and local government offices should coordinate implementation at the destination level. Through this shared responsibility, Thailand's wellness hotel industry can strengthen competitiveness, improve service quality, and achieve more sustainable organizational performance. Moreover, the government should establish a specific 'Holistic Wellness Accreditation' system. Currently, there is a policy gap as existing standards only cover basic spas or general hospitality. Developing a dedicated certification for integrated healing, focusing on sensory environments and expert qualifications, would build Assurance for international premium tourists and strengthen Thailand's position as a global wellness hub.

5.3.3 Recommendations for Future Research

Firstly, future research should adopt more diverse research designs and methodologies. Longitudinal studies are particularly recommended to capture the dynamic nature of competitiveness and service quality over time, as well as their long-term impact on organizational performance. In addition, qualitative approaches such as case studies and in-depth interviews could provide richer insights into how organizations operationalize competitiveness through service delivery in specific contexts. Mixed-methods research would be especially valuable in triangulating findings and strengthening both theoretical and practical contributions.

Second, future research should further examine the implications of Artificial Intelligence (AI) for Thailand's wellness hotel industry. AI can be applied to improve service personalization, customer data analysis, demand forecasting, smart booking systems, chatbot services, and operational decision-making. For wellness hotels, AI may help identify customer preferences more accurately and support the design of customized wellness programs. Future studies may explore how hotels adopt AI technologies, what organizational capabilities are required, and how AI can enhance the relationship among Competitiveness Management, Service Quality Management, and Organizational

Performance. Researchers may also use case studies or comparative studies to examine successful AI implementation practices in wellness hotels.

Finally, future research could further explore the role of emerging technologies in shaping the relationship among competitiveness, service quality, and performance. With the increasing adoption of digital tools such as artificial intelligence, big data analytics, and smart tourism platforms, it is important to examine how technological innovation enhances service personalization, operational efficiency, and strategic decision-making. Investigating these aspects would provide important insights into how digital transformation can strengthen the pathway from competitiveness to performance in the evolving service economy. Future research may also extend the proposed model beyond the wellness hotel context to other related service organizations. Since competitiveness and service quality are important concerns not only for wellness hotels but also for resorts, spa businesses, medical wellness centers, tourism agencies, and other hospitality-related organizations, the model developed in this study may offer a useful foundation for broader application. By examining the model in different service settings, future studies can further clarify whether the relationship among Competitiveness Management, Service Quality Management, and Organizational Performance remains consistent across industries or varies according to organizational characteristics. Such research would help strengthen the theoretical applicability of the model while also providing practical guidance for related organizations seeking to improve customer experience, service standards, and long-term performance.

5.3.4 Limitations of the Study

5.3.4.1 Industry-Specific Differentiation

The wellness hotel industry in Thailand exhibits considerable internal heterogeneity, characterized by significant variations in terms of location, service positioning, organizational size, and resource availability. For instance, large-scale wellness resorts in major tourism destinations typically possess advanced facilities, well-developed service systems, and strong international customer bases, which enable them to implement competitive strategies more effectively and deliver high-quality services. In contrast, small- and medium-sized wellness hotels, particularly those in less-developed regions, often face constraints in financial resources, workforce capacity, and technological infrastructure.

Such intra-industry disparities may influence the effectiveness of Competitiveness Management and its translation into Service Quality Management and Organizational Performance. Therefore, future research should conduct comparative analyses across different categories of wellness hotels—such as luxury resorts, boutique wellness hotels, and medical tourism facilities—to better understand how the competitiveness–service quality–performance relationship varies across contexts. This approach would enable the development of more context-specific management strategies and enhance the practical applicability of the findings.

Future studies should adopt a longitudinal design and compare different wellness models, such as Medical Wellness versus Nature-based Wellness, to provide more specific strategic insights.

5.3.4.2 Factors Affecting Organizational Performance

This study focuses on the relationship among Competitiveness Management, Service Quality Management, and Organizational Performance. However, organizational performance in the wellness hotel industry is influenced by a broader set of factors operating at multiple levels.

At the organizational level, factors such as digital transformation capability, brand positioning, and innovation capacity may significantly influence performance outcomes. At the operational level, variables such as service design, employee engagement, and staffing adequacy may affect service quality delivery. At the external level, institutional factors—including government regulations, tourism policies, and the intensity of market competition—may also shape organizational performance.

Given the complexity of these influences, future research should adopt a more comprehensive framework that incorporates additional variables across different levels of analysis. In particular, integrating factors such as customer experience, technological adoption, and organizational culture could provide a more holistic understanding of how performance is generated in service-oriented industries.

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APPENDIX A

QUESTIONNAIRE (English Version)

THE IMPACT OF THE SERVICE QUALITY AND COMPETITIVENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A DEVELOPING MODEL FOR THAILAND'S WELLNESS HOTEL INDUSTRY

Researcher: Mr. Li Hao

Curriculum: Doctor of Philosophy in Management, Siam University

Dear Participants,

The purpose of this study is to investigates the impact of service quality and competitiveness management on organizational performance in Thailand's wellness hotel industry. Your responses are highly valuable and will be treated confidentially for academic purposes only.

The questionnaire will take approximately 10-15 minutes to complete. Should you need further information, you may reach me at Siam University 38 Petchkasem Road, Bangwa, Phasicharoen, Bangkok 10160. Thailand Tel 02-867-8000 or Researcher contact Tel 0952525168

This questionnaire is divided into five parts, covering general information, Competitiveness Management, Service Quality Management, Organizational Performance, and recommendations.

Thank you for your time and valuable input.

Part 1: General Information of the Respondents

Please carefully review the following statements and check the box next to the option that best applies to your situation.

1. Gender

☐ 1) Male ☐ 2) Female ☐ 3) LGBTQ+

2. Age? (years old)

☐ 1) 25-30 years ☐ 2) 31-40 years

☐ 3) 41-50 years ☐ 4) above 50

3. Marital Status

☐ 1) Single ☐ 2) Married

☐ 3) Divorced ☐ 4) Separated

4. Education Level

☐ 1) Associate degree ☐ 2) Bachelor's Degree

☐ 3) Master's Degree ☐ 4) Doctoral Degree

5. Work Experience in the Wellness Hotel Industry

☐ 1) 0-2 years ☐ 2) 3-5 years

☐ 3) 6-10 years ☐ 4) More than 10 years

6. Your job position

☐ 1) Senior Staff ☐ 2) Hotel Operation Manager

☐ 3) Executive ☐ 4) General manager

☐ 5) Others_____ (Please specify)

7. Your salary

☐ 1) 15,000 – 20,000 THB ☐ 2) 20,001 – 35,000 THB

☐ 3) 35,001 – 50,000 THB ☐ 4) 50,001 – 65,000 THB

☐ 5) Above 65,001 THB

Part 2: Competitiveness management

Please carefully read each statement below and check the box next to the response that best reflects your experience.

Competitiveness Management	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Factor Condition:					
8. Your hotel has sufficient skilled personnel to maintain high service standards.					
9. The location and facilities of your hotel provide a competitive advantage					
10. Your organization has access to adequate knowledge, financial resources, and infrastructure to sustain growth.					
Demand Condition					
11. You are constantly following up on customer demands.					
12. You can improve services by using innovation to meet the customer demands and expectation.					
13. Anticipating customer needs helps you to gain a competitive advantage.					
Related and Supporting Industries					
14. Collaborating with local businesses and suppliers enhances your service delivery					
15. Partnerships with government agencies support your competitive positioning.					
16. Access to advanced technology strengthens your operations					
Firm Strategy, Structure and Rivalry					

Competitiveness Management	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
17. Your organization has clearly defined strategic goals to enhance competitiveness					
18. You regularly improve your operational structure to align with industry standard					
19. High competition in the wellness hotel industry drives you to innovate and improve services.					
Chance					
20. You are proactive in adapting to unexpected opportunities or challenges in the market.					
21. Economic trend creates new growth opportunities for your organization.					
22. Social trend creates new growth opportunities for your organization.					
Government					
23. The impact of government policies which related to business will reduce competitiveness.					
24. Tourism Promotion Policy raise and promote service standards and affects competition of the wellness industry.					
25. The competitive environment of the health hotel business industry is affected by government tax, protection and monopoly policies.					

Part 3: Service Quality Management

Please carefully read each statement below and check the box next to the response that best reflects your experience.

Service Quality Management	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Reliability					
26. Accurate service can make customers feel a sense of trust.					
27. Your hotel has established a clear protocols to ensure that promised services and delivered on time and agreed.					
28. Customers trust your operational reliability and reputation.					
Assurance					
29. Your staff demonstrates professionalism and expertise in providing services.					
30. Customers feel safe and secure during their stay at your hotel.					
31. Your hotel has the Security System that make your customers feel satisfied.					
Tangible					
32. The facilities of your hotel are modern, clean, and visually appealing.					
33. Staff is professional, well-dressed and polite.					
34. Technological advancements (e.g. payment, accommodation reservation, internet, online booking) enhance customer convenience.					
Empathy					

Service Quality Management	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
35. Customers feel valued and understood when interacting with your staff.					
36. You tailor services to meet the specific needs of individual customers.					
37. A hotel service provider believe that customer benefits are the most important thing.					
Responsiveness					
38. Customer inquiries and issues are resolved promptly and effectively.					
39. Your staff is committed to responding quickly and promptly to situations.					
40. Your hotel has sufficient staff to provide service.					

Part 4: Organizational Performance

Please carefully read each statement below and check the box next to the response that best reflects your experience.

Organizational Performance	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Leadership competency					
41. Your leadership team effectively motivates employees and fosters teamwork.					
42. Leaders in your organization adapt quickly to changes and challenges.					

Organizational Performance	Level of Agreement				
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
43. Ethical decision-making and justice are core principles of your leadership approach.					
Functional competency					
44. Your employees excel at managing customer expectations.					
45. Strong relationships with repeat customers drive your business success.					
46. Your employees are excellent at managing customer satisfaction and delivering excellent service.					
Knowledge competency					
47. Planning knowledge contributes to achieving long-term organizational goals..					
48. Your team has sufficient expertise in personnel management and technology use.					
49. You consistently invest in training to enhance staff competencies.					
Skill					
50. Employees demonstrate excellent communication and problem-solving skills.					
51. Your employees are capable of analyzing situations and providing appropriate advice.					
52. Employee is good at analyzing the situation and providing the solution.					
Trait					
53. Trustworthiness and adaptability are core traits valued in your organization					
54. Your corporate culture promotes flexibility and innovation.					
55. Your staff accept change and adapt according to the situation.					

Part 5: Recommendations

Please provide your suggestions to help improve the impact of service quality and competitiveness management on organizational performance in Thailand's wellness hotel industry.

……

APPENDIX B



QUESTIONNAIRE

THE IMPACT OF THE SERVICE QUALITY AND COMPETITIVENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A DEVELOPING MODEL FOR THAILAND'S WELLNESS HOTEL INDUSTRY(Thai)

Researcher: Mr. Li Hao

Curriculum: Doctor of Philosophy in Management, Siam University

Dear Participants,

The purpose of this study is to investigate the impact of service quality and competitiveness management on organizational performance in Thailand's wellness hotel industry. Your responses are highly valuable and will be treated confidentially for academic purposes only.

The questionnaire will take approximately 10-15 minutes to complete. Should you need further information, you may reach me at Siam University 38 Petchkasem Road, Bangwa, Phasicharoen, Bangkok 10160. Thailand Tel 02-867-8000 or Researcher contact Tel 0952525168

This questionnaire is divided into five parts, covering general information, Competitiveness Management, Service Quality Management, Organizational Performance, and recommendations.

Thank you for your time and valuable input.

Part 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

กรุณาอ่านข้อความต่อไปนี้อย่างละเอียด และทำเครื่องหมายในช่องตัวเลือกที่ตรงกับสถานการณ์ของท่านมากที่สุด.

2. เพศ

☐ 1) ชาย ☐ 2) หญิง ☐ 3) LGBTQ+

2.อายุ (ปี)

☐ 1) 25-30 ปี ☐ 2) 31-40 ปี

☐ 3) 41-50 ปี ☐ 4) มากกว่า 50 ปี

3. สถานภาพการสมรส

☐ 1) โสด ☐ 2) แต่งงานแล้ว

☐ 3) หย่าร้าง ☐ 4) แยกกันอยู่

4. ระดับการศึกษา

☐ 1) มัธยม ☐ 2) ปริญญาตรี

☐ 3) ปริญญาโท ☐ 4) ปริญญาเอก

5. ประสบการณ์การทำงานในอุตสาหกรรมโรงแรมเพื่อสุขภาพ

☐ 1) 3-5 ปี

☐ 2) 6-10 ปี

☐ 3) มากกว่า 10 ปี

6. ตำแหน่งงานของคุณ

☐ 1) พนักงานอาวุโส

☐ 2) ผู้บริหารปฏิบัติงานโรงแรม

☐ 3) ผู้บริหาร

☐ 4) ผู้จัดการทั่วไป

☐ 5) อื่น ๆ (โปรดระบุ) _____

7. รายได้ของคุณ

☐ 1) 15,000 – 20,000 บาท

☐ 2) 20,001 – 35,000 บาท

☐ 3) 35,001 – 50,000 บาท

☐ 4) 50,001 – 65,000 บาท

☐ 5) 65,001 บาทขึ้นไป

Part 2: การบริหารจัดการในการแข่งขัน

โปรดอ่านแต่ละข้อความด้านล่างอย่างละเอียด และ ทำเครื่องหมายในช่องที่ตรงกับประสบการณ์ของคุณมากที่สุด.

Competitiveness Management **การบริหารจัดการในการแข่งขัน**	**Level of Agreement** **ระดับของการเห็นด้วย**				
	เห็นด้วยอย่างยิ่ง **(5)**	เห็นด้วย **(4)**	เป็นกลาง **(3)**	ไม่เห็นด้วย **(2)**	ไม่เห็นด้วยอย่างยิ่ง **(1)**
เงื่อนไขปัจจัย:					
8. โรงแรมของคุณมีบุคลากรที่มีทักษะเพียงพอที่จะรักษามาตรฐานการบริการในระดับสูง.					
9. ทำเลที่ตั้งและสิ่งอำนวยความสะดวกของโรงแรมของคุณให้ความได้เปรียบในการแข่งขัน					
10. องค์กรของคุณสามารถเข้าถึงความรู้ ทรัพยากรทางการเงิน และโครงสร้างพื้นฐานที่เพียงพอสำหรับการเติบโตอย่างยั่งยืน.					
เงื่อนไขด้านอุปสงค์					
11. คุณติดตามความต้องการของลูกค้าอย่างต่อเนื่อง.					
12. คุณสามารถพัฒนาบริการโดยใช้นวัตกรรมเพื่อตอบสนองความต้องการและความคาดหวังของลูกค้า					
13. การคาดการณ์ความต้องการของลูกค้าช่วยให้คุณได้เปรียบในการแข่งขัน.					
อุตสาหกรรมที่เกี่ยวข้องและสนับสนุน					
14. การร่วมมือกับธุรกิจและซัพพลายเออร์ในท้องถิ่นช่วยเพิ่มประสิทธิภาพการให้บริการของคุณ					
15. ความร่วมมือกับหน่วยงานภาครัฐสนับสนุนตำแหน่งทางการแข่งขันของคุณ.					
16. การเข้าถึงเทคโนโลยีขั้นสูงช่วยเสริมความแข็งแกร่งให้กับการดำเนินงานของคุณ					
Firm Strategy, โครงสร้าง and Rivalry					
17. องค์กรของคุณมีเป้าหมายเชิงกลยุทธ์ที่ชัดเจนเพื่อเพิ่มความสามารถในการแข่งขัน					
18. คุณปรับปรุงโครงสร้างการดำเนินงานอย่างสม่ำเสมอให้สอดคล้องกับมาตรฐานอุตสาหกรรม					
19. การแข่งขันที่สูงในอุตสาหกรรมโรงแรมเพื่อสุขภาพผลักดันให้คุณสร้างนวัตกรรมและพัฒนาการบริการ					

Competitiveness Management **การบริหารจัดการในการแข่งขัน**	**Level of Agreement** **ระดับของการเห็นด้วย**				
	เห็นด้วยอย่างยิ่ง **(5)**	เห็นด้วย **(4)**	เป็นกลาง **(3)**	ไม่เห็นด้วย **(2)**	ไม่เห็นด้วยอย่างยิ่ง **(1)**
โอกาส					
20. คุณมีความกระตือรือร้นในการปรับตัวให้เข้ากับโอกาสหรือความท้าทายที่ไม่คาดคิดในตลาด.					
21. แนวโน้มทางเศรษฐกิจสร้างโอกาสในการเติบโตใหม่ให้กับองค์กรของคุณ.					
22. แนวโน้มทางสังคมสร้างโอกาสในการเติบโตใหม่ให้กับองค์กรของคุณ					
รัฐบาล					
23. ผลกระทบของนโยบายรัฐบาล (เช่น นโยบายการท่องเที่ยวของประเทศไทย) ที่เกี่ยวข้องกับธุรกิจจะลดความสามารถในการแข่งขัน					
24. นโยบายส่งเสริมการท่องเที่ยวช่วยยกระดับและส่งเสริมมาตรฐานการบริการ และส่งผลต่อการแข่งขันในอุตสาหกรรมเพื่อสุขภาพ					
25. สภาพแวดล้อมการแข่งขันของอุตสาหกรรมธุรกิจโรงแรมเพื่อสุขภาพได้รับผลกระทบจากนโยบายภาษี การคุ้มครอง และการผูกขาดของรัฐบาล					

Part 3: การบริหารจัดการคุณภาพการบริการ

โปรดอ่านแต่ละข้อความด้านล่างอย่างละเอียด และทำเครื่องหมายในช่องที่ตรงกับประสบการณ์ของคุณมากที่สุด

Service Quality Management **การบริหารจัดการคุณภาพการบริการ**	**Level of Agreement** **ระดับของการเห็นด้วย**				
	เห็นด้วยอย่างยิ่ง **(5)**	เห็นด้วย **(4)**	เป็นกลาง **(3)**	ไม่เห็นด้วย **(2)**	ไม่เห็นด้วยอย่างยิ่ง **(1)**
ความน่าเชื่อถือ					
26. การให้บริการที่ถูกต้องแม่นยำสามารถสร้างความไว้วางใจให้กับลูกค้า.					
27. โรงแรมของคุณได้กำหนดระเบียบการที่ชัดเจนเพื่อให้มั่นใจว่าการบริการที่สัญญาไว้จะถูกส่งมอบตรงเวลาและเป็นไปตามที่ตกลง					
28.ลูกค้าไว้วางใจในความน่าเชื่อถือและชื่อเสียงในการดำเนินงานของคุณ.					
การสร้างความมั่นใจ					
29. พนักงานของคุณแสดงถึงความเป็นมืออาชีพและความเชี่ยวชาญในการให้บริการ					
30. ลูกค้ารู้สึกปลอดภัยและมั่นใจระหว่างการเข้าพักที่โรงแรมของคุณ					
31. โรงแรมของคุณมีระบบรักษาความปลอดภัยที่ทำให้ลูกค้ารู้สึกพึงพอใจ					
สิ่งที่จับต้องได้					
32. สิ่งอำนวยความสะดวกในโรงแรมของคุณมีความทันสมัย สะอาด และดึงดูดสายตา					
33. พนักงานมีความเป็นมืออาชีพ แต่งกายสุภาพ และมีมารยาท					
34. ความก้าวหน้าทางเทคโนโลยี (เช่น การชำระเงินอิเล็กทรอนิกส์ การจองที่พัก การเชื่อมต่อ WIFI ฟรี การจองออนไลน์) ช่วยเพิ่มความสะดวกสบายให้กับลูกค้า					
Empathy ความเห็นอกเห็นใจ					

Service Quality Management **การบริหารจัดการคุณภาพการบริการ**	**Level of Agreement** **ระดับของการเห็นด้วย**				
	เห็นด้วยอย่างยิ่ง (5)	เห็นด้วย (4)	เป็นกลาง (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)
36. ลูกค้ารู้สึกถึงคุณค่าและความเข้าใจเมื่อมีปฏิสัมพันธ์กับพนักงานของคุณ					
36. คุณปรับบริการให้เหมาะสมกับความต้องการเฉพาะของลูกค้าแต่ละราย					
37. โรงแรมของคุณเชื่อว่าประโยชน์ที่ลูกค้าได้รับคือสิ่งที่สำคัญที่สุด.					
Responsivenessการตอบสนอง					
38. ข้อสงสัยและปัญหาของลูกค้าได้รับการแก้ไขอย่างรวดเร็วและมีประสิทธิภาพ					
39. พนักงานของคุณมุ่งมั่นที่จะตอบสนองต่อสถานการณ์ต่างๆ อย่างรวดเร็วและทันท่วงที					
40. โรงแรมของคุณมีพนักงานเพียงพอในการให้บริการ					

Part 4: ผลการดำเนินงานขององค์กร

โปรดอ่านแต่ละข้อความด้านล่างอย่างละเอียด และทำเครื่องหมายในช่องที่ตรงกับประสบการณ์ของคุณมากที่สุด

Organizational Performance **ผลการดำเนินงานขององค์กร**	**Level of Agreement**				
	เห็นด้วยอย่างยิ่ง (5)	เห็นด้วย (4)	เป็นกลาง (3)	ไม่เห็นด้วย (2)	ไม่เห็นด้วยอย่างยิ่ง (1)
ความสามารถในการเป็นผู้นำ					
41. ทีมผู้นำของคุณกระตุ้นพนักงานได้อย่างมีประสิทธิภาพและส่งเสริมการทำงานเป็นทีม					
42. ผู้นำในองค์กรของคุณปรับตัวได้อย่างรวดเร็วต่อการเปลี่ยนแปลงและความท้าทาย					
43. การตัดสินใจอย่างมีจริยธรรมและความยุติธรรมเป็นหลักการสำคัญในแนวทางการเป็นผู้นำของคุณ.					
ความสามารถในการปฏิบัติงาน					
44. พนักงานของคุณมีความสามารถยอดเยี่ยมในการจัดการความคาดหวังของลูกค้า					

Organizational Performance **ผลการดำเนินงานขององค์กร**	**Level of Agreement**				
	เห็นด้วยอย่างยิ่ง **(5)**	เห็นด้วย **(4)**	เป็นกลาง **(3)**	ไม่เห็นด้วย **(2)**	ไม่เห็นด้วยอย่างยิ่ง **(1)**
45. ความสัมพันธ์ที่แข็งแกร่งกับลูกค้าประจำช่วยขับเคลื่อนความสำเร็จของธุรกิจคุณ					
46. พนักงานของคุณมีความสามารถยอดเยี่ยมในการจัดการความพึงพอใจของลูกค้าและมอบบริการที่เป็นเลิศ					
ความสามารถด้านความรู้					
47. ความรู้ด้านการวางแผนช่วยให้บรรลุเป้าหมายระยะยาวขององค์กร					
48. ทีมของคุณมีความเชี่ยวชาญเพียงพอในด้านการบริหารบุคลากรและการใช้เทคโนโลยี					
49. คุณลงทุนในการฝึกอบรมอย่างต่อเนื่องเพื่อพัฒนาความสามารถของพนักงาน					
ทักษะ					
50. พนักงานของคุณแสดงให้เห็นถึงทักษะการสื่อสารและการแก้ปัญหาที่ยอดเยี่ยม.					
51. ทักษะการเจรจาต่อรองมีความสำคัญอย่างยิ่งในการมอบประสบการณ์ที่ยอดเยี่ยมให้กับลูกค้า					
52. พนักงานของคุณมีความสามารถในการวิเคราะห์สถานการณ์และให้คำแนะนำที่เหมาะสม					
ลักษณะนิสัย					
53. ความน่าเชื่อถือและความสามารถในการปรับตัวเป็นลักษณะนิสัยที่มีค่าซึ่งได้รับการยกย่องในองค์กรของเรา					
54. วัฒนธรรมองค์กรของคุณส่งเสริมความยืดหยุ่นและนวัตกรรม.					
55. พนักงานของคุณยอมรับการเปลี่ยนแปลงและปรับตัวตามสถานการณ์					

Part 5: ข้อเสนอแนะ

กรุณาให้ข้อเสนอแนะของท่านเพื่อช่วยปรับปรุงผลกระทบของคุณภาพการบริการและการจัดการความสามารถในการแข่งขันที่มีต่อผลการดำเนินงานขององค์กรในอุตสาหกรรมโรงแรมเพื่อสุขภาพของประเทศไทย

……

APPENDIX C

INTERVIEW FORM

THE IMPACT OF THE SERVICE QUALITY AND COMPETITIVENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A DEVELOPING MODEL FOR THAILAND'S WELLNESS HOTEL INDUSTRY

Researcher: Mr. Li Hao

Curriculum: Doctor of Philosophy Program in Management, Siam University

Instructions:

1. Interviewees are …… ……
2. All participants will be requested to sign the consent form.
3. The purpose and nature of the study will be explained to participants prior to do the interview and participants has opportunity to ask questions about the study.
4. All participants rights for the interview will be listed in the consent form.
5. Your information will be kept secret. Without your permission, your identity, any related persons, and organization names will remain anonymous.
6. 28 questions will be asked to collect information from participants.
7. The interview will be most benefit to the research. Therefore, participation of all participants will be highly appreciated.
8. Should need your need further information, you may reach us at Siam University 38 Petchkasem Road, Bangwa, Phasicharoen, Bangkok 10160. Thailand Tel 02-867-8000 or Researcher Number 095-2525168

Consent Form

By signing this form, I agree that;

- I voluntarily agree to participate in this research study.
- I understand that all information I provide for this study will be treated confidentially.
- I agree to my interview being audio-recorded and a transcript will be produced.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I understand that participation involves on developing a model for Thailand's wellness hotel industry.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that I will not benefit directly from participating in this research.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in dissertation, conference presentation, and published papers.
- I understand that if I inform the researcher that myself or someone else is at risk of harm, they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained by the researcher until the exam board confirms the results of the researcher's dissertation.

- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years from the date of the exam board.
- I understand that under freedom of information legalization I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Signature of Research Participant

---------- ----------

(Participant Name) Date

Signature of Researcher

I believe the participant is giving informed consent to participate in this study.

---------- ----------

(Researcher Name) Date

Part I: General Information of the Interviewee and Organization

1.1 Name of Hotel / Organization: _____

1.2 Name and Position of Interviewee: _____

1.3 Type of Wellness Concept (e.g., Spa Retreat / Medical Wellness / Eco-Friendly / Holistic Resort): _____

1.4 Province / Location: _____

1.5 Years of Experience in Current Position: _____

1.6 Estimated Hotel Size (Number of Rooms / Employees / Monthly Guests):

_____

Part II: Competitiveness Management (CM)

2.1 Factor Conditions

- What key internal resources (e.g., location, skilled staff, facilities, natural environment) contribute most to your hotel's competitive advantage? And why?
  .....
  .....
- Are there any resource limitations that restrict your growth or competitiveness?
  .....
  .....

2.2 Demand Conditions

- How do you identify and monitor customer needs in the wellness segment? .....
  .....
  .....
- How do market changes or health trends influence the competitive strategies of hotels? .....
  .....
  .....

2.3 Related and Supporting Industries

- Does your hotel collaborate with suppliers, healthcare partners, fitness studios, local farms, or tourism agencies? And why? .....
  .....
  .....
- How important are above partnerships in enhancing your competitive position?

.....

.....

2.4 Strategy, Structure, and Rivalry

- Could you explain about your long-term competitive strategy? .....

  .....

  .....

- How structure of wellness hotels is important to the hotels business?.....

  .....

  .....

- How does your hotel differentiate itself from other wellness or eco-friendly hotels in Thailand? …….....

  ……

  ……

2.5 Chance

- Have external forces such as COVID-19, wellness tourism trends, or digital nomads created new opportunities or challenges for your hotel? And why?.....

  .....

  .....

2.6 Government Influence

- Do you think the government has influence to the wellness hotel industry in Thailand? In what way?.....

  .....

  .....

Part III: Service Quality Management (SQM)

3.1 In your opinion, which aspect of service quality is the strongest foundation of your hotel's success? (*Reliability, Assurance, Tangible Facilities, Empathy, or Responsiveness*) Why?.....

.....

.....

3.2 How do you monitor and ensure consistent service quality (e.g., SOPs, staff evaluation, guest feedback, digital reviews)? .....

.....

.....

3.3 What are the service-related-challenges that still need improvement? .....

.....

.....

Part IV: Organizational Performance (OP)

4.1 How do you define "organizational success" in your hotel — revenue, guest retention, employee stability, wellness hotels reputation, or wellness outcomes? .....

.....

.....

4.2 Do you believe that service quality directly improves organizational performance? Can you provide an example? .....

.....

.....

4.3 What other factors influence your hotel's performance? (i.e. knowledge competency, leadership competency, innovative service, or strategic decision).....

.....

.....

Part V: Perceived Relationship Among CM, SQM, and OP

5.1 Do you believe that strong competitive capabilities naturally lead to higher service quality? Why or why not? .....

.....

.....

5.2 In your experience, do competitiveness management and service quality management has an effect on organizational performance? Which one has a stronger effect?.....

.....

.....

5.3 Do you think that service quality management acts as a bridge between competitiveness management and organizational performance? .....
.....
.....

Part VI: Recommendation

6.1 If you were to advise other wellness hotels aiming for long-term success, what would be your top three recommendations? .....
.....
.....

6.2 What support should the Thai government or tourism agencies provide to strengthen the wellness hotel
sector? .....
.....
.....

6.3 From your experience, is there anything else you wish to add that could help improve this industry? .....
.....
.....

THANK YOU FOR YOUR TIME AND PARTICIPATION.

APPENDIX D

QUESTIONNAIRE WITH IOC RESULTS

THE IMPACT OF THE SERVICE QUALITY AND COMPETITIVENESS MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A DEVELOPING MODEL FOR THAILAND'S WELLNESS HOTEL INDUSTRY(Thai)

Researcher: Mr. Li Hao

Curriculum: Doctor of Philosophy in Management, Siam University

Explanation: In the investigation process, the researcher took the survey to have 5 academic specialists examine it. The following name list appears below:

1. Assoc.Prof.Dr.Chalermkiat Wongvanichtawee (Siam University)
2. Dr. Prachya Wongwaree (Siam University)
3. Dr. Patamaporn Pongpaibool (Panyapiwat Institute of Management)
4. Dr. Thanapum Limsiritong (Keio University)
5. Dr. Pattsornkun Submahachok (Siam University)

The purpose of this study is to exploring the impact of the Service Quality and Competitiveness Management on Organizational performance base on Thailand's Wellness Hotel Industry. The Organization summarized the number of items in each part of the questionnaire as follows:

1. Competitiveness Management = 18 items
2. Service Quality Management =15 items
3. Organizational Performance = 15 items

Total number of questions = 55

Content-based Item-objective Congruence of Index (IOC)

Part 1 Competitiveness management

Competitiveness Management	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
Factor Condition:							
8. Your hotel has sufficient skilled personnel to maintain high service standards.	1	1	1	1	1	5	1
9. The location and facilities of your hotel provide a competitive advantage	1	1	1	1	1	5	1
10. Your organization has access to adequate knowledge, financial resources, and infrastructure to sustain growth.	1	1	1	1	1	5	1
Demand Condition							
11. You are constantly following up on customer demands.	1	1	1	1	1	5	1
12. You can improve services by using innovation to meet the customer demands and expectation.	1	1	1	1	1	5	1
13. Anticipating customer needs helps you gain a competitive advantage.	1	1	0	1	1	4	0.8
Related and Supporting Industries							
14. Collaborating with local businesses and suppliers enhances your service delivery	1	1	1	1	1	5	1
15. Partnerships with government agencies support your competitive positioning.	1	1	1	1	1	5	1
16. Access to advanced technology strengthens your operations	1	1	0	1	1	4	0.8
Firm Strategy, Structure and Rivalry							
17. your organization has clearly defined strategic goals to enhance competitiveness	1	1	-1	1	1	3	0.6

Competitiveness Management	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
18. You regularly improve our operational structure to align with industry standard	1	1	1	1	1	5	1
19. High competition in the wellness hotel industry drives you to innovate and improve services.	1	1	1	1	1	5	1
Chance							
20. You are proactive in adapting to unexpected opportunities or challenges in the market.	1	1	-1	1	1	3	0.6
21. Economic trend creates new growth opportunities for your organization.	1	1	-1	1	1	3	0.6
22. Social trend creates new growth opportunities for your organization.	1	1	-1	1	1	3	0.6
Government							
23. The impact of government policies (such as Thailand tourism policy) which related to business will reduce competitiveness.	1	1	-1	1	1	3	0.6
24. Tourism Promotion Policy raise and promote service standards and affects competition of the wellness industry.	1	1	1	1	1	5	1
25. The competitive environment of the health hotel business industry is affected by government tax, protection and monopoly policies.	1	1	1	1	1	5	1

Part 2: Service Quality Management

Please carefully read each statement below and check the box next to the response that best reflects your experience.

Service Quality Management	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
Reliability							
26. Accurate service can make customers feel a sense of trust.	1	1	1	1	1	5	1
27. Your hotel has established a clear protocol to ensure that promised services and delivered on time and agreed.	1	1	0	1	1	4	0.8
28. Customers trust your operational reliability and reputation.	1	1	0	1	1	4	0.8
Assurance							
29. Your staff demonstrates professionalism and expertise in providing services.	1	1	1	1	1	5	1
30. Customers feel safe and secure during their stay at our hotel.	1	1	1	1	1	5	1
31. Your hotel has the Security System that make your customers feel satisfied.	1	1	1	1	1	5	1
Tangible							
32. The facilities of your hotel are modern, clean, and visually appealing.	1	1	-1	1	1	3	0.6
33. Staff is professional, well-dressed and polite.	1	1	1	1	1	5	1
34. Technological advancements (e.g. electronic payment, accommodation reservation, free WIFI connectivity, online bookings) enhance customer convenience.	1	1	1	1	1	5	1
Empathy							

Service Quality Management	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
37. Customers feel valued and understood when interacting with your staff.	1	1	1	1	1	5	1
36. You tailor services to meet the specific needs of individual customers.	1	1	1	1	1	5	1
37. Your hotel believes that customer benefits are the most important thing.	1	1	1	1	1	5	1
Responsiveness							
38. Customer inquiries and issues are resolved promptly and effectively.	1	1	1	1	1	5	1
39. Your staff is committed to responding quickly and promptly to situations	1	1	1	1	1	5	1
40. Your hotel has sufficient staff to provide service.	1	1	0	1	1	4	0.8

Part 3: Organizational Performance

Please carefully read each statement below and check the box next to the response that best reflects your experience.

Organizational Performance	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
Leadership competency							
41. Your leadership team effectively motivates employees and fosters teamwork.	1	1	-1	1	1	3	0.6
42. Leaders in your organization adapt quickly to changes and challenges.	1	1	0	1	1	4	0.8
43. Ethical decision-making and justice are core principles of your leadership approach.	1	1	1	1	1	5	1

Organizational Performance	IOC specialist's opinions (+1, 0, -1)						
	1	2	3	4	5	Total	Avg.
Functional competency							
44. Your employees excel at managing customer expectations.	1	1	1	1	1	5	1
45. Strong relationships with repeat customers drive your business success.	1	1	1	1	1	5	1
46. Your staff excels at managing customer satisfactions and delivering satisfaction.	1	1	1	1	1	5	1
Knowledge competency							
47. Planning knowledge contributes to achieving long-term organizational goals.	1	1	1	1	1	5	1
48. Your team has sufficient expertise in personnel management and technology use.	1	1	0	1	1	4	0.8
49. You consistently invest in training to enhance staff competencies.	1	1	1	1	1	5	1
Skill							
50. Your staff demonstrates excellent communication and problem-solving skills.	1	1	1	1	1	5	1
51. Negotiation skills are vital for delivering superior customer experiences.	1	1	1	1	1	5	1
52. Your staff is good at analyzing the situation and providing the solution.	1	1	1	1	1	5	1
Trait							
53. Trustworthiness and adaptability are core traits valued in our organization	1	1	1	1	1	5	1
54. Your organizational culture promotes resilience and innovation.	1	1	0	1	1	4	0.8
55. Your staff accept change and adapt according to the situation.	1	1	0	1	1	4	0.8

APPENDIX E

ETHICS TRAINING CERTIFICATION



เลขที่หนังสือรับรอง..020300../.....124.....

หนังสือรับรองโครงการวิจัย

คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยเกริก ได้ทำการตรวจสอบและรับรองโครงการวิจัยตามที่ระบุไว้ด้านล่าง ทั้งนี้ โดยพิจารณาบนพื้นฐานของปฏิญญาเฮลซิงกิ และหลักเกณฑ์ของคณะกรรมการฯ

ชื่อโครงการ :	Exploring the Impact of the Service Quality and Competitiveness Management on Organizational Performance: A Developing Model for Thailand's Wellness Hotel Industry
รหัสโครงการ :	020300 | 124
สถานที่ทำวิจัย :	ประเทศไทย
หัวหน้าโครงการวิจัย :	Mr.Li HAO
เอกสารที่รับรอง :	1.แบบเสนอโครงการวิทยานิพนธ์ 2.โครงร่างการวิทยานิพนธ์ 3.ใบรับรองการสอบโครงร่างวิทยานิพนธ์ 4.ประวัติหัวหน้าโครงการวิทยานิพนธ์ 5.เอกสารชี้แจงผู้เข้าร่วมการวิจัย 6.เอกสารการอบรมจริยธรรมการวิจัยในมนุษย์ 7.แบบสอบถาม การสัมภาษณ์ แบบบันทึกข้อมูลสำหรับการวิจัย
วันที่ออกเอกสารรับรอง :	10 เมษายน 2569
วันหมดอายุ :	10 เมษายน 2570

(ผู้ช่วยศาสตราจารย์ ดร.อุษณี มงคลพิทักษ์สุข)
ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์



CERTIFICATE

OF COMPLETION

PHRP Online Training, Inc. certifies that

Hao Li

has successfully completed the web-based course "Protecting Human Research Participants Online Training."

Date Completed: **2024-12-29** Certification Number: **3002526**

PHRP
Protecting Human
Research Participants
Online Training

มหาวิทยาลัยสยาม SIAM UNIVERSITY

CURRICULUM VITAE

Name and Surname LI HAO

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Degree	B.A.
Major	Communication Engineering
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Master's Degree

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Published Research

Li, H., Limsiritong, K., & Santisarn, B. (2027). The impact of competitiveness management on organizational performance: The mediating role of service quality management in Thailand's wellness hotel industry. *Siam University Journal of Business Administration, 28*(1), January-June 2027.