

The Impact of Electronic Service Quality Management on Organization Success of Hotels Businesses in Bangkok

Nattapat Samuthjinda

Maharakham Business School, Maharakham University, Thailand
E-mail: nuttapat.sa@gmail.com; arunee486@gmail.com

Karun Pratoom

Maharakham Business School, Maharakham University, Thailand
E-mail: karun.p@mbs.msu.ac.th

Veeraya Pataraarechachai

Maharakham Business School, Maharakham University, Thailand
E-mail: veeraya.p@acc.msu.ac.th

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Abstract

The objective of this research was to test the relationship and impact between electronic service quality management and the organization success of the hotel businesses in Bangkok. The researcher defined the population as the marketing executives of 418 hotels in Bangkok. The researcher used the random sampling method. The data collection was conducted with questionnaires from 5th November 2021-5th February 2022. 262 questionnaires were returned representing the response rate of 62.68%. The researcher analyzed the data by testing F (ANOVA and MANOVA), multiple correlation analysis, and multiple regression analysis. The research results revealed that 1) electronic service quality management in the information reliability aspect had positive relationship and impact on the overall organization success, 2) electronic service quality management in the accessibility aspect had positive relationship and impact on the overall organization success, 3) electronic service quality management in the aspect of ease of use in all channels had positive relationship and impact on the overall organization success, 4) electronic service quality management in the aspect of real time-internet of things had positive relationship and impact on the overall organization success, and 5) electronic service quality management in the security aspect had positive relationship and impact on the overall organization success.

Keywords: Electronic Service Quality Management, Organization Success, Hotel Business

Introduction

The hospitality industry is a large industry that currently plays an important role in the global economy and of Thailand. As the service is an activity that focuses on creating satisfaction and impressing the users, it has characteristics that are different from other activities or other industries. The goods of the service industry are intangible goods which are different from general industrial products used in daily life. The service quality factor is therefore the key to the success of any business in this industry. As a result of the advancement in information technology and the internet, information services, services and transactions via the internet

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(e-services) can increase the speed and wideness of service response to customers through the internet technology network. The website is the main channel for those interested in using the service to access information, corporate news and services. This includes providing feedback or complaints on various matters related to the service more conveniently and quickly. Business competition in the hospitality industry today cannot only focus on improving the skills and service quality of employees but it is also necessary to focus on planning and implementing the electronic service quality management in order to provide information on the organization's website in response to changes in the business environment and consumer behaviors at all time (Sangsawad & Preechanon, 2018).

Electronic service quality management is the ability to design and develop information systems, searching for information, providing services, making a list of services, communication and feedback about the organization's services through the internet media to support the organization's competitive strategy. It consists of 8 competencies; tangibility, responsiveness, reliability, accessibility, ease of use, real time-internet of things, and security (Rotchanakitumnuai, 2013) The past research revealed that nowadays, tourism and hotel users focus on the quality of electronic services in these 8 areas. The quality component in security was the most important, followed by the accessibility and reliability, respectively (Rotchanakitumnuai, 2013) Electronic services enable businesses to respond to services in a timely manner through the devices and applications that users have installed on their mobile phones corresponding with the changes in the way of life of people in the society having information technology as part of their daily lives. The efficient management of the aforementioned electronic service quality should play an important role in promoting customer service satisfaction and the organization success.

The organization success is the result of various planning on the use of available resources and modern information technology to help promoting the operation process to achieve the set goals according to the competitive strategy of the organization. Measuring and evaluating organizational success is important to assist in the management and decision making of operational and competitive strategy adjustments in order to make the organization's operations more efficient and competitive. The measure of success of the organization today does not pay attention to only the financial dimensions which are the increase in income and net profit, etc., but it also pays attention to the acquisition of information of other operational results (Decharin, 2006). The approaches in measuring the organization success popularly and accepted today is the balanced scorecard. The results are divided into four areas; Financial Perspective, Customer Perspective, Internal Process Perspective, and Learning and Growth Perspective (Kaplan & Norton, 1992). This Balanced Scorecard does not only provides the information for assessing the financial results of the organization but it also provides information that can be used to improve and develop the internal systems and procedures of the organization in order to accommodate changes that are happening or expected to occur in the future. This concept is very suitable for the changing current situation in the hotel business environment.

Hotel businesses are commercial activities related to providing accommodation to travelers, tourists, or a group of people who want to stay temporarily. Food, beverages and other amenities are provided. The property has permanent character. Fees are charged in exchange for the stay and use of services. It is a business closely related to tourism which is an industry that creates economic value for Thailand. It can create the Gross Domestic Product (GDP) in the hotel and restaurant category since 2018 for about 9.2 hundred billion baht, or accounted for about 5.6% of the total economic value (Department of Business Development, 2020). However, due to the global recession plus the epidemic situation of the Coronavirus Disease 2019 (COVID-19) which become more severe and affects more widely around the world, the number of tourists decrease. There was an unprecedented recession of the global economy, including Thailand. Although the hotel business has an advantage in room price and living

expenses at a very low level, it is convenient for transportation in many ways including the ability to control the epidemic prevention of COVID-19 compared to other countries in the region. With the aforementioned business environment, hotel businesses in Thailand need to be alert and focus on developing strategies and competitiveness by bringing information technology and the internet to integrate with customer service quality management to support the change of the New Normal. Studying the relationship between electronic service quality management and the hotel business organization success is therefore important to help hoteliers understand and see issues that may support more effective policy and practice decisions.

From the reasons mentioned above, the researcher was interested in conducting the research to study the impact of electronic service quality management on organization success of hotels businesses in Bangkok. The objective was to test how electronic service quality management affect the organization success of hotels businesses. The data was collected from the Marketing Executives of hotels in Bangkok. The research results can be used as information in planning improvements and developments as well as being the guideline for assessing the effectiveness of electronic service quality management leading to organizational success of hotels in Bangkok further.

Literature Review

Electronic Service Quality Management

The service provision is in the form of interactive activities between the customers and the organizations regarding the purchase of services through channels such as transaction services for managing orders via the internet or mobile phone networks (Sukmongkol et al., 2019). In addition, today's consumers demand quick and easy access to information. They want to compare prices before making a purchase in order to get the best and acceptable price. They also want to know about things like satisfaction or evaluation on the advantages and disadvantages of goods and services from people who have experienced the consumption of goods or services before themselves in order to make decisions about choosing the best products and services for themselves (Brunello, 2014; Shriedeh & Ghani, 2016). Therefore, the researcher applied the concept of electronic service quality components of Rotchanakitumnuai (2013) to be used as a conceptual framework for electronic service quality management as it consists of elements that are close to the original concept of Parasuraman et al. (2005) and have been validated for conformance to the tourism business and hotels in Thailand. The idea of Batagan et al. (2007) was also adopted with the emphasis on using actual numerical data from databases on service providers' websites to calculate the effectiveness of electronic service quality management which may have a low probability of obtaining such information. The conceptual composition of Hahn et al. (2017) was also considered. It focused only on the site-related elements and did not provide details about the competence and skills of the service providers.

Organization Success

Measuring organizational success is the management tool which all organizations pay attention to. The focus is on trying to find modern ideas and methods to apply in order to obtain information for strategic competitive decision-making of the organization (Phinet, 2016). The measure of organizational success does not only pay attention to the traditional way of measuring outcomes which is the financial perspective and the customer orientation but the focus is also on reengineering by using modern technology based on organizational learning to create adaptability and flexibility of the organization (Rompho, 2014). Therefore, measuring organizational success with accuracy covering various dimensions of organizational objectives will enable corporate executives to make strategic decisions and operational guidelines in a variety of areas at both the organizational and operational levels with greater quality and

efficiency. This allows organizations to develop their ability to respond to rapidly changing business environments and survive amidst today's fierce competition.

Related Research Papers and Research Hypothesis Development

This research studies the impact of electronic service quality management on organization success of hotels businesses in Bangkok. From the above objective, the research framework can be summarized as follows:

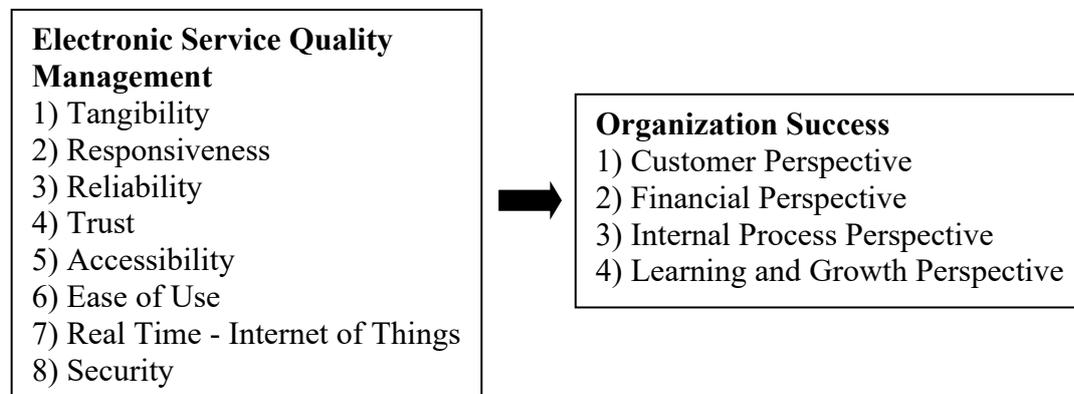


Figure 1 Model of Electronic Service Quality Management and Organization Success

From the aforementioned statements, the research hypotheses were established as follows:

Hypothesis 1: The electronic service quality management in the tangibility aspect had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 2: The electronic service quality management in the responsiveness aspect had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 3: The electronic service quality management in the information reliability aspect had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 4: The electronic service quality management in the trust aspect had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 5: The electronic service quality management in the accessibility aspect had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 6: The electronic service quality management in the aspect of ease of use in all channels had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 7: The electronic service quality management in the aspect of real time-internet of things had relationship and impact on the organization success of hotel business in Bangkok.

Hypothesis 8: The electronic service quality management in the security aspect had relationship and impact on the organization success of hotel business in Bangkok.

Research Methodology

Process and Method of Sample Selection

The population used in the research was 418 executives of the marketing department of hotel business in Bangkok (Tourism Authority of Thailand, 2020). The tool used to collect data was a questionnaire. The researcher sent the questionnaire by post directly to the sample population of hotel businesses in Bangkok. The questionnaires were started to be sent from 5th November 2021-5th February 2022, for 418 copies to the names and addresses of hotels in Bangkok. At the end of the 92-day period, on 5th February 2022, the completeness of all 262 respondent questionnaires which were all completed questionnaires was verified. This was a response rate of 62.68% compared to the number of questionnaires sent to the sample group. This is consistent with research by Aaker et al. (2000) suggesting that questionnaires must have a response rate of at least 20%. Thus, it is acceptable to have sufficient data to be analyzed.

Measuring the Quality of Variables

There were 39 opinions on the electronic service quality management of the hotel business in Bangkok. It was a 5-level rating scale questionnaire covering the contents of electronic service quality management in all 8 aspects, namely: tangibility in 4 items, responsiveness in 5 items, reliability in 5 items, trust in 5 items, accessibility in 5 items, ease of use in 5 items, real time-internet of things in 4 items, and security in 6 items.

There were 17 opinions about the organization success in the hotel business in Bangkok. The questionnaire was a 5-level rating scale covering all 4 perspectives of the organization success, namely, customer perspective in 5 items, financial perspective in 4 items, internal process perspective in 4 items, and learning and growth perspective in 4 items.

Quality of Measuring Tool

The researcher studied papers and researches related to strategic adaptation to performance. These include ethical considerations based on the ethical principles of human researches to guide the questionnaire construction and perform the accuracy test by considering the content of questions from 3 experts considering the facts that are accurate and appropriate. There are three scoring criteria: a score of +1 when content is consistent, a score of -1 when content is inconsistent, and a score of 0 when being unsure. The test model which is considered to have a good level of accuracy in the content and can be used to measure must have the Index of Item-Objective Congruence (IOC) greater than 0.5 to be considered consistent (Ong-Iam & Wichitwetphaisan, 2018). The calculated value is between 0.67-1.00 in all items and all aspects. It means that the tools are consistent and can be used to collect data. The Discriminant Power was found by using Item-total Correlation technique. The electronic service quality management had the Discriminant Power (r) between 0.439-0.782. The organization success had the discriminant power (r) ranged from 0.512-0.847. This was consistent with Nunnally & Ira (1978) suggesting that testing the discriminant power greater than 0.4 means that a quality tool can be used to collect data. The determination of Reliability test from the questionnaire uses the Alpha coefficient according to the Cronbach method. The electronic service quality management had an alpha coefficient between 0.651-0.855. The organization success had an alpha coefficient in the range of 0.693-0.859. This is consistent with Srisuk (2009). It was proposed that the criteria for determining the reliability of the tools should be greater than 0.40, meaning that the tool quality can be used and able to collect information.

Statistics Used in the Research

In this research, the researcher used multiple regression analysis to test the relationship and impact of electronic service quality management on the organizational success of the hotel business in Bangkok. The equation can be written as follows:

$$ORG = \beta_0 + \beta_1TAN + \beta_2RES + \beta_3REL + \beta_4TRU + \beta_5ACC + \beta_6EOU + \beta_7RTI + \beta_8SEC$$

When ORG for Organization Success

TAN for Electronic Service Quality Management Tangibility

RES for Electronic Service Quality Management Responsiveness

REL for Electronic Service Quality Management Reliability

TRU for Electronic Service Quality Management Trust

ACC for Electronic Service Quality Management Accessibility

EOU for Electronic Service Quality Management Ease of Use

RTI for Electronic Service Quality Management Real Time-Internet of Things

SEC for Electronic Service Quality Management Security

Research Results

From Table 1, it was found that the independent variables in each aspect were correlated which may be a problem of multicollinearity. Thus, the researcher tested multicollinearity using VIFs values. It appeared that the VIFs of the independent variable, electronic service quality

management with a value of 2.028-3.595 had the value less than 10. It indicates that the independent variables are related to a non-problematic level of multicollinearity (Black, 2006).

Table 1 Correlation analysis between electronic service quality management practices and overall organization success of hotel business in Bangkok

Variable	ORG	TAN	RES	REL	TRU	ACC	EOU	RTI	SEC	VIF _s
\bar{X}	4.08	4.17	4.15	4.53	4.41	4.48	4.46	4.30	4.57	
S.D.	0.40	0.59	0.42	0.34	0.36	0.39	0.40	0.43	0.33	
ORG	1	0.355*	0.356*	0.371*	0.601*	0.545*	0.306*	0.686*	0.698*	
TAN		1	0.767*	0.257*	0.454*	0.141*	0.201*	0.077	0.318*	3.532
RES			1	0.219*	0.443*	0.170*	0.118	0.119	0.299*	2.516
REL				1	0.505*	0.561*	0.523*	0.600*	0.566*	2.028
TRU					1	0.708*	0.522*	0.624*	0.620*	3.595
ACC						1	0.679*	0.649*	0.626*	2.991
EOU							1	0.582*	0.494*	3.014
RTI								1	0.702*	2.905
SEC									1	2.584

* Level of significance at the 0.05

From Table 2, the equation predicted organizational success (ORG) with a statistically significant level of 0.05 ($F = 58.769$; $p < 0.0001$) and the forecast adjusted coefficient (Adj R²) was 0.639. When being applied to test the relationship between independent variables of electronic service quality management in each aspect and the variables based on overall organization success (ORG), it was found that electronic service quality management in reliability (REL), accessibility (ACC), ease of use (EOU), real time-internet of things (RTI) and security (SEC) had positive relationship and impact on the organization success (ORG) with statistical significance at the 0.05 level. The electronic service quality management in tangibility (TAN), responsiveness (RES), and trust (TRU) had no impact on the overall organization success (ORG).

Table 2 Shows the results of multiple regression analysis in the approaches of electronic service quality management on the organization success of hotel business in Bangkok

Electronic Service Quality Management	Organization Success (ORG)		t	p-value
	Regression Coefficient	Standard Error		
Constant (<i>a</i>)	0.360	0.258	1.394	0.165
Tangibility	0.088	0.047	1.862	0.064
Responsiveness	0.067	0.055	1.212	0.227
Reliability	0.249	0.062	4.015*	0.000
Trust	0.067	0.078	0.862	0.390
Accessibility	0.146	0.065	2.255*	0.025
Ease of Use	0.141	0.065	2.182*	0.030
Real Time-Internet of Things	0.464	0.059	7.935*	0.000
Security	0.412	0.072	5.758*	0.000

$F = 58.769$; $p = 0.000$; $Adj R^2 = 0.639$

* Level of significance at the 0.05

Discussion

The electronic service quality management in reliability had positive relationship and impact on the organization success entirely on the customer perspective, internal process perspective,

learning and growth perspective. It was possibly because the information reliability was an important factor that consumers paid attention to when making decision. The consumers do not touch or see the real place. They received only information and pictures to consider in choosing the service. When the information reliability gives consumers confidence in the service, it makes the consumers decide to use the service and affects the bottom line of the organization. When many people use the service, it will affect the organization success as well. This is consistent with the research of Apisuphachok & Lerdpaisalwong (2017) finding that quality services and continuous improvement combined with good information technology reliable to serve consumers effectively can affect the satisfaction of service users so that the consumers want to come back to use the service again. It is in accordance with Luerit (2017) finding that the quality factor of electronic services in reliability had positive correlation with consumer satisfaction.

The electronic service quality management in accessibility had positive relationship and impact on the organization success entirely on the internal processes. When customers are interested in the services of a hotel, they may have questions about the specifics of the services that need answers. Adding interactive communication channels between customers and service providers thus help customers understand or answer problems that customers are worried about. When the customer receives a response to information and has no doubt, they will have more confidence in choosing the service. The ability of hotels to create communication channels between employees and customers and among the employees of various departments on the internet website to provide service and meet the needs of customers at all time is an important factor that helps promoting the success of the hotel. This is consistent with the research of Apisuphachok & Lerdpaisalwong (2017), it was found that the electronic service quality management in accessibility is the aspect that affects the good relationship with the service users and encourage users to continue to use again which affects the success of the organization further. It is also correspondent with the research of Pinyopanitchakarn (2020) finding that the electronic service quality management in response and contact of service providers is related to and affects the loyalty of Netflix streaming service users.

The electronic service quality management in the ease of use in all channels had positive relationship and impact on the organization success entirely on the customers possibly due to the availability of modern digital devices such as mobile phones, personal computers or tablets that allow consumers to access information and services on the website or use the service provider's applications to contact service providers. Therefore, if a hotel business has the ability to design and create a website that is easy to use with various types of digital devices and supports the behavior of customers of all ages, it will be possible to reach a larger and more diverse group of customers. The ease of use of all channels of the service system has positive effect on the overall success of the organization and customers. This is in line with the research of Rotchanakitumnuai (2013) stating that the ease of use in all channels is another quality of electronic service that consumers pay attention to. Both Thai and foreign consumers have expressed their consistent opinion that it is important to decide on the service. It also agrees with the research of Siritaeng (2017) finding that the quality of electronic services in terms of efficiency, which is the ability of the system that allows customers to find the desired service list easily, quickly and accurately from a variety of channels, is a factor that can predict customer loyalty. It is followed by the quality of privacy services. This is also correspondent with the research of Rita et al. (2019) stating that the ease of use in all channels, e.g. website design, affects customer perception of overall electronic service quality and is the quality of service that affects the satisfaction of customers the most.

The electronic service quality management in the real time-internet of things had positive relationship and impact on the organization success entirely on the customer perspective, financial perspective, internal process perspective, learning and growth perspective. It is

probably because people's lifestyles in society are now driven by high-speed internet network technology. Customers often search the internet for sources to satisfy their consumption needs. Thus, if hotel businesses have the ability to bring real time-internet of things to connect with their customers' digital devices to provide information on accommodation and services as well as to facilitate service transactions, it can increase the opportunity and speed of responding to customer needs in a timely manner. Not only bringing real time-internet of things to connect to the digital devices of employees at all levels, it can also help improving the efficiency of coordination in the service operation process. In addition, hotels can extract information stored categorically on the internet to improve the quality and innovation of future services. It agrees with the research of Luerit (2017) revealing that the quality of electronic service in response to customers has positive relationship with long-term customer satisfaction and customer loyalty. Satisfaction is a factor that can lead to repeat purchases of service users. On the contrary, if service users feel dissatisfied, it may cause word-of-mouth to share negative experiences with others which will eventually lead to a disgraceful effect on the organization's reputation. Therefore, organizations should maintain customer satisfaction through electronic service quality leading to long-term corporate success. This is correspondent with the research conducted by Wetchprasit et al. (2021) finding that real time-internet of things affects customer loyalty of business's online services.

The electronic service quality management in the security had positive relationship and impact on the organization success entirely on finance perspective, internal process perspective, learning and growth perspective. This may be due to the fact that most customers who use services via electronic media are concerned about their personal data and use of the service being misused by malicious people which could lead to the damage with the incurrence of a lot of debts or defamation. Security or the ability of the system to provide services on the internet site to prevent or eliminate the risk of fraud, maintaining personal information and customer service lists as well as infringing on various aspects of the privacy of customers are, therefore, important factors that reduce customer anxiety. They will have more courage to provide information and use of hotel services. In addition, the security of electronic service systems encourages organizations to categorize stored customer data for learning and improve service capability including developing new services to meet the needs of customers without violating the rights of the customer's information. All of these ultimately result in an increase in the organization success. This is consistent with the research of Yustian et al. (2021), revealing the electronic security quality and privacy is the factor that has the most effect on customer satisfaction. It is in accordance with the research Tripopsakul (2018) stating that the electronic service quality of information security is what e-business operators place the most importance on. This is because it is an important factor in leading to customer loyalty and the tendency to use the service repetitively which directly affects the organization success. This agrees with the research conducted by Siritaeng (2017) finding that the quality of electronic privacy services, which is the ability of a system to protect and secure customer data, is a predictive factor in customer loyalty in using the service the most.

The electronic service quality management in the tangibility, responsiveness, and trust had no impact on the organization success entirely and in each aspect. It may be due to the current society driven by advanced technology and high-speed internet network making it easier for customers to access hotel information and services through various digital devices such as computers, mobile phones or tablets, etc. Various activities or transactions can be performed through these digital devices anywhere easily using the internet as a medium for delivery of information and services without the need for face to face. Apart from providing convenience to customers, it also reduces exposure that is a risk of COVID-19 virus current spread. Meanwhile, in facilitating customers, the important personal information is required. As these are personal information, if a third-party misuses it to bring profit for themselves, fraud or

falsification is possible. Therefore, organizations need to maintain customer data not to fall into the hands of third parties and must make customers trust through various security systems. The professionalism and information reliability are thus another aspect that customers focus on. The organization shall provide accurate and complete information about the provision of reservations or other related services on the internet site making the customers confident in the information received from the organization. When customers have questions or problems, they must be able to provide answers and solutions to customers quickly and professionally through various channels that are convenient for customers. These will make customers feel trust and decide to use the service of the hotel. Therefore, most hotel marketing executives focus on information reliability, accessibility, ease of use in all channels, real time-internet of things and security as it covers the needs of customers. that will lead to decision-making to use the service and the organization success. The tangible part of the service, responsiveness, and trust are the aspects that give importance to the second priority. Thus, it is of the opinion that it does not affect the organization success. This is consistent with the research of Rotchanakitumnuai (2013) finding that consumers pay less attention to the quality of electronic service quality management on the tangibility of service such as displaying images, videos, 3D images to demonstrate the service and tourism products through various online channels when compared to the quality of electronic services in other aspects. It is in accordance with the research of Lertrithikorn (2019) revealing that the reliability of service providers is the quality management of service providers which does not affect customer satisfaction. It agrees with the research of Rotchanakitumnuai (2013) finding that instant response through technology in everything plays an important role in increasing channels of communication and information to tourists. This reduces the process and increases the speed of service. At the same time, organizations need to manage multiple service channels to ensure quality to support professional customer service. This affects the image and revenue of the organization. Therefore, the real time-internet of things is something that thai tourism operators and government sectors must pay attention to and support.

Conclusion

As the electronic service quality management has positive relationship and impact on the organization success, the marketing executives of the hotel business in Bangkok should focus on the electronic service quality management in all 5 aspects; reliability, accessibility, ease of use with all channels (EOU), real time-internet of things, and security to provide consumers with credibility, expectations, and impressions for consumers to come back to use the service again. This will result in the organization success in the future.

Research Contributions

This research can be used as a resource for planning and evaluating the quality management of business's electronic services. It is information to enhance the success of the hotel business and is a guideline to improve and develop the quality of electronic service management to suit the hotel business. It is also informational to enhance understanding of the relationship and impact of electronic service quality management on the success of the hotel business organization in accordance with the national economic conditions. It can also be information for those who are interested in studying the hotel business further.

Recommendations for Future Research

- 1) There should be studies on the impact and relationship of electronic service quality management in other areas that affect the organization success using a sample group that is service business, airline business, or movie theater ticketing business in order to be able to apply the information in this research to suit each business.
- 2) There should be studies on the problems and obstacles that affect the success of the hotel business in Bangkok as it will allow the organization to be aware of the strengths, weaknesses,

opportunities and obstacles of the organization. This can be used as a guideline for further improvement and development.

3) There should be additional methods for collecting data from the questionnaire. It is an in-depth interview in order to obtain information that is highly beneficial for further researches.

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