

Key Success Factors on Social Media Agility of Tourism Business in Thailand

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Abstract

The current study examined the role of innovation management and marketing communication in tourism business performance through social media agility in Thailand. The relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance was examined. Primary data were collected with the help of survey. Therefore, 480 questionnaires were distributed among the employees related to the tourism business companies in Thailand. Results of the study shows that both the innovation management and marketing communication has important role in social media agility and tourism business performance. Innovation process has positive effect on innovation management which further lead to the social media agility and social media agility has positive effect on tourism business performance. Furthermore, change management effect positively on innovation management which lead to the social media agility and business performance in tourism industry. Additionally, marketing communication increases the social media agility which increases the business performance. Thus, practitioners should promote innovation management and marketing communication to enhance tourism performance.

Keywords. Innovative process, change management, innovation management, marketing communication, social media agility, tourism business performance.

1.

Introduction

Business performance is the most significant segment of any business venture. The success of business venture is dependent on the performance. Higher business performance denotes to the better business success. As supported by the literature, business performance has major importance for all business organizations. That is the reason, business organizations always have special focus to highlight business performance to get success in highly competitive business environment. As in the highly competitive business market, the success through business performance is not easy for the companies. Especially, in the tourism industry, the role of business performance has key importance and this industry has high

competition due to its vital importance. As it is mentioned by the literature that the performance of tourism business has central importance for the nation (Seow, Choong, & Ramayah, 2021) because it has important contribution to the economy of every nation. Several nations majorly depend on the tourism industry due to high contribution to the economic development. Tourism has different types and each type has influence on the business performance with significant contribution to promote revenue of tourism industry.

Similar with other nations, tourism business performance in Thailand also has vital importance due to the important contribution to promote overall business activity. Importance of tourism business performance in Thailand is

supported by several previous studies (Ferry, He, & Yang, 2021). Importance of higher tourism performance is based on several factors. For instance, it has key contribution to the economy because it generates high volume of gross-domestic product. Increase in GDP shows positive role in economic development. Furthermore, tourism is also important in Thailand because it also foster the other business activities. Particularly, it has major relationship with the hospitality industry (González-Torres, Rodríguez-Sánchez, & Pelechano-Barahona, 2021). Better performance of tourism industry attracts the tourist which enhance the hospitality performance. Both the hospitality industry and tourism industry are strongly interlinked with each other's having influence on the overall business performance. Due to the high importance of tourism industry in Thailand, the current study is also one of the important steps to promote tourism business through various important elements. The tourism industry of Thailand is also growing continuously. Thailand is one of the countries which has high potential for tourism activities. Among other countries, Thailand tourism industry increasing day by day and having vital role in economic development. In this direction, in competitive environment, it is important for Thailand to promote tourism performance sustainability through the promotion of various important strategies.

Business performance is based on several elements (Esmaeil, Yavar, Sajjad, & Gholsom, 2021). For instance, innovation management is the factor which has central importance. Innovation is the major part of any business activity; however, the management of innovation is more important. Proper management of required innovation can increase the business performance through social media agility. Furthermore, innovation management is also

dependents on several factors. Most importantly, innovation process is the sources of innovation management. Better management of innovation process can promote innovation management activities to enhance social media agility and tourism performance in Thailand. This study proposed that innovation process lead to the innovation management which further lead to the social media agility and tourism performance. Additionally, change management is also another important factor which influence on social media agility through innovation management. Change management help to promote innovation management which lead to the tourism performance. Additionally, marketing of tourism opportunities also has influential role in tourism business. Marketing has important connection with social media. In this direction marketing has the ability to enhance social media agility.

Finally, the current study examined the role of innovation management and marketing communication in tourism business performance through social media agility in Thailand. The relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance was examined. Several studies have examine the tourism business performance (Mandhachitara & Gulid, 2019; Misoc, 2017), however, it is not examined through social media agility along with innovation management.

2. Hypotheses Development

Figure 1 shows the relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance. According to the current study, innovation process and change management has relationship with

innovation management. Innovation process, innovation management and social media agility has relationship with tourism business

performance. Additionally, marketing communication has relationship with social media agility and tourism business performance.

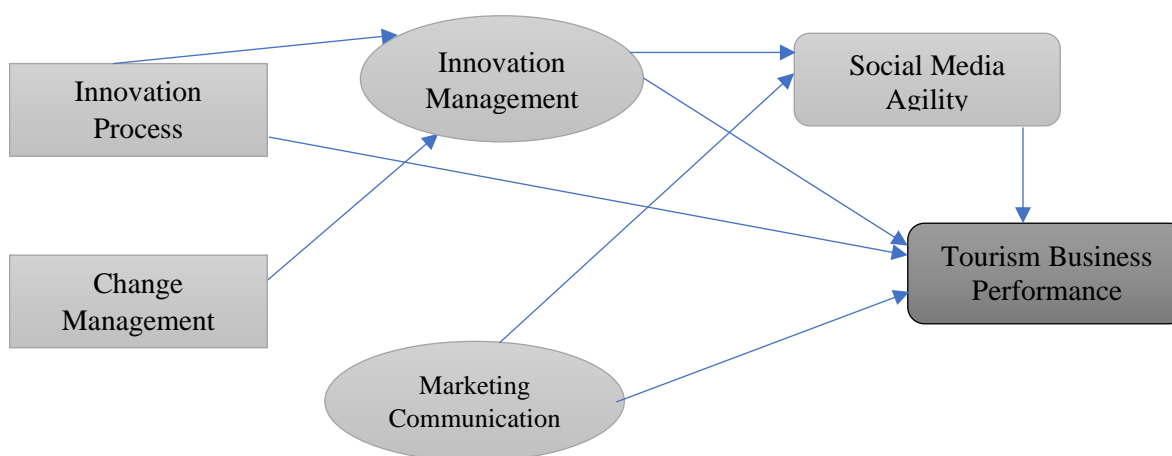


Figure 1. Conceptual framework of the study showing the relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance

Innovation is the idea in relation to the process, product or services which can be applied at reduced cost leading to the low product cost. Along with the other industries, innovation process is also important in tourism industry which lead to the innovation management. Innovation management is a mixture of the management of innovation procedures, as well as change management. It denotes to product, business procedure, marketing as well as organizational innovation. Several previous studies identified that innovation management has important among the business activities (Rudskaia & Rodionov, 2018; Kerdpitak, 2021). Furthermore, innovation process has effect on tourism business performance.

Innovation management also has relationship with social media agility. Social media agility indicates that firms must conduct dynamic research to comprehend the current as well as potential requirements of customers by using social media. Social media has key contribution to the tourism industry (Li, Teng, & Chen, 2020; Kerdpitak et al., 2021). Social media has the ability to promote various tourism opportunity. In Thailand, there is a great potential of tourism which can be highlighted with the help of social media. Innovation management has the ability to promote social media agility. Various innovative

techniques can promote tourism practices through social media. Therefore, innovation process is the key part of innovation management, thus, it led to innovation management and tourism business performance. Finally, innovation management promote social media agility which shows positive effect on tourism performance. Hence, it is proposed that;

Hypothesis 1. Innovation process has positive effect on innovation management.

Hypothesis 2. Innovation process has positive effect on tourism business performance.

Hypothesis 3. Innovation management has positive effect on social media agility.

Hypothesis 4. Innovation management has positive effect on tourism business performance.

Similar with the relationship of innovation process with innovation management, change management has important contribution to the innovation management. Change management is a methodical approach to dealing with the transition or transformation of an organization's goals, procedures as well as technologies. Change management is highlighted in Figure 2. It is based on the assessment of change, preparation for change, plan for change, implementation of change and sustaining the change which lead to the success.



Figure 2. Change Management

According to the literature, change management has the potential to influence business activity (Ufua, Osabohien, Imhonopi, OLUJOBI, & Ogbari, 2020). This study proposed that change management is important to promote innovation management. Increase in change management among the tourism companies can have positive influence to enhance innovation management which lead to the tourism. Therefore, it is hypothesized that;

Hypothesis 5. Change management has positive effect on innovation management.

Along with innovation management, marketing communication also has important role in tourism business performance. Marketing Communications denotes to the utilization of diverse marketing networks and tools in combination. These channels emphasis on any way a business communicates a message to its desired market, or the market in general. Previous studies also highlighting the key relationship between marketing communication and social media (Kushwaha, Singh, Varghese, & Singh, 2020). Therefore, marketing communication has effect on social media which further lead to the tourism performance. Furthermore, marketing communication also has direct effect on tourism performance. Better marketing activities by tourism companies can promote tourism performance through different ways. In this direction, previous studies highlighting the important role of marketing communication in tourism industry (Mulholland & Cachon, 2004; Othman, Harun, De Almeida, & Sadq, 2020). Hence, marketing communication has the potential to effect directly on tourism performance and indirectly through social media. Therefore, it is proposed that;

Hypothesis 6. Marketing communication has positive effect on social media agility.

Hypothesis 7. Marketing communication has positive effect on tourism business performance.

3. Research Methodology

The current study used primary measures to examine the relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance. Number of previous studies in the field of tourism has used primary measures while considering business performance. Even the studies in the top journal used the primary measures to report business performance in tourism and hospitality sector. In this direction, the current study also considered the primary measures for business performance. This study measured the business performance by adopting four scale items related to the return on equity, return on assets and return on investment in relation to the competitor in the current market. By following the previous studies, the current study also considered questionnaire for data collection in relation to the business performance. The other variables; innovative process, change management, innovation management, marketing communication and social media agility is also measured by using primary measures. Hence, the current study resigned a survey questionnaire to examine the relationship among variables. This study selected questionnaire survey, because it is suitable to collect data and appropriate in the current study because several previous studies have preferred questionnaire survey in tourism industry (Kajzar, Kostková, & Pellešová, 2020; Liu, Li, Yen, & Sher, 2018). Questionnaire was divided in to three sections based on the nature of variables. The first section was based on the age, education, income and marital status of the respondents. The second section was based on the scale items related to the tourism business

performance. The third section was based on the scale items related to the innovative process, change management, innovation management, marketing communication and social media agility. Finally, 480 questionnaires were distributed among the employees related to the tourism business companies in Thailand. 480 questionnaires were returned and used in data analysis.

4. Findings

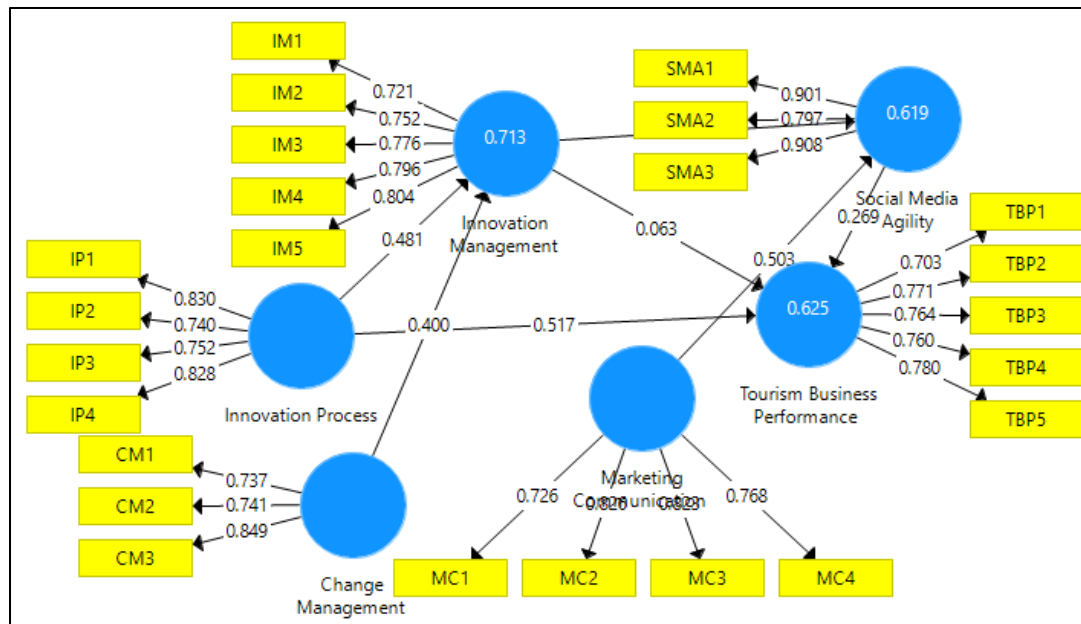
Data statistics are given in Table 1. Data statistics indicates that data is suitable to proceed further to apply statistical tool. In initial data screening, the errors related to the missing value was examined. Furthermore, the errors related to the outlier is also examined. It is clear that data is free from any type of error.

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
IP1	1	0	2.112	2	1	5	1.255	0.42	1.203
IP2	2	0	2.006	2	1	5	1.034	1.197	1.255
IP3	3	0	1.956	2	1	5	1.097	0.709	1.204
IP4	4	0	2.019	2	1	5	1.052	1.696	1.395
CM1	5	0	1.95	2	1	5	1.139	1.244	1.405
CM2	6	0	2.025	2	1	5	0.935	0.944	1.015
CM3	7	0	2.112	2	1	5	1.245	0.358	1.158
IM1	8	0	1.875	2	1	5	0.947	0.932	1.145
IM2	9	0	1.831	2	1	5	0.91	1.297	1.196
IM3	10	0	2.169	2	1	5	1.236	0.34	1.118
IM4	11	0	2.069	2	1	5	1.102	1.031	1.221
IM5	12	0	1.881	2	1	5	0.996	2.631	1.62
MC1	13	0	1.925	2	1	5	1.052	1.12	1.256
MC2	14	0	2.038	2	1	5	0.999	1.879	1.328
MC3	15	0	2.056	2	1	5	1.185	0.689	1.234
MC4	16	0	2.163	2	1	5	1.318	0.14	1.136
SMA1	17	0	2.044	2	1	5	1.158	0.499	1.107
SMA2	18	0	1.975	2	1	5	1.089	0.718	1.133
SMA3	19	0	2.038	2	1	5	1.072	1.172	1.278
TBP1	20	0	1.894	2	1	5	0.953	1.83	1.354
TBP2	21	0	2.112	2	1	5	1.095	0.767	1.128
TBP3	22	0	1.9	2	1	5	1.097	0.914	1.291
TBP4	23	0	1.981	2	1	5	1.217	0.899	1.339
TBP5	24	0	1.794	2	1	5	1.019	2.075	1.533

Table 1. Data Statistics

Note: IP = Innovative Process; CM = Change Management; IM; Innovation Management; MC = Marketing Communication; SMA = Social Media Agility; TBP = Tourism Business Performance

After the data screening, it is confirmed that data is accurate, therefore, this study employed Partial Least Square (PLS) in which measurement model and structural model was assessed as recommended in literature (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler et al., 2014). First of all, factor loadings are examined. It is given in Table 2; all the scale items have factor loadings above 0.5.



Note: IP = Innovative Process; CM = Change Management; IM; Innovation Management; MC = Marketing Communication; SMA = Social Media Agility; TBP = Tourism Business Performance

Figure 3. Measurement Model

Table 2. Factor Loadings

	Change Management	Innovation Management	Innovation Process	Marketing Communication	Social Media Agility	Tourism Business Performance
CM1	0.737					
CM2	0.741					
CM3	0.849					
IM1		0.721				
IM2		0.752				
IM3		0.776				
IM4		0.796				
IM5		0.804				
IP1			0.83			
IP2			0.74			
IP3			0.752			
IP4			0.828			
MC1				0.726		
MC2				0.826		
MC3				0.823		
MC4				0.768		
SMA1					0.901	
SMA2					0.797	
SMA3					0.908	
TBP1						0.703

TBP2	0.771
TBP3	0.764
TBP4	0.76
TBP5	0.78

Note: IP = Innovative Process; CM = Change Management; IM; Innovation Management; MC = Marketing Communication; SMA = Social Media Agility; TBP = Tourism Business Performance

To confirm the convergent validity and reliability, this study used average variance extracted (AVE) and composite reliability (CR)

as shown in Table 3. According to J. Hair, Hollingsworth, Randolph, and Chong (2017), CR must not be less than 0.7 and AVE must not be less than 0.5. Table 3 shows that CR is above 0.7 and AVE is above 0.5 for all constructs; innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance.

Table 3. Reliability and Convergent Validity

	Alpha	rho_A	CR	AVE
Change Management	0.673	0.691	0.82	0.604
Innovation Management	0.829	0.834	0.879	0.594
Innovation Process	0.797	0.804	0.868	0.622
Marketing Communication	0.794	0.794	0.866	0.619
Social Media Agility	0.838	0.847	0.903	0.757
Tourism Business Performance	0.812	0.812	0.869	0.572

Moreover, AVE square root is used to confirm the discriminant validity (Henseler, Ringle, & Sarstedt, 2015). There are several methods

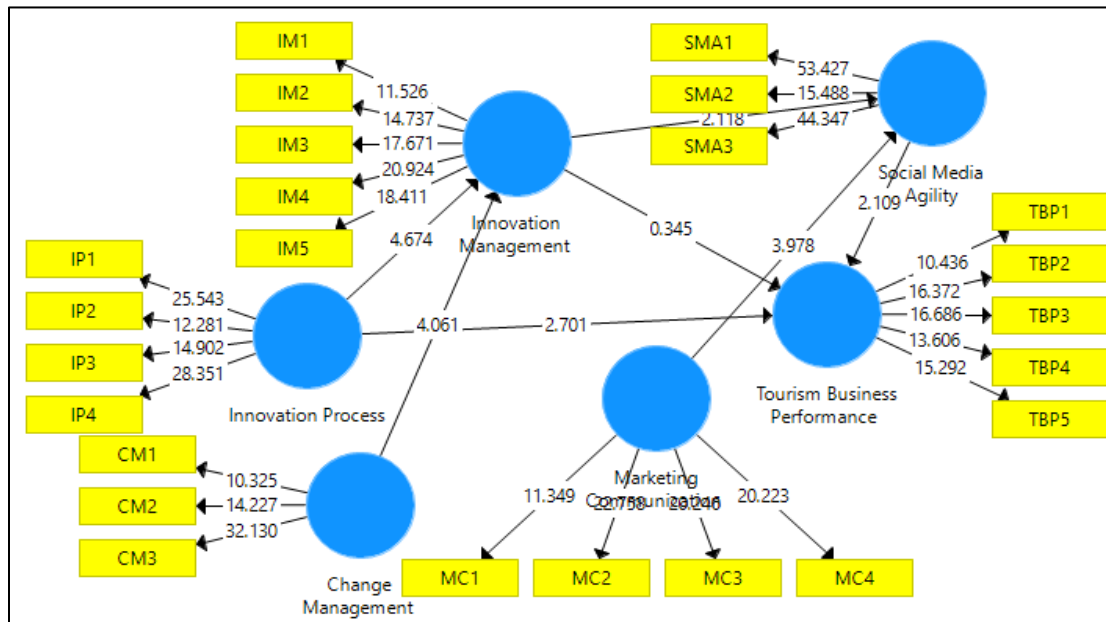
available in the literature and recommended by the previous studies such as cross-loadings and HTMT. However, the current study considered AVE square root as shown in Table 4.

Table 4. AVE Square Root

	Change Management	Innovation Management	Innovation Process	Marketing Communication	Social Media Agility	Tourism Business Performance
Change Management	0.777					
Innovation Management	0.602	0.77				
Innovation Process	0.636	0.615	0.789			
Marketing Communication	0.766	0.664	0.622	0.787		
Social Media Agility	0.668	0.745	0.729	0.771	0.87	
Tourism Business Performance	0.736	0.685	0.665	0.693	0.693	0.756

The results of the study based on the relationship between variables is reported with the help of t-value and beta value as shown in Table 5. T-value above 1.96 was considered as a minimum level to accept the hypotheses. Beta value was used to examine the direction of the relationship. The relationship between innovative process, change

management, innovation management, marketing communication, social media agility and tourism business performance was examined by using PLS structural model as most recommended step of PLS-SEM to examine the relationship (J. Hair et al., 2017; J. F. Hair et al., 2012). It is given in Figure 3.



Note: IP = Innovative Process; CM = Change Management; IM; Innovation Management; MC = Marketing Communication; SMA = Social Media Agility; TBP = Tourism Business Performance

Figure 4. Structural Model

Table 5. Direct Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Change Management -> Innovation Management	0.4	0.401	0.099	4.061	0
Innovation Management -> Social Media Agility	0.31	0.296	0.146	2.118	0.035
Innovation Management -> Tourism Business Performance	0.063	0.064	0.184	0.345	0.73
Innovation Process -> Innovation Management	0.481	0.483	0.103	4.674	0
Innovation Process -> Tourism Business Performance	0.517	0.538	0.192	2.701	0.007
Marketing Communication -> Social Media Agility	0.503	0.518	0.126	3.978	0
Social Media Agility -> Tourism Business Performance	0.269	0.249	0.127	2.109	0.035

Results of PLS-SEM shown in Table 5 indicates that innovation process has positive effect on innovation management. Innovation process also has positive effect on tourism business performance. Furthermore, change management has positive effect on innovation management. Similarly, innovation management has positive effect on social media agility. However, it has no direct effect on tourism business performance. Finally, social media agility has positive effect on tourism business performance.

5. Conclusion

The promotion of tourism business performance has central importance for most of the countries, especially, Thailand. Therefore, the current study examined the role of innovation management and marketing communication in tourism business performance through social media agility in Thailand. In this direction, the relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance was examined. Data were gathered from Thailand through survey questionnaire and analyzed by using statistical tool.

Results of the study highlighted important insights for the literature as well as practice. It is found that; innovation management and marketing communication are the major facilitators of social media agility and business performance in tourism industry. It is evident from results that both the innovation management and marketing communication has important role to enhance social media agility and tourism business performance. Innovation process has positive effect on innovation management which further lead to the social media agility and social media agility has positive effect on tourism business performance. Innovation management increases the social media agility and social media agility increases the tourism performance. Besides, change management effect positively on innovation management which lead to the social media agility and business performance in tourism industry. It shows that increase in change management increases the innovation management and innovation management

increases the social media agility. Moreover, marketing communication has positive effect on social media agility. Hence, marketing communication increases the social media agility which increases the business performance.

6. Implications of the Study

Several studies in the literature examined the tourism business performance. Previous studies have identified several factors effecting the business performance in tourism, however, it is very rare that any study examined the role of innovation management along with the marketing communication in relation to the social media agility and tourism performance. Thus, the relationship between innovative process, change management, innovation management, marketing communication, social media agility and tourism business performance was examined in this study which is a unique combination of variables leading to the tourism industry. In this direction, the current study also examined the role of innovative process and change management in respect to the innovation management, social media agility and tourism performance. This combination is rarely considered in literature. Furthermore, this study has major advantages practically to the tourism industry. It helps to make various strategies to enhance tourism performance in Thailand. This study suggested that tourism companies should promote innovation management, change management and marketing communication to promote social media agility which help to enhance tourism business performance in Thailand.

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