

The Business Model of Spas Business for Health in Thailand for the Achieving Excellence

Chanidapa Deesukanan¹,
Benjatha Wattanakul²,
Chatsayan Thanunjirachote³,
Gunchanunthon Nawapornkongprecha⁴,
and Samaporn Panyawarayut⁵

^{1,2,3}Faculty of Business Administration,

⁴Faculty of Accountancy,

Bangkok Thonburi University, Thailand

⁵Faculty of Management Science,

Bansomdejchaopraya Rajabhat University, Thailand

¹jumbo.999@hotmail.com

Abstract - This research aimed to investigate the casual factors influence on the achieving excellence of the Spas Business for Health in Thailand, and hereby examine the casual relationship based on structural Equation Modeling care (SEM) to fit the empirical data. Additionally, this research studied in direct and indirect effect sizes, and the most total of effect of factors influencing on the achieving excellence of the Spas Business for Health in Thailand. The business model from this study can be applicability and usefulness in the Spas Business for Health in Thailand. The questionnaires were used for the data collected by 400 entrepreneurs in the Spas Business for Health. The data were analyzed by Structural Equation Modeling (SEM). The results showed that the modification management factors, the quality of service, and knowledge management are applicable the Spas Business for Health. By the estimated results, the variable of the most service then was the quality service, and modification of the management factor, respectively. The result of analyzing the model found that the business model is congruence with the empirical data supported by the indices Chi-square = 105.296, df = 84, p-value = 0.058, RMR = 0.026, RMSEA = 0.025, CFI = 0.992, AGFI = 0.952. Thus, it concluded that the assumption

with modeling Spas Business for Health in Thailand for the Achieving Excellence is such correlative with the empirical data. It found that the modification of management influencing on the quality service, and knowledge management. Further, it had direct effect of the excellence of quality service, and knowledge management influencing on the significant excellence.

Keywords - The Spas Business for Health, The Business Model, Excellence

I. INTRODUCTION

Today, the popularity of healthcare of Thai populations tends to live longer. Noted that there is the growing numbers of elderly people are dramatically increasing while the birthrate is declining. With the recent research in abroad pointed that the UK's aging populations are over 50 years old or it is currently one in four. Among this aging group, their average cash incomes indeed be higher than 50 percent of gross national income (GNI) as well as the older populations likely expend a trip and planning to stay in a place very long without worries [1]. Also, the research on the elderly in B.E. 2543 pointed that Australia' aged over 65 (2.3 millions) like going a remoteness for their vacation as well as to stay a trip very long time

[2], those elderly populations have greater need an interest trip to the unique countries where this elderly group will support to increase the incomes to foreign currencies and massively flow the incomes in those country, hereby to be congruence with the World Economic Forum 2012. The United Nation's expectation noted that in B.E. 2593 or the next 40 years, the proportion of elderly population (aged over 60) is increasing by 35 percent in the developed countries as the elderly population ages in the developing countries increases by 20 percent per all numbers of population. Such like that there are 2,000 million elderly populations for purchasing power not less than 50 percent of the consumption all over the world. The United Nation estimated that there will have 42 countries become more elderly populations than Japan's that the aging population today proportionally about 31 percent. As among nations are becoming the aging society due to the improvement of medicine and science is enabled an average expectancy of life increasingly, particularly the aging in the developed countries such as Japan, the European Union, and the United State including the countries in ASEAN such as Singapore, Malaysia, and Thailand. The rate of birthrate of those countries is slowing down reported by the expectancy of population of Thailand (B.E. 2553-2583 estimated by Office of the National Economic and Social Development Board) found that Thailand has been considered as an aged society since B.E. 2553, there have the proportion of elderly population 12.9 percent which compared with 66 million population all over the country, and this estimates that it has shifted to the absolute aged society owing to aged proportion is accounted at 25.8 compared with 68.3 million population all over the country.

Though the service business is viewed as having competence, strategic planning should be aware of limitation so as to develop the business services earnestly. In the 20th century, the competitive environmental change among the business world has occurred rapidly, and this effect of change always effects on the organizations. The successful business is the

organization remain flexible accommodate to changing environment beyond where it is presently. Strategic planning of organizations prescribed by the executives in order to respond to both internal environmental change and external environmental change, which may be more appropriate, and then this adjustment responding to the organizations for much about survival and sustainable development. This research aimed at investigating the business model for the Spas Business for Health in Thailand for the Achieving Excellence as the perspective to be related to the conception of developing in capable of the organizations' responses and facing the enhancing change and rival in the present with sustainability.

II. OBJECTIVES

1) To study the casual factors influencing on the achieving excellence of the Spas Business for Health in Thailand.

2) To investigate the fit measurement model of structural Equation Modeling with the business model for the Spas Business for Health in Thailand.

3) To study in direct and indirect effect sizes, and the most total of effect of factors influencing on the achieving excellence of the Spas Business for Health in Thailand.

4) To bring the business model for the Spas Business for Health in Thailand and this implementation model applied as conception of managing service for the Spas Business for Health in Thailand to achieving excellence.

III. METHODOLOGY

In this research used the method of descriptive research to explore the fact among the company's present circumstance. To be recognized the exploratory research among the variables.

The quantitative research to study and collect 400 sample data were analyzed by Structural Equation Modeling (SEM) according to the adequate population size and more than the sample size gained by SEM. In Addition, the

method based on the rule of Thump [3].

This research was required the qualitative research, the questionnaires has been constructed by reviewing questionnaires, used for data collection provided by entrepreneurs and professionals concerning the Spas Business for Health in Thailand. Those questionnaires were constructed to design interviewing for government sectors, private sectors, and academic agencies who asked to complete the questionnaires. The completed questionnaires were sent to the researcher with meaningfulness and usefulness to the Spas Business for Health in Thailand. Data analysis conducted by the Exploratory Factor Analysis and Confirmation Factor Analysis.

IV. THE RESULT

A. Path Analysis

External Variables (Exogenous)	Internal Variables (Endogenous)								
	Service			KM			Best		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
Change	.521**	-	.521	.470**	-	.470	.299**	.348	.647
Service	-	-	-	-	-	-	.322**	-	.322
KM	-	-	-	-	-	-	.383**	-	.383
Statistical Values									
Chi-square = 105.296, df = 84, p-value = 0.058, RMR = 0.026, RMSEA = 0.025, CFI = 0.992, AGFI = 0.952.									

** a. significance level = 0.01

DE = Direct Estimation, IE = Indirect Estimation, TE = Total of Estimation

Fig. 1 The Result of the Structural Equation Modeling

From Fig. 1, the casual model tested according to the hypothesis and the empirical data, the result found that the model is consistency on the empirical data. The model fit indices are Chi-square = 105.296, df = 84, and p-value = 0.058. Chi-square (goodness of fit-test = 0) was not significant difference that

means the hypothesis 2 model using the form of Spas Business for Health for achieving excellence was associated with the empirical data. In this way, the result analysis from goodness of fit index (GFI=0.966), adjusted goodness of fit-index (AGFI=0.952), root mean square residual (RMR=0.026) and root mean square error approximation (RMSEA =0.025). Those are nearly zero.

B. Measures of the Model Fit

The measurement of the model fit or consideration of relationship between the variables whether they fit or not. If they show to be consistency with each other, they will be applicable in the statistical analysis. It was seen that between variables were not consistent each other, the structural Equation Modeling was inapplicable in the measurement. The researcher will have to adjust the models until they can carry out this function, would thus be acceptable and also reliable according to the process through strategic research. Therefore, the development of modeling is reasonably consistent with the data, is call ‘Model Fit’.

From the result of fitting measurement, it is considered statistically significant to measure relationship between models and data, and conducted the results compared so as to ascertain whether there is consistency on theory model (an original model) with the data. Those are between values under study as follows:

Index	Criteria	Before Adjusting Model		After Adjusting Model	
		Value	Outcome	Value	Outcome
df	-	85	-	84	-
Chi-square	No statistical significance	114.4.3	completed	105.296	completed
Chi-square/df	<2.00	1.346	completed	1.254	completed
p-value	No statistical significance	0.018	Not completed	0.058	completed
GFI	≥0.95	0.963	completed	0.966	completed
AGFI	≥0.95	0.948	completed	0.952	completed
CFI	≥0.95	0.989	completed	0.992	completed
RMR	<0.05	0.027	completed	0.026	completed
RMSEA	<0.05	0.029	completed	0.025	completed

*** Index used for Measures of the Model Fit

(Source.: Supamas Angsuehot, Sontawin Wijitwanna, and Ratchaneekul Pinyopanuwat :2557, p24-30)

Fig. 2 Statistical Congruence Estimation of Theoretical Model with Data

The result of model analysis, a fit measurement model is reasonably consistent with the data supported by the indices Chi-square = 105.296, $df = 84$, $p\text{-value} = 0.058$, $RMR = 0.026$, $RMSEA = 0.025$, $CFI = 0.992$, $AGFI = 0.952$. Hence, it concluded that the structural Equation Modeling care (SEM) to fit the empirical data.

From the measures of the model fit, it also concludes that the study investigated four objectives to consider the goals that are being carrying out:

The objective 1, this research needs to study the casual factors influencing on the achieving excellence of the Spas Business for Health in Thailand. It was concluded that the study on the risk management, the quality of service, and the knowledge management influencing on the model of Spas Business for Health for achieving excellence.

The objective 2, this research needs to investigate the fit measurement model of structural Equation Modeling consistent with the business model for the Spas Business for Health in Thailand for achieving excellent, developed with the data. It can be inferential as the result of this investigation has been completed, consistent with theory model and the data.

The objective 3, this research needs to study in direct and indirect effect sizes, and the most total of effect of factors influencing on the achieving excellence of the Spas Business for Health in Thailand. It was concluded that this is shown in Fig. 1.

The objective 4, this research needs to study to bring the model for the Spas Business for Health in Thailand, this implementation model applied as the conception of managing service for the Spas Business for Health in Thailand to achieving excellence. Interviewing made by Structural Equation Modeling (SEM) for government sectors, private sectors, and academic agencies, it was concluded that the research on the implementation of model for the Spas Business for Health in Thailand can

be applied to the conception of the service management for the Spas Business for Health in Thailand. The results of commitment by the entrepreneurs, and the professionals pointed that the knowledge of the service business for the Spas Business for Health, the context of learning organization's model in which public service is not distributed to the people of Thailand. Due to this new service business for the elderly care in Thai society including in-depth data of many public or private agencies related to the business that was limited. The lack of in-depth data was to be barrier effect on inquiring about important data towards the decision making that the entrepreneurs does have affecting their management.

Consequently, the government sector should develop the database management system in order to distribute the knowledge necessary for the managing organization, and to support the in-depth marketing distribution within entrepreneurs can access and implement in their business plan to operate their organization, then to adjust, and develop the service modeling consistent with the market's need. By interviewing the private sectors or the entrepreneurs of the business for the Spas Business for Health, they pointed that the implementing model used to the action needed as part of their management. It is important to note that they should separate types of eldercare and also in terms of the extent to which allocate among care services the business involved in; in addition, involving the followings such as establishing standard of performance for the overall organizations and establishing individual standard of services as well as identifying principles and other practice self-care for the entrepreneurs of the Spas Business for Health. Those are in order to establish the same service standard as laid out in the overall organizations. According to the government, the study therefore suggested establishing the function management of eldercare to which designed organizations or specific divisions, units, or services are responsible. This is a function division undertakes an assessment for it to establish, control, and guarantee the standard performance for the services standard related to the elderly care

in various care services. These specific organizations are directly responsible for operating the Spas Business for Health.

To conclude that the study showed that the business model for the Spas Business for

Health in Thailand for achieving excellence can be implemented to performance excellence in the Spas Business for Health in Thailand (See the fig. 3).

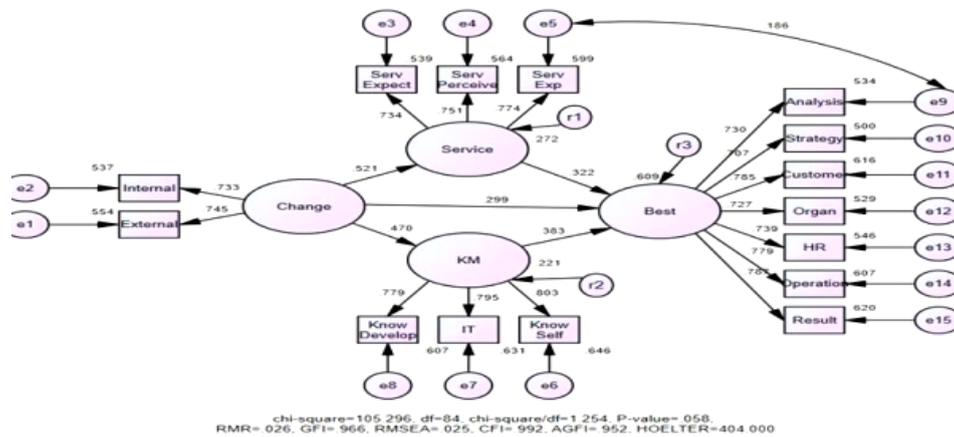


Fig. 3 Results Path Analysis of Adjusted Model

V. DISCUSSION

A. The Change Management

The change management had a positive effect on the quality of service, the knowledge management, and the performance excellence, it was concluded that the entrepreneurs who operate the Spas Business for Health operate the business environment with concern for the firms' internal and external environment to which was high. This causes the organizations lead to operate in such a way of the service quality, the knowledge management, and the performance excellence, was at high level. This result was consistent with the finding [5] proposed that factors conduct the organization's goal, depending on several factors. Forming adopted influences towards the achieving excellence in the organizations created by those factors such as focusing on performance, good intention, independent for work, and value formation among employees, shared behavior built to drive organizational growth, function competence, identifying common and efficient styles, and flexibility. To reduce the friction to protect the organization against the change management to drive the leadership to implements towards the conception and new strategy to the management and to drive the organizations to keep it forward [6].

B. The Quality of Service

The quality of service had a positive effect on the relationship of achieving excellence; it indicated that the entrepreneurs who operate the Spas Business for Health operate the service quality effect on achieving excellence to which was higher. This is because of the managing administration to create the customer satisfaction. The entrepreneurs should be essential for expectation, quality of service, perceiving the quality of service, experience providing service and the quality of service towards creating the quality of service effect on the management for achieving excellence [7] found that the quality of service of the elderly care center needs necessary continually quality of customer service to care for themselves. These ways are linked to the components of managing structural contexts and strategic procedures supporting the quality of service [8] found that the quality of long – stay care must be included: quality of housing, quality of staff, quality of service, and quality of social environment. Therefore, it is necessary to set the performance criteria to cover totally, and evaluating the result with reliability [9] and [10] emphasized the human dimension to create the performance excellence or the quality of service, He proposed to adopt the

integral management or the total quality management (TQM), is one of multi-dimensional concepts in which the quality conception is explicitly considered in widely perspectives such as economics, society, marketing, psychology, and management research [11]. By quality concept are required to be applied in techniques today necessary to the executive (top management agenda), and to be a key factor to build managing competence and competition within sectors, and particularly it proceed to interests in the past decades [12-13] pointed that the overall customers has impressed the quality of service influencing on achieving excellence to the organizations. In contrast, the concept of [14] pointed that the service is the concept of evaluation towards achieving excellence that is superior to the service.

C. The Knowledge Management

The knowledge management has positive effect on the performance excellence, this means when the management of the Spas Business for Health enable the knowledge management to carry out resulting in the excellent business progress. So, the company should have much emphasis on the knowledge management due to designing the knowledge management divides into its component dimensions to the organizations to achieve. The knowledge management has been set into the dimensions of performance that lead to the adjustment in time when events change. In the area where the organizations can construct its internal strength and making improvement to progress with the rivals as defined by [15] proposed that the knowledge management helps the organization to carry out and to increase the competitive advantage to which consistent with the study of [16] explained about the component of knowledge management, and pointed that the achievement of the knowledge management emerges from combined actions by staff, business process, and information technology which attributes combined, called the components of the knowledge management. Hereby, [17] pointed that the knowledge is very necessary to operate the business to solve the problem, estimate, and making decision. The knowledge can help to

solve the problems involving the carry out the work, resulting in build the competitive advantage [18] proposed that the knowledge management enables the organization to understand the customers that tend to be attribute marketing and competition. From this situation, there is a gap in the market, and it puts up with the opportunity to market competition. With regard to the construction of learning organization, it is the process of constructing skills and knowledge, and importantly, that is change and improving work continuously. Further, the change is based on the knowledge which the company enables applicable to the competitive advantage and to create the business excellence.

The findings of this research and the business model can be applied for the entrepreneurs in the Spas Business for Health which the data from findings have been used in the service marketing. The results of this study found that the factors concerning with the quality of service, the change management, and the knowledge management effect on affecting the performance excellence of the Spas Business for Health. The quality of service was determined that the entrepreneurs should have to interest in the quality because service and well-nursing to the aging people are important factors response to the reliability when the users making decision. The entrepreneurs of the Spas Business for Health should develop the strategic management for service focusing on the knowledge management. Due to the staff of the service business should have knowledge and skill for taking part in the Spas Business for Health, and experiencing in training this work perfectly. Additionally, they have good relationship, intention and caring for health-care, smiling, clean and neatly well-dressed, the entrepreneurs should realize members of the organization, and staff's skill in the appropriate service system. The change management was considered that the entrepreneurs should have much interest today in the managing administration. The internal operation and effective systematic service response to reliability of the service quality including the staff and the customers, and technology innovation should bring to services to promote

the additional services to add the value to the business for performance excellence in order to enhance the business growth and sustainability in the future.

VI. SUGGESTIONS

To study the literature review and the research related to, the result analysis viewed from the research, and criticized by the professionals. The researcher suggests that:

1) The Spas Business for Health in Thailand should have to operate the change management in focusing the increase to improve its level of the business excellence. It also analyzes the change which may be occurred in the future, and planning to applicable to the improvement and to analyze finding out the factors' opportunity to have the change in any time.

2) The company supporting to develop the business based on the quality standard of the managing administration components: constructing knowledge, and enhancing competence of management including developing the business for the Spas Business for Health based on the quality standard and to build the market opportunity and linking the international business network.

3) To raise the quality level of service of the Spas Business for Health, the position of staff is important to undertake the producer of service response to the customers' need. So, the staff should develop the competence with prominence to members of organization based on the human resource.

REFERENCES

(Arranged in the order of citation in the same fashion as the case of Footnotes.)

- [1] Callan, R.J. and Bowman, L. (2000). "Selecting a hotel and determining salient quality attributes: a preliminary study of mature British travelers". IN: *International Journal of Tourism Research*, Vol. 2(1), pp. 97-118.
- [2] Horneman, L., Carter, R.W., Wei, S., and Ruys, H. (2002). "Profiling the senior traveller: An Australian perspective". *Journal of Travel Research*, Vol. 41(1), pp. 23-37.
- [3] Jackson, S.E. and Joshi, A. (2003). "Diversity in social context: A multi-attribute, multi-level analysis of team diversity and performance in a sales organization". Unpublished manuscript, Rutgers University, New Brunswick, NJ.
- [4] Angsuchok, S. and et al. (2014). "Statistical Analysis for Social Science Research and Behavioral Sciences: Techniques Using LISREL". Bangkok: Mission Media Company Limited Press, (In Thai).
- [5] Rittiboonchai, W. (2010). "Organizational Management Model for Excellence of the Department of Corrections". Doctor of Philosophy (Management), Siam University.
- [6] Beitler, M. (2006). "Strategic Organizational Change (2nd Ed.)". Practitioner Press International.
- [7] Unruh, L. (2004). "A Systems Framework for Evaluating Nursing Care Quality in Nursing Homes". Health Services Administration, Department of Health Professions, College of Health and Public Affairs, University of Central Florida.
- [8] Nakrem, S. (2011). "Measuring quality of care in nursing homes - what matters". Ph.D. dissertation, Department of Public Health and General Practice, Faculty of Medicine, Norwegian University of Science and Technology.
- [9] Levine, R.L., Garland, D., Oliver, C.N., Amici, A., Climent, I., Lenz, A.G., Ahn, B.W., Shaltiel, S., and Stadtman, E.R. (1990). "Determination of carbonyl content in oxidatively modified proteins". *Methods Enzymol*, Vol. 186, pp. 464-478.
- [10] Peter, T.J. and Waterman, R.H. (1980). "In Search of Excellence: Lessons from America's". New York: Warner Books.
- [11] Khantanapha, N. (2000). "An Empirical Study of Service Quality in Part-time MBA Program in Private and Public Universities in Thailand". Dissertation Submitted to the Degree of Doctor of

- Business Administration, Wayne Huizenga Graduate School of Business and Entrepreneurship, Nova Southeastern University Oliver.
- [12] Pamela, E. (1993). "Formal Models of Collective Action". *Annual Review of Sociology*, Vol. 19, pp. 271-300.
- [13] Bither, M.J. (1994). "Building service relationships: It's all about promises". *Journal of the Academy of Marketing Science*, Vol. 23, pp. 246-251.
- [14] Lovelock, C.H. (1996). "Service Marketing". Upper Saddle River, New Jersey: Prentice Hall Online, <http://www.opdc.go.th/special.php?spc_id=1&content_id=160>.
- [15] Parasuraman, A., Zeithaml, V.A., and Berry, L.L. (1991). "Refinement and Reassessment of the SERVQUAL Scale". *Journal of Retailing*, Vol. 67, pp. 420-450.
- [16] Lawson, S. (2003). "Examining the relationship between organizational culture and knowledge management". *Dissertations Abstracts International*, Vol. 64(8), pp. 2975.
- [17] Davenport, T. and Prusak, L. (2002). "Working knowledge: How organizations manage what they know". Boston: Harvard Business School Press.
- [18] Furlong, N.E., Lovelace, E., and Lovelace, K. (2000). "Research Methods and Statistics: An Integrated Approach". Fort Worth: Harcourt College.
- [19] Chin-Loy, C. and Mujtaba, B.G. (2007). "Organizational Learning and Knowledge". In Mujtaba, B.G. "Workforce Diversity Management: Challenges, Competencies, and Strategies". Llumina Press, Chapter 10, pp. 207-229.