

Strategies for the Tourism Industry's Success in Tak Province: The Role of Human Capital, Business Networks, and Management Innovation

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Abstract

The research on "Strategies for the Success of the Tourism Industry in Tak Province: The Role of Human Capital, Business Networks, and Management Innovation" has three primary objectives: 1) to explore the characteristics of human capital management, business networks, and management innovation, as well as the performance of tourism businesses in Tak Province; 2) to analyze the impact of human capital management, business networks, and management innovation on the success of tourism businesses in Tak Province; and 3) to propose strategies that can be used to develop the tourism industry in Tak Province. The research employed a mixed-methods approach, collecting data from 315 tourism business operators in Tak Province for quantitative research and interviewing 15 experts for qualitative research. The results indicate that human capital management, business networks, and management innovation are at a high level and positively influence the performance of tourism businesses. Management innovation had the highest impact (0.92), followed by human capital management (0.33) and business networks (0.25). The qualitative analysis confirmed the quantitative findings, emphasizing the development of human capital, business networks, and management innovation as key factors in improving the tourism industry in Tak Province. Furthermore, the study suggested development strategies that focus on leveraging new technologies, such as digital platforms and online marketing, to enhance the efficiency and appeal of tourism. Recommendations for future research include studying strategies for building innovation learning networks, developing the competencies of personnel in the tourism industry, and creating integrated creative tourism management models to promote sustainable growth in the tourism sector of Tak Province.

Keywords: Human capital management, Business networks, Management innovation, Strategies for the success of the tourism industry.

1. Introduction

The study focusses on the success of tourism businesses in Tak Province, focusing on the role of human capital management, business networks, and management innovation. It aims to identify these factors and analyze their impact on the performance of these businesses. The study also proposes strategies for developing these businesses, providing valuable insights for stakeholders

in the tourism industry. By understanding these factors, businesses can navigate challenges and capitalize on opportunities in the region, ultimately enhancing their competitiveness and sustainability. The study investigates the influence of human capital, business networks, and management innovation on the strategic success of operational performance in the tourism business in Tak Province. It hypothesizes that human capital management is influenced by management innovation, which acts as a mediator, transmitting its influence to operational performance. The study also suggests that management innovation is a key factor in the success of business networks in the tourism industry. The hypothesis states that human capital, business networks, and management innovation all contribute to the strategic success of operational performance in the tourism business in Tak Province. The study concludes that management innovation acts as a mediator, transmitting the influence of human capital management to operational success.

The study analyzed tourism business operators in Tak Province using a mixed-methods approach. Quantitative research involved a sample of operators divided into five subgroups, while qualitative research involved key informants like tourism business experts. The sample size was 315 participants, with 15 participants for qualitative research. Data analysis included descriptive statistics, structural equation modelling, and in-depth interviews. The study revealed significant relationships between variables, providing valuable insights for decision-making in the tourism industry and understanding challenges and opportunities faced by businesses. The findings can inform strategic planning and marketing strategies for tourism businesses.

2. Theoretical Framework

The theoretical framework of this study focuses on four main approaches: The text highlights the importance of human capital management, business networks, and management innovation in enhancing tourism businesses, particularly in Tak Province. Key points include the role of education, skill training, government support, and local resources in marketing and distribution. It emphasizes the need for building networks, improving service quality, and leveraging technology such as digital platforms, big data, AI, and sustainable practices. Investment in these areas, along with partnerships and staff training, leads to better customer experiences, increased operational efficiency, and long-term growth in the tourism industry

Tourism businesses' success relies on human capital management, business networks, and management innovation. Human capital management involves acquiring, developing, and retaining skilled employees to improve service quality and customer experiences (Smith & Johnson, 2019). Business networks enhance operational efficiency, marketing reach, and service innovation. Management innovation involves adopting new methods, processes, and technologies to improve business operations and strategies (Channuwong, 2018; Lee, 2020). Key strategies include leveraging digital platforms, focusing on customer experience, adopting sustainable tourism practices (Gonzalez & Wong, 2021), building strong local networks, and investing in staff training. By combining these factors, tourism businesses can enhance their competitiveness, improve operational efficiency, and cater to modern, tech-savvy, and environmentally conscious travelers. Investing in staff training, especially in areas of customer

service, cultural awareness, and technology use, is essential for maintaining high service standards (Lee, 2020)

Smith and Johnson (2019) and Lee (2020) studied the impact of human capital management, business networks, and management innovation on tourism businesses in Tak Province. They highlighted the importance of education, skill training, government support, and local raw materials in marketing and distribution channels. They also emphasized the need for building partner networks, online marketing, and improving service quality to attract tourists and generate income for the community. Lee (2020) argued that management innovation significantly influences the performance of tourism businesses in Tak Province, with employee feedback and information technology contributing to a learning organization. Investment in these areas is expected to lead to sustainable growth in the tourism industry. Technology and innovation are crucial for enhancing tourist experiences and managing the industry more effectively (Gonzalez and Wong, 2021) . Key innovations include digital booking platforms, big data analysis, virtual reality technology, sustainable tourism practices, and artificial intelligence in customer service. Establishing business networks for tourism growth enhances operational efficiency and fosters the adoption of cutting-edge technologies (Davis, 2018).

The text discusses the benefits of leveraging digital platforms (Buhalis, D., & Sinarta, Y. (2019), focusing on customer experience (Lemon, K. N., & Verhoef, P. C. (2016), sustainable tourism practices, building local networks (Fritz, M., & Möller, K. (2016), and staff training investment. It emphasizes the importance of creating memorable experiences, implementing eco-friendly initiatives, fostering partnerships with local businesses, and investing in staff training programs to improve service quality and employee satisfaction, summary in discuss how these components can be implemented effectively. The passage discusses several critical aspects that contribute to the growth and sustainability of tourism businesses, particularly in Tak Province, focusing on human capital management, business networks, management innovation, and technology integration.



Figure 1 "Key Drivers for Enhancing Tourism in Tak: Human Capital, Networks, and Innovation"

Analysis of Factors Related to Human Capital Management, Business Networks, Management Innovation, and Strategies for the Success of Tourism Business Performance

Concept Synthesis of Human Capital, Business Network, Management Innovation, The strategic success of operational performance in the tourism business in Tak Province

Hypothesis 1: Human capital influences the strategic success of operational performance in the tourism business in Tak Province. From the synthesis of components of the human capital variable, three key elements have been selected from previous studies: 1) employee engagement, 2) maximizing employee potential, and 3) human capital development. From the literature review, it can be concluded that operational performance is influenced by human capital, which is the most crucial resource of an organization. Tourism businesses should develop their human capital to enhance service capabilities for tourists, thereby effectively meeting tourists' needs, which will result in a competitive advantage and sustainable growth for the organization.

Hypothesis 2: Business networks influence the strategic success of operational performance in the tourism business in Tak Province. From the synthesis of components of the business network variable, three key elements have been selected from previous studies: 1) communication network, 2) transportation network, and 3) operational network. From the literature review, it can be concluded that operational performance is influenced by business networks, which are the most crucial resources of an organization. Tourism businesses should develop various networks to create competitive opportunities and achieve successful operational outcomes. Especially, networks that facilitate operations can lead to quicker success and, importantly, some networks can help organizations reduce unit costs effectively.

Hypothesis 3: Management innovation influences the strategic success of operational performance in the tourism business in Tak Province. From the synthesis of components of the management innovation variable, three key elements have been selected from previous studies: 1) product or service innovation, 2) process innovation, and 3) marketing innovation. From the synthesis of components of human capital management, business networks, and management innovation, it can be concluded that management innovation is an important mediator in the relationship between human capital management, business networks, and operational performance.

Hypothesis 4: Management innovation is a mediating factor that transmits the influence of human capital management to the strategic success of operational performance in the tourism business in Tak Province and Hypothesis 5: Management innovation is a mediating factor that transmits the influence of business networks to the strategic success of operational performance in the tourism business. From the synthesis of components of human capital management, business networks, and management innovation, it can be concluded that management innovation is an important mediator in the relationship between human capital management, business networks, and operational performance. This component will be used in this study, as illustrated in Figure 2

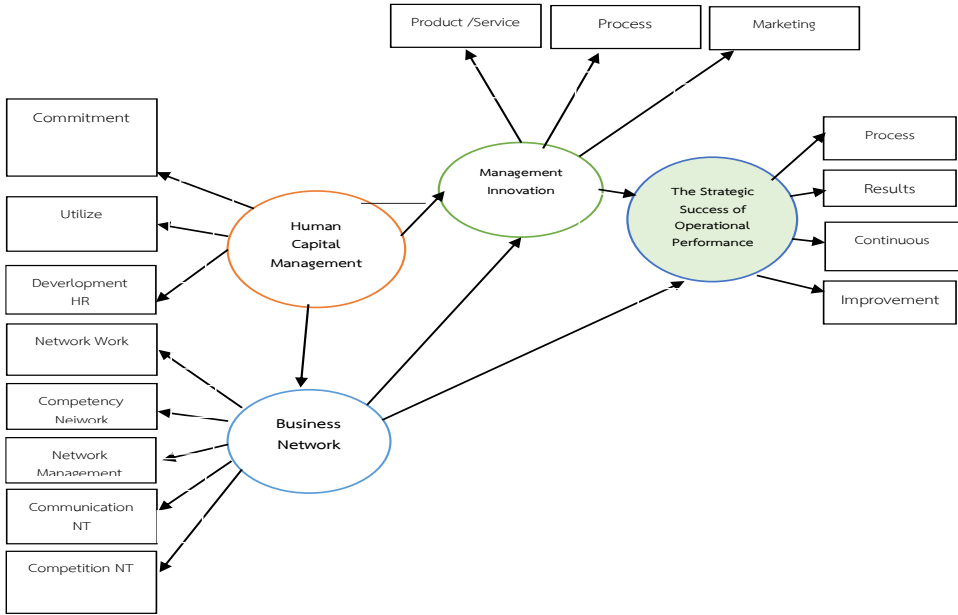


Figure 2 Structural model

The study examines the influence of human capital, business networks, and management innovation on the success of operational performance in the tourism industry in Tak Province. Human capital, including employee engagement and development, is crucial for enhancing tourist service capabilities, gaining a competitive advantage, and sustainable growth. Business networks, including communication, transportation, and operational networks, are also vital for achieving successful outcomes. Management innovation, including product, service, process, and marketing innovation, is a key mediator in this relationship. The study suggests organisations should foster a culture of innovation to improve operational outcomes and invest in management innovation to drive success in the competitive market.

3. Research Methodology

This research focuses on the tourism industry in Tak Province, involving both quantitative and qualitative research. Quantitative research includes tourism entrepreneurs, such as hotel, resort, boat, bus, and van operators, restaurant operators, souvenir shop owners, and tourist attraction or site operators, while qualitative research includes key informants, including experts in the tourism business, online travel agency professionals, digital marketing specialists, tourism experts, and information and digital technology specialists. The sample size is determined using Jöreskog and Sörbom's (1996) concept, with a variation of 15 units per empirical variable. The study will involve 315 participants, with a targeted selection of 15 individuals or data collection until data saturation occurs.

The development of tools and the assessment of the quality of research instruments are essential steps in this research. The questionnaire used in this research is exploratory in nature, derived from studying and reviewing literature and related research. It consists of four latent variables: human capital management, business networks, management innovation, and process focus. The quality of tools was assessed using the Index of Congruence (IOC) technique, Cronbach's Alpha, and revision.

Data collection for quantitative research involves an online method using Google Forms to create a questionnaire, which was then uploaded to the internet and distributed to the sample group of users of online travel agency services in Thailand. The researcher employed systematic sampling by selecting every 5th response from the returned questionnaires to obtain a complete sample of 315 units for processing.

Qualitative research involves several important types of data, such as social data, empirical data, and cultural data. Qualitative research focuses on finding reliable answers by using criteria such as validity and accuracy. It is a social science process that combines methods involving observers, theories, methodologies, and empirical data.

Data analysis for quantitative research involves preliminary data analysis, which includes analyzing distribution characteristics of variables using descriptive statistics such as frequency and percentage, Mean (\bar{X}), Standard Deviation (S.D.), the value of bias (skewness), kurtosis of the observed variable that is continuous, and the percentage analysis for the categorical variables of those demographic data. Analyze the empirical variables using statistics to analyze the mean and standard deviation, analyze the study results of the variables using statistics to analyze the mean and standard deviation, and analyze the relationship between independent variables, dependent variables, mediating variables, and the pathways of influence of the variables. KMO analysis is used to analyze the relationships between independent variables, dependent variables, mediating variables, and the pathways of influence of the variables. The study aims to achieve data analysis according to the objectives and has divided the analysis into several steps. In conclusion, this research focuses on the tourism industry in Tak Province, focusing on both quantitative and qualitative research methods. The questionnaire used in the quantitative research is exploratory and consists of four latent variables: human capital management, business networks, management innovation, and process focus. The researcher conducted in-person interviews and conducted structural equation modeling software to analyze the data collected.

Research Summary

Part 1: Demographic Analysis

The study analyzed 315 tourism business operators in Tak Province, focusing on their demographic characteristics. The majority were male (50.20%), with a bachelor's degree (44.44%), aged between 36-45 years (34.92%), and average income between 25,001-50,000 THB (62.50%). Most were married (57.77%), with a business mainly related to tourist attractions (20.00%) and work experience primarily 11-15 years (36.51%). The findings suggest that the tourism industry in Tak Province is dominated by middle-aged, married males with bachelor's degrees and over a decade of experience in tourist attractions. This information can help tailor marketing strategies and policy interventions for sustainable tourism business growth.

Understanding the demographic profile of individuals involved in the tourism industry in Tak Province can assist in developing targeted marketing campaigns and supporting policies that promote long-term sustainability and growth within the sector. By focusing on the specific characteristics of this dominant group, businesses and policymakers can better address the needs and preferences of their target audience to drive success in the region's tourism sector.

Part 2: The performance of tourism enterprises in Tak Province, as well as the characteristics of human capital management, business networks, and management innovation.

Tourism success strategies in Tak Province include personalized experiences, technology-enhanced customer interactions, data analytics, market research, partnerships with local communities, and sustainable practices. These strategies help businesses understand consumer preferences, tailor offerings, and create authentic, responsible tourism experiences. By leveraging data analytics and market research, businesses can adapt to industry demands. Partnerships with local communities provide unique insights and opportunities for cultural exchange. Implementing sustainable practices benefits the environment and appeals to socially conscious consumers. Organizations in Tak Province are effectively managing their human capital, focusing on employee engagement, optimal utilization, and development. They have high management innovation, high overall performance ratings, and excel in customer service. Strong leadership and strategic planning contribute to their success. Their commitment to continuous improvement and innovation sets them apart in the competitive tourism industry. Understanding their innovative approaches can provide a roadmap for other businesses looking to achieve similar success. By prioritizing sustainability and community engagement, these organizations are able to attract and retain socially conscious consumers who value ethical business practices. Through their dedication to employee development and customer satisfaction, they have established themselves as leaders in the industry.

The researcher utilized structural equation modelling (SEM) techniques to study both latent and observation variables. The data was analyzed using LISREL statistical software. The study involved six main steps: checking the normal distribution of observation variables, testing the measurement model to ensure latent variables' validity and reliability, and assessing the structural model to determine relationships between variables. The researcher also examined the relationships between variables to detect multicollinearity issues and conducted a goodness-of-fit test to evaluate the model's fit. Confirmatory factor analysis was used to evaluate the quality of latent variables, ensuring the measurement model accurately reflected the underlying constructs being studied. The model was then analyzed based on research hypotheses, comparing observed data with predicted values to determine if hypotheses were supported. Sensitivity analyses were conducted to assess the robustness of the results and identify potential limitations. The adjusted structural equation model was then analyzed, providing insights into the relationships between variables and revealing the theoretical framework and implications for future research. The results of the SEM analysis confirmed the study's hypotheses and provided recommendations for future research.

The analysis revealed a strong positive correlation between variables A and B, while a negative correlation was observed between variables C and D, necessitating further investigation.

1. Checking the Distribution of Data for Observed Variables.

The Chi-square (χ^2) test was used to check the distribution of observed variables in a model. A .05 level significance indicates non-normal distribution, while a P-value $>.50$ indicates normal distribution. The normal score distribution check for 15 variables showed all were statistically significant, indicating non-normal distribution. However, there were issues with non-normal distribution in the studied variables. The researcher calculated the Chi-square to degrees of freedom ratio to assess model fit and statistical significance, allowing for adjustments to account for the non-normal distribution. This ensured the validity of the results and confirmed the robustness of the findings despite the non-normal distribution. Further sensitivity analyses were conducted to confirm the robustness of the findings.

2. Checking the Relationships Between Observed Variables

The study used Bivariate Relationship analysis with Pearson Product Moment Correlation Coefficient to analyze 15 observed variables. The correlation coefficient was less than .85, indicating no excessive correlation. The variables were not highly correlated, indicating they can be considered independent predictors in the structural equation model. The correlation matrix was not an identity matrix, indicating sufficient correlation. The overall Measure of Sampling Adequacy was .896, indicating sufficient correlation. The high KMO value suggests the data is suitable for factor analysis, avoiding multicollinearity issues. The sample size was adequate, ensuring the reliability of the results. The data used in the structural equation model accurately represented the underlying constructs being studied.

3. Evaluating the Quality of Variables in the Model

The researcher evaluated the validity and reliability of a model for human capital management, revealing high significance and reliability for the observed variables. The model explained 70% to 79% of the variance in business network variables, while management innovation variables explained 70% to 79% of variance. Tourism business performance variables were important, although not as strong as management innovation variables. Further analysis could explore how these variables interact with each other and other factors to better understand their impact on human capital management in the tourism industry. This study provides valuable insights into the importance of management innovation and tourism business performance in relation to human capital management. Future research could explore strategies to optimize these variables for improved performance in the tourism sector.

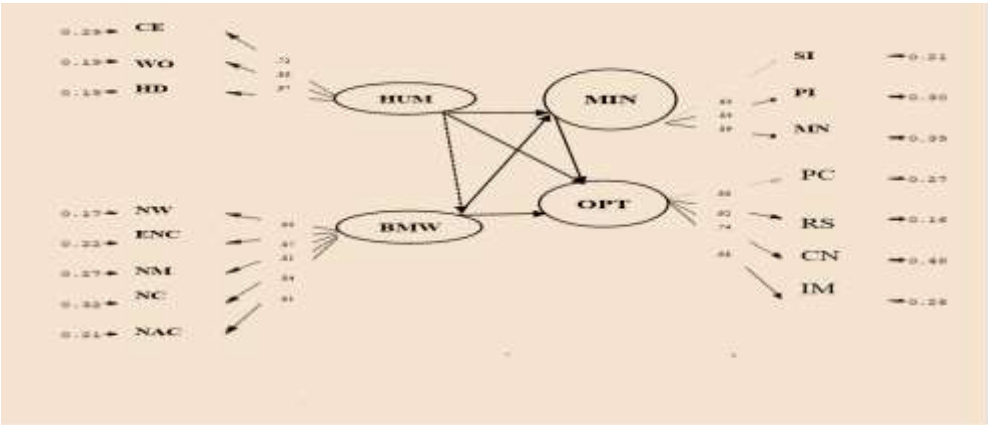
4. Analyzing the Structural Equation Model

The structural equation model was analyzed using hypotheses and adjusted to align with empirical data. Results showed a strong fit between the theoretical model and observed data, supporting the proposed relationships. Further analysis revealed significant direct and indirect effects among variables, confirming the model's validity.

The structural equation model was adjusted to improve its fit with empirical data, meeting criteria for good fit. The model's parameter estimates were reliable, allowing for further analysis and explanation of variables' relationships. The results suggest the model accurately represents the

study's relationships, but further research could explore potential moderating or mediating factors.

The study analyzed the impact of human capital management, business networks, and management innovation on the performance of tourism businesses in Tak Province. The results showed that management innovation had a significant positive direct influence on tourism businesses, while human capital management positively impacted business performance both directly and indirectly. Business networks also positively affected business performance. Together, these factors predicted 86% of the variance in tourism business performance. Human capital management and business networks predicted management innovation by 96%. The study also found significant relationships between latent variables (HCM, BNW, and MIN) and observed variables, with explanatory power ranging from 51% to 94%. Four observed variables (PC, RS, CN, IM) explained 52% to 82% of the variance in the latent variable of tourism business performance in Tak Province. The final model concluded that human capital management and business networks had significant direct effects on management innovation, significantly impacting the performance of tourism businesses.



Qualitative Data Analysis to Confirm Findings

A study in Tak Province, involving 15 tourism and digital technology experts, aimed to develop operational guidelines for the tourism industry. The analysis revealed a diverse business structure, with 40% being limited companies, 33.3% groups/clubs, and 26.7% family businesses. The majority of businesses were limited, highlighting the need for tailored operational guidelines to address unique challenges. Limited companies reported higher monthly income, suggesting that tailored guidelines could improve the performance and sustainability of businesses in Tak Province.

The quantitative research results showed that all components had standard factor loadings greater than .30, indicating good alignment with the synthesized theories and related research. These high factor loadings suggest a strong relationship between observed variables and underlying constructs, providing further validity to the findings. The researcher used these results to collect

additional qualitative data through in-depth interviews, which further validated the relationships between observed variables and underlying constructs, enhancing the overall credibility of the study. The combination of both quantitative and qualitative data allowed for a comprehensive analysis of the research variables.

Tak Province's tourism business should focus on human capital, business networks, and management innovation, with education and skill training as key elements. Government support, local materials, partnerships, online marketing, and service quality are essential for increasing tourist numbers and generating community income. Investment in infrastructure, such as transportation and accommodation, can attract more visitors. Collaborating with travel agencies and tour operators can reach a wider audience. Sustainable tourism practices and environmental preservation will appeal to eco-conscious travelers, enhancing Tak Province's appeal as a destination. Furthermore, promoting cultural exchanges and offering unique experiences can differentiate Tak Province from other tourist destinations. By actively engaging with the local community and incorporating their traditions into tourism activities, visitors can gain a deeper appreciation for the region's heritage.

The study found that management innovation significantly influences the performance of the tourism industry in Tak Province, with human capital management and business networks being key factors. Additionally, innovation impacts human capital development more than resource mobilization from businesses. Employee feedback and the use of information technology help create a learning organization. The research indicates that the power of networks and product design, along with modern technology, helps increase value and reduce losses. The analysis shows that management innovation has a high influence coefficient of 0.92, while human capital management has an influence of 0.33.

Research across various studies consistently highlights the importance of human capital and networking in the tourism sector of Tak Province. These findings align with international theories, emphasizing that workforce development and collaborative business practices are essential for driving innovation and sustainable growth in tourism. The research conducted by various scholars presents a comprehensive overview of key factors influencing tourism development in Thailand.

Component	Researchers	Content	Research results
Human capital management/ Business networks/ Innovation in tourism businesses	Smith and Johnson's (2019)	:The importance of human capital management, business networks, and innovation in tourism businesses, highlighting the role of education, skill training, and local resources.	Business networks significantly influence management innovation, facilitating knowledge exchange, new innovation development, and improved management approaches across various areas, according to research findings.
Network/ Innovation management	Lee (2020)	Enhancing Sustainable Growth in the Tourism Industry: The Importance of Employee Insights, Technology, and Design	The Impact of Business Networks on Management Innovation: Facilitating Knowledge, Partnerships, and Resource sharing
Innovation management	Slivar et al. (2016)	:Three main types of innovation in the tourism industry: product and service innovation, process innovation, and marketing innovation	Key factors for success include management innovation.

Innovation management	Gonzalez and Wong (2021)	Enhancing Tourism Development through Digital Innovation, Big Data, and Sustainable Practices	A Comparative Analysis of Influence Coefficients: Management Innovation at 0.92 and Human Capital Management at 0.33"
Business Networks on Management Innovation	Davis (2018).	The Impact of Business Networks on Management Innovation. Facilitating Knowledge and Growth"	Empowering Management Innovation. The Role of Business Networks in Organizational Development
Human Capital and Collaboration	Yutthachai Haribin (2020)	Building a Sustainable Future for Tourism The Importance of Human Capital and Stakeholder Collaboration	Essential Elements for Success: Human Capital Management and the Power of Business Networks"
Community-Based Tourism Business Network	Sirinee Wongwilai Rat, Walailak Panthuree, and Phantima Wansut (2020)	Integrating Community-Based Tourism in Tak. Advocating for Personalized Services and Local Cultural Practices	Transforming Business Outcomes: The Impact of Networks and Modern Technology on Product Design and Loss Reduction"
Community Enterprises/ Innovation management	Poramet Saeng-on, Kanyamon Kanchanathaveekul, and their team (2020)	Digital Marketing and Product Development: Strategies for Improving Brand Visibility of Community Enterprises in Ranong	Transforming Tak Province's Tourism: Utilizing Innovation and Technology to Attract More Visitors
Health Tourism Demand/ Innovation management/ Tourism	Kanchanataveekul Kanyamon, Wannaporn Phutthaphumpitak, and colleagues (2023)	Health Products Drive the Growing Demand for Health Tourism in Ranong	Innovation impacts human capital development more than resource mobilization from businesses.
Service Quality in Budget Hotels/Strategies and Performance	Zhu (2020)	The Importance of Service Quality in Budget Hotels: Strategies for Improving Customer Satisfaction and Loyalty	Strategies for Differentiating Tourism Businesses: Attracting Visitors and Driving Regional Economic Growth"
Eco-Friendly Initiatives Human capital and Network	Jinda Thaptimdee and colleagues (2020)	Advocating for Sustainable Tourism: Eco-Friendly Initiatives to Engage Environmentally Conscious Travelers	Improving Employee Skills and Satisfaction: The Impact of Human Capital Management and Business Networks on Competitiveness
Transformational Leadership Human capital management	Pensri Bangbon and colleagues (2023)	Transformational Leadership: A Catalyst for Sustainability and Employee Engagement in Achieving Organizational Success	Creating a Learning Organization: Leveraging Employee Insights and Information Technology for Leadership Development"

Overall, these studies collectively illustrate the multifaceted approach needed to advance tourism in the region, emphasizing community engagement, sustainable practices, and collaboration among various stakeholders. Research highlights the importance of human capital in fostering entrepreneurial innovation and sustainable tourism growth. The study highlights the importance of human capital management, education, skill training, and local resources in tourism, with business networks facilitating knowledge exchange. It emphasizes the role of employee feedback, information technology, and product design in fostering sustainable growth. Collaboration among stakeholders is crucial for leveraging human capital for sustainable tourism development. Tak province's tourism development should focus on innovation and business networking. A digital platform for booking and tourism information, promoting experiential tourism, and local business networks can enhance efficiency and attractiveness. Using new technologies like VR and AR can create engaging experiences. Key factors for success include human capital management, business networks, and management innovation. Effective human

capital management improves employee skills and satisfaction, business networks foster collaboration, and management innovation increases competitiveness. These strategies can help differentiate Tak's tourism businesses, attract more visitors, and contribute to the region's economic growth.

4. Discussion of Results

The study on human capital management, business networks, and management innovation in tourism businesses in Tak province found that these factors positively impact their performance, suggesting that investing in these areas can enhance competitiveness and industry success in the tourism industry. Human capital is crucial for sustainable tourism growth, requiring collaboration among government, educational institutions, and private stakeholders. Innovation, service quality, eco-friendly initiatives, and transformational leadership are essential. Continuous learning and skill development, including investing in training programs, can improve competitiveness and sustainability, preserving natural and cultural resources.

The study evaluates tourism businesses in Tak province, Thailand, focusing on human capital management, business networks, and management innovation. It emphasizes the importance of effective human capital management, strong business networks, and innovative practices for success. Slivar et al. (2016) identified three main types of innovation in the tourism industry: product and service innovation, process innovation, and marketing innovation. They proposed innovation in tourism policy formulation, including the use of new information technology. This integration of innovation in tourism policy formulation can lead to improved efficiency and effectiveness in the overall management of tourism destinations, attracting more visitors and staying ahead of the competition.

Analyzing the influence of human capital management, business networks, and management. Tourism businesses in Tak province require human capital, education, government support, local raw materials, online marketing, and investment in digital platforms for sustainable growth. This aligns with research on community product marketing management in Ranong province by Wannaporn B. et al. (2023), which found that marketing management focuses on selling cocoa products through online channels and has prototype products that can be commercially produced. Research on enhancing the community economy to promote health tourism by Poramet Saeng-on et al. (2020) found that entrepreneurs have the potential to provide health tourism services and use digital marketing communication to build brands. However, the researchers noted that these studies focus on developing community capacity to create products and services that meet tourist needs, along with using appropriate marketing strategies to promote tourism in Thailand.

The research findings indicate that business networks significantly impact management innovation and have effects in various areas. Business networks are essential for knowledge exchange, facilitating the development of new innovations and improved management approaches. They provide access to resources like information, technology, and external experts, enabling strategic partnerships and innovation. Networks also reduce business risks by sharing information and resources. Smith and Johnson (2019) explored the impact of human capital management, business networks, and management innovation on tourism businesses. Their study

highlights key informants' emphasis on the importance of education, skill training, government support in marketing and distribution channels, and the use of local raw materials to reduce costs and promote the local economy. Building partner networks, online marketing, and improving service quality are essential for attracting tourists and generating income for the community. However, according to Lee (2020), management innovation has a significant influence on the performance of tourism businesses in Tak Province, with human capital management and business networks being crucial factors. Key innovations identified by Gonzalez and Wong (2021) include digital booking platforms, big data analysis, virtual reality technology, sustainable tourism practices, and artificial intelligence in customer service. The creation of business networks is essential for tourism development, with collaboration among various partners and information exchange helping to improve operational efficiency. Human capital management is also crucial, as the training and skill development of personnel contribute to positive tourist experiences. Davis (2018) found that business networks significantly influence management innovation by facilitating knowledge exchange, fostering creativity, and fostering collaborations, ultimately leading to improved management approaches and growth.

The research findings from various scholars demonstrate consistency in the field of tourism in Tak Province and tourism businesses, emphasizing the importance of human capital and networking. These align with concepts and theories presented in international studies, which highlight the critical role of workforce development and business collaboration in driving innovation and sustainable growth within the tourism sector. Furthermore, these studies suggest that investing in training and skill development for employees can lead to increased competitiveness and overall success for tourism businesses in Tak Province. By fostering strong relationships with other businesses and organizations, tourism companies can create synergies that enhance the overall visitor experience and contribute to the economic development of the region.

The study highlights the significance of tourism in Tak province for industrial development, highlighting the use of technology and innovation to enhance tourist experiences and industry management, business network creation, and human capital management for improved tourist experiences.

5. Research Suggestion

Academic Recommendations

Research on the implementation of management innovations in the tourism business shows that it positively impacts organizational operations and personnel. It recommends that tourism businesses establish innovation standards, including human capital management, to develop personnel's potential in innovation and the use of digital tools to enhance work efficiency. Additionally, it should support the creation of collaborative networks among business groups to exchange information and generate new innovations in tourism-related products and services. Furthermore, the development of tourism innovations and networks in Tak province can be achieved through the development of digital platforms, promoting experiential tourism, creating

local business networks, and utilizing technology to create engaging experiences, which will help Tak province grow sustainably

1) The research findings on human capital management and business networking are crucial for fostering diversity and resilience in the tourism sector. Strategic personnel development plan, collaboration with public, private, and tourism businesses, focusing on infrastructure, facilities, marketing, environmental conservation, and training, essential for success in Tak Province.

2) The research findings indicate that building a tourism business network significantly impacts the operation of tourism businesses, with several key factors involved, including collaboration with partners. Therefore, establishing partnerships with hotels, tour companies, and airlines is crucial for offering comprehensive packages and attracting customers. Digital platforms facilitate transactions, data sharing, and better planning. Joint marketing campaigns enhance visibility, and shared skills improve service efficiency, enabling tourism businesses to grow and compete effectively.

3) Research shows that human capital management plays a crucial role in the tourism business in various aspects. Therefore, effective human capital management is crucial for a business's success, as it involves developing skilled personnel, fostering creativity, attracting and retaining talented employees, and ensuring the business's stability and growth through effective management and rewards.

4) The research findings indicate that business networks significantly impact management innovation and have effects in various areas. Thus, the development to resources like information, technology, and external experts, enabling strategic partnerships and innovation. Networks stimulate creativity, reduce risks, and improve management strategies. They enhance learning opportunities, resource access, and partnership creation, leading to better development and efficiency within organizations.

5) Research findings indicate that human capital management, business networking, and management innovation play crucial roles in tourism development. Therefore, human capital management should prioritize training and development in customer service and tourism management to improve operational efficiency. Building relationships with related businesses, collaborating with local organizations, and incorporating technology can enhance tourism experiences.

Future Research

This research emphasizes the importance of human capital management, business networks, and management innovation in the development of the tourism business in Tak Province, and proposes the following for future research:

1) This research emphasizes the importance of human capital management, the creation of business networks, and innovative management practices, which play a crucial role in the development and advancement of the tourism industry. Therefore, there should be an increased focus on studying strategies for building learning networks for innovation among professionals in the tourism business.

2) This research has clear findings that highlight recommendations for managing each aspect, both in terms of training and development. Therefore, future studies should place greater emphasis on the variables related to the competency development of personnel in small and medium-sized tourism businesses, as well as the integration of teaching management and practical operations in the workplace.

3) This research has clear findings regarding the influence of business networks. Therefore, the research highlights the significant role of business networks in driving tourism innovation and Enhancing Management Approaches: The collaborative environment fosters the development of new strategies and improved management practices.

4) This research clearly indicates that the influence of management innovation plays a crucial role in the development and advancement of the tourism industry. Therefore, if there is a study on the development of a comprehensive creative tourism management model for tourists, it will provide empirical data in terms of management innovation and the creation of comprehensive networks that show increased empirical data in innovation and business networking. For instance, the development of digital platforms, the promotion of experiential tourism, the establishment of local business networks, and the use of new technologies will help Tak Province stand out and grow sustainably in the tourism industry.

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