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**แนวทางการพัฒนารูปแบบการจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพใน
ชุมชนเพื่อความยั่งยืนของเครือข่ายการท่องเที่ยวโดยชุมชนจังหวัดลำปาง
Guidelines for Developing a Health Tourism Business Management Model
in Communities to Promote the Sustainability of the Community-Based
Tourism Network in Lampang Province**

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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์ 1) เพื่อศึกษาพฤติกรรมการรับรู้ของนักท่องเที่ยว การจัดการ
ท่องเที่ยวเชิงสุขภาพ ศักยภาพของแหล่งท่องเที่ยวเชิงสุขภาพในชุมชน ความพึงพอใจของ

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นักท่องเที่ยว และความยั่งยืนของการท่องเที่ยวเชิงสุขภาพ 2) เพื่อศึกษาอิทธิพลของพฤติกรรมการรับรู้ของนักท่องเที่ยว การจัดการท่องเที่ยวเชิงสุขภาพ ศักยภาพของแหล่งท่องเที่ยวเชิงสุขภาพในชุมชน และความพึงพอใจของนักท่องเที่ยว ต่อความยั่งยืนของการท่องเที่ยวเชิงสุขภาพในชุมชนจังหวัดลำปาง และ 3) เพื่อหาแนวทางการพัฒนารูปแบบการจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพในชุมชนจังหวัดลำปางให้เกิดความยั่งยืน การวิจัยใช้วิธีแบบผสมผสาน การวิจัยเชิงปริมาณเก็บข้อมูลจากนักท่องเที่ยว 400 คนจาก 13 อำเภอ ๆ ละ 1 ชุมชน โดยใช้แบบสอบถามในเดือนมกราคม 2567 เป็นการสุ่มตัวอย่างแบบหลายขั้นตอน ได้แก่ แบบการเจาะจง แบบโควตา และแบบบังเอิญ ส่วนการวิจัยเชิงคุณภาพใช้การสัมภาษณ์เชิงลึกกับผู้นำชุมชน ผู้ประกอบการ และตัวแทนจากสำนักงานการท่องเที่ยวและกีฬา จังหวัดลำปาง จำนวน 30 คน ในเดือนกุมภาพันธ์ 2567 และการประชุมกลุ่มย่อยทดสอบสมมติฐานด้วยการวิเคราะห์เส้นทาง ผลการวิจัยพบว่า 1) นักท่องเที่ยวมีระดับพฤติกรรมการรับรู้ภาพรวมอยู่ในระดับมากที่สุด และระดับการจัดการท่องเที่ยวเชิงสุขภาพ ศักยภาพของแหล่งท่องเที่ยวเชิงสุขภาพ ความพึงพอใจต่อรูปแบบการจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพ และความยั่งยืนของการท่องเที่ยวเชิงสุขภาพในชุมชนภาพรวมอยู่ในระดับมาก 2) พฤติกรรมการรับรู้ และศักยภาพของแหล่งท่องเที่ยวเชิงสุขภาพมีอิทธิพลทางตรงเชิงบวกต่อความพึงพอใจของนักท่องเที่ยว ต่อรูปแบบการจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพ และความพึงพอใจของนักท่องเที่ยวต่อรูปแบบการจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพมีอิทธิพลทางตรงเชิงบวกต่อความยั่งยืนของการท่องเที่ยวเชิงสุขภาพจังหวัดลำปางอย่างมีนัยสำคัญทางสถิติที่ 0.01 และ 3) ควรให้ความสำคัญในการเรียนรู้และพยากรณ์พฤติกรรมของนักท่องเที่ยวการท่องเที่ยวเชิงสุขภาพในชุมชน การนำเสนอและพัฒนาผลิตภัณฑ์การท่องเที่ยวและศักยภาพของแหล่งท่องเที่ยวเชิงสุขภาพในชุมชน การจัดการธุรกิจการท่องเที่ยวเชิงสุขภาพในชุมชน ซึ่งจะช่วยยกระดับการท่องเที่ยวเชิงสุขภาพในชุมชนอย่างยั่งยืน

คำสำคัญ: การจัดการธุรกิจ การท่องเที่ยวเชิงสุขภาพ การท่องเที่ยวโดยชุมชน

ABSTRACT

The objectives of this research were 1) to study tourists' the perception behavior, health tourism management, the potential of community-based health tourist attractions, tourists' satisfaction, and the sustainability of health tourism in communities in Lampang Province, 2) to examine the influence of tourists' perception behavior, health tourism management, the potential of health tourist attractions in the communities, and tourists' satisfaction on the sustainability of health tourism in the communities in Lampang Province, and 3) to explore ways to develop a sustainable health tourism business management model in communities in Lampang Province. A mixed methods research approach was employed. For the quantitative method, questionnaires were distributed to 400 tourists across 13 districts, one community per district, in January 2024. Multi-sage sampling techniques were used, including purposive sampling, quota sampling, and Pakaporn Krachadthong Naruemol Soparattanakul Wassana Chakkaew

accidental sampling. For the qualitative method, in-depth interviews were conducted with 30 individuals, including community leaders, entrepreneurs, and representatives from the Tourism and Sports Office of Lampang Province, in February 2024. A focus group discussion was also held to gather additional qualitative insights. The path analysis was used for hypothesis testing. The research revealed that 1) overall tourists' perception behavior was at the highest level, while health tourism management, the potential of health tourist attractions, satisfaction with the health tourism business management model, and the sustainability of community-based health tourism were all at a high level, 2) tourists' perception behavior and the potential of health tourist attractions in the communities had a direct positive influence on tourists' satisfaction with the health tourism business management model in the communities, and tourists' satisfaction on the health tourism business management model had a direct positive influence on the sustainability of health tourism in Lampang Province communities, with a statistical significance of 0.01 and 3) emphasis should be placed on researching and forecasting tourists' behavior in community-based health tourism, presenting and developing tourism products and the potential of health tourist attractions, and health tourism management in the communities. These operations contribute to the sustainable advancement of health tourism in the communities.

Keywords: Business Management, Health Tourism, Community-Based Tourism

Introduction

Health Tourism is a travel for relaxation in tourist attractions with natural resources and culture for health promotion. Simultaneously, activities rehabilitate the body and mind, such as meditation, Thai massage, herbal steam and holistic exercise (Chimpalee, 2022). Currently the health tourism is popular both in Thailand and abroad. The Thai government aims to develop the tourism industry to drive the economy and push Thailand as a tourism center of Southeast Asia. It is under the 10-year International Health Center Strategy (2016-2015), promoting the wellness tourism business, health and herbal products including the development of natural tourist attractions and international standard health services facilities. It results Thailand to be top 5 leading health tourist attractions in the world (Chanatup *et al.*, 2021). According to Globalness Institute (GWI)'s study, the global health tourism market is expected that it will grow from \$ 4 trillion in 2020 to 11 trillion dollars in 2025. The average growth rate is 20.9 percent.

Lampang Province is an ancient city with interesting Lanna civilizations. It is unique from other provinces in the upper northern region. The natural tourist attractions in Lampang

Province are abundant and beautiful but still maintain locality properly. These things are valuable and importance in both learning and conservation with the development of health tourist attraction. From the research of Suanpleng *et al.* (2018), it found that Lampang Province has the appropriate geography for development as an important health tourist attractions of the north especially the onsen, well-known both at the national and Asian region. The use of herbs and alternative medicines in therapy and treatment are also fabulous such as steam, spa massage and ceramic spa that combines famous ceramics in the province with herbs to release unique scent. They not only create the added value for tourism but also distribute the incomes from tourism to various locations and support sustainable development (MATICHON ONLINE, 2018).

Nowadays tourists' perception behavior is one of the factors that influence on their decision to come to health tourism especially tourists' destination selection. They consider the interesting and beautiful tourist attraction, and tourism management. The second factor is tourism management, an activity in that tourist destination in order to deliver the best to tourists. It consists of organizational structure, strategy, system, personnel, skills, management style, and shared values. The last factor is the potential of tourist attractions; amenities, management, environment, reputation, travel activities, and community participation. Thus it can be concluded that the tourists' perception behavior, tourism management, and the potential of tourist attractions influences on the satisfaction of Thai tourists' health traveling in the communities. The satisfaction of tourists also contributes to the sustainability of health tourism in the communities.

From mentioned above Health tourism is an activity that enhances physical and mental health of tourists amidst nature as well as learning the way of life and traditions of the communities. It is also the income sources of communities and creates moneys for the district, province and the country levels. This research focused on studying the health tourism management in Lampang Province communities based on local natural resources. This study will bring sustainable management models and help increase tourism options and development in the communities. This research will be beneficial to the development and improvement of health tourism management to response to the satisfaction of tourists and create sustainability in the communities by use of the main variables, the perception behavior of tourists, tourism management, and the potential of tourist attractions.

Research Question

1. In present what are the level of tourists' perception behavior, health tourism management, the potential of health tourism attractions in the communities, tourists' satisfaction, and the sustainability of health tourism in Lampang Province communities?

2. Do the tourists' perception behavior, the health tourism management, and the potential of health tourist attractions in the communities influences on tourists' satisfaction and does tourist satisfaction influence on the sustainability of health tourism in Lampang Province communities or not? How?

3. What should the guidelines for developing a sustainable health tourism business management model in the Lampang Province communities be?

The Objectives of Research

1. To study the tourists' perception behavior, health tourism management, the potential of health tourism attractions in the communities, the tourists' satisfaction, and the sustainability of health tourism in Lampang Province communities.

2. To study the influences of the tourists' perception behavior, health tourism management, the potential of health tourist attractions in the communities, the tourists' satisfaction on the sustainability of health tourism in Lampang Province communities.

3. To explore the ways to develop a sustainable management model for the health tourism business in the Lampang Province communities.

The Benefits of Research

The findings from the research were useful for stakeholders' academic matter and policy as follows.

1. the government agencies, such as the Lampang Provincial Administrative Organization, Lampang Provincial Municipality, can use in making a policy, developing tourism management to be consistent with the behavior, and fulfilling the expectations of tourists. They should focus on quality tourists and link tourism activities that emphasize on worthy experience to the local and provincial level. Moreover, using the information from finding will help to promote tourism in Lampang Province, tourist attractions in Lampang Province should be supported, promoted, and developed into an effective tourist attraction with an emphasis on the sustainability of the tourist attraction. Environment and identity of the local folk are used as information of all parties' participation in planning the tourism development of Lampang Province. This operation

encourages all involved parties to co-plan tourism connection in province, personnel development in the service and tourism sectors, infrastructure system development for determining the direction of community based tourism in Lampang Province.

2. The results of research could be published for educational agencies and organizations of Lampang Province and other related agencies such as educational institutions that provide education about the tourism industry or service business to bring this knowledge producing textbooks, books, and lessons being beneficial to academic matter and discipline including creation, innovation, and new technology.

Literature Reviews

Health tourism behavior

The health tourism is a leisure travel amidst nature, learn how to use natural energy to heal and strengthen your health, be fresh and bright along with travel, see the local art and culture, and use what you receive to improve your life. The important elements of tourist attractions are considered for tourist attraction management in order to accommodate tourists and develop in the future. The 6 main elements of a tourist attraction, known as the 6A's, consist of attraction, accessibilities, amenities, available packages, activities, and ancillary services (Buhalis, 2000; Hongsup, 2014).

From studying health tourism behavior, it was found that the tourists' perception behavior about health tourism such as the attractiveness of tourist attractions, the beauty of art, and tourism management. The behavior of tourists is an expression of each person through actions related to what they receive from the product. Chalermrakchat (2018) stated that before and after traveling and using services in tourist destinations have both positive and negative sides. The actions of each person are different depend on their feelings until others can notice. Each person's actions may be expressed either consciously or unconsciously, intentional or not intentional, and explicit or covert. Uttayan (2009) stated that tourist behavior refers to every action of tourists aimed at responding to something in each situation.

Health tourism management in the communities

Health tourism management in the communities. It is a tourism operation by the communities. They plan, develop, control, and evaluate the health tourism in the communities by emphasizing on maximum benefits of the communities, tourists, and environment. It also concerns about sustainability in every dimension such as organizational structures, strategies,

systems, personnel, skills, management styles, and shared values. In addition Makhonge (2017) also applied it to business management of the service industry in Kenya, Khiew *et al.* (2020) applied it to health care business management in Taiwan.

Potential of health tourist attractions in the communities

The potential of health tourist attractions in the communities refers to the influences affecting health tourism in the community tourists' decision. This decisions consist of areas, amenities, management, environmental aspect, reputation, tourism activities, and community participation. The results of Janma's study (2022) found that the overall potential was ready to support tourists especially in the caring for the mind and spirit. The health services were 1) services for caring for the mind and spirit such as meditation therapy, music therapy, and Buddhist way of offering food to monks in the morning along the rice fields, 2) daily health care services such as Thai massage, spa, walking, or cycling for health, and 3) hot springs and hydrotherapy.

The satisfaction of tourists

The satisfaction of tourists. It refers to tourists' the good feelings when their needs are respond from the form of health tourism business management in the Lampang Province communities in terms of attraction, accessibilities, amenities, accommodations, activities, and services in the area. Kotler and Armstrong (2001) stated that human behavior might have an incentive or drive. It was enough to motivate individuals to behave in response to their own needs. The each person needs were different. The customer satisfaction was the overall experience from purchasing and consuming goods and services (Hosany and Gilbert, 2010).

Sustainability

Sustainability is defined as tourists' revisiting and recommending health tourist attractions in the Lampang Province communities to other people. The first important factor impacting on intention to revisit is satisfaction with the travel experience. For example, the behavioral intention model consists of perception, motivation, image, loyalty to tourist destinations, revisiting the same place, revisiting a new place, intention to return in the future, introduction tourism destination to family and friends/acquaintances, impression of traveling, pride of telling good experiences, and loyalty towards travel (Sadeh *et al.*, 2012).

Conceptual framework

The variables of perception behavior of health tourists in the communities were determined by the research team comprising the attractiveness of tourist attractions, artistic beauty, and tourism management (Uttayan, 2009; Dharawanij and Na Thalang, 2021). Community health tourism management included the following factors; organizational structure, strategy, personnel system, skills, management model, and shared values (Perveen and Habib, 2017; Tawinunt *et al.*, 2020). The potential of health tourist attractions in the communities included the following elements; areas, amenities, management, environment, reputation, tourism activities, and community participation (Singsaktrakul and Sermkarndee, 2013; Khamkerd *et al.*, 2021). Tourist satisfaction with the health tourism business management model in the communities included the following factors; attraction, accessibilities, amenities, accommodations, activities, and services in the area (Buhalis, 2000; Pattanapokinsakul and Soonsan, 2022). The sustainability of health tourism in the Lampang Province communities were revisitation and recommendations to other people (Chen and Chen, 2010; Siribowonphitak, 2021) as summarized in Figure 1.

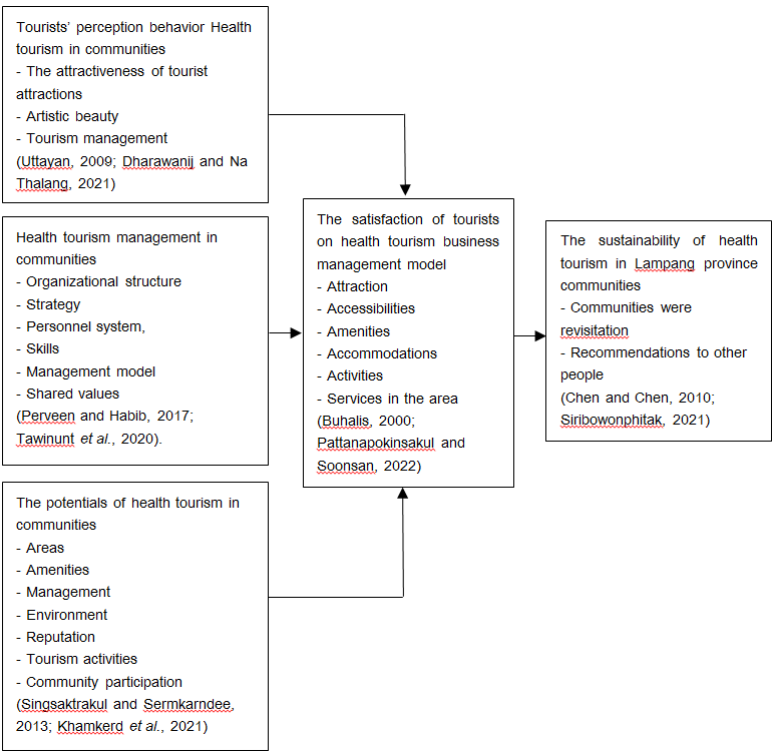


Figure 1: Conceptual Framework

Source: The researchers (2024)

Research methods

This research was a combined quantitative and qualitative research by sequential designs. The researcher team collected data and analyzed quantitative data in the first phase. The data collection and quality analysis were in the second phase. All information was used to support each other in interpretation and discussion. The details were as follows:

Part 1 Quantitative research

1. Population and samples. The population was 1,206,347 Thai tourists travelling in Lampang Province in October 2022 (Strategy and Information for Provincial Development Group, Lampang Provincial Governor's Office, 2022). The 400 samples used in this research were Thai tourists traveling in Lampang Province, randomly selected with multi-stage sampling. The samples were determined by a calculation formula based on the idea of Taro Yamane (Yamane, 1973) at a confidence level of 95% and an error of $\pm 5\%$. There were 3 steps of sampling. The first step was purposive sampling emphasizing on 13 health tourist attractions in Lampang Province, Amphoe Mueang Lampang, Amphoe Ko Kha, Amphoe Chae Hom, Amphoe Thoen, Amphoe Hang Chat, Amphoe Mae Tha, Amphoe Ngao, Amphoe Wang Nuea, Amphoe Sop Prap, Amphoe Mae Phrik, Amphoe Soem Ngam, Amphoe Mae Mo, and Amphoe Mueang Pan. The second step was quota random by collecting from 35 Thai tourists traveling in Lampang Province per a district. The third step was incident random by collecting data according to the desired quantity.

2. The research tools were questionnaire by trying out 30 persons that were similar to sample group and analyze reliability (Hair *et al.*, 2010) of the questionnaire by finding the Cronbach's alpha coefficient and the alpha coefficient is .988. It indicated that the questionnaire in this research had a high level of confidence (Ye and Kankanhalli, 2015) and could be used to collect questionnaires with samples. The questionnaire consisted of 6 parts: part 1: general information of tourists, 4 questions, part 2: tourists' perception behavior for health tourism in the communities, 12 questions, part 3: health tourism management in the communities, 28 questions, part 4 : the potential of health tourist attractions in the communities, 27 questions, part 5 the satisfaction with the health tourism business management model in the communities, 23 questions, and part 6: the sustainability of health tourism in the communities, 8 questions. The developed questionnaire was noticed a correlation of content validity from 5 experts. The average results of considering the Index of Item-Objective Congruence (IOC) was 0.98, passing all criteria. They were classified by parts as follows (part 2 = 0.98, part 3 = 0.99, part 4 = 0.98, part 5 = 1.00, part 6 = 0.95).

3. Data collection was derived from distributing 455 questionnaires to a sample group of Thai tourists traveling within Lampang Province and waited to be collected immediately in January 2024. After that completeness of the questionnaires was checked, if the questionnaires were incomplete, they would be clarified to the samples to answer the questions completely. There were 400 sets of complete questionnaires used for data analysis.

4. The data were analyzed with the statistics of frequency, percentage, mean, standard deviation, Pearson correlation value, and path analysis.

Part 2 Qualitative Research

1. The main informants were people who provide important information about the guidelines for developing a health tourism business management model in communities for the sustainability of the community based tourism network in Lampang Province. There were 30 people consisting of community leaders of tourist attractions in 13 districts, 1 person each, totaling 13 people, representatives of tourism destination operators from 13 districts, 1 person each, and totaling 13 persons. 2 representatives from the tourism promotion and development group and 2 representatives from the tourist safety standards and supervision group, with work experiences in the area for not less than 2 years and participate willing to provide information by using structured deep-interview in February 2024.

2. The instrument used for this research was in-depth interviews. The structure of interview consisted of 1) personal information included the types of information giver, affiliated agencies, and responsibilities 2) perception behavior of tourists, tourism attraction management and potentiality, 3 questions. There was a question about the guidelines for the development of tourist perception, tourism attraction management, and the potential of tourism attraction. The information of organizing small group meetings was served as a guideline for developing the health tourism business management model in the Lampang Province communities for sustainability.

3. The data were analyzed by transcribing interviews from a voice recorder and from taking notes then the data were proceed with content analysis by categorizing information and classifying them according to question issues and presented in a descriptive manner.

Research results

Research results revealed according to the objectives as the following issues

1. The research results of the first objective were analyzed from the opinion level of tourists' perception behavior, health tourism management, the potential of health tourist attractions in the communities, tourists' satisfaction, and the sustainability of health tourism in Lampang Province communities. This research used quantitative research method and collected data by surveying.

Table 1: Mean and Standard Deviation of Variables

Variables	Skewness	Curvature	\bar{x}	S.D.	Opinion level
Perception behavior	-0.393	-0.777	4.27	0.452	Highest
Health tourism management in communities	-0.582	-0.802	3.79	0.534	High
The potential of tourist attraction	-0.743	-0.655	3.98	0.550	High
Management model	-0.727	-0.758	3.98	0.496	High
The sustainability of health tourism in communities	-0.708	-0.848	4.25	0.652	Highest

From the table 1 it demonstrated the analysis results of the distribution characteristics of tourists' perception behavior variables, health tourism management, the potential of health tourist attractions in the communities, tourists' satisfaction, and the sustainability of health tourism in Lampang Province communities. From using preliminary statistics, it was found that the distribution characteristics of every variable observed, values of skewness and kurtosis, were within acceptable limits. When considering the average value, it was found that the overall variables of health tourism management, the potential of health tourist attractions in the communities, and tourists' satisfaction were at a high level. The variables of perception behavior of tourists and the sustainability of health tourism in Lampang Province communities were at the highest level.

2. The research results of the second objective were analyzed from direct influences, indirect influences, and total influences of tourists' perception behavior, health tourism management, the potential of health tourist attractions in the communities, and tourists' satisfaction with the sustainability of health tourism in Lampang Province communities. This research used quantitative research method and collected data by surveying.

The results of confirmatory component analysis of the tourist perception behavior model, the potential of health tourist attractions in the communities, tourists' satisfaction with the health

tourism business management model in the communities and the sustainability of health tourism in the Lampang Province communities had statistical significance at the 0.01 level by considering the weight of the elements assigned in the model and the predictive coefficients of each element, a value that indicates the proportion of variance between the observed variables and the common components as shown in figure 2.

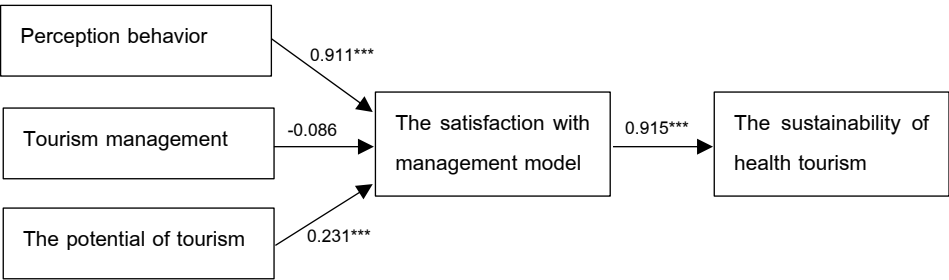


Figure 2: Summary of confirmatory factor analysis results.

From Figure 2 above it was conclude that the perception behavior of tourists and the potential of health tourist attraction in the communities influenced on tourists' satisfaction with the health tourism business management model in the communities and tourists' satisfaction with the health tourism business management model in the communities influenced on the sustainability of health tourism in Lampang Province communities in with statistical significance at the 0.01 level.

The study results of total influences, direct influences, and indirect influences of factors impacting on the sustainability of health tourism in Lampang Province communities consisted of the perception behavior of tourists, health tourism management, the potential of health tourist attractions in the communities and tourists' satisfaction with the management model of health tourism business in the communities are shown in table 2.

Table 2: The Analysis Results of Total Influences, Direct Influences, and Indirect Influences

Variables	The Satisfaction with management model			Sustainability		
	Direct influences	Indirect influences	Total influences	Direct influences	Indirect influences	Total influences
Perception behavior	0.911***	0.000	0.911***	0.000	0.833***	0.833***
Management	-0.086	0.000	-0.086	0.000	-0.079	-0.079
The potentials of tourist attraction	0.231***	0.000	0.231***	0.000	0.211***	0.211***
The Satisfaction with management model	0.000	0.000	0.000	0.915***	0.000	0.915***

*** p -value < 0.01

From table 2 it was found that total influences, direct influences, and indirect influences within the factor model influenced on the sustainability of health tourism in Lampang Province communities. Furthermore, there were found as further following issues 1) tourists' perception behavior and the potential of health tourist attractions in the communities had a positive direct influence on tourists' satisfaction with the health tourism business management model in the communities and had a positive indirect influence on the sustainability of health tourism in the Lampang Province communities with a statistical significance of 0.01 level. While health tourism management had a negative direct influence on tourists' satisfaction with health tourism business management model in communities with statistical insignificance at 0.01 level and 2) tourists' satisfaction with the health tourism business management model in the communities had a positive direct influence on the sustainability of health tourism in Lampang Province communities. The data of quantitative tests was used in quality tests. In -depth interviews and sub -group meeting were used to brainstorm in order to draft a business mind mapping. Then all data was determined the guidelines for the development of health tourism business management in Lampang province community to be sustainable

3. The research results of the third objective were analyzed from the guidelines for developing a health tourism businesses management model in Lampang Province communities to be sustainable.

3.1 The guidelines for developing the potential of health tourist attractions in the communities should be operated as follows : 1) to develop infrastructure and amenities /rehabilitate and adjust landscapes, communities, urban areas, and tourist attractions /create a network, 2) to raise the safety standards of tourists, 3) to link the database system of route mapping and application covering 13 districts or different types of tourism, such as learning about unique tourism ways, food routes, new community based tourism styles and raising the

quality levels of services, products, and startups, 4) to develop public transport services, such as establishing a public transport system regulatory organization, and providing automatic public transport services including developing technology systems to support intelligent transportation systems and travel support applications, 5) to development the creative products and services and to raise the quality standard, new of tourism style, and tourist routes links, 6) to promote modern marketing and to create a brand, product identity, and public relations, and 7) to develop competencies of staff, travel experts, and tourism development network.

3.2 The guidelines for developing or upgrading the tourist attraction accessibilities should be operated as follows: 1) to create tourist attractions that offer a variety of physical and recreational activities, such as hiking trails, parks, or conservation attractions and provide a variety of health activities such as yoga, exercise management, and spas, 2) to learn the behavior of target tourists and develop the appropriate environment for health tourism such as a pure atmosphere, cleanliness, and appropriate amenities so that tourists will be enjoy with tourism activities safely and comfortably, 3) to gather data for prediction the behavior of tourists and health tourism and to adapt to marketing and advertising strategic formulation to promote health tourism in Lampang Province by adapting online media, social media and local marketing channels for increasing tourists' knowledge and attention in health tourism activities, 4) to cooperated with local businesses such as hotels, resorts, spas that can provide relaxation services and various health activities to tourists appropriately, 5) to provide high standards and quality services for tourists, such as serving healthy and delicious food, having interesting additional activities, and providing full services for the health care and safety of tourists, and 6) to create memorable and unique travel activities and experiences for tourists namely visiting conservation tourist attractions, learning about local culture or participating in health activities such as yoga, exercise, or massage.

3.3 The guidelines for management should be continuously developed and raised the level of attraction, accessibilities, amenities, accommodations, activities and services in the area by being involved in health tourism management in the communities.

3.4 The guidelines for health tourism business management in the communities for revisiting each month/season/festival of tourist should be operated as follows : 1) to provide quality and reliable service to create satisfaction for tourists by offering high standard services and responding to behavior and needs appropriately, 2) to create a unique and different travel experience by offering interesting and valuable activities and travel programs being suitable for the target group and meeting the tourists' needs such as underwater yoga, mountain climbing, or trekking for tourists' good memories, 3) to develop valuable and specific products and services according to tourists' needs such as local herbs spa services, educational tours about local herbs

and medicine, etc., and 4) to create business alliance with local enterprises such as hotels, restaurants, spas and activities for health tourism for making relationships and promote business cooperation.

3.5 The guidelines for health tourism business management in the community for spreading the word/telling about their impressive experiences should be operated as follows : 1) to provide high standard and friendly service including advisement about health and appropriate exercise to recommend further, 2) to develop interesting and not repetitive programs and activities, such as health tourism presenting beautiful places and interesting activities, such as walking in nature, aerobics, spa or yoga, 3) to building good relationships with customers by providing good service and closely supporting tourists while they are in the place and after the trip by giving friendly advice and assistance, and 4) to create a travel program covering a variety of interesting activities such as hiking, yoga, spa treatments using local herbs, or learning about healthy cooking, lifestyle, and culture, etc.

In conclusion, the guidelines for developing an appropriate community health tourism business management model for the sustainability of the community based tourism network in Lampang Province should focus on learning and predicting the behavior of health tourism tourists in communities, presenting health tourism products in the communities, developing the potential of health tourist attractions in the communities, attraction, accessibilities, amenities, accommodations, activities, and services in the area, the health tourism business management in the communities (before, during and after accepting tourists). All of these operations would enhance sustainably health tourism in the communities.

Research Discussion

1. The important issues of the first objective discussed were the perception behavior of tourists, health tourism management, the potential of health tourist attractions in the communities, tourists' satisfaction, and sustainability of health tourism in Lampang Province communities.

Regarding the behavior and perception of tourists on health tourism in the communities, the finding revealed that overall, tourists had perception behavior of health tourism in the communities at the highest level. When considering the overall question in each aspect, it was found that the highest tourists' perception of health tourism in the communities was the beauty of tourist attractions followed by the attractiveness of tourist attractions and tourism management, respectively. It might be due to a tourist attraction in Lampang Province, UNSEEN

THAILAND, unique features, interesting and specific beauty of tribal culture, local traditions, and unique and interesting personality. Therefore, the most health tourism tourists in the communities are aware of the beauty of tourist attractions in Lampang Province, it corresponded to Dharawanij and Na Thalang (2021). They studied the foreign tourists' perception of potential tourist attractions and quality services of cultural tourist attractions in Rattanakosin Island. It was found that Tourist attractions have the potential to the tourist behaviors at a high level. Tourists' perception behavior about cultural tourist attractions in 3 areas are at a high level. The quality of service in cultural tourist attractions created satisfaction. Foreign tourists are at a high level.

Regarding the health tourism management in the communities, the research revealed that overall health tourism management in the communities was at a high level. In cast of considering the overall questions in each aspect, they were found that personnel management was operated the most, followed by skills, shared values, strategy, management style, organizational structure, and systems, respectively. Due to the importance of personnel factor in driving tourism management, personnel have to communicate with tourists in various ways. If the services are not good, tourists will be unsatisfied and report such experiences through various media. This case will negatively impact on image of the tourist attraction. Therefore, personnel management of tourism operations was importance, it corresponded to Katsiaryna (2017), studying Slovenia Asa spa, wellness, and health tourism destination for the Russian market. It was found that the problems were low educational staffs, poor management, and inappropriate quality to price. The use of resources worthwhile, service quality, service staff, quality of the location, management, product development, and macro environment should be improved.

Regarding the potential of health tourist attractions in the communities, the research results indicated that the overall potential of health tourist attractions in the communities was at a high level. In cast of considering the overall questions in each aspect, they were found that the amenities were the greatest potential for health tourist attractions in the community, followed by reputation, area, environment, community participation management, and tourism activities, respectively. Due to the facilitation readiness of community-based tourist attractions in Lampang Province such as cleanliness and adequacy of toilets in tourist attractions, the adequacy of seating and recreation areas in tourist attractions, the parking convenient and sufficient space for tourists, and the arrangement of comfortable tourist places, they were the greatest potential amenities of health tourist attractions in the communities. These results corresponded to Rattanadilok na Phuke and Weerakit (2019) evaluating the readiness of health tourist attractions in Khlong Thom District, Krabi Province to develop as a prototype of hot spring health tourism. The elements of this tourist attractions studying, the 6A's, consisted of 1) tourist attractions 2)

transportation routes accessing tourist attractions 3) amenities in tourist attractions 4) management of tourist attractions, 5) accommodation in tourist attractions, and tourism activities. They were positively related to tourists' satisfaction and words of mouth.

Regarding the satisfaction with the management model of the health tourism business in the communities the research results indicated that the overall satisfaction with the management model of the health tourism business in the communities was at a high level. In cast of considering the overall questions in each aspect, they were found that activities was mostly satisfied from tourists, followed by amenities, services providing in the area, accommodations, attraction, and accessibilities, respectively. Due to interesting and wants of health tourists in the communities, they would like to participate in various health promotion activities in tourist attractions such as mineral water, hot springs, Thai massage, spas, and experience and impressive tourism activities, safe to do activities in those tourist attractions. Thus activities of tourism in Lampang Province was the most management model for health tourism business in the communities. These results corresponded to Rattanapajit *et al.* (2019) studying the factors influencing the elderly's health tourism behavior in Nakhon Si Thammarat province. It was found that health tourism activities were Thai massage, traditional massage, herbal compress, and the use of essential oils that elderly people in Nakhon Si Thammarat province are interested in.

Regarding the sustainability of health tourism in the communities the research results indicated that the overall sustainability of health tourism in the communities was at a high level. In cast of considering the overall questions in each aspect, they were found that there was the greatest sustainability of health tourism in the communities in terms of recommending it to other people, followed by revisiting. Due to a variety of tourism styles in Lampang Province, tourists satisfied to revisit and recommend to other people by telling the good experience to other people. These results corresponded to Chaisaengpratheep and Phakpraphai (2022) studying the exploratory factor analysis of tourists' satisfaction who visited Wat Phra That Phanom Woramahawihan, Nakhon Phanom province. It was found that tourists were satisfied with the overall level at the highest level, the most satisfied with attractiveness. All of factors from the research can be benefited with the marketing strategy formulation for creating satisfaction, responding to tourists' revisit requirement, and attracting new tourists to visit including increasing competitive advantages.

2. The important issues of the second objective discussed were the influences of tourists' perception behavior, health tourism management, the potential of health tourist attractions in the communities, and the satisfaction of tourists

with the sustainability of health tourism in Lampang Province communities.

From the study, it was found that the perception behavior of tourists and the potential of health tourist attractions in the communities influenced on tourists' satisfaction with the health tourism business management model in the communities, moreover, the tourists' satisfaction with the health tourism business management model in the communities influenced on the sustainability of health tourism in the communities in Lampang Province with statistical significance at the 0.01 level. Since tourists might perceive information about health tourism in the communities of Lampang Province in various aspects namely the attractiveness of tourist attractions, the beauty of art, and tourism management including the potential of health tourist attractions in the community consisting of areas, amenities, management, environment, reputation, tourism activities, and community participation. It caused that the perception behavior of tourists and the potential of health tourist attractions in the communities influenced on tourists' satisfaction, consistent with Lagrosen and Lagrosen (2016) studying the customer perceptions of quality—a study in the spa industry. The research results were found that what the customer expected from the service provider was services, and atmosphere in the spa. Customers concerned about basic factors as follows, enjoyment, treatments, practices, prices and tranquility.

Lin *et al.* (2018) also explored the critical factors of spa tourism in Taiwan such as 1) the beautiful landscapes or scenery for the enjoyment of tourists 2) the beautiful and relaxation buildings or accommodations suitable for resting including good services of relevant employees 3) the good management from regulatory agencies 4) the advertisement and public relations via mass media for inciting tourist demand 5) the community participation to create a good experience for tourists, and so on.

3. The important issues of the third objective discussed were the guidelines for developing a health tourism businesses management model in Lampang Province communities for sustainability.

The finding from this study indicated that the suitable guidelines for developing a health tourism business management model for the sustainability of the community based tourism network in Lampang Province communities should focus on learning and predicting the behavior of tourists, health tourism Health in the communities, presenting health tourism products in the communities, developing the potential of health tourist attractions in the communities, attraction, accessibilities, amenities, accommodations, activities and services in the area, and the health tourism business management in the communities (before, during and after accepting tourists). These operations enhanced a health tourism in the communities sustainably

corresponded to Lertnorraset (2020) studying the guidelines for sustainable tourism development: a case study of Thung Bua Daeng Floating Market at Bang Len, Nakhon Pathom Province. This study found that the people in the communities had less education and lack knowledge and understanding in natural resources and environment conservation. The results showed that important issues for sustainable tourism planning were the training about natural resources and environment to entrepreneurs and people in the area, the build a tourist network building between the public sectors of tourist attractions, entrepreneurs, and people in the area, and technology applying to manage the tourist quantities appropriately in order to develop sustainable tourism.

Suggestions

From the interesting issues of research results the research team presented as a suggestion from findings the following:

1. Practical suggestions derived from the research findings are the practical suggestions for the tourism communities, tourism business enterprises, and tourism personnel are development and enhancement in terms of attraction, accessibilities, amenities, accommodations, activities, and services in the area are as follows:

1.1 Attraction should be operated as follows: 1) to develop tourism activities to be interesting and valuable, such as exercise activities in nature, learning about local culture, or health and fun activities 2) to create personal and unique experiences for tourists, such as private arranging tours to the most touching tourist attractions, organizing special activities for small groups, etc., and 3) to apply technology to create interesting travel experiences, such as applications for tourist information presentation, online channels to promote activities, or virtual reality technology.

1.2 Accessibilities should be operated as follows: 1) to create clear and easily accessible media and information for tourists, such as travel websites, tourist map, hiking trails, or travel applications so that tourists can quickly and conveniently find information and methods about tourist attractions. 2) to emphasize on the safety management of accessibilities of tourist attractions, such as creating clearly visible warning boards, entry-exit date and time recorder, or preparations of tourists' health care, and 3) to create appropriate amenities for tourists, such as parking, pedestrian bridges, shuttle service, or a resting place with amenities that have been developed into services that are in demand by tourists.

1.3 Amenities should be operated as follows: 1) to provide standard amenities to fulfill the tourists' needs properly, such as clean bathrooms, wireless internet service areas, or facilities for the disabled 2) to apply technology for facility development, such as applications to provide information about amenities, reservation, or online check-in, and 3) to develop ramps, restrooms, and assistive devices for the disabled.

1.4 Accommodation should be operated as follows: 1) to create a variety of accommodations to choose from that match the needs and budget of tourists, such as luxury hotels or resorts, private residences, campsites, etc. 2) to provide clean and tidy rooms, appropriate furniture and basic amenities 3) to arrange the standard services and to increase flexibility and convenience for tourists, such as wireless internet, food and beverage, room cleaning, massage, or activities for guests, and 4) to increase convenience and efficiency in accommodation management by applying technology for room reservations, check-in-check-out, and communication with guests.

1.5 Activities should be operated as follows: 1) to organize a variety of suitable activities for tourists, such as yoga, massage, spa, hiking, cycling, swimming, learning local wisdom, how to cook, etc. 2) to prepare a manual and guidelines of activity for tourists' understanding and readiness before participating, and 3) to create a list of various activities to meet the interests and needs of tourists, such as cultural activities, learning local food recipes, or nature exploration.

1.6 Services in the area should be operated as follows: 1) to provide standard and high quality services for tourists, such as healthy food services, convenient services meeting the tourists' needs, and health care services 2) to train and develop to be quality and expert services staffs who understand the importance of appropriate services and manage the changing situations.

2. The policy suggestions for relevant agencies are development and enhancement in terms of attraction, accessibilities, amenities, accommodations, activities, and services in the area as follows:

2.1 Attraction should be operated as follows: 1) to improve the environment to be appropriate and interesting such as parks or activity areas for good and desired travel experience of tourists and 2) to apply technology for interesting tourist attractions promotion such as applications to present tourist information, online channels to promote activities, or virtual reality technology.

2.2 Accessibilities should be operated as follows: 1) to cooperate with tourist attractions and local businesses providing the smooth health tourist attraction accessibility by having special promotions or travel packages that provide convenience to tourists, 2) to create

clear and easily accessible media and information for tourists such as travel websites and map, hiking trails, or travel applications so that tourists can quickly and conveniently search information and methods for tourist attraction accessibility, 3) to emphasis on the safety management of tourists for tourist attractions accessibility, 4) to create appropriate amenities for tourists such as parking lots, walk bridges, shuttle buses, or resting places with amenities that have been developed into services that are in demand among tourists, and 5) to develop convenient transportation routes connecting the main tourist attractions for various forms of travel.

2.3 Amenities should be operated as follows: 1) to check and improve existing facilities in tourist areas, such as building additional parking spaces, adding a resting point, or improving places for exercise, 2) to arrange standard and appropriate amenities to fulfill the tourists' needs in tourist attractions, such as clean bathrooms, wireless internet service areas, or amenities for the disabled

2.4 Accommodation should be operated as follows: 1) to promote standards of accommodation for communities/entrepreneurs in the area and 2) to promote standards of service and to increase the flexibility and convenience services for tourists, such as wireless internet, food and beverage, room cleaning, massage services, or activities for guests.

2.5 Activities should be operated as follows: 1) to prepare a manual and guidelines for activity participants helping tourists understand the activities and prepare to participate.

2.6 Services in the area should be operated as follows: 1) to provide high standard and quality services for tourists such as healthy food services, convenient services meeting the needs of tourists and health care services, 2) to plan the resource management plan both human resources and material resources suitable for the needs and consistency of tourists for the most efficient and quality service in every situation, and 3) to work with communities and local entrepreneurs and to train and develop tourism personnel being services quality and expert for understanding the importance of appropriate services and changing situations management.

Suggestions for Future Research

1. Researchers or interests should have educated by exploratory factor analysis (EFA). It helps to explore and identify the common factors of the health tourism business management

in Lampang Province communities to be sustainable. Creating a new variable in the form of common factors will lead to upgrade health tourism in Lampang Province communities.

2. The qualitative research on successful health tourism in the communities should be further studied. Data may be collected from sub-group meeting. The results will be more perfect and accurate and become the best practice. The communities will be successful or lead to targeted excellence.

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