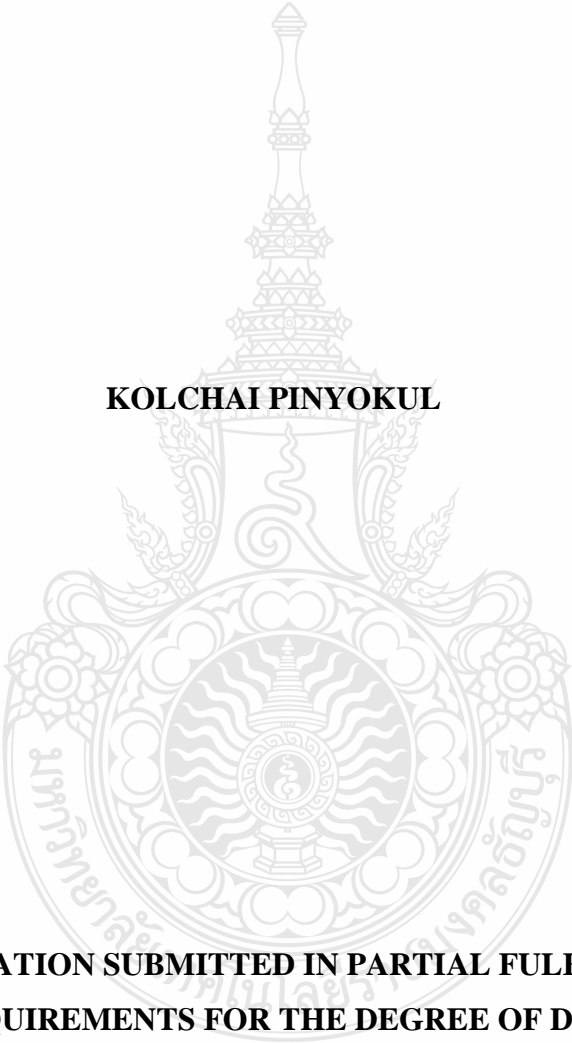


**EFFECT OF E-BUSINESS ADOPTION ON RELATIONSHIP QUALITY
IN TRAVEL AGENCY–SUPPLIER RELATIONSHIP:
A PERSPECTIVE OF SUPPLY CHAIN MANAGEMENT**

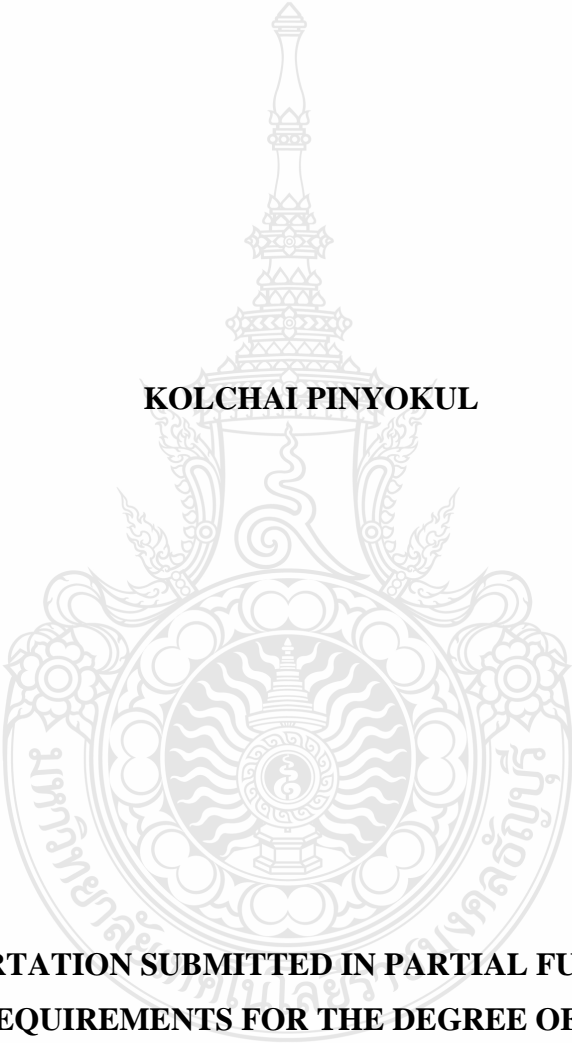
KOLCHAI PINYOKUL



**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY PROGRAM IN BUSINESS ADMINISTRATION
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2019
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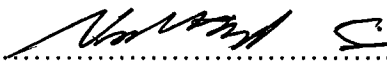
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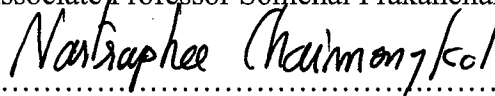
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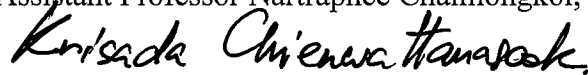
Dissertation Title Effect of E-Business Adoption on Relationship Quality in Travel Agency–Supplier Relationship: A Perspective of Supply Chain Management
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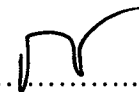
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Dissertation Title	Effect of E-Business Adoption on Relationship Quality in Travel Agency–Supplier Relationship: A Perspective of Supply Chain Management
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Program	Business Administration
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ABSTRACT

The emergence of e-business (the business of buying and selling goods and services on the Internet) has created a new business paradigm, which impacts marketing channels of the service industry, including tourism. The perspectives of e-business from the supply chain management (SCM) point of view are receiving considerable attention. In the past, research about SCM focused mainly on international transportation and trading of tangible goods. There was little research about the service business. Thus, this research aims to study the tourism industry as one of the service businesses which is growing the fastest around the world. Moreover, the internet plays a vital role in tourism. Therefore, academic research can benefit firms in the tourism sector. The main objective is to examine the e-business factors which have the greatest impact on the travel agency supplier.

This research applied quantitative methods to examine whether antecedent factors including customer pressure and normative pressure, pose an impact on e-business in forms of e-communications, e-payment and e-procurement or not when the e-business factors, affect the quality of the relationship between travel agencies and their suppliers. The structured interview was employed at the samples' workplaces. The samples were 409 retail travel agencies in Thailand selected by stratified sampling method. The conceptual model was described by path analyses using SEM technique.

For the travel agencies, customer pressure yielded the greatest impact on e-payment, whereas normative pressure created the most impact on e-procurement. Both customer and normative pressures influenced the travel agencies' short-term trust with their suppliers; however, the latter created greater impact. In addition, e-business

adoption caused impact on the agencies' short-term trust toward the suppliers. Interestingly, the research findings unexpectedly revealed that e-payment was a key factor which contributed to building agencies' short-term trust with their suppliers.

Keywords: e-commerce, e-business adoption, travel agency, e-payment, e-communications, e-procurement, trust, commitment, perceived reciprocity



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List of Abbreviations

AEC	ASEAN Economic Community
B2B	business-to-business
CP	information technology
EC	Customer Pressures
EPAY	Normative Pressure
EPRO	E- communications : outbound
IB	E- communications : internal
IN	E- communications : inbound
IT	E- communications
LTR	E- payment
NP	E- procurement
OB	Trust with suppliers
RCP	Perceived reciprocity
TRUS	Long-term commitment to supplier



CHAPTER 1

INTRODUCTION

1.1 Background and Importance of the Issue

The emergence of e-commerce has created a new business model particularly important aspect of this is the new business paradigm which impact on marketing channels. E-commerce defines as the business of buying and selling goods and services on the internet (IDM, 2012). E-commerce may employ some activities such as online shopping web sites for retail sales direct to consumers, business-to-business (B2B) buying and selling, and B2B electronic data interchange. Therefore e-commerce business is particularly powerful in certain segments of the service industry, including tourism where internet has steadily gained popularity during the past two decades (Buhalis & Law, 2008).

Furthermore, the perspectives of e-business from the supply chain management (SCM) point of view are in attention. In the past, researches about SCM were mainly in international transportation and trading which pointed out to tangible goods. There were few researches about service business. Thus this research will pick up one of service businesses, tourism industry; because it is one of the fastest growing industries worldwide and internet gain importance in the tourism too. There were plenty evidences of growth and development in tourism due to information technology such as e-airlines (Buhalis, 2004; Weaver & Lawton, 2008). Therefore, academic research will benefit the firm in the tourism sector.

1.1.1 E-business Adoption

The adoption of e-business is technological innovation in business strategy (Varadarajan & Yadav, 2002). It is either opportunities or challenges in inter-organizational relations (Webb, 2002). There were two perspectives of e-business. First, the loci of the adoption of electronic resources (within the company, relations with customers and suppliers) and their degree of implementation (communication, administrative processes, and purchase orders) (F. Wu, Mahajan, & Balasubramanian, 2003). Thus this research will point out three sections of e-business including e-communication, e-payment, and e-procurement.

E-communication refers to online channel to communicate with other parties. It comprised of three parts. Firstly, internal communications defined as communication among employees in different departments and different locations about business strategies. Secondly, outbound communications defined as provide information and response to questions or requests of customers online. Finally, inbound communications defined as communication with suppliers (F. Wu et al., 2003). It implied that the e-communication was an initial step to the latter e-business innovation such as e-payment and e-procurement.

E-payment (electronic payment) defined as any payment transaction involving the purchase of goods or services that is completed with internet. Some scholars explained how e-payment may evolve to m-payment (mobile payment). By m-payment, clients can make purchases from any online store that supports payments from mobile devices while they are on the move instead of traditionally performing in fixed environments as e-payment (Kiran & Kumar, 2011). This research will use either e-payment or m-payment as a level of e-business adoption. However, the security of e-payment is still an important issue. Therefore, it is interesting to find out what direction of the relationship between environmental antecedent factors and e-payment adoption.

E-procurement or e-purchasing is an online transaction between a firm and its supplier. The increasing popularity of e-procurement is due to the plenty of managerial benefits it can bring to purchasing practices. For example, cost savings and the subsequent increase in return-on-investment (ROI) resulting from reduced paper transactions, shorter order cycle time and the subsequent inventory reduction resulting from speedy transmission of order related information (Min & Galle, 2003). However, it needs contextual variables such as organizational readiness, user characteristics, and information technology infrastructure. In other words, development of e-procurement needs previous adoption of e-communication. Therefore, it is interesting to find out what direction of the relationship among environmental antecedent factors, e-procurement adoption, and relationship with suppliers.

1.1.2 Impact of Customer Pressures to E-Business Adoption

Over a decade ago, travel agencies use internet as simply as an additional mode of traditional communication (Özturan & Roney, 2004). Today, the rapid developments of online social networking and high-speed internet connectivity along with the recent advances of portable devices, however, have allowed people to use mobile devices anywhere and anytime. E-communication flourished because of the openness, speed, anonymity, digitization, and global accessibility characteristics of the internet (Isaac & Zeadally, 2014). So the customer plays a more active role in the search for information. Moreover, one of the most popular online services which have received a lot of attention in the last decade has been electronic commerce which allows the electronic transfer of transactional information (Asokan, Janson, Steiner, & Waidner, 2000; Yu, Hsi, & Kuo, 2002). E-payment and e-banking are examples of e-commerce which including signing contracts, fund transfers, or the distribution of intangible digital goods. As mentioned, a travel agency is pressured by clients while the level adoption of e-business may correlate with the extent of pressure.

1.1.3 Impact of Perceived Normative Pressures to E-business Adoption

From an institutional perspective, even though the adoption of e-business innovation was determined as market orientation and technological opportunism, some firms climbed on the bandwagon by adoption based on how many other organizations have implemented the innovation (F. Wu & Lee, 2005). Normative pressures are significant antecedents of online order taking which constitutes one of the most high-profile, externally visible facets of e-business. In parallel, numerous businesses have feared being left behind competitors if they do not adopt e-communication and e-payment innovation (F. Wu et al., 2003).

Electronic commerce has been in an attention for a decade because of its ability to manage the large purchase ordering process, simplify purchase payment, expand supplier bases, reduce paperwork, and eliminate order errors (Min & Galle, 2003). Survey from 297 procurement executives of large companies in ten countries found few significant direct effects of e-purchasing tools on category performance. Specifically, buyer competence, manager competence and communications climate have performance-enhancing effects (Katri Kauppi, Alistair Brandon-Jones, Stefano

Ronchi, & Erik M. van Raaij, 2013) instead of e-business adoption. So it can explain how normative pressure is one of antecedent factor.

1.1.4 Effects of E-business to Travel Agency-Supplier Relationships

The traditional sales focused on personal selling tangible goods in single-transaction settings whereas the conventional trend focused on long-term commitment and a continual stream of interaction between buyer and seller. By the way, there was little attention to long-term commitment in the context of salesperson at that time, three decades ago (Lovelock, 1983). A decade later, scholars proposed the commitment-trust theory of relationship marketing as the major shift in marketing theory and practice. There were evidences support that successful relationship marketing requires trust and commitment (R. M. Morgan & Hunt, 1994).

Relationship quality has been discussed for two decades in terms of a significant influence on the customer's anticipation of future interaction with salesperson. However, relationship quality was not found to affect sales effectiveness significantly here and now. Hence this evidence can be interpreted that relationship quality served as an indicator of the health and future wellbeing of long-term service sales relationship. It can be explained by confronting the uncertainty leads to complicated service exchange settings, therefore, relationship quality contributes to a lasting bond by offering assurance that the salesperson will not intentionally distort information or otherwise undermine the customer's trust (Crosby, Evans, & Cowles, 1990). According to this research, the continuity of relationship between travel agencies and supplier by inbound communications (e.g. sending suppliers regular updates about new product plans or provide specific online information about product specifications that suppliers must meet) may contribute short-term trust and long-term commitment with the suppliers.

A decade ago, Narayandas and Rangan (2004) proposed the five processes of healthy and sustained relationship regardless of initial power asymmetries which was consistent to this research in terms of a weaker party (a travel agency) and a stronger party (its supplier). The evidence showed a weaker party might benefit from working to develop an informal contract rather than demanding a formal written one (Narayandas & Rangan, 2004).The researcher hypothesized that an online information exchange can

contribute initial informal contract. However, there was a dispute about online customer's loyalty because online information is the low cost alternative searching. Therefore, online customer loyalty is more difficult to achieve in the online context than in the offline one.

One way to achieve long-term relationship and psychological bond that encourage customers to stay in the relationship was creating expectations for reciprocity (Liang, Chen, & Wang, 2008). Reciprocity defined as actions that are contingent on rewarding reactions from others (Gouldner, 1960). Reciprocity involves mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties (Miller & Kean, 1997). The adoption of online communication has a positive effect on trust and this, in turn, has a favorable impact on perceived reciprocity (Andreu, Aldás, Bigné, & Mattila, 2010). Hence, the researcher hypothesizes whether short-term trust and long-term commitment to supplier may modulate by perceived reciprocity.

To conclude, travel agencies have to adjust their business strategies in terms of consistency with traveler's behavior. Connection with suppliers such as hotels, travel attractions, rental cars, or airlines is necessary in order to satisfy clients and obtain reasonable cost. This research uses quantitative method which points out to how information technology influences business between a travel agency and its supplier. The result will show environmental antecedent factors affecting relationship between travel agencies and suppliers in terms of trust and commitment.

1.2 Research Objectives

1.2.1 General Objective

To examine the e-business factors which extensively impact on travel agency supplier?

1.2.2 Specific Objective

1.2.2.1 To examine effects of customer pressures on e-business adoption

1.2.2.2 To examine effects of normative pressures on e-business adoption.

1.2.2.3 To examine effects of the level of e- business adoption to trust with supplier

1.2.2.4 To examine effects of the level of e- business adoption to commitment to supplier

1.2.2.5 To examine perceived reciprocity as an indirect effect between trust and commitment

1.3 Research Question

What do the levels of e-business adoption affect the travel agency–supplier relationship?

1.4 Study Variables

1.4.1 Independent Variables

Those include 2 variables as follows:

1.4.1.1 Customer pressures

1.4.1.2 Normative pressures

1.4.2 Dependent Variables

These include 6 variables as follows:

1.4.2.1 The level of e-communication adoption

1.4.2.2 The level of e-procurement adoption

1.4.2.3 The level of e-payment adoption

1.4.2.4 The level of trust with supplier

1.4.2.5 The level of commitment to supplier

1.4.2.6 The level of perceived reciprocity

1.5 Scope of the Study

This research investigated effects of customer and normative pressures to the level of e-business adoption as well as effects of levels of e-business to trust, perceived reciprocity and commitment to supplier in the context of travel and tourism industry in Thailand. The sample comprises of 409 retail travel agencies. The sample recruitment performs by searching travel agencies from Division of Tourism business and Guide Registration. Sampling method is conducted by stratified sampling method. The conceptual model will be explained path analyses by AMOS.

1.6 Definition

1.6.1 Customer Pressures refer to exogenous customer demand on the business to implement certain practices (F. Wu et al., 2003). This concept may contrast with a customer-oriented business which tends to be forward-looking, proactively responding and shaping to customer needs (Jaworski & Kohli, 1996).

1.6.2 Normative Pressures refer to how organization adopts innovation on account of institutional pressure caused by the sheer number of businesses that have already done so. On the other words, if normative pressures are high, the organization adopts innovation not on account of the innovation's potential efficiency and returns but adopts because of others have already done (Abrahamson & Bartner, 1990).

1.6.3 E-business Adoption E-business adoption refers to innovation adoption in the context of information technology (IT). Scholars empirically examined e-business framework and found 3 antecedent factors correlate with e-communication and e-procurement including organizational learning ability, customer power (pressure), and normative pressure (F. Wu et al., 2003). Since the researcher is interesting in topics related to IT so the two latter are picked up. Moreover, the researcher found significant number of mobile payment in the last few years (Isaac & Zeadally, 2012), so the third topic is added. The 3 e-business adoptions in this research include:

1.6.3.1 **E-communication** includes communications within the firm, with customers and with suppliers.

1.6.3.2 **E-procurement** defines as the business-to-business (B2B) purchasing practice that utilizes electronic commerce to identify potential sources of supply, to purchase goods and services, to transfer payment, and to interact with suppliers (Min & Galle, 2003).

1.6.3.3 **E-payment** defines as online payments for services and goods including different kinds of payments (e.g. credit-card payments, micropayments, and digital coins) or via payment gateway (e.g. verified by VISA, paypal, paysbuy, and e-banking) (Isaac & Zeadally, 2012).

1.6.4 Trust to Supplier refers to the extent of short-term relationship between a travel agency and its supplier. It is implied by, for example, supplier's concerning of a travel agency when making important decisions or a travel agency can trust its supplier

when there sharing important information with them.

1.6.5 Commitment to Supplier refers to the extent of medium/long-term relationship between a travel agency and its supplier. It is implied by, for example, a travel agency invests time and other necessary resources in the commercial relationship with the suppliers.

1.6.6 Perceived Reciprocity refers to actions that are contingent on rewarding reactions from others. Reciprocity involves mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties.

1.7 Framework of the Research

This research examines and tests a model of antecedent factors which affect consequences of adopting e-business in the context of travel agencies in Thailand. Wu et al (2013) proposed three of the six antecedents had a significant influence on the e-communication and e-procurement including organizational learning ability, customer power (pressure), and normative pressure in four industries (i.e., telecommunications, computer hardware, semi-conductor and manufacturing equipment) (F. Wu et al., 2003). Since the researcher is interesting in environmental factors rather than internal factor, the two latter factors are chosen.

The researcher also point out how levels of e-business affect relationship between a travel agency and its suppliers in the context of short-term trust with its supplier and long-term commitment to supplier. Moreover, the perceived reciprocity is analyzed as an indirect effect of the relationship between levels of e-business and commitment.

1.8 Research Hypotheses

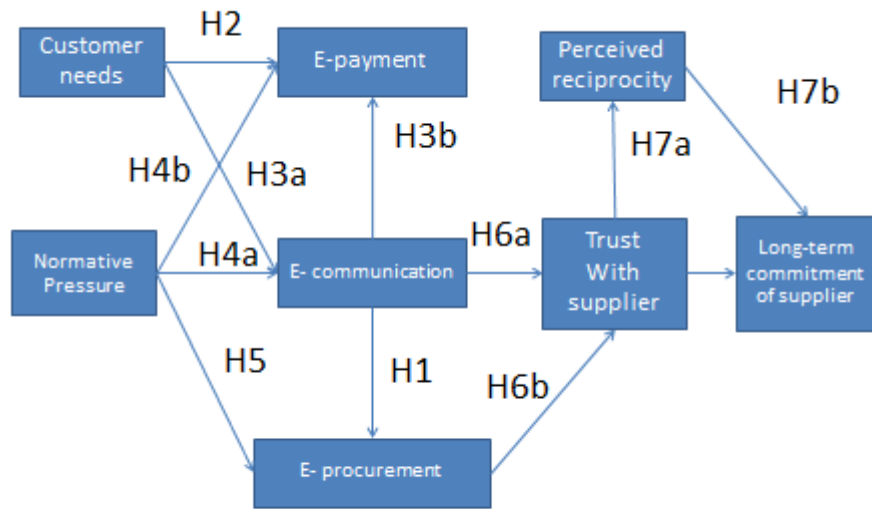


Figure 1.1 Conceptual Model

1.8.1 The two Different E-Business Adoption Levels

By definition, the e-communication comprised of 3 parts, internal communications, outbound communications, and inbound communications (F. Wu et al., 2003). It implied that the e-communication was an initial step to the latter e-business innovation such as e-procurement. Hence, the researcher put the hypothesis as the following:

Hypothesis 1: The adoption of e-communication between the travel agency and customers has a positive influence on the adoption of e-procurement.

1.8.2 Impact of Customer Pressures to E-Business Adoption

Over a decade ago, travel agencies use internet as simply as an additional mode of traditional communication (Özturan & Roney, 2004). Today, the rapid developments of online social networking and high-speed internet connectivity along with the recent advances of portable devices, however, have allowed people to use mobile devices anywhere and anytime. E-communication flourished because of the openness, speed, anonymity, digitization, and global accessibility characteristics of the internet (Isaac & Zeadally, 2014). So the customer plays a more active role in the search for information. Hence, the researcher predicts the following:

Hypothesis 2: The more customer pressure, the greater intensity of the level of e-communication adoption as a communication tool.

One of the most popular online services which has received a lot of attention in the last decade has been electronic commerce (or e-commerce) which allows the electronic transfer of transactional information (Asokan et al., 2000; Yu et al., 2002). E-payment and e-banking are examples of e-commerce which including signing contracts, fund transfers, or the distribution of intangible digital goods. Hence, the researcher put the hypothesis as the following:

Hypothesis 3a: The more customer pressure, the greater intensity of the level of e-payment adoption.

Hypothesis 3b: The more e-communication that the firm adopts, the greater intensity of the level of e-payment adoption.

1.8.3 Impact of Perceived Normative Pressures to E-Business Adoption

From an institutional perspective, eventhough the adoption of e-business innovation was determined as market orientation and technological opportunism, some firms climbed on the bandwagon by adoption based on how many other organizations have implemented the innovation (F. Wu & Lee, 2005). Normative pressures are significant antecedents of online order taking which constitutes one of the most high-profile, externally visible facets of e-business. In parallel, So numerous businesses have feared being left behind competitors if they do not adopt e-communication and e-payment innovation (F. Wu et al., 2003). Accordingly, we put forth the following hypotheses.

Hypothesis 4a: The greater the perceived normative pressure, the greater the implementation of the e-communication.

Hypothesis 4b: The greater the perceived normative pressure, the greater the implementation of the e-payment.

Electronic commerce has been in an attention for a decade because of its ability to manage the large purchase ordering process, simplify purchase payment, expand supplier bases, reduce paperwork, and eliminate order errors (Min & Galle, 2003). Survey from 297 procurement executives of large companies in ten countries found few significant direct effects of e-purchasing tools on category performance.

Specifically, buyer competence, manager competence and communications climate have performance-enhancing effects (Katri Kauppi et al., 2013). On this basis, the researcher investigates the following hypotheses:

Hypothesis 5: The greater the perceived normative pressure, the greater the implementation of the e-procurement.

1.8.4 Effects of E-Business to Travel-Agency-Supplier Relationships

The traditional sales focused on personal selling tangible goods in single-transaction settings whereas the conventional trend focused on long-term commitment and a continual stream of interaction between buyer and seller. By the way, there was little attention to long-term commitment in the context of salesperson at that time, three decades ago (Lovelock, 1983). A decade later, scholars proposed the commitment-trust theory of relationship marketing as the major shift in marketing theory and practice. There were evidences support that successful relationship marketing requires trust and commitment (R. M. Morgan & Hunt, 1994).

Relationship quality has been discussed for two decades in terms of a significant influence on the customer's anticipation of future interaction with salesperson. However, relationship quality was not found to affect sales effectiveness significantly here and now. Hence this evidence can be interpreted that relationship quality served as an indicator of the health and future wellbeing of long-term service sales relationship. It can be explained by confronting the uncertainty leads to complicated service exchange settings, therefore, relationship quality contributes to a lasting bond by offering assurance that the salesperson will not intentionally distort information or otherwise undermine the customer's trust (Crosby et al., 1990). According to this research, the continuity of relationship between travel agencies and supplier by inbound communications (e.g. sending suppliers regular updates about new product plans or provide specific online information about product specifications that suppliers must meet) may contribute short-term trust and long-term commitment with the suppliers. Therefore, the hypotheses are as the following:

Hypothesis 6a: The greater the intensity of e-communication in the part of inbound communications, the greater the degree of trust between the travel agency and its supplier.

Hypothesis 6b: The greater the intensity of e-procurement, the greater the degree of trust between the travel agency and its supplier.

Hypothesis 6c: The greater the trust between the travel agency and its supplier, the greater the degree of long-term commitment between them.

A decade ago, Narayandas and Rangana (2004) proposed the five processes of healthy and sustained relationship regardless of initial power asymmetries which was consistent to this research in terms of a weaker party (a travel agency) and a stronger party (its supplier). The evidence showed a weaker party might benefit from working to develop an informal contract rather than demanding a formal written one (Narayandas & Rangan, 2004). The researcher hypothesized that an online information exchange can contribute initial informal contract. However, there was a dispute about online customer's loyalty because online information is the low cost alternative searching. Therefore, online customer loyalty is more difficult to achieve in the online context than in the offline one.

One way to achieve long-term relationship and psychological bond that encourage customers to stay in the relationship was creating expectations for reciprocity (Liang et al., 2008). Reciprocity defined as actions that are contingent on rewarding reactions from others (Gouldner, 1960). Reciprocity involves mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties (Miller & Kean, 1997). The adoption of online communication has a positive effect on trust and this, in turn, has a favorable impact on perceived reciprocity (Andreu et al., 2010). Hence, the researcher hypothesizes whether short-term trust and long-term commitment to supplier may modulate by perceived reciprocity. Therefore, the hypothesis goes to the following:

Hypothesis 7a: There is a positive relationship between trust and perceived reciprocity in the travel agency–supplier relationships.

Hypothesis 7b: Perceived reciprocity between a travel agency and its supplier will have a positive impact on the commitment to its supplier.

1.9 Expected Outcomes

Tourism is one of the fastest growing industries worldwide. There are numerous businesses involving tourism such as airlines, hotel, or travel attractions. In the meantime, the rapid developments of high-speed internet connectivity, affordable mobile devices, and social media encouraged tourism organizations to adjust themselves especially in e-commerce. Tourism plays an important role in generating revenue in Thailand. As it appears in the Tourism Economic Review No.6 (October to December 2016) by Ministry of tourism and Sport, Thailand has a tourism income of 2.51 Trillion Baht in 2016(Office of the Permanent Secretary, Ministry of Tourism & Sports, 2016).

The adoption of e-business using and value now constitutes a vibrant research domain contributing significantly to the literature. Notwithstanding, extant research in Thailand is limited essentially in two ways. First, investigations testing an integrated model of the antecedents and consequences of e-business adoption in the past are rare because of the fast-growing of technology preceded the research. Generally, IT payoff literatures had not considered IT usage, whereas the usage literature has largely overlooked issues concerning firm performance (Mishra, Konana, & Barua, 2007).

Second, the Tourism Economic Review No.6 (October to December 2016) by Ministry of tourism and Sport, Thailand reported the further policy to improve tourism services. There were 19 unsatisfactory issues which derived from the tourist's satisfaction survey in 2016 including Wi-Fi and internet services in travel attractions especially at the seashore and historical sites. Hence, IT usage in travel business may not be extensively using in Thailand.

In the present study, it will benefit tourism organizations to see market trend of adopting e-commerce and what extent of the impact of environmental factors affecting levels of e-business adoption. The further study about other perspective instead of SCM such as learning organization or marketing perspective will benefit big picture of e-business.

CHAPTER 2

REVIEW OF THE LITERATURE

2.1 E-business

2.1.1 What is E-business?

E-business (electronic business) or e-commerce defines as any kind of business or commercial transaction that includes sharing information across the internet as well as constitutes the exchange of products and services between businesses. E-business refers to business using internet i.e. doing business on the internet network (Beynon-Davies, 2004). From the perspective of business performance, e-business is “the use of Internet technologies to link customers, suppliers, business partners, and employees using at least one of the following: (a) e-commerce websites that offer sales transactions, (b) customer-service websites, (c) intranets and enterprise information portals, (d) extranets and supply chains, and (e) IP electronic data interchange” (Murphy, 2013). The term "e-business" was coined by IBM's marketing and Internet team in 1996 (Amor, 2001; Gerstner, 2003).

2.1.2 Why E-business is Important?

Some scholars defined e-business as the application of internet-based technologies to conduct both downstream and upstream business activities along the value chain (Zhu & Kraemer, 2005). The use of electronic networks and associated technologies were to enable, improve, enhance, transform or invent a business process or business system to create superior value for current or potential customers (Sawhney & Zabin, 2001).

2.1.3 Theory of E-business and Related Factors

2.1.3.1 Theoretical Aspects of e-business's Quality Characteristics

It is important to focus attention on the customer's requirements to ensure customer satisfaction. There are three groups of requirements that must be met by e-business (Mohanty, Seth, & Mukadam, 2007) including:

- **Performance-expected requirements:** performance, features, service ability, accuracy/clarity, responsiveness, structure, customization, integrity, flexibility;

- **Basic-must requirements:** reliability, time and timeliness, security/system integrity, accessibility, communication and feedback, usability/navigability, availability, functionality, reputation, trust;

- **Delight-excitement features:** transcendence, courtesy/empathy, ability to retrieve, ability to interact, service differentiation.

Performance-expected requirements are necessary requirements which clients immediately expect to be fulfilled by e-business. Those features create an additional, more satisfaction to the customer (Limba, Guleviciute, Romeika, & Kiskis, 2016).

2.1.3.2 Theoretical Aspects of Information Quality and Security in e-Business Environments

Besides adoption of information technology (IT) to the organization's managerial system, quality of IT would be concerned. Koronios and Xu (2005) proposed the exploratory research examines several e-business organizations via web sites analyses and interviews with key personnel. It found there was two-way communication between users and e-business systems are necessary to improve the quality of the information of such e-business systems. There also were plenty of dimensions of quality which were the main requirements to be met by the data, information in e-business such as accessibility, appropriate amount of data, believability, completeness, concise representation, consistent representation, ease of manipulation, free-of-error, interpretability, objectivity, relevancy, reputation, security, timeliness, understandability, valueadded (Xu & Koronios, 2004).

In spite of quality of IT systems, security of IT had long-term discussed in e-business adoption. Jin Kim et al. (2005) proposed 3 dimensions of security, E-Quality framework which was the information quality in the context of hypermedia-based e-business systems (Y. Kim, Kishore, & Sanders, 2005) including:

- Content (product) - the intrinsic information content issues that are moved toward providing users with accurate, relevant, and complete information, thereby addressing primarily problem of irrelevant information in e-business systems.

- Form - the information presentation issues that are moved toward enhancing users' cognition, thereby primarily addressing the problem of cognitive

overhead.

- Time - the information delivery issues that are moved toward providing users' better control over temporal aspects of their actions thereby providing them with a sense of temporal orientation and addressing primarily the problem of disorientation in e-business systems.

Hench, antecedent factors of adoption of e-business are multifactorial. It is crucial to look upon variety of factors.

2.1.3.3 Theoretical Aspects of factors affecting e-business adoption

E-business adoption was affected by plenty of factors. It even has their stage of adoption. Thanh-Nam et al. (2016) examined the e-business adoption in the wood industry in terms of 'technological, organizational, and environmental factors explain low diffusion'. There were 2 stages of e-business diffusion: (1) initial adoption and (2) long-term routinization. It found the routinization fell behind initial adoption in the wood industry (Trang, Zander, de Visser, & Kolbe, 2016). Moreover, the adoption of innovation is affected not only by the characteristics of the organization itself (market orientation and technological opportunism, among others) but also by environmental factors (Joo & Kim, 2004; Srinivasan, Lilien, & Rangaswamy, 2002; F. Wu et al., 2003; S. Wu, Zhu, Wang, Wang, & Lan, 2007).

Environmental factors played important role on e-business adoption. Sameni (2009) investigated and prioritize the e-business adoption factors among Iranian small and medium enterprises (SMEs). The results indicated that the effect of environmental factors on E-business adoption was greater than technological factors. In the category of environmental factors, customer demand and supplier/partner pressure have the most impact, whereas the existence of supportive rules have the least effect on using E-business. This result was consistent with Andreu et al. (2010) comprehensive model integrating antecedents and relational effects in 101 travel agents in Spain. Findings indicated that customer pressure has a strong influence on e-communication. E-communication and normative pressure were the main antecedents for e-procurement (Andreu et al., 2010).

However, the theories mentioned above were mainly based on developed countries. The importance of environmental factor specifically in developing country

wouldn't be disregarded. Scholars showed e-business and e-government contributes to the economic performance of countries. Srivastava & Panigrahi (2016) argued that the relationship between e-government, e-business and economic performance varies depending on the development status of a country. Hence, it gave the differences in the technological, organizational and environmental factors between developed and developing nations. Specifically, e-business is significantly related to economic performance in developed countries (Srivastava & Panigrahi, 2016).

2.2 E-business Adoption

2.2.1 What is E-business Adoption?

Firms increasingly adopted e-business into their existing information systems (IS) and business processes in order to speed up transactions along value chain activities, achieve real-time communication, lower transaction costs, and enhance flexibility (Lee, 2001). It also constitutes an integral component of most firms' business strategies, helping companies to grow, identify new markets, and outperform their competitors. Notwithstanding, e-business adoption has its own intensity along dual dimensions - the process domains within which e-business is adopted and the degree of implementation of e-business within specific process domains.

First, not all aspects of e-business adoption may proceed in tandem. For example, a business may implement e-communication, but not e-procurement. Second, certain e-business initiatives are easy to adopt, whereas others may require substantial resources and/or organizational restructuring. For example, e-procurement needs compatible electronic data generation and exchange interfaces across businesses, substantial systems redesign and integration within those businesses, personnel training, and significant commitment from top management. (F. Wu et al., 2003). Therefore, not all antecedent factors are equally relevant to each business process domain.

In Thailand, the survey of small and medium-sized enterprises (SMEs) in 2010 showed, unfortunately, most of the SMEs owners are not used to new technologies. It was clear that most Thai SMEs prefer to work manually rather than electronically (Chanvarasuth, 2010). However, the study in 2013 showed factors affecting the

adoption of e-commerce in Thai travel SMEs including competition intensity positively, relative advantage and organizational readiness (Choochinprakarn, 2016).

2.2.1.1 The three different kinds e-business adoption

E-communication

There are plenty meaning of e-communication because it is such a widely used phrase. One is “Electronic communication was an exchange of data or information of any nature between two or more parties whereby the transmission depends on the law of electromagnetism.” (Turkanović & Polančič, 2013). However, majority of synonyms used today do not include the big picture of e-communication. They rather specify the property which is used in a specific case e.g. online communication, telecommunication, broadcasting, online tools for sharing and communicating, etc. (Turkanović & Polančič, 2013).

E-business has made trading partners and clients communicate, coordinate, share information and manage inventory (Lee, 2001). Half a decade ago, a study in Romania showed the majority of tourist is using internet for online communication and for searching information (Cosma, Bota, & Tutunea, 2012). In terms of e-business quality, the quality of information is important because it implies customer perception of goods or services quality (Xu & Koronios, 2004). The information which is suitable for communicate with a client has to present the data quality dimensions such as

- Accessibility (the extent to which information is available, or easily and quickly retrievable)
- Appropriate amount of information, believability, completeness (the extent to which data is not missing and is of sufficient breadth and depth for the task)
- Concise representation (the extent to which information is compactly represented)
- Consistent representation (the extent to which information is presented in the same format)
- Ease of manipulation
- Free-of-error
- Interpretability

- Objectivity
- Relevancy (the extent to which information is applicable and helpful for the task at hand)
- Reputation (the extent to which information is highly regarded in terms of its source or content)
- Security
- Timeliness
- Understandability
- Valueadded

These qualities are the main requirements to be met informative communication in e-business (Limba et al., 2016).

However, the involvement with e-communication via smartphones, internet and social media is vulnerable and exposed to security and privacy risks, for example, fraudulent email and malware or privacy concerns. Thus, it is important that the public realizes that engaging with e-communication is not totally safe though it has to protect itself. The best way is to learn about the security and privacy risks (Turkanović & Polančič, 2013).

E-procurement

E-business has improved the efficiency of placing orders for two decades (Lee, 2001). The changeover from paper-based purchasing to e-purchasing resulted in an average reduction of 5% to 10% on purchasing price, 25% to 50% reduction at the inventory level, a 5-day reduction in cycle time, and a US\$77 saving in per requisition administrative cost (Brack, 2000). Other benefits of e-procurement included: the enhancement of supply chain efficiency by providing real-time information of product availability, inventory level, shipment status, and production requirements (Radstaak, Ketelaar, Hastings, & Council, 1998); the facilitation of collaboration among supply chain partners by sharing information on demand forecasts and production schedules that compel supply chain activities, the effective linkage of customer demand information to upstream supply chain functions (Kalakota & Whinston, 1997); the reduction of the involvement of lobbyist and corruption (Ishak & Said, 2015). Therefore, it is necessary to explore the differences between adopters and non-adopters

of e-procurement and then provide guidance for those who may consider using e-procurement in the future.

There was plenty of factors impacted adoption of e-procurement. Altayyar & Beaumont-Kerridge (2016) proposed the nine external factors affecting adoption of e-procurement in Saudi Arabian SMEs which are

1. Government support
2. Own postal addresses and delivery service
3. Providing secure and trustworthy online payment options
4. Low cost and high speed internet connection
5. IT (information technology)-related educational programs
6. Supplier's willingness and readiness to participate or exert pressure
7. Competitor's pressure
8. Policy and regulations and business
9. National culture of the country

As above, the model can be grouped to 4 factors which we comply with e-procurement in this research:

1. E-communication – low cost and high speed internet connection, IT-related educational programs
2. Normative pressures – competitor's pressure providing secure and trustworthy online payment options
3. Relationship with supplies – supplier's willingness and readiness to participate or exert pressure
4. Other factors – government support, own postal addresses and delivery service, policy and regulations and business, national culture of the count

In Thailand, Central Retail Corp, a leading department store and retail chain operator, has had modernised its supplier relations by moving to an e-procurement. It saved 2-3 million baht a year by paperless system which were not using faxes in contacting and making transactions with its suppliers (Thai News Service, 2008).

However, the outcomes of e-procurement may vary across countries especially across developing countries because developing countries generally have a poorer context than developed countries; they confront many challenges in the

implementation (Choi, Park, Rho, & Zo, 2016). Notwithstanding, e-procurement has a positive impact on business, some characteristics and the environment of businesses, especially the degree of competition, market turbulence, firm size and stage in product life cycle moderate these relationships significantly. The positive effects of e-procurement on firm performance are particularly enhanced under the right conditions (M. Kim, Suresh, & Kocabasoglu-Hillmer, 2015).

E-payment

In general, e-payments in the context of e-commerce refers to online transactions which are conducted via the internet or the process of payment made without the use of paper instruments, although there are many other forms of electronic payment (Armesh, Saljoughi, & Kord, 2010; Chess & Thomas, 1986). The e-payment systems consist of:

(1) Online credit card transaction - is not much different from offline transactions in traditional stores just in online transactions do not require a physical credit card and signature.

(2) Electronic wallet (e-wallet) - is just like a physical wallet, used to store information such as credit card numbers, ecash, the identity of the owner, contact information, shipping or billing information that is used at the time of checkout on e-commerce sites.

(3) Electronic cash (e-cash) - is a payment processing via the internet through a unique token that has been authenticated that represents money from the consumer to the merchant.

(4) Online stored value systems - allows consumers to make online payments instantly to merchants and other individuals based on the value stored in the online account e.g. Paypal. The system called peer-to-peer (P2P), because the payment is made between one individual to another within the same entity (Schneider, 2010).

(5) Digital accumulating balance systems - is the payment which the balance of expenditure will accumulate and billed to the customer at the end of the month. It is suitable for use in a micropayment transaction.

(6) Digital checking payment systems - consumers are asked to fill out check account information including a valid check number, bank name and bank

account number in question. Then, the system will provide the electronic checks to merchants that will be used as a medium of exchange merchant with the issuing bank (Laudon & Traver, 2010).

(7) Wireless or mobile payment systems - is a payment system that utilizes a mobile device or smartphone in a transaction.

Eventhough, an innovative but low-cost mobile phone-based mechanism for e-payment were discussed as technical rationales behind the innovation, it is still yet to see to what extent the mechanism will benefit the real world because the highest cost was related to its patent applications (Chan, 2014).

In Thailand, there were growing national trend of e-payment system. The Ministry of Finance has affirmed that a National E-Payment system, which designed to reduce the need for cash transactions, will be up and running by January 1 of 2017 (Thai News Service, 2016a). In 2016, business owners were being encouraged to attend the seminar about how to pay their expenses via a national e-payment system, which was organized by the Revenue Department, the Thai Chamber of Commerce, the Federation of Thai Industries and the Thai Bankers 'Association. It was said to help them lower their costs (Thai News Service, 2016b).

However, China's General Agreement on Trade in Services (GATS) had proved that the China e-payment services to be a less effective and more problematic instrument than hoped for at its enactment nearly twenty years ago. One condition of this unusual challenge was the natural-monopoly characteristic of China industries. Regarding e-payment services, China appeared to commit to provide treatment no less favorable than that extended to domestic suppliers, yet at the same time reserved the right to deny foreign suppliers access to the Chinese market. This evidence argued that the confusion about scheduling of market access and national treatment commitments was an ambiguity about the scope of the e-payment disciplines (Block, 2014).

Notwithstanding, the widespread of availability of e-payment in developing countries can generate significant savings in the operation systems, payment services markets are typically uncompetitive and require regulatory and broader state interventions to ensure those savings are widely distributed. However, microcredit initiatives in developing countries had resulted primarily in expansions in consumption

credit to households and often under predatory terms. Therefore, microcredit may reflect the underdevelopment of the areas concerned: without broader development strategies and unprofitable to finance (Cruz, Da Silva, Monteiro, Santos, & Dos Santos, 2011).

2.2.2 E-business Adoption in the Travel Business

2.2.2.1 E-business adoption in the travel business from worldwide perspective

E-business is growing in service industries. Firms that adopt this innovation to sell or deliver services and manage customer relationships should make technological and strategic changes. However, firms in the same industry adopt e-business at different rates and by different attitudes (Oliveira & Martins, 2010). In European countries, the European Commission (2008) claimed that the importance of ICT skills, i.e. professional skills, user skills, and e-business skills, for the competitiveness and growth of the European economy has been confirmed in several high-level documents and initiatives of the European Commission (European Communities, 2008). Several factors were found as a facilitator of e-business adoption such as perceived benefits and obstacles of e-business, technology readiness, competitive pressure and trading partner whereas some were not such as technology integration and firm size (Oliveira & Martins, 2010).

In the developing countries particularly in Arab countries have been found that in spite of potential benefits for travel agencies of adoption of e-business, the firms are commonly regarded as slow adopters and lagging far behind the developed countries (Alrousan, 2015). Several factors significantly predict levels of e-business adoption including relative advantage, observability, business/partner pressure, uncertainty avoidance and government support. On the other hand, the results showed that compatibility, trialability, employees' IT knowledge, top management support, manager's attitude, and customer pressure were insignificant predictors of any of the e-business adoption levels (Alrousan, 2015).

In China, According to a survey report of the China Tourism Academy (China Tourism Academy, 2011), e-commerce associated with tourism provided instead the traditional services of air tickets, hotels, and consulting business. Moreover, a new

emerging trend included booking tickets for attractions and travel group buying. However, most tourism websites focused on providing basic information services and destination. Most online tourism booking was done through online travel agencies while there was inadequate investment in e-business adoption. In addition, applications of reservations, payment, and customer relationship management (CRM) dimensions were not well deployed by Chinese tourism websites. Therefore, Chinese tourism websites were not using the internet to its full potential (Cao & Yang, 2016).

2.2.2.2 E-business adoption in the travel business in Thailand

The tourism industry played an important role in income generated in Thailand. It cost 1.81 trillion baht in 2014 and 2.19 trillion baht in 2015. The Tourism Authority of Thailand predicted it will reach 2.3 trillion Baht in 2016 (Chinmaneevong, 2015). In 2013, many travel, hotel and resort in Thailand using e-commerce which was 24% of overall e-commerce business in Thailand (The National Statistical Office, 2013). However, the majority of SMEs in the trade sector (68.8%) used the internet in order to advertise their stores and products instead of online buying and selling through internet (Office of Small and Medium Enterprises Promotion, 2012).

However, the Tourism Economic Review (2016) showed several issues which have to improve because of tourist's dissatisfaction regarding wifi and internet service at places including airports, beaches, hotels, souvenir shops, restaurants, healthcare services and historical travel destinations. On the other hand, only one place that tourists satisfy with wifi and internet service in this report was golf courses (Office of the Permanent Secretary, Ministry of Tourism & Sports, 2016).

The adoption of e-business (e-commerce) by Thai travel SMEs in the promotion stage (stage 1) was depended on their perceived greater competition environment amongst competitors. They were more likely to adopt e-business for promoting their businesses by using the internet as a new channel to commercialize their products and maintain a competitive advantage. The moving to the e-business adoption stage (stage 2) was depended on sufficient financial and technological resources to support e-business operation in the organization. Then, the organizational readiness was a significant predictor of processing stage in adopting online transactions (stage 3) (Choochinprakarn, 2016).

2.2.3 E-business Adoption in the Travel Agency–Supplier Relationships

The adoption of e-business can be considered as a type of technological innovation causes either opportunities or challenges in interorganizational relations (Lichtenthal & Eliaz, 2003; Webb, 2002). Moreover, introducing technological innovations is vital in managing channel relationships (Coughlan, 2006; Osmonbekov, Bello, & Gilliland, 2009). According to the trust and commitment to suppliers, relationship quality between the travel agency and suppliers is an indicator of the health and future wellbeing of long-term service sales relationship which contributes to a lasting bond by offering assurance that the salesperson will not intentionally distort information or otherwise undermine the customer's trust (Crosby et al., 1990). Therefore, the supplier salesperson is often best suited to perform the role of relationship manager instead of salesperson. One convenient and easily accessible to communicate between the firm and its suppliers is adopting the information technology such as online communication practices (e-communication) and online purchases (e-procurement) (F. Wu & Lee, 2005; F. Wu et al., 2003).

Notwithstanding, e-business sometimes causes conflict instead of positive relationship. Scholars proposed that e-business in supply tasks increases relationship coordination between manufacturer and reseller, whereas e-business in demand tasks increases either coordination or conflict. Thus, the increasing of conflict may provide an explanation for e-business adoption failures and negative returns on investment in technology (Osmonbekov et al., 2009; Webb, 2002).

2.2.4 Drivers of E-business in Travel Agency–Supplier Relationships

2.2.4.1 Customer pressures to e-business adoption

Almost two decades ago, the rising of e-business was either an advantage to get order from clients quickly or disadvantage of client's double-checking with other service providers on order-fulfillment operations (Lee, 2001). Information communication technologies (ICTs) can contribute the improvement of the service quality and higher tourist satisfaction. Website image, routine when using the website and website knowledge play a significant role in customer satisfaction and, indirectly, enhancing loyalty (Pereira, Salgueiro, & Rita, 2016). Customers search for travel related information, make online air ticket bookings, online room reservations, and

other online purchases themselves instead of depending on travel agencies to undertake this process for them. Hence, the development of ICTs particularly the internet empowered the new tourist who is becoming knowledgeable and is seeking exceptional value for money and time (Buhalis & Law, 2008; Morrison, Jing, O'Leary, & Cai, 2001).

Eventhough using e-communication such as a website plays a significant role in e-customer satisfaction and indirectly contributing customer loyalty, the relationship between e-communication and e-customer loyalty is fully mediated by customer satisfaction (Chi & Qu, 2008; Lai, Griffin, & Babin, 2009; Pereira et al., 2016). Furthermore, some sections of tourism are not affected by e-customer such as restaurants. In Venice, the popularity of restaurants strongly depends on already established off-line mechanisms of popularity building. The consumer-generated content, such as online reviews or TripAdvisor which is a kind of e-communication, has weak effect to popularity. However, The consumer-generated content may have, in the end, positive effect to travel business in terms of providing opportunity of tourist visiting (Ganzaroli, De Noni, & van Baalen, 2017).

2.2.4.2 Normative pressures to e-business adoption

The adoption of innovation is not only by the benefit to the organization (market orientation and technological opportunism among others) but also by external variables or environmental factors (Srinivasan et al., 2002; F. Wu et al., 2003; S. Wu et al., 2007). Normative pressure from competitors and suppliers is another significant factor influence to e-commerce adoption (Alrousan, 2015; Dahms & Dubey, 2015). In order to gain some competitor advantages, firms have to invest budget to built IT infrastructure in their organization in order to increase some business reputations to get a better position in the market (Ifinedo, 2011; Limba et al., 2016; Ramdani, Peter Kawalek, & Oswaldo Lorenzo, 2009). In the perfect competition market, market position is important that differentiate firms from their competitors.

However, the successful of technology adoption is relied on the adopter used (Unhelkar, 2015). In developing countries, people fail to obtain benefits from e-commerce (Kshetri, 2007). There are literature reviews showed e-commerce brings benefits only to developed countries, yet not for developing countries.

Evidences showed technological innovation can diffuse in a bandwagon manner. This mass adoption can occur according to bandwagon theories because organizations adopt innovations in response to pressures caused by the large number of adopters, and not because of their innovations' efficiency and returns (Abrahamson & Bartner, 1990).

2.2.5 Relational Quality Effects of E-business in Travel agency–Supplier Relationships

The traditional sales focused on personal selling tangible goods in single-transaction settings whereas the conventional trend focused on long-term commitment and a continual stream of interaction between buyer and seller. By the way, there was little attention to long-term commitment in the context of salesperson at that time, three decades ago (Lovelock, 1983). A decade later, scholars proposed the commitment-trust theory of relationship marketing as the major shift in marketing theory and practice. There were evidences support that successful relationship marketing requires trust and commitment (Morgan & Hunt, 1994).

2.2.5.1 Trust and commitment to supplier

Buyers' trust in a supplier is the buyers' willingness to accept vulnerability based upon positive expectations of the intention or behavior of the supplier (Rousseau, Sitkin, Burt, & Camerer, 1998). Online B2B exchanges are the interorganization systems that help buyers and suppliers search for and connect with each other (Pavlou, 2002). There are three components of trustworthiness including ability, benevolence, and integrity (Mayer, Davis, & Schoorman, 1995). Firstly, ability is the supplier's skills and competencies in meeting the buyer's needs. It depends on the context. Such the case of B2B transactions, the buyer would focus on the supplier's ability to satisfy their purchase requirements such as quality, timeliness, and cost. Secondly, benevolence is the overall goodwill of the supplier towards the buyer. A benevolent supplier would not intentionally behave towards the buyer for their own benefit. Rather, the supplier is concerned for the buyer's well-being. Lastly, integrity is the supplier's adherence to principles (e.g., being honest and fair) that are acceptable to the buyer. The supplier's integrity is judged by the consistency in their behaviors, the

credibility of their communication, and their commitment to justice and fairness (Mayer et al., 1995).

From the information sharing point of view, buyers' trust in suppliers is vital all commerce especially e-commerce because of asymmetrical pronounced information. On the one hand, buyers may have incomplete information about suppliers' such as incompetent or opportunistic suppliers, whereas suppliers may face problems such as non-payment buyers. In these situations, trust is "an important lubricant" for economic exchanges to take place (Arrow, 1974). One of channels to share information between firm and its suppliers easily and boundarylessly is e-communication.

Interorganizational trust also has positive transactional effects. Buyers' trust in suppliers is positively related to the buyers' anticipated future interaction with the suppliers (Pavlou, 2002) and increases their commitment to and cooperation with their suppliers (R. M. Morgan & Hunt, 1994). Buyers also allocate a higher share of their business to suppliers whom they trust (Doney, Barry, & Abratt, 2007).

In long-term relationship, trust can emerge from prior experience and expectations of continued relations between the buyers and suppliers (Poppo, Zhou, & Ryu, 2008). Expecting continuity in a relationship improves buyer-supplier trust by extending the long-term mutual benefits and discouraging opportunistic short-term gains (Aulakh, Kotabe, & Sahay, 1996; Poppo et al., 2008).

However, national integrity (perceived social norms in suppliers' country) is still a consideration even with much past experience (Koh, Fichman, & Kraut, 2012). Perceived national integrity is a cognition-based trust mechanism. It influences the judgment of trustworthiness via a categorization process. In other words, a firm in an untrustworthy culture is expected to be untrustworthy (Zaheer & Zaheer, 2006). Buyers may expect social norms to strongly influence individual suppliers' behaviors, even for those suppliers whom they have transacted with. Since integrity is a key component of trust, integrity-related violations (e.g., dishonest behavior) is difficult to recover trust (P. H. Kim, Dirks, & Cooper, 2009; P. H. Kim, Ferrin, Cooper, & Dirks, 2004). Hence, buyers' perceptions of national integrity may still matter even when they have completed many transactions with the suppliers in the past.

2.2.5.2 Perceived reciprocity

Reciprocity indicates actions that are contingent on rewarding reactions from others (Gouldner, 1960). In a reciprocal relationship, exchange partners match behaviors experienced from others with actions performed for others, giving in proportion to what they receive (Carr, 2006). Reciprocity involves the mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties (Miller & Kean, 1997). E-communication has an important role in building reciprocity via the trust. Hence, the frequency of both formal and informal contact is important to gain trust, for example, different types of contacts include email newsletters to keep buyers informed about updated capabilities, new products, new people, technologies trends, and so on (Carr, 2006). Trust exists when one party has confidence in an exchange partner's reliability and integrity. The buyer-seller relationships that show high levels of reciprocity will reduce the fear of opportunistic behaviors, which will lead to a greater degree of commitment towards the other party (Stanko, Bonner, & Calantone, 2007).

However, it is important for a powerful buyer to share cost savings and cost reduction burdens with suppliers rather than focus solely on unilateral gains in total cost management programs (Zhang, Henke Jr., & Viswanathan, 2015). Reciprocity does occur in power imbalanced situations. While cost sharing may encounter short-term costs for buyers, it provides direct value to suppliers, which stimulate strong reciprocity from suppliers overtime (L. O. Morgan & Daniels, 2001).

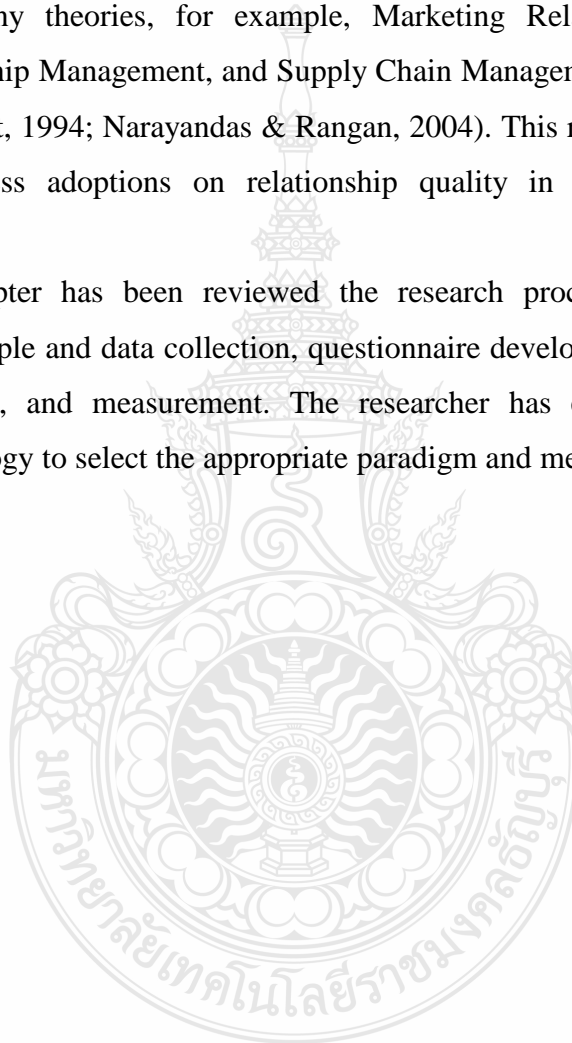
CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Methology

There were several factors driving tourism business to adopt internet technology (Andreu et al., 2010) such as the quality of relationship which was mentioned in many theories, for example, Marketing Relationship Management, Supplier Relationship Management, and Supply Chain Management (Ganesan, 1994; R. M. Morgan & Hunt, 1994; Narayandas & Rangan, 2004). This research has to study the effect of e-business adoptions on relationship quality in travels agency-supplier relationship.

This chapter has been reviewed the research process including research process flows, sample and data collection, questionnaire development process, research model, hypotheses, and measurement. The researcher has examined designing of research methodology to select the appropriate paradigm and method.



3.2 Research Process Flows

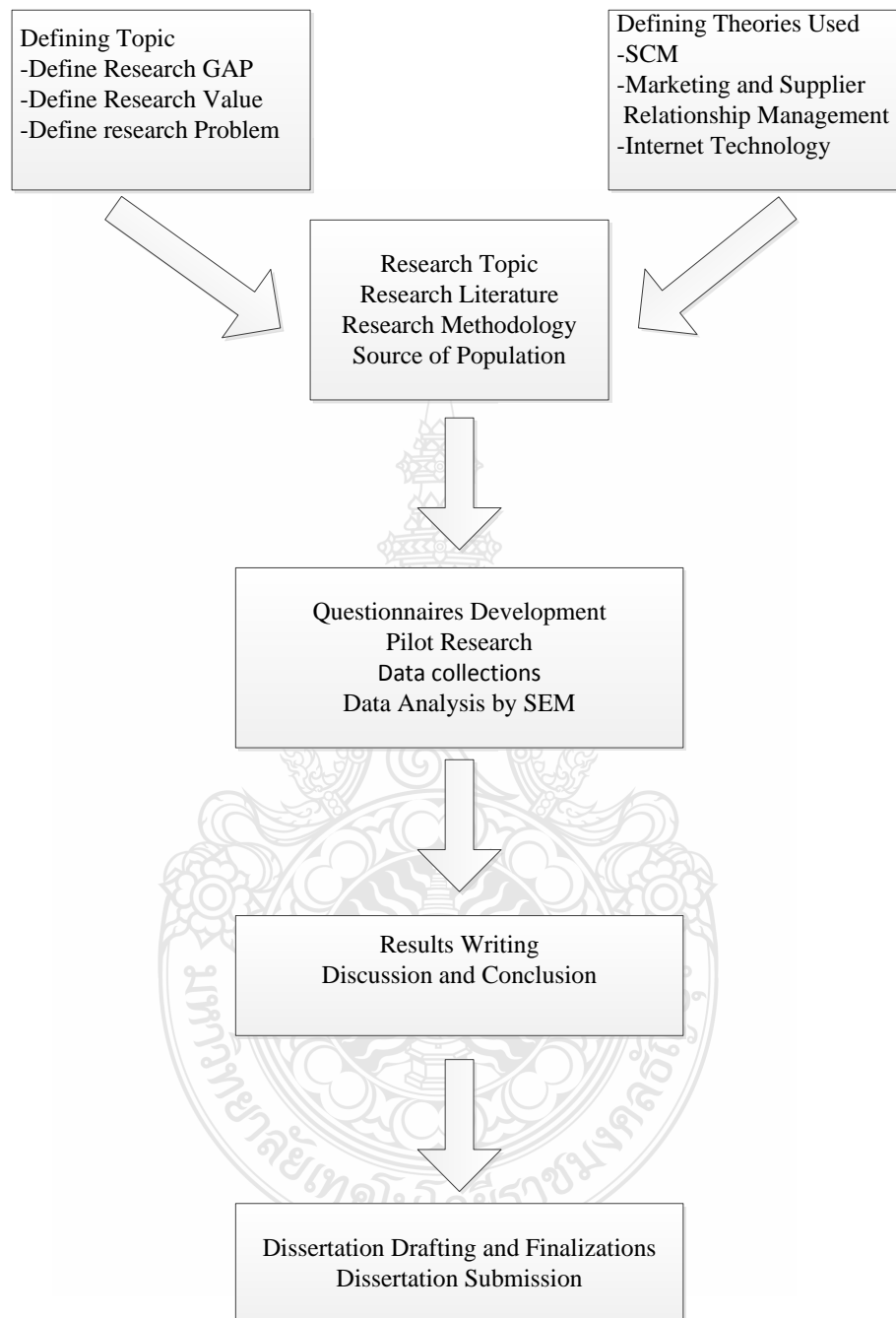


Figure 3.1 Research Process Flows

As a general research process must start by initial phase is research topic. The process before final research topic are defining research gap, defining research value and defining research problem. At the same time, the researcher needs to consider the use of theory to ensure that the results can contribute for theoretical and practical. After finally the research topic, next process started by literature review and find out the research methodology including defining targets sample and searching for populations database.

Research implementations phase are including questionnaire development, pilot research, trimming the questionnaire and data collection. The detail in this phase as follow, First drafting of the questionnaire are from literature and expert discussion. For sure the completely of questionnaire the researcher must test by pilot research with a few target sample and be trimming the questionnaire. Then data collection process with target sample and trimming the data. Finally, data analysis by AMOS is appropriate method for test research hypothesis.

Finalization phase, Results writing and Discussion conclusion are defining in this phase for the complete first drafting of the dissertation. Then the dissertation is ready for editing and submission.

3.3 Sample and Data Collections

For the hypotheses, the researcher defining targets sample to fit in the research by considering the population of Tourism business in Thailand. The populations have to use secondary data from Division of Tourism Business and Guide Registrations in 2016. The total number of tourism businesses were registered in Thailand is 6,650. The populations have different license type including General amounts 3,033, Fix-Area amounts 1,472, Oversea-Tour amounts 1,359 and Domestic-Tour amounts 786. The researcher has considered type Oversea-Tour to be target sample.

For understanding in the business, the researcher sent an e-mail to some of The Association of Thai Travel Agent's member (ATTA) for interview tourism business's manager. The researcher found that The Association of Thai Travel Agents had 1340 members is around 20% of Thailand Tourism business and more than 90% of Tourism business with Oversea-Tour's license. Before the researcher develops a

questionnaire, the researcher has interview with a manager of tourism business for understanding about Thailand Tourism markets such as market environment, the target of a customer, inbound competitor, and outbound competitor, internet adoption in the organization and other key success factors in the business.

Base on the interview, the researcher found that the populations of Thailand retail travel agency had registered in the association are 1,340. Every company has adoption information technology such as website e-mail Facebook and LINE. For the practical of e-payment, many managers sides it comfortable way for customer and supplier to pay and received money from electronic payment. And e-procurement takes a role for confirming transactions between companies with supplier.

As noted above, the researchers selected the following sampling methods according to the following conditions: First, the population can count. Secondly, the researchers can access demographic information such as name, address, phone number, website and Facebook. Therefore, the researcher must select the sampling method by stratified random sampling.

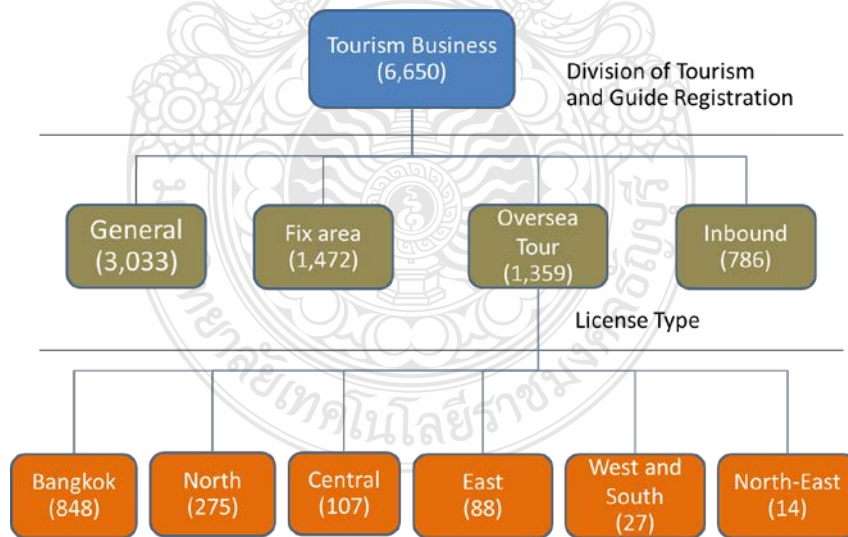


Figure 3.2 The Population of Thailand Tourism Business

Figure 3.2 shows the population of Thailand Tourism Business at the total is 6,650 companies. Including 4 type of license is General 3,033 companies, Fix area 1,472 companies, oversea tour 1,359 companies and domestic 786 companies.

The sampling target in this research is oversea tour amount 1,359 companies. The Tourism business have separated by area to 6 areas including Bangkok 848, North 275, Central 107, East 88, West and South 27, North-East 14 companies.

Sample size calculated by Taro Yamane (“Yamane, T. (1973) Statistics: An Introductory Analysis. 3rd Edition, Harper and Row, New York. - References - Scientific Research Publish,” n.d.), Taro Yamane formula indicates symbol n is sample size and N is populations and e is accuracy as follow:

$$n = \frac{N}{1 + Ne^2}$$

The populations of oversea tour’s license from Division of Tourism business and Guide Registrations are 1,359 and e in the equation is 0.05. Then sample size in this research is 310 samples.

The researcher has calculated numbers of sample for each part by proportional to size as shown in Table 3.1.

Table 3.1 Sample Size

Area	Frequency	Percent	Sample Size
North East	14	1.03	3
West and South	27	1.99	6
East	88	6.48	20
Central	107	7.87	24
North	275	20.24	63
Bangkok	848	62.40	193
Total	1,359	100.00	310

Table 3.1 as shown amount of sample by area, the researcher must collect data including 193 samples from Bangkok, 63 samples from North, 24 samples from Central, 20 samples from East, 6 samples from West and South and 3 samples from North East.

3.4 Questionnaire Development Process

Before the researcher develop the questionnaire the researcher have start to correct the questionnaire from similarly research and discussion with experts such as tourism business's manager and professional scholar to complete the questionnaire in the first draft. Later, the researcher has a first draft; the researcher sent the questionnaire to among of tourism business 10 companies to collect the data for pilot research. Then the researcher considers completing the final questionnaire.

By the literature in Chapter 2, the variable had to present in each the questions to show in Table 3.2 to Table 3.11.

3.5 Customer Pressure

(adapted from Wu & Lee, 2005; Wu et al., 2003)

Table 3.2 Customer Pressure

Variable Name	Questions
CURP1	Many customers get information and found your travel agency via (web site ,facebook, instragram, e-banking, Line, Wechat etc) intern- et .
CURP2	Our relationship with our major customers would have suffered if we have not implemented e-business practices.
CURP3	Our customers may consider us to be forward if we implement e-business initiatives.

3.5.1 Normative pressure (adapted from Wu & Lee, 2005; Wu et al., 2003)

Table 3.3 Normative Pressure

Variable Name	Questions
NPR1	A large number of our competitors have already adopted e-business practices.
NPR2	Internet portal is necessary technology which we cannot overlook.
NPR3	In the travel agency industry, firms that do not readily adopt new technologies (Internet) will be left behind
NPR4	It is important that we are seen as a cutting-edge business that adopts innovative technologies.
NPR5	In our industry, most travel agencies will ultimately end up adopting wide range of e-business practices.

3.5.2 E-Communication (adapted from Wu et al., 2003)

Table 3.4 Internal Communication

Variable Name	Questions
IN1	Use online communication to ask for travel booklets.
IN2	Facilitate internal communication between employees in different departments and different locations.
IN3	Regularly update employees about developments within the strategic business unit (SBU).
IN4	Facilitate discussions and feedback on various issues of importance to our SBU.
IN5	Manage projects within the SBU.
IN6	Coordinate new product development teams.
IN7	Using internet as a major internal communication.
IN8	Spending budget in order to develop internal communication.

Table 3.5 Outbound Communication

Variable Name	Questions
OB1	Provide specific online information about product specifications that our travel suppliers must meet.
OB2	Provide customers with general information about our SBU (e.g., via web sites and information boards).
OB3	Allow customers to locate and send information to appropriate contacts within the SBU (e.g., via accessible online directories/databases).
OB4	Send customers regular updates about new products and other developments within our SBU (e.g., via e-mail).
OB5	Provide solutions to customer problems (e.g., via web-based service solutions).
OB6	Provide after-sales service to our customers (e.g., via online information about installation and troubleshooting).
OB7	Provide information in response to consumer questions or requests (e.g., via searchable online databases).

Table 3.6 Inbound Communication

Variable Name	Questions
IB1	Share product and planning information with our travel suppliers.
IB2	Send suppliers regular updates about new product plans and other new developments within our SBU (e.g., via e-mail).
IB3	Provide specific online information about product specifications that our suppliers must meet.
IB4	Share product and inventory planning information with our suppliers.

3.5.3 E-Procurement (adapted from Wu et al., 2003)

Table 3.7 E-Procurement

Variable Name	Questions
EPRO1	Track orders with suppliers electronically (i.e., online order placement).
EPRO2	Search and locate potential suppliers online.
EPRO3	Make your reservations and procure your e-tickets.
EPRO4	Place and track orders with suppliers electronically (e.g., online order placement).
EPRO5	Allow suppliers to submit bids online.
EPRO6	Use online marketplaces to source supplies (e.g., Ariba.com, Commerceone.com).

E- Payment (adapted from E- procurement)

Table 3.8 E- Payment

Variable Name	Questions
EPAY1	Customer can search and locate the firm online.
EPAY2	Customer can place and track orders electronically (e.g. online order placement).
EPAY3	Allow customer to submit payment online.
EPAY4	Use online payment gateway (e.g. verified by VISA, paypal, paysbuy, e-banking).
EPAY5	Having e-payment makes a good result for business.
EPAY6	Usually develop an up-to-date e-payment.
EPAY7	E-payment is more convenient than the traditional.
EPAY8	Recommend a customer to pay via e-payment more than other portal.

3.5.4 Long-term Commitment to supplier (Anderson & Weitz, 1992; Ganesan, 1994; Walter, Müller, Helfert, & Ritter, 2003)

Table 3.9 Long-Term Commitment to Supplier

Variable Name	Questions
COMM1	We focus on medium/long-term goals in our relationship with the travel supplier.
COMM2	Your agency invests time and other necessary resources in the commercial relationship with the wholesaler.
COMM3	We put the long-term cooperation with this supplier before our short-term profit.
COMM4	Long-term relationship with customers has a good result to the business.

3.5.5 Trust of the travel agency with its supplier (adapted from Walter et al., 2003 and Mayer et al., 1995)

Table 3.10 Trust of the Travel Agency with its Supplier

Variable Name	Questions
TRUST1	When making important decisions, the supplier is concerned about our welfare.
TRUST2	When we have important reservations in the agency, we receive the support of this wholesaler.
TRUST3	Supplier X is very capable of performing its job.
TRUST4	I am confident about Supplier X's capabilities.
TRUST5	Supplier X would not knowingly do anything to hurt me.
TRUST6	Supplier X really looks out for what is important to me.
TRUST7	Supplier X will go out of its way to help me.
TRUST8	Sound principles seem to guide the Supplier X's behavior.

3.5.6 Perceived reciprocity (developed for this study based on Anderson & Weitz, 1992; Walter et al., 2003)

Table 3.11 Perceived reciprocity

Variable Name	Questions
PERECI1	In general, the wholesaler invests the necessary time and resources in our commercial relationship.
PERECI2	This wholesaler adapts himself to the needs of our agency.
PERECI3	Wholesaler often sent information to business.
PERECI4	Wholesaler let us refer to its quality and service to the customers.
PERECI5	Wholesaler usually uses a travel agency's name to highlight quality to its customers.

Note: (*) Deleted items based on the validation process; 1 ¼ very strongly disagree, 5 ¼ very strongly agree.

3.6 Hypothesis

Figure 3.3 show hypothesis and path analysis in this research. For all of the hypothesis must test by AMOS.

Hypothesis and Path Analysis

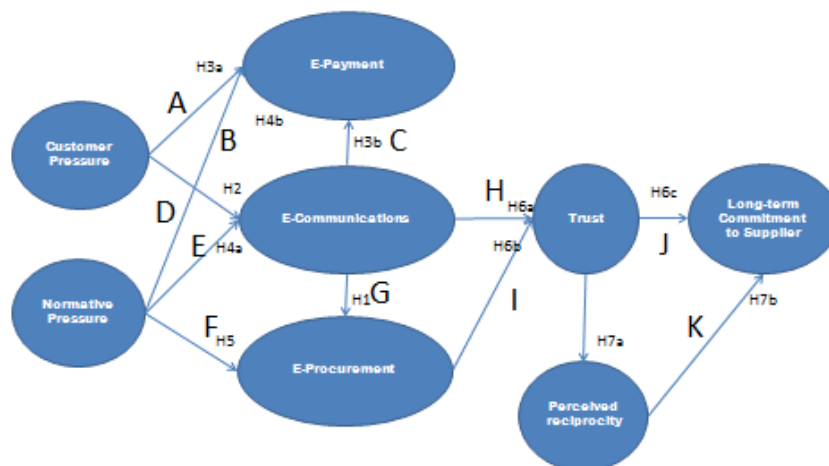


Figure 3.3 Hypothesis and Path Analysis

3.6.1 The two Different E-business Adoption Levels

By definition, the e-communication comprised of 3 parts, internal communications, outbound communications, and inbound communications (F. Wu et al., 2003). It implied that the e-communication was an initial step to the latter e-business innovation such as e-procurement. Hence, the researcher put the hypothesis as the following:

Hypothesis 1: The adoption of e-communication between the travel agency and customers has a positive influence on the adoption of e-procurement.

3.6.2 Impact of Customer Pressures to E-business Adoption

Over a decade ago, travel agencies use internet as simply as an additional mode of traditional communication (Özturan & Roney, 2004). Today, the rapid developments of online social networking and high-speed internet connectivity along with the recent advances of portable devices, however, have allowed people to use mobile devices anywhere and anytime. E-communication flourished because of the openness, speed, anonymity, digitization, and global accessibility characteristics of the internet (Isaac & Zeadally, 2014). So the customer plays a more active role in the search for information. Hence, the researcher predicts the following:

Hypothesis 2: The more customer pressure, the greater intensity of the level of e-communication adoption as a communication tool.

One of the most popular online services which has received a lot of attention in the last decade has been electronic commerce (or e-commerce) which allows the electronic transfer of transactional information (Asokan et al., 2000; Yu et al., 2002). E-payment and e-banking are examples of e-commerce which including signing contracts, fund transfers, or the distribution of intangible digital goods. Hence, the researcher put the hypothesis as the following:

Hypothesis 3a: The more customer pressure, the greater intensity of the level of e-payment adoption.

Hypothesis 3b: The more e-communication that the firm adopts, the greater intensity of the level of e-payment adoption.

3.6.3 Impact of Perceived Normative Pressures to E-business Adoption

From an institutional perspective, even though the adoption of e-business innovation was determined as market orientation and technological opportunism, some firms climbed on the bandwagon by adoption based on how many other organizations have implemented the innovation (F. Wu & Lee, 2005). Normative pressures are significant antecedents of online order taking which constitutes one of the most high-profile, externally visible facets of e-business. In parallel, so numerous businesses have feared being left behind competitors if they do not adopt e-communication and e-payment innovation (F. Wu et al., 2003). Accordingly, we put forth the following hypotheses.

Hypothesis 4a: The greater the perceived normative pressure, the greater the implementation of the e-communication.

Hypothesis 4b: The greater the perceived normative pressure, the greater the implementation of the e-payment.

Electronic commerce has been in an attention for a decade because of its ability to manage the large purchase ordering process, simplify purchase payment, expand supplier bases, reduce paperwork, and eliminate order errors (Min & Galle, 2003). Survey from 297 procurement executives of large companies in ten countries found few significant direct effects of e-purchasing tools on category performance. Specifically, buyer competence, manager competence and communications climate have performance-enhancing effects (Katri Kauppi et al., 2013). On this basis, the researcher investigates the following hypotheses:

Hypothesis 5: The greater the perceived normative pressure, the greater the implementation of the e-procurement.

3.6.4 Effects of E-business to Travel-Agency-Supplier Relationships

The traditional sales focused on personal selling tangible goods in single-transaction settings whereas the conventional trend focused on long-term commitment and a continual stream of interaction between buyer and seller. By the way, there was little attention to long-term commitment in the context of salesperson at that time, three decades ago (Lovelock, 1983). A decade later, scholars proposed the commitment-trust theory of relationship marketing as the major shift in marketing theory and practice.

There were evidences support that successful relationship marketing requires trust and commitment (R. M. Morgan & Hunt, 1994).

Relationship quality has been discussed for two decades in terms of a significant influence on the customer's anticipation of future interaction with salesperson. However, relationship quality was not found to affect sales effectiveness significantly here and now. Hence this evidence can be interpreted that relationship quality served as an indicator of the health and future wellbeing of long-term service sales relationship. It can be explained by confronting the uncertainty leads to complicated service exchange settings, therefore, relationship quality contributes to a lasting bond by offering assurance that the salesperson will not intentionally distort information or otherwise undermine the customer's trust (Crosby et al., 1990). According to this research, the continuity of relationship between travel agencies and supplier by inbound communications (e.g. sending suppliers regular updates about new product plans or provide specific online information about product specifications that suppliers must meet) may contribute short-term trust and long-term commitment with the suppliers. Therefore, the hypotheses are as the following:

Hypothesis 6a: The greater the intensity of e-communication in the part of inbound communications, the greater the degree of trust between the travel agency and its supplier.

Hypothesis 6b: The greater the intensity of e-procurement, the greater the degree of trust between the travel agency and its supplier.

Hypothesis 6c: The greater the trust between the travel agency and its supplier, the greater the degree of long-term commitment between them.

A decade ago, Narayandas and Rangan (2004) proposed the five processes of healthy and sustained relationship regardless of initial power asymmetries which was consistent to this research in terms of a weaker party (a travel agency) and a stronger party (its supplier). The evidence showed a weaker party might benefit from working to develop an informal contract rather than demanding a formal written one (Narayandas & Rangan, 2004). The researcher hypothesized that an online information exchange can contribute initial informal contract. However, there was a dispute about online customer's loyalty because online information is the low cost alternative searching.

Therefore, online customer loyalty is more difficult to achieve in the online context than in the offline one.

One way to achieve long-term relationship and psychological bond that encourage customers to stay in the relationship was creating expectations for reciprocity (Liang et al., 2008). Reciprocity defined as actions that are contingent on rewarding reactions from others (Gouldner, 1960). Reciprocity involves mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties (Miller & Kean, 1997). The adoption of online communication has a positive effect on trust and this, in turn, has a favorable impact on perceived reciprocity (Andreu et al., 2010). Hence, the researcher hypothesizes whether short-term trust and long-term commitment to supplier may modulate by perceived reciprocity. Therefore, the hypothesis goes to the following:

Hypothesis 7a: There is a positive relationship between trust and perceived reciprocity in the travel agency–supplier relationships.

Hypothesis 7b: Perceived reciprocity between a travel agency and its supplier will have a positive impact on the commitment to its supplier.

3.7 Measurement

Figure 3.3 Hypothesis and Path Analysis has illuminated relations between the factors in this research. The research model show relations with antecedent factor including customer pressure and normative pressure have the relationship with first order mediator is e-business including e-payment e-communications and e-procurement. In the model e-business takes role as first order mediator to pass the effect from antecedent factor to second order mediator factor is trust with the supplier. And endogenous factors are long-term commitments with supplier have direct effect from trust and indirect effect via perceived reciprocity. Then the method to defining the model is Structural Equation Model. Structural Equation Model has a powerful to calculate many regression models in same time and comfortable to use for analysis data in path analysis.

The model as show in Figure 3.3 is Structure Model for test research hypotheses. The variable's names have show in Table 3.2 to Table 3.11 and the factor's names have to show in Table 3.12.

Table 3.12 Factor's Name to Model's Name

Factor's Name	Model's Name
CP	Customer Pressures
NP	Normative Pressure
OB	E- communications : outbound
IN	E- communications : internal
IB	E- communications : inbound
EC	E- communications
EPAY	E- payment
EPRO	E- procurement
TRUS	Trust with suppliers
RCP	Perceived reciprocity
LTR	Long-term commitment to supplier

3.8 Analysis of Conceptual Model

The quality and model fit indicating by several measurements. Many scholars have defined fitting of the model evaluation of model testing (Barrett, 2007; Goffin, 2007; Hayduk, Cummings, Boadu, Pazderka-Robinson, & Boulianne, 2007).

Model fitting can indicate by many indicator, in this research can compline with Hooper, Coughlan, & Mullen, (2008) and Vanichbuncha, (2014), then The Researcher has to select some of the important indexes from determines the model:

- CMIN/DF (Chi-Square /Degree of Freedom)
- GFI (Goodness-fo-Fit Index)
- NFI (Normal Fit Index)
- TLI or NNFI (Tucker-Lawis)
- RMSEA (root Mean Square Error of Approximation)

Criteria in this case fit index in

Table 3.13 Model fit Criteri

Indicator	Recommended value
CMIN/DF	< 2-5
GFI	> 0.9
NFI	> 0.8
TLI or NNFI (Tucker-Lawis)	> 0.9
RMSEA	< 0.05

The conclusions of this chapter determined with the research process and selection method of test the hypothesis. The researcher necessary to select the method base on 3 important limitations are the quality of dissertation, timings, and budgeting.

Structure model in this research can present in regression equations amount 6 equations that researcher use variable name and regression name from Figure 3.3 Hypothesis and Path Analysis as follow:

1. E-Payment = A(Customer pressure) + B(Normative Pressure)+C(E-Communications) + error
2. E-Communications = D(Customer pressure)+E(Normative Pressure)+error
3. E-Procument = F(E-Communications)+G(Normative Pressure)+error
4. Trust = H(E-Communications)+I (E-Procument)+ error
5. Perceived reciprocity = J(Trust)+error
6. Logn-term commitment to supplier = K(Trust)+L(Preseceived reciprocity) + error

CHAPTER 4

RESEARCH RESULT

The researcher send questionair to the target samples by data corrections teams. They make an appointment with target samples and meet them for interviews question by question. At the finally the researcher have completed questionair amount 409 samples in May, 2018.

This researcher has training data corrections teams for clearly about every question. The target sample are tourism company then some of questions fit with the company CEO and some of questions fit with other staff including sales purchasing operations for sure the questions will completed with the right samples.

Data analysis has work with SPSS and AMOS softwars in nessesary dimentionis for finding the result that show in this research.

4.1 Reliability Testing

4.1.1 Customer Pressure CUPR1-3

Table 4.1 Customer pressure's Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.882	3

Customer pressure's Cronbach's alpha is 0.882, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.1)

4.1.2 Normative Pressure NPR1-5

Table 4.2 Normative Pressure's Cronbach's Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.926	5

Normative pressure's Cronbach's alpha is 0.926, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.2)

4.1.3 E-Communication

4.1.3.1 Internal communication IN1-8

Table 4.3 Internal Communication's Cronbach's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.927	8

Internal Communication's Cronbach's alpha is 0.927, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.3)

4.1.3.2 Outbound communication OB1-7

Table 4.4 Outbound Communication's Cronbach's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.908	7

Outbound Communication's Cronbach's alpha is 0.908, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.4)

4.1.3.3 Inbound communication IB1-4

Table 4.5 Inbound Communication's Cronbach's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.856	4

Inbound Communication's Cronbach's alpha is 0.856, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.5)

4.1.3.4 E-Procurement EPRO1-6

Table 4.6 E-Procurement's Cronbach's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.891	6

E-Procurement's Cronbach's alpha is 0.891, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.6)

4.1.3.5 E- Payment EPAY1-8

Table 4.7 E-Payment's Cronbach's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.923	8

E-Payment's Cronbach's alpha is 0.923, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.7)

4.1.3.6 Long-term Commitment to supplier COMM1-7

Table 4.8 Long-Term Commitment to Supplier's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.923	7

Long-term Commitment to supplier's alpha is 0.923, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.8)

4.1.3.7 Trust of the travel agency with its supplier TRUST1-8

Table 4.9 Trust of the Travel Agency with its Supplier's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.902	8

Trust of the travel agency with its supplier's alpha is 0.902, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.9)

4.1.3.8 Perceived reciprocity PEREC11-5

Table 4.10 Perceived Reciprocity's Alpha

Reliability Statistics	
Cronbach's	N of
Alpha	Items
.842	5

Perceived reciprocity's alpha is 0.842, which indicates a high level of internal consistency with this specific part of questionnaire. (Table 4.10)

4.2 Factor Analysis

4.2.1 Factor analysis of Antecedent Factors

The antecedent factors included customer pressure, normative customer pressure, e-procurement, e-payment, long-term commitment to supplier, trust of the travel agency with its supplier, and perceived reciprocity.

Table 4.11 shows KMO and Bartlett's test of the first order factors which is significant at <0.001.

Table 4.11 KMO and Bartlett's Test of the First Order Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
	Approx. Chi-Square	5745.078
Bartlett's Test of Sphericity	df	171
	Sig.	.000

Table 4.12 shows pattern matrix of the first order factors which illustrates each item of 7 factors.

Table 4.12 Pattern Matrix of the First Order Factors

	Factor						
	1	2	3	4	5	6	7
TRUST2	.906						
TRUST1	.871						
TRUST3	.784						
TRUST4	.500						
TRUST5	.500						
TRUST6	.480						
TRUST7	.337						
TRUST8	.313						
NPR3		.902					
NPR4		.848					
NPR2		.815					
NPR5		.791					
NPR1		.755					
EPAY3			.853				
EPAY7			.851				
EPAY4			.837				

Table 4.12 Pattern Matrix of the First Order Factors (Cont.)

	Factor						
	1	2	3	4	5	6	7
EPAY2			.798				
EPAY6			.754				
EPAY8			.726				
EPAY5			.698				
EPAY1			.414				
COMM6				-.896			
COMM5				-.829			
COMM4				-.778			
COMM7				-.686			
COMM2				-.469			
COMM3				-.466			
COMM1				-.448			
CURP2					.900		
CURP1					.799		
CURP3					.708		
PERECI2						-.879	
PERECI3						-.835	
PERECI1						-.660	
PERECI4						-.607	
PERECI5						-.301	
EPRO4							.861
EPRO3							.797
EPRO5							.776
EPRO6							.720
EPRO2							.575
EPRO1							.521

4.2.2 Factor Analysis of E-communication

The e-communication included internal communication, outbound communication, and inbound communication.

Table 4.13 shows KMO and Bartlett's test of the -communication which is significant at <0.001 .

Table 4.13 KMO and Bartlett's test of E-communication

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
	Approx. Chi-Square	5745.078
Bartlett's Test of Sphericity	df	171
	Sig.	.000

Table 4.14 shows pattern matrix of the first order factors which illustrates each item of 3 factors.

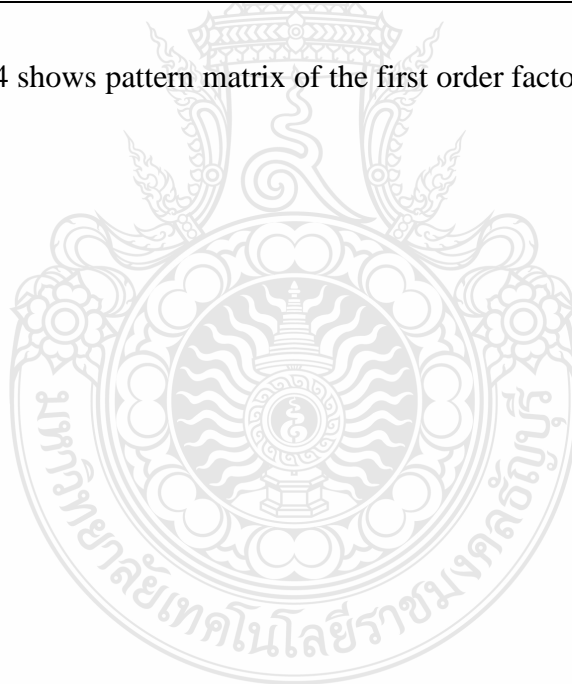
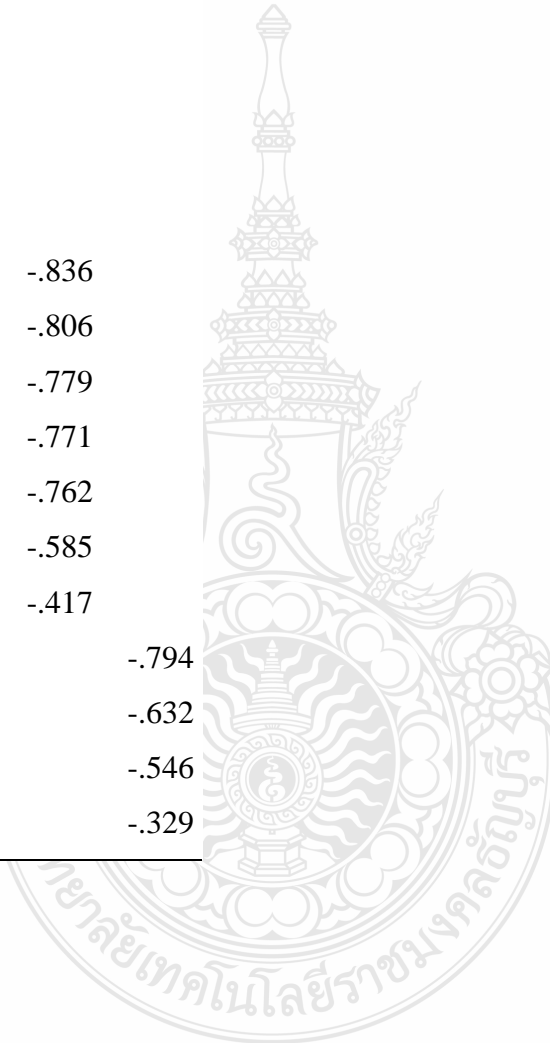


Table 4.14 Pattern Matrix of E-communication

	Factor		
	1	2	3
IN6	.832		
IN4	.793		
IN1	.792		
IN5	.772		
IN2	.758		
IN7	.746		
IN8	.629		
IN3	.618		
OB1		-.836	
OB2		-.806	
OB3		-.779	
OB6		-.771	
OB5		-.762	
OB7		-.585	
OB4		-.417	
IB3			-.794
IB2			-.632
IB1			-.546
IB4			-.329



4.3 Demographic Data

4.3.1 Type of Licenses

The data consisted of 2 types of licenses including 31 inbound tours (8%) and 378 overseas tourists (92%). (Figure 4.1)

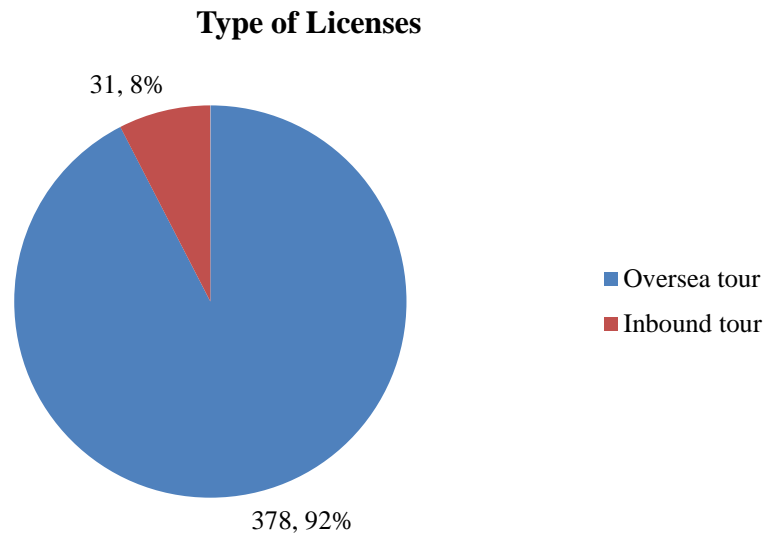


Figure 4.1 Type of Licenses of the Samples

4.3.2 Company's Locations

The company's locations of all 409 companies were divided to 6 areas. First, 20 companies were in the North-East area (4.89%). Second, 23 companies were in the West and South areas (5.62%). Third, 30 companies were in the East area (7.33%). Forth, 86 companies were in the Central area (21.03%). Fifth, 62 companies were in the North area (15.16%). Finally, 188 companies were in Bangkok (45.97%).

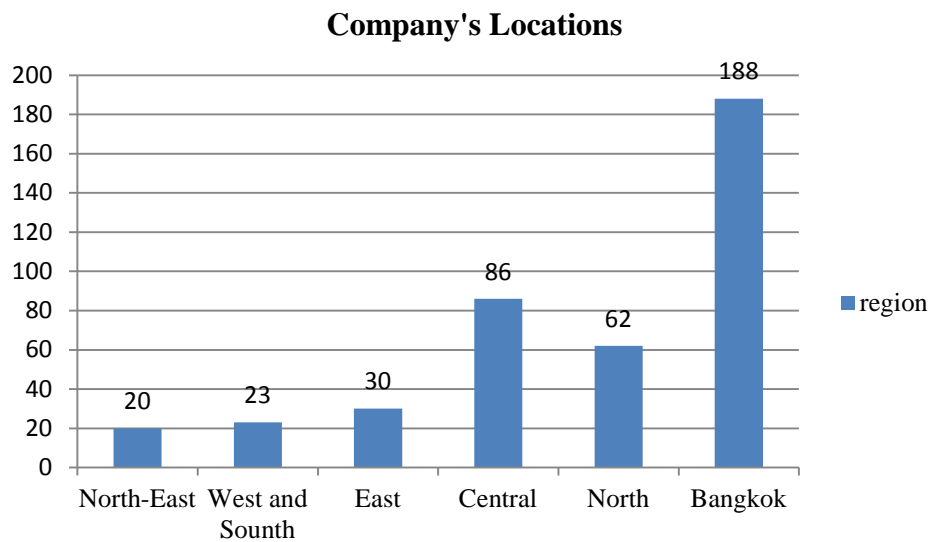


Figure 4.2 Percentage of Company's Locations

4.3.3 Number of Employees

Of all 409 companies, 311 companies had 0-10 employees (76%) while 57 companies had 11-15 employees (14%) and 41 companies had less than 16-20 employees (10%).

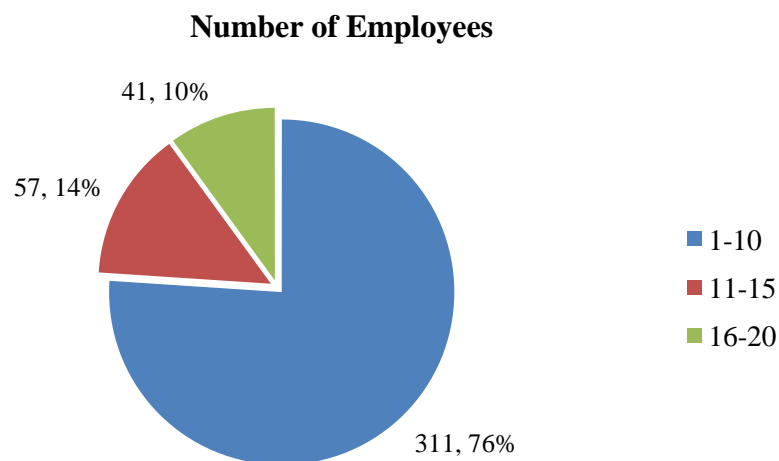


Figure 4.3 Percentage of Company's Number of Employees

4.3.4 Registration Fund

All 409 companies had not more than 1 million baht registration fund.

4.4 Missing and Outliner

This research has to design for minimize missing data and outlier. The data collections teams have to face to face interview with sample company and register all of questionair. From face-to-face interviews, the data collector can explain the details of the question for understanding. In addition, the sample group is similar in size and business model. Therefore resulting in this research have zero missing and outliner.

4.5 Descriptive Data

There were 5 level of agreement (1 = not agree, 5= very agree) each question. The descriptive statistic shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of customer pressure.

4.5.1 Customer Pressure CUPR1-3

There were 3 questions in this part including:

- CURP1- Many customers get information and found your travel agency via (web site ,facebook, instragram, e-banking, Line, Wechat etc) intern- et .
- CURP2 - Our relationship with our major customers would have suffered if we have not implemented e-business practices.
- CURP3 - Our customers may consider us to be forward if we implement e-business initiatives.

Table 4.15 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of customer pressure.

Table 4.15 Descriptive Data of Customer Pressure

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
CURP1	409	3.66	.950	.047	3.56	3.75	1	5
CURP2	409	3.76	.901	.045	3.67	3.85	1	5
CURP3	409	3.84	.888	.044	3.76	3.93	1	5

4.5.2 Normative Pressure NPR1-5

There were 5 questions in this part including:

- NPR1 - A large number of our competitors have already adopted e-business practices.
- NPR2 - Internet portal is necessary technology which we cannot overlook.
- NPR3 - In the travel agency industry, firms that do not readily adopt new technologies (Internet) will be left behind
- NPR4 - It is important that we are seen as a cutting-edge business that adopts innovative technologies.
- NPR5 - In our industry, most travel agencies will ultimately end up adopting wide range of e-business practices.

Table 4.16 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of normative pressure.

Table 4.16 Descriptive Data of Normative Pressure

	N	Mean	SD	SE	95% CI			
					Lower	Upper	min	max
NPR1	409	4.06	.729	.036	3.99	4.13	1	5
NPR2	409	4.12	.719	.036	4.05	4.19	2	5
NPR3	409	4.16	.741	.037	4.09	4.24	1	5
NPR4	409	4.03	0.787	0.039	3.96	4.11	1	5
NPR5	409	4.02	0.822	0.041	3.94	4.1	1	5

4.5.3 E-Communication

4.5.3.1 Internal communication IN1-8

There were 8 questions in this part including:

- IN1 - Use online communication to ask for travel booklets.
- IN2 - Facilitate internal communication between employees in different departments and different locations.
- IN3 - Regularly update employees about developments within the strategic business unit (SBU).
- IN4 - Facilitate discussions and feedback on various issues of importance to our SBU.
- IN5 - Manage projects within the SBU.
- IN6 - Coordinate new product development teams.
- IN7 - Using internet as a major internal communication.
- IN8 - Spending budget in order to develop internal communication.

Table 4.17 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of internal communication.

Table 4.17 Descriptive Data of Internal Communication

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
IN1	409	4.22	.646	.032	4.16	4.28	1	5
IN2	409	4.14	.711	.035	4.08	4.21	1	5
IN3	409	4.03	.723	.036	3.96	4.10	1	5
IN4	409	4.24	.711	.035	4.17	4.31	1	5
IN5	409	4.28	.654	.032	4.22	4.34	1	5
IN6	409	4.24	.656	.032	4.18	4.31	1	5
IN7	409	4.17	.711	.035	4.10	4.24	1	5
IN8	409	4.05	.707	.035	3.98	4.12	1	5

4.5.4 Outbound Communication OB1-7

There were 7 questions in this part including:

- OB1 - Provide specific online information about product specifications that our travel suppliers must meet.
- OB2 - Provide customers with general information about our SBU (e.g., via web sites and information boards).
- OB3 - Allow customers to locate and send information to appropriate contacts within the SBU (e.g., via accessible online directories/databases).
- OB4 - Send customers regular updates about new products and other developments within our SBU (e.g., via e-mail).
- OB5 - Provide solutions to customer problems (e.g., via web-based service solutions).
- OB6 - Provide after-sales service to our customers (e.g., via online information about installation and troubleshooting).
- OB7 - Provide information in response to consumer questions or requests (e.g., via searchable online databases).

Table 4.18 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of outbound communication.

Table 4.18 Descriptive Data of Outbound Communication

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
OB1	409	3.86	.779	.039	3.78	3.93	1	5
OB2	409	3.89	.773	.038	3.81	3.97	1	5
OB3	409	3.71	.794	.039	3.64	3.79	1	5
OB4	409	3.35	.898	.044	3.26	3.44	1	5
OB5	409	3.78	.800	.040	3.71	3.86	1	5
OB6	409	3.76	.853	.042	3.68	3.84	1	5
OB7	409	3.68	.913	.045	3.60	3.77	1	5

4.5.5 Inbound Communication IB1-4

There were 4 questions in this part including:

- IB1 - Share product and planning information with our travel suppliers.
- IB2 - Send suppliers regular updates about new product plans and other new developments within our SBU (e.g., via e-mail).
- IB3 - Provide specific online information about product specifications that our suppliers must meet.
- IB4 - Share product and inventory planning information with our suppliers.

Table 4.19 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of inbound communication.

Table 4.19 Descriptive Data of Inbound Communication

				95% CI				
	N	Mean	SD	SE	Lower	Upper	min	max
IB1	409	4.05	.748	.037	3.97	4.12	1	5
IB2	409	3.77	.943	.047	3.68	3.86	1	5
IB3	409	3.77	.937	.046	3.68	3.86	1	5
IB4	409	3.94	.813	.040	3.86	4.02	1	5

4.5.6 E-Procurement EPRO1-6

There were 6 questions in this part including:

- EPRO1 - Track orders with suppliers electronically (i.e., online order placement).
- EPRO2 - Search and locate potential suppliers online.
- EPRO3 - Make your reservations and procure your e-tickets.
- EPRO4 - Place and track orders with suppliers electronically (e.g., online order placement).
- EPRO5 - Allow suppliers to submit bids online.
- EPRO6 - Use online marketplaces to source supplies (e.g., Ariba.com, Commerceone.com).

Table 4.20 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of e-procurement.

Table 4.20 Descriptive Data of E-procurement

					95% CI			
	N	Mean	SD	SE	Lower	Upper	min	max
EPRO1	409	4.32	.718	.036	4.25	4.39	1	5
EPRO2	409	4.47	.642	.032	4.41	4.53	1	5
EPRO3	409	4.05	.811	.040	3.97	4.13	1	5
EPRO4	409	4.06	.814	.040	3.98	4.14	1	5
EPRO5	409	4.00	.798	.039	3.93	4.08	1	5
EPRO6	409	3.90	.856	.042	3.82	3.98	1	5

4.5.7 E- Payment EPAY1-8

There were 8 questions in this part including:

EPAY1 - Customer can search and locate the firm online.

EPAY2 - Customer can place and track orders electronically (e.g. online order placement).

EPAY3 - Allow customer to submit payment online.

EPAY4 - Use online payment gateway (e.g. verified by VISA, paypal, paysbuy, e-banking).

EPAY5 - Having e-payment makes a good result for business.

EPAY6 - Usually develop an up-to-date e-payment.

EPAY7 - E-payment is more convenient than the traditional.

EPAY8 - Recommend a customer to pay via e-payment more than other portal.

Table 4.21 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of e- payment.

Table 4.21 Descriptive Data of E- payment

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
EPAY1	409	3.37	1.150	.057	3.26	3.49	1	5
EPAY2	409	3.31	.989	.049	3.21	3.40	1	5
EPAY3	409	3.12	1.083	.054	3.01	3.22	1	5
EPAY4	409	3.16	1.003	.050	3.06	3.26	1	5
EPAY5	409	3.33	1.013	.050	3.23	3.43	1	5
EPAY6	409	3.05	1.018	.050	2.95	3.15	1	5
EPAY7	409	3.20	1.009	.050	3.10	3.30	1	5
EPAY8	409	2.89	1.085	.054	2.78	3.00	1	5

4.5.8 Long-term Commitment to supplier COMM1-7

There were 7 questions in this part including:

- COMM1 - We focus on medium/long-term goals in our relationship with the travel supplier.
- COMM2 - Your agency invests time and other necessary resources in the commercial relationship with the wholesaler.
- COMM3 - We put the long-term cooperation with this supplier before our short-term profit.
- COMM4 - Long-term relationship with customers has a good result to the business.
- COMM5 - Level of importance of making long-term relationship.
- COMM6 - Relationship with customers makes you success.
- COMM7 - Long-term relationship with customers let you be different in service.

Table 4.22 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of long-term commitment to supplier.

Table 4.22 Descriptive Data of Long-Term Commitment to Supplier

					95% CI			
	N	Mean	SD	SE	Lower	Upper	min	max
COMM1	409	3.77	0.819	.040	3.69	3.84	1	5
COMM2	409	3.93	.807	.040	3.85	4.01	1	5
COMM3	409	3.66	0.949	.047	3.57	3.75	1	5
COMM4	409	3.77	0.903	.045	3.68	3.86	1	5
COMM5	409	3.89	0.860	.043	3.81	3.97	1	5
COMM6	409	3.85	0.829	.041	3.77	3.93	1	5
COMM7	409	3.81	0.841	.042	3.73	3.89	1	5

4.5.9 Trust of the Travel Agency with its Supplier TRUST1-8

There were 8 questions in this part including:

- TRUST1 - When making important decisions, the supplier is concerned about our welfare.
- TRUST2 - When we have important reservations in the agency, we receive the support of this wholesaler.
- TRUST3 - Supplier X is very capable of performing its job.
- TRUST4 - I am confident about Supplier X's capabilities.
- TRUST5 - Supplier X would not knowingly do anything to hurt me.
- TRUST6 - Supplier X really looks out for what is important to me.
- TRUST7 - Supplier X will go out of its way to help me.
- TRUST8 - Sound principles seem to guide the Supplier X's behavior.

Table 4.23 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of trust of the travel agency with its supplier.

Table 4.23 Descriptive Data of Trust of the Travel Agency with its Supplier

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
TRUST1	409	3.23	1.065	.053	3.13	3.34	1	5
TRUST2	409	3.30	.992	.049	3.20	3.39	1	5
TRUST3	409	2.92	1.123	.056	2.82	3.03	1	5
TRUST4	409	2.87	1.165	.058	2.76	2.98	1	5
TRUST5	409	3.22	1.138	.056	3.11	3.33	1	5
TRUST6	409	2.94	1.143	.056	2.83	3.05	1	5
TRUST7	409	3.64	.951	.047	3.54	3.73	1	5
TRUST8	409	3.40	.971	.048	3.31	3.50	1	5

4.5.10 Perceived Reciprocity PERECI1-5

There were 5 questions in this part including:

PERECI1 - In general, the wholesaler invests the necessary time and resources in our commercial relationship.

PERECI2 - This wholesaler adapts himself to the needs of our agency.

PERECI3 - Wholesaler often sent information to business.

PERECI4 - Wholesaler let us refer to its quality and service to the customers.

PERECI5 - Wholesaler usually uses a travel agency's name to highlight quality to its customers.

Table 4.24 shows number, mean, standard deviation (SD), standard error (SE), 95% confidence interval (95% CI), minimum and maximum of perceived reciprocity.

Table 4.24 Descriptive Data of Perceived Reciprocity

	N	Mean	SD	SE	95% CI		min	max
					Lower	Upper		
PERECI1	409	3.52	1.118	.055	3.41	3.63	1	5
PERECI2	409	3.59	1.060	.052	3.49	3.70	1	5
PERECI3	409	3.57	1.010	.050	3.47	3.67	1	5
PERECI4	409	3.26	1.168	.058	3.15	3.38	1	5
PERECI5	409	2.33	1.245	.062	2.21	2.45	1	5

4.6 Measurement Model

4.6.1 Customer Pressure

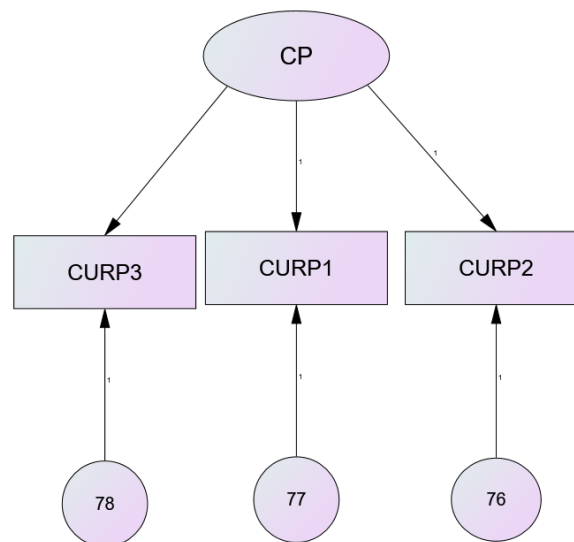


Figure 4.4 Measurement Model of Customer Pressure

Figure 4.4 Measurement model of Customer Pressure including the variable CUPR1 CUPR2 and CUPR3. The result of the measurement model have CMIN/DF = 1.183, NIF = 0.998, CFI = 1, TLI = 0.999, RMSEA = 0.021 as show in Table 4.25 The conclusions of the model is fit.

Table 4.25 The Result of Customer Pressure in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF>0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Customer Pressure	1.183	0.998	1.000	0.999	0.021	FIT

4.6.2 Normative Pressure

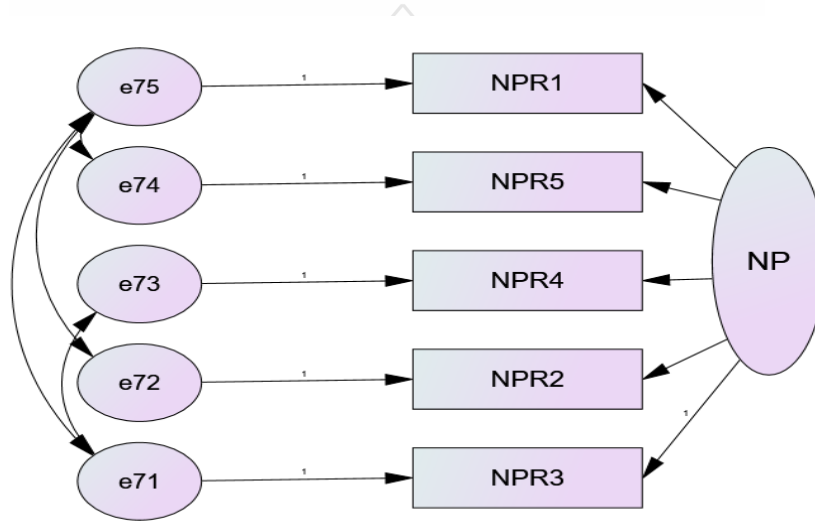


Figure 4.5 Measurement Model of Normative Pressure

Figure 4.5 Measurement model of Normative Pressure including the variable NPR1 NPR2 NPR3 NPR4 and NPR5. The result of the measurement model have CMIN/DF = 0.081, NIF = 1, CFI = 1, TLI = 1.006, RMSEA = 0 as show in Table 4.26 The conclusions of the model is fit.

Table 4.26 The Result of Normative Pressure in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF>0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Normative Pressure	0.081	1.000	1.000	1.006	0.000	FIT

4.6.3 E-communications: Outbound

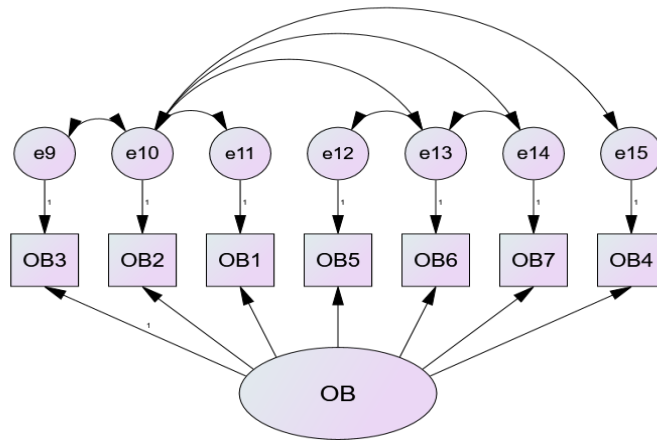


Figure 4.6 Measurement Model of Outbound Communications

Figure 4.6 Measurement Model of Outbound Communications including the variable OB1 OB2 OB3 OB4 OB5 OB6 OB7 and OB8. The result of the measurement model have $CMIN/DF = 1.612$, $NIF = 0.994$, $CFI = 0.998$, $TLI = 0.993$, $RMSEA = 0.039$ as show in Table 4.27 The conclusions of the model is fit.

Table 4.27 The Result of Outbound Communications in Measurement Model

	Model Fit					Conclusion
	$CMIN/DF < 2$	$NIF > 0.8$	$CFI > 0.9$	$TLI > 0.90$	$RMSEA < 0.05$	
Outbound Communications	1.612	0.994	0.998	0.993	0.039	FIT

4.6.4 E-communications: Inbound

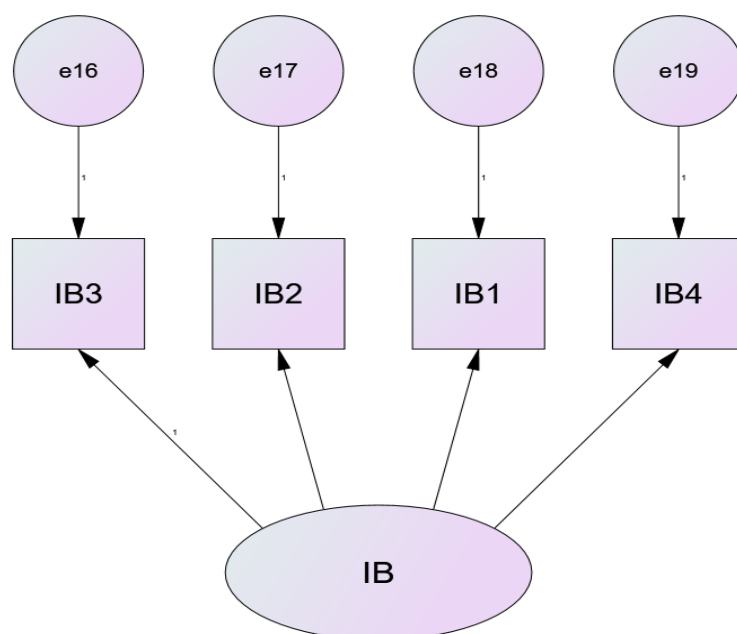


Figure 4.7 Measurement Model of Inbound Communications

Figure 4.7 Measurement Model of Inbound including the variable IB1 IB2 IB3 and IB4. The result of the measurement model have CMIN/DF = 0.990, NIF = 0.997, CFI =1, TLI =1, RMSEA = 0 as show in Table 4.28.The conclusions of the model is fit.

Table 4.28 The Result of Inbound Communications in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Inbound Communicati ons	0.990	0.997	1	1	0.000	FIT

4.6.5 E-payment

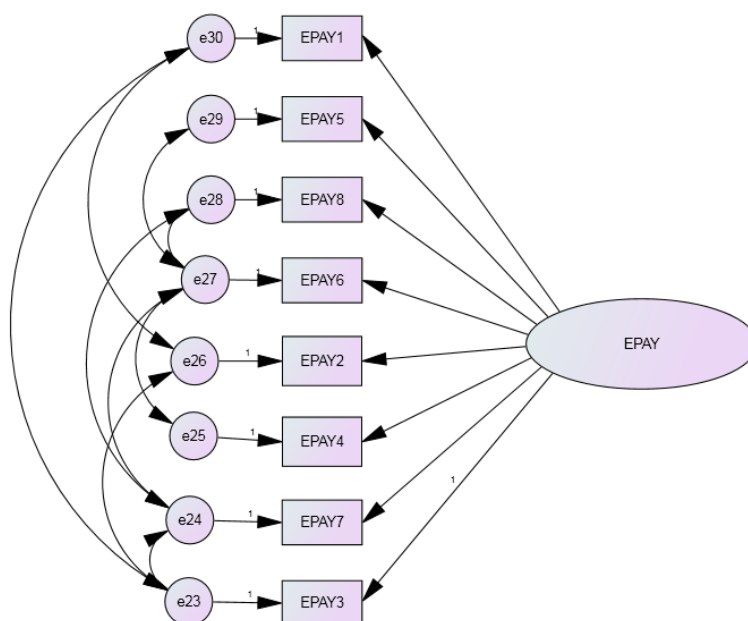


Figure 4.8 Measurement model of E-payment

Figure 4.8 Measurement model of E-payment including the variable EPAY1 EPAY2 EPAY3 EPAY4 EPAY5 EPAY6 EPAY7 and EPAY8. The result of the measurement model have $CMIN/DF = 0.831$, $NIF = 0.996$, $CFI = 1$, $TLI = 1.002$, $RMSEA = 0$ as show in Table 4.29 The conclusions of the model is fit.

Table 4.29 The result of E-payment in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
E-payment	0.831	0.996	1	1.002	0.000	FIT

4.6.6 E-procurement

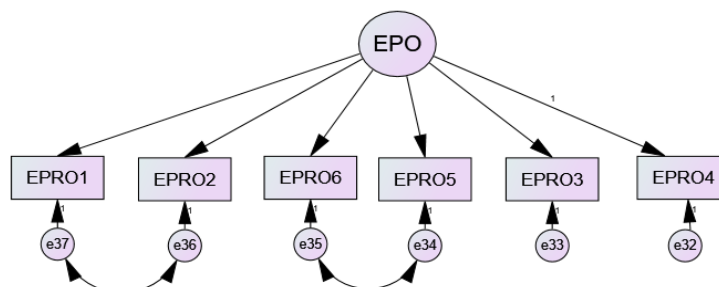


Figure 4.9 Measurement Model of E-procurement

Figure 4.9 Measurement Model of E-procurement including the variable EPRO1 EPRO2 EPRO3 EPRO4 EPRO5 and EPRO6. The result of the measurement model have CMIN/DF = 1.997, NIF = 0.990, CFI =0.995, TLI =0.990, RMSEA = 0.049 as show in Table 4.30 The conclusions of the model is fit.

Table 4.30 The Result of E-procurement in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
E-procurement	1.997	0.990	0.995	0.990	0.049	FIT

4.6.7 Trust with Suppliers

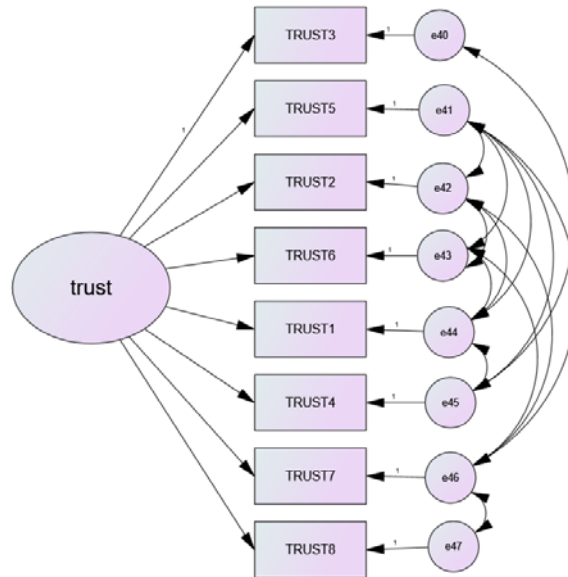


Figure 4.10 Measurement Model of Trust with Suppliers

Figure 4.10 Measurement Model of Trust with Suppliers including the variable TRUST1 TRUST2 TRUST3 TRUST4 TRUST5 TRUST6 TRUST7 and TRUST8. The result of the measurement model found CMIN/DF = 1.979, NIF = 0.993, CFI = 0.997, TLI = 0.987, RMSEA = 0.049 as show inThe Result of Trust with Suppliers in Measurement Model Table 4.31 The conclusions of the model is fit.

Table 4.31 The Result of Trust with Suppliers in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Trust with suppliers	1.979	0.993	0.997	0.987	0.049	FIT

4.6.8 Perceived Reciprocity

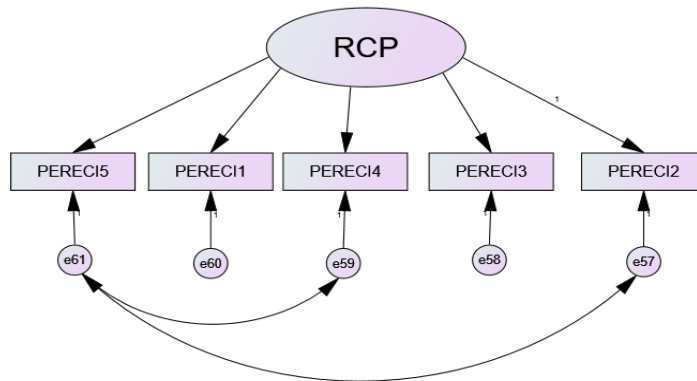


Figure 4.11 Measurement Model of Perceived Reciprocity

Figure 4.11 Measurement Model of Perceived Reciprocity including the variable PERECI1 PERECI2 PERECI3 PERECI4 and PERECI5. The result of the measurement model found CMIN/DF = 1.017, NIF = 0.997, CFI = 1, TLI = 1, RMSEA = 0.006 as show in Table 4.32 The conclusions of the model is fit.

Table 4.32 The result of Perceived Reciprocity in Measurement Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Perceived reciprocity	1.017	0.997	1.000	1.000	0.006	FIT

4.6.9 Long-Term Commitment to Supplier

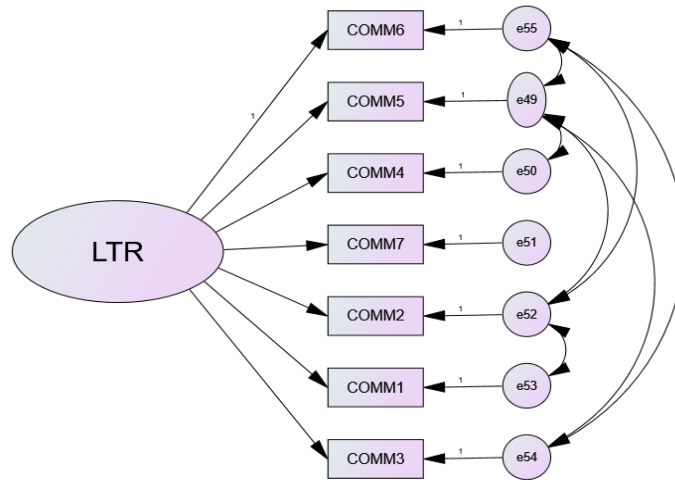


Figure 4.12 Measurement Model of Long-Term Commitment to Supplier

Figure 4.12 Measurement Model of Long-Term Commitment to Supplier including the variable COMM1 COMM2 COMM3 COMM4 COMM5 COMM6 and COMM7. The result of the measurement model found $CMIN/DF = 1.885$, $NIF = 0.994$, $CFI = 0.997$, $TLI = 0.991$, $RMSEA = 0.047$ as show in Table 4.33 The conclusions of the model is fit.

Table 4.33 The result of Long-Term Commitment to Supplier in Measurement Model

	Model Fit					Conclusion
	$CMIN/DF < 2$	$NIF > 0.8$	$CFI > 0.9$	$TLI > 0.90$	$RMSEA < 0.05$	
Long-term Commitment with supplier	1.885	0.994	0.997	0.991	0.047	FIT

4.7 Structure Model

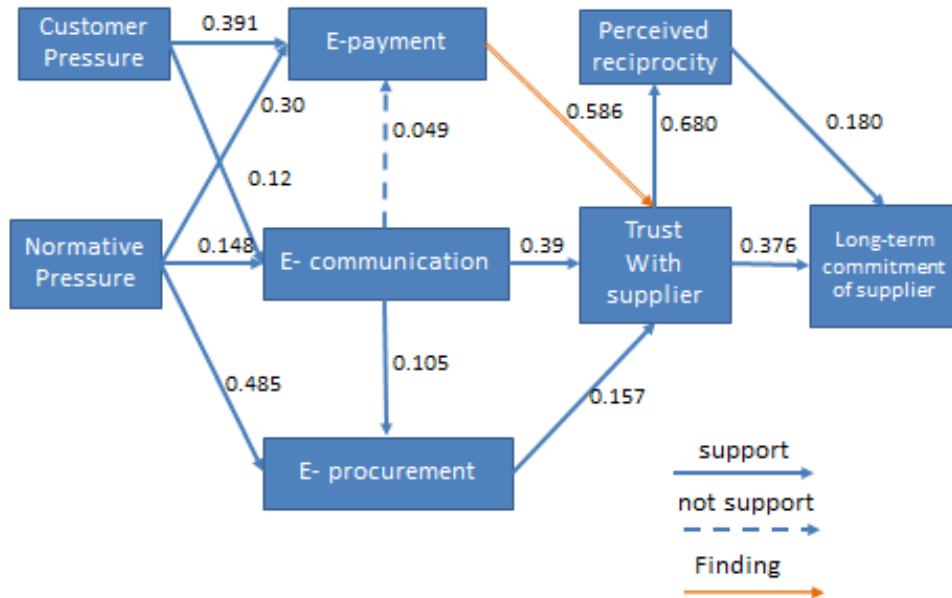


Figure 4.13 Antecedent and Effects of E-business in Travel Industry first Edit

Figure 4.13 Antecedent and Effects of E-business in Travel Industry first Edit has to show estimation regression weight between antecedents factors. The researcher found the relationship between E-communication to E-payment has not significant by consider from P-value as show in Table 4.34

From Figure 4.13 has show the finding strong relationship between E-communication to E-payment.

Tabel 4.34 shows research hypothesis defind relationship between antecedents factors including stand estimates values t-value and P-value for consider the significant of hypothesis.

Table 4.34 Result of Structure Model

	Relationship	Standard Estimates	S.E.	t-value	P	conclusion
Hypothesis 1	E-communications to E-procuments Customer pressure	0.409	0.100	4.079	***	support
Hypothesis 2	to E-communications	0.120	0.029	4.173	***	support
Hypothesis 3a	Customer pressure to E-payment	0.391	0.062	6.300	***	support
Hypothesis 3b	E-communications to E-payment Normaltive	0.105	0.124	0.846	0.398	not support
Hypothesis 4a	pressure to E-communications Normaltive	0.148	0.037	4.035	***	support
Hypothesis 4b	pressure to E-payment Normaltive	0.300	0.078	3.868	***	support
Hypothesis 5	pressure to E-procuments	0.485	0.059	8.186	***	support
Hypothesis 6a	E-communications to Trust	0.390	0.112	3.473	***	support
Hypothesis 6b	E-procument to Trust Trust to Long-term	0.157	0.059	2.657	**	support
Hypothesis 6c	commitment to supplier	0.376	0.052	7.265	***	support
Hypothesis 7a	Trust to Preceived reciprocity Preseived	0.680	0.056	12.188	***	support
Hypothesis 7b	reciprocity to Long-term commitment to supplier	0.180	0.046	3.919	***	support
Finding	E-payment to Trust	0.586	0.051	11.456	***	support

*** $P < 0.001$, ** $P < 0.05$

The result of the structure model found CMIN/DF = 1.848, NIF = 0.849, CFI = 0.924, TLI = 0.918, RMSEA = 0.046 as show in Table 4.34. The conclusions of the model is fit as show in Table 4.35.

Table 4.35 Model Fit of Stucture Model

Model Fit		NIF>0	CFI>	TLI>0.9	RMS	Concl usion
	CMIN/DF <2	.8	0.9	0	EA<0	
Stucture Model	1.848	0.849	0.924	0.918	0.046	FIT

4.8 Parth Analysis

4.8.1 The final structure model

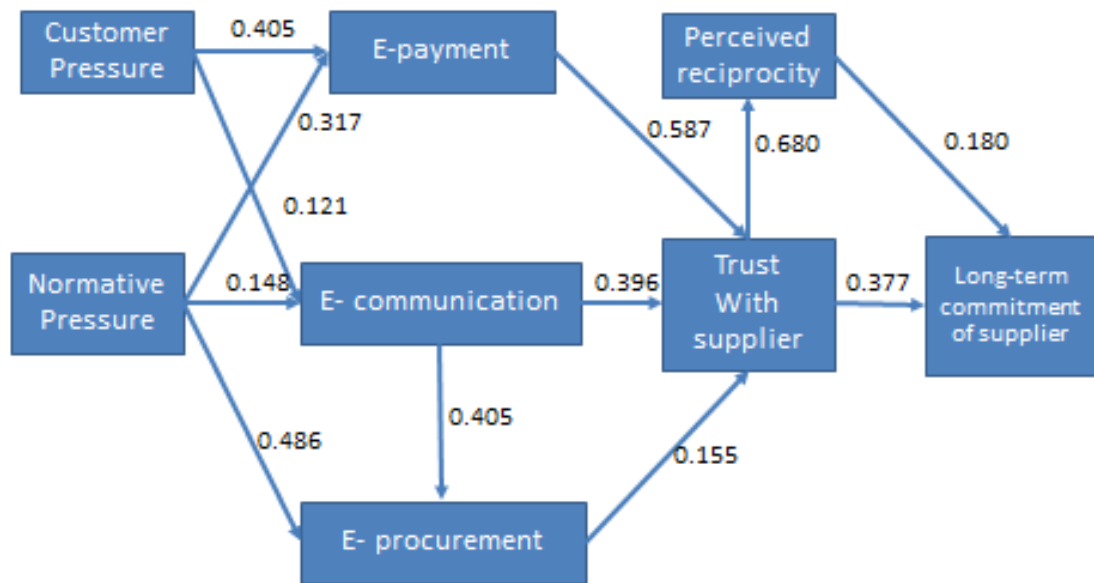


Figure 4.14 Antecedents and Effect of E-business in Travel Industry

Figure 4.14 Antecedents and Effect of E-business in Travel Industry shows standard estimates value after change the structure model by remove regression path from E-communication to E-payment that the researcher found the path is not support in Hypothesis 3b.

Table 4.36 Result of the Final Structure Model have to show the value of relationship between antecedants factors that significant in this researche.

Table 4.36 Result of the Final Structure Model

Relationship	Standard Estimates	S.E.	t-value	P
E-communications to E-procuments	0.405	0.100	4.044	***
Customer pressure to E-communications	0.121	0.029	4.198	***
Customer pressure to E-payment	0.405	0.060	6.718	***
Normaltive pressure to E-communications	0.148	0.037	4.042	***
Normaltive pressure to E- payment	0.317	0.076	4.196	***
Normaltive pressure to E-procuments	0.486	0.059	8.195	***
E-communications to Trust	0.396	0.111	3.553	***
E-procument to Trust	0.155	0.059	2.636	**
Trust to Long-term commitment to supplier	0.377	0.052	7.250	***
Trust to Preceived reciprocity	0.680	0.056	12.145	***
Preseived reciprocity to Long-term commitment to supplier	0.180	0.046	3.915	***
E-payment to Trust	0.587	0.051	11.541	***

*** $P < 0.001$, ** $P < 0.05$

The result of the final structure model found CMIN/DF = 1.848, NIF = 0.849, CFI =0.924, TLI =0.918, RMSEA = 0.046 as show in Table 4.36. The conclusions of the model is fit as show in Table 4.37.

Table 4.37 Model Fit of Final Structure Model

	Model Fit					Conclusion
	CMIN/DF <2	NIF> 0.8	CFI> 0.9	TLI> 0.90	RMSEA< 0.05	
Stucture Model	1.848	0.849	0.924	0.918	0.046	FIT

Table 4.38 Total Effect

	CP	NP	EC	EPO	EPAY	TRUS	RCP	LTR
EC	.121	.148	.000	.000	.000	.000	.000	.000
EPO	.049	.546	.405	.000	.000	.000	.000	.000
EPAY	.405	.317	.000	.000	.000	.000	.000	.000
TRUS	.293	.330	.459	.155	.587	.000	.000	.000
RCP	.199	.224	.312	.106	.400	.680	.000	.000
LTR	.146	.165	.229	.078	.293	.499	.180	.000
IB	.215	.264	1.778	.000	.000	.000	.000	.000
OB	.144	.177	1.194	.000	.000	.000	.000	.000
IN	.121	.148	1.000	.000	.000	.000	.000	.000

Table 4.39 Direct Effect

	CP	NP	EC	EPO	EPAY	TRUS	RCP	LTR
EC	.121	.148	.000	.000	.000	.000	.000	.000
EPO	.000	.486	.405	.000	.000	.000	.000	.000
EPAY	.405	.317	.000	.000	.000	.000	.000	.000
TRUS	.000	.000	.396	.155	.587	.000	.000	.000
RCP	.000	.000	.000	.000	.000	.680	.000	.000
LTR	.000	.000	.000	.000	.000	.377	.180	.000
IB	.000	.000	1.778	.000	.000	.000	.000	.000
OB	.000	.000	1.194	.000	.000	.000	.000	.000
IN	.000	.000	1.000	.000	.000	.000	.000	.000

Table 4.40 Indirect Effect

	CP	NP	EC	EPO	EPAY	TRUS	RCP	LTR
EC	.000	.000	.000	.000	.000	.000	.000	.000
EPO	.049	.060	.000	.000	.000	.000	.000	.000
EPAY	.000	.000	.000	.000	.000	.000	.000	.000
TRUS	.293	.330	.063	.000	.000	.000	.000	.000
RCP	.199	.224	.312	.106	.400	.000	.000	.000
LTR	.146	.165	.229	.078	.293	.123	.000	.000
IB	.215	.264	.000	.000	.000	.000	.000	.000
OB	.144	.177	.000	.000	.000	.000	.000	.000
IN	.121	.148	.000	.000	.000	.000	.000	.000

4.8.2 Customer Pressure to Long-term Commitment to Supplier

Figure 4.14 Antecedents and Effect of E-business in Travel Industry has show to effect from customer pressure to long-term commitment to supplier as follow:

1. Customer Pressure to Long-term commitment to supplier
2. Customer pressure to E-payment to Trust with suppliers to Perceived reciprocity to Long-term commitment to supplier
3. Customer pressure to E-payment to Trust with suppliers to Long-term commitment to supplier
4. Customer pressure to E-communication to Trust with supplier to Perceived reciprocity to Long-term commitment to supplier
5. Customer pressure to E-communication to Trust with supplier to Long-term commitment to supplier
6. Customer pressure to E-communication to E-procurement to Trust with supplier to Long-term commitment to supplier

Table 4.38 showed the value of effect from customer pressuer to long-term commitment to supplier is 0.146. And customer pressuer has effect to trust with supplier

is 0.293 then customer pressure has effect to perceived reciprocity is 0.199. Then the result has mean customer pressure has effect to trust more than other.

Customer pressure has effect with e-business include e-communication is 0.121, e-payment is 0.405 and e-procurement is 0.49 that mean customer pressure has effect with e-payment more than other.

4.8.3 Normative Pressure to Long-term Commitment to Supplier

Figure 4.14 Antecedents and Effect of E-business in Travel Industry has show to effect from Normative Pressure to Long-term commitment to supplier as follow:

1. Normative pressure to E-payment to Trust with suppliers to Perceived reciprocity to Long-term commitment to supplier

2. Normative pressure to E-payment to Trust with suppliers to Long-term commitment to supplier

3. Normative pressure to E-communication to Trust with supplier to Long-term commitment to supplier

4. Customer pressure to E-communication to Trust with supplier to Perceived reciprocity to Long-term commitment to supplier

5. Normative pressure to E-communication to E-procurement to Trust with supplier to Long-term commitment to supplier

6. Customer pressure to E-communication to E-procurement to Trust with supplier to Perceived reciprocity to Long-term commitment to supplier

Table 4.38 has show the value of total effect from normative pressure to long-term commitment to supplier is 0.165. And normative pressure has effect to trust with supplier is 0.33. Then normative pressure has effect to perceived reciprocity is 0.224. That mean normative pressure has effect to trust more than other.

4.8.4 Normative Pressure and Customer Pressure to Long-term Commitment to Suppliers

Table 4.38 Total effect has show the value of effect from customer pressure to long term commitment to supplier is 0.146 and value of effect form normative pressuer is 0.165 mean the effect from normative pressuer higher than effect from customer pressure.

4.8.5 Effect of E-business Adoption on Relations Quality

This research has show indicated with interesting issue when the farm implementing e-business with the questions “what is important module become the first nessary to investment?”. Table 4.38 Total effect has show the value of e- business module including E-communications E-procurement and E-payment which the effect value of each modue to Trush are E-communications 0.459 , E-procurement 0.155 and E-payment 0.587 then this rearch has concluded E-payment have higher effect to Trush with supplier than E-communications and E-communications have higher effect to trush with supplier than E-procurement.

Table 4.38 Total effect has show the value of effect from Perceived reciprocity to Long term commitment to supplier is 0.18 and value of effect form Trush with supplier is 0.499 mean the effect from Trush with supplier higher than effect from Perceived reciprocity. This researcher has comfirm with supplier relationship theory because farm should make trush with supplier and then the farm will have perceived reciprocity. E-business adorption is the way to make firm achived trush with supplier at the finally.

In the same way Table 4.38 has show the value of effect from E – communications, E-payment and E- procument have total effect to Long team commitment to supplier. The value of total effect from E- communication to Long team commitment to supplier is 0.229. The value of total effect from E- payment to Long team commitment to supplier is 0.293 and the value of total effect from E – procumenemt to Long team commitment to supplier is 0.78. Then e-payment has greater effect to long-term commitment to supplier than other.

This research has show the imporatant result about E-business adoptions have effects to Relations quality with supplier in Travel agency Industry in Thailand including E-payment have higher effect than other.

4.9 Hypothesis Testing

4.9.1 The two Different E-business Adoption Levels

Hypothesis 1: The adoption of e-communication between the travel agency and customers has a positive influence on the adoption of e-procurement.

The results of the path analysis are shown in Table 4.34. H1 was found e-communication has a positive influence on the adoption of e-procurement which showed standard estimates 0.409, S.E. 0.100, t-value 4.044, $p < .001$.

4.9.2 Impact of Customer Pressures to E-business Adoption

Hypothesis 2: The more customer pressure, the greater intensity of the level of e-communication adoption as a communication tool.

The results of the path analysis are shown in Table 4.34. H2 was found customer pressure has a positive influence on the e-communication which showed standard estimates 0.121, S.E. 0.029, t-value 4.198, $p < .001$.

4.9.3 Impact of Perceived Normative Pressures to E-business Adoption

Hypothesis 3a: The more customer pressure, the greater intensity of the level of e-payment adoption.

The results of the path analysis are shown in Table 4.34. H3a was found customer pressure has a positive influence on the e-payment which showed standard estimates 0.405, S.E. 0.060, t-value 6.718, $p < .001$.

Hypothesis 3b: The more e-communication that the firm adopts, the greater intensity of the level of e-payment adoption.

Interestingly, the results of the path analysis in Table 4.34 showed e-communication that the firm adopts does not correlate with the level of e-payment adoption. Therefore, H3b was rejected. Standard estimates was 0.105, S.E. 0.124, t-value 0.846, $p = 0.398$.

Hypothesis 4a: The greater the perceived normative pressure, the greater the implementation of the e-communication.

The results of the path analysis are shown in Table 4.34. H4a was found perceived normative pressure has a positive influence on the e-communication which showed standard estimates 0.148, S.E. 0.037, t-value 4.042, $p < .001$.

Hypothesis 4b: The greater the perceived normative pressure, the greater the implementation of the e-payment.

The results of the path analysis are shown in Table 4.34 Result of the Final Structure Model. H4b was found perceived normative pressure has a positive influence on the e-payment which showed standard estimates 0.317, S.E. 0.076, t-value 4.196, $p < .001$.

Hypothesis 5: The greater the perceived normative pressure, the greater the implementation of the e-procurement.

The results of the path analysis are shown in Table 4.34. H5 was found perceived normative pressure has a positive influence on the e- procurement which showed standard estimates 0.486, S.E. 0.059, t-value 8.195, $p < .001$.

4.9.4 Effects of E-business to Travel-Agency-Supplier Relationships

Hypothesis 6a: The greater the intensity of e-communication in the part of inbound communications, the greater the degree of trust between the travel agency and its supplier.

The results of the path analysis are shown in Table 4.34. H6a was found intensity of e-communication in the part of inbound communications has a positive influence on degree of trust between the travel agency and its supplier which showed standard estimates 0.390, S.E. 0.112, t-value 3.473, $p < .001$.

Hypothesis 6b: The greater the intensity of e-procurement, the greater the degree of trust between the travel agency and its supplier.

The results of the path analysis are shown in Table 4.34. H6b was found e-procurement has a positive influence on degree of trust between the travel agency and its supplier which showed standard estimates 0.157, S.E. 0.059, t-value 2.657, $p = 0.008$.

Hypothesis 6c: The greater the trust between the travel agency and its supplier, the greater the degree of long-term commitment between them.

The results of the path analysis are shown in Tabel 4.34. H6c was found trust between the travel agency and its supplier has a positive influence on degree of long-term commitment between them which showed standard estimates 0.376, S.E. 0.052, t-value 7.256, $p < .001$.

Hypothesis 7a: There is a positive relationship between trust and perceived reciprocity in the travel agency–supplier relationships.

The results of the path analysis are shown in Table 3.4. H7a was found trust between the travel agency and its supplier has a positive influence on perceived reciprocity in the travel agency–supplier relationships which showed standard estimates 0.680, S.E. 0.056, t-value 12.188, $p < .001$.

Hypothesis 7b: Perceived reciprocity between a travel agency and its supplier will have a positive impact on the commitment to its supplier.

The results of the path analysis are shown in Table 4.34. H7b was found perceived reciprocity between a travel agency and its supplier has a positive influence on long-term commitment to its supplier which showed standard estimates 0.180, S.E. 0.046, t-value 3.915, $p < .001$.

4.9.5 Finding

The results of the path analysis as shown in Table 4.34 had contributive finding which the researcher was not expected from the review literature. E-payment had a positive influence on trust between the travel agency and its supplier which showed standard estimates 0.586, S.E. 0.051, t-value 11.541, $p < .001$.

4.10 Total Effect of Environment Factor to Adoption of E-business and E-business to Relational Consequences

4.10.1 Total Effects of Customer Pressures on E-business Adoption.

According to specific objective 1.2.2.1 of this research, Total 4.38 showed total effects of customer pressures on e-business adoption. Total effect of customer pressures (CP) on e-payment (EPAY) was 0.405, total effect of customer pressures on e-communication (EC) was 0.121 and total effect of customer pressures on e-procurement (EPO) was 0.049.

The result indicated if customer pressures increases, e-payment will increase 0.405 times of customer pressure. The influence was greater than the effect of either e-communication or e-procurement.

4.10.2 Total Effects of Normative Pressures on E-business Adoption.

According to specific objective 1.2.2.2 of this research, Table 4.38 showed total effects of normative pressures on e-business adoption. Total effect of normative pressures (NP) on e-payment (EPAY) was 0.317, total effect of normative pressures on e-communication (EC) was 0.148 and total effect of normative pressures on e-procurement (EPO) was 0.546.

The result indicated if normative pressures increases, e- procurement will increase 0.546 times of normative pressure. The influence was greater than the effect of either e-communication or e- payment.

To conclude, both environment factors either customer pressure or normative pressure have positive influence to adoption of e-business. Customer pressure has the greatest influence to e-payment whereas normative pressure has the greatest influence to e- procurement in terms of the greater customer pressure; the greater e-payment while the greater normative pressure, the greater e- procurement.

4.10.3 Total Effects of the Level of E-business Adoption to Trust with Supplier

According to specific objective 1.2.2.3 of this research, Table 4.38 showed total effects of e-business adoption to trust with supplier. Total effect of e-payment (EPAY) to trust with supplier was 0.587, total effect of e-communication (EC) to trust with supplier was 0.459 and total effect of e-procurement (EPO) to trust with supplier was 0.155.

The result indicated if e-payment increases, trust with supplier will increase 0.587 times of trust with supplier. The influence was greater than the effect of either e-communication or e- procurement.

4.10.4 Total Effects of the Level of E- business Adoption to Commitment to Supplier

According to specific objective 1.2.2.4 of this research, Table 4.38 showed total effects of e-business adoption to commitment to supplier. Total effect of e-payment (EPAY) to commitment to supplier was 0.293, total effect of e-communication (EC) to commitment to supplier was 0.229 and a total effect of e-procurement (EPO) to commitment to supplier was 0.078.

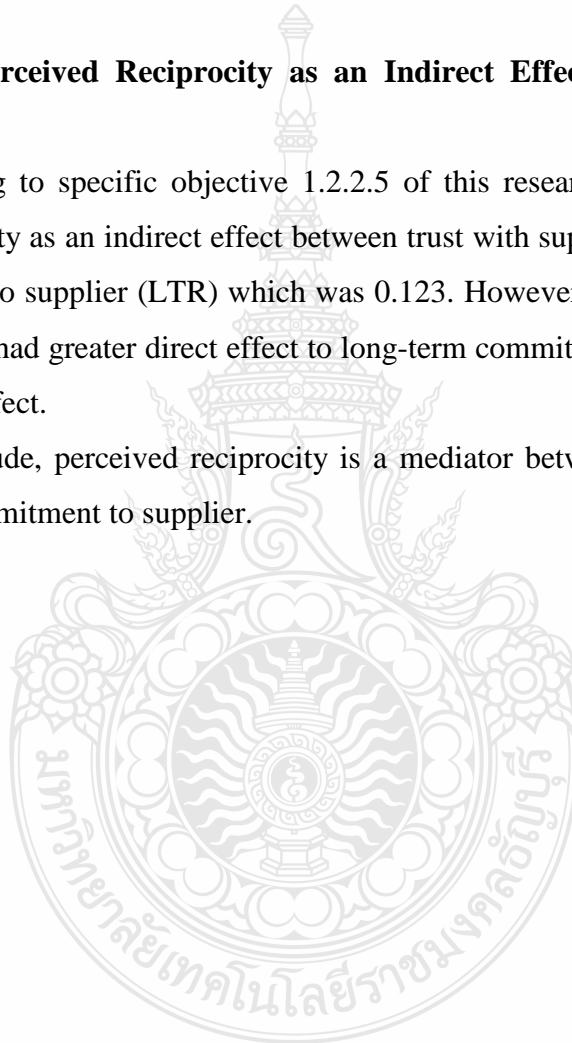
The result indicated if e-payment increases, commitment to supplier will increase 0.293 times of commitment to supplier. The influence was greater than the effect of either e-communication or e- procurement.

To conclude, e-payment has the greatest positive influence to either trust with supplier and commitment to supplier comparison with e-communication and e-procurement. The greater e-payment, the greater trust with supplier and commitment to supplier.

4.10.5 Perceived Reciprocity as an Indirect Effect Between Trust and Commitment

According to specific objective 1.2.2.5 of this research, Table 4.40 showed perceived reciprocity as an indirect effect between trust with supplier (TRUS) and long-term commitment to supplier (LTR) which was 0.123. However, Figure 4.14 illustrated trust with supplier had greater direct effect to long-term commitment to supplier (0.377) than the indirect effect.

To conclude, perceived reciprocity is a mediator between trust with supplier and long-term commitment to supplier.



CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The quality of relationships between travel agency and suppliers is important in business. According to the trust and commitment to suppliers, relationship quality between the travel agency and suppliers is an indicator of the health and future wellbeing of long-term service sales relationship (Crosby et al., 1990). Although many research has discussed various factors that effects the quality of relationships between partners. This research shows e-business is one of the factors that influence the quality of relationships. Antecedance factors in this research include customer pressure and normative pressure. They relate to e-business, including e-payment, e-communications and e-procurement, which mediate antecedants and relationship with supplier. Relationship with supplier includes three degree - trust with supplier, perceived reciprocity and long-term commitment of supplier.

According to Table 4.38 customer pressure has the greatest impact to e-payment, then to e-communications and e-procurement, respectively. Normative pressure has the most impact to e-procurement, then to e-payment and e-communications, respectively. Either customer pressure or normative pressure has impact to trust with supplier which normative pressure has more impact than customer pressure. Likewise, customer pressure related to perceived reciprocity, while normative pressure related to perceived reciprocity too. Comparison between customer pressure and normative pressure, the latter has more relationship effect with preceived reciprocity and long-term commitment of supplier.

The totel effect on Table 4.38 has show interest view between customer pressure with E-communications and normative pressure with E-communications that found normative pressure has grestest effect with E-communications than normative pressure. That means firm decision to implement E-communications by normative pressure than customer pressure. In the other point of view of normative pressuer like marketing competition then effect of market of competition is main factor for decision for investment to adoptions new technology in there firm.

According to the relationship between e-business and trust with supplier, e-payment has greater influence than e-communications and e-procurement, respectively. (Table 4.38) Whereas the relationship between e-business and perceived reciprocity found e-payment has greater influence than e-communications and e-procurement, respectively. (Table 4.38) Moreover, the relationship between e-business and long-term commitment of supplier found e-payment has greater influence than e-communications and e-procurement, respectively. (Table 4.38) Interestingly, the research unexpectedly found direct effect of e-payment to trust with supplier which is a key contribution.

General objectives in this research approach to examine the e-business factors which extensively impact on travel agency supplier. There are effects of e-business to long-term relationship to supplier that means this research supported the general objective.

Specific objective as 1.2.2 defined to examine each factor has effect with e-business adoptions as follows:

1.2.2.1 To examine effects of customer pressures on e-business adoption then the result of this research found customer pressure has direct effect to e-payment and e-communication that means this research supported this objective.

1.2.2.2 To examine effects of normative pressures on e-business adoption then the result of this research found normative pressure has direct effect to e-payment, e-communications and e-procurement that means this research supported this objective.

1.2.2.3 To examine effects of the level of e-business adoption to trust with supplier then the result of this research found e-business level including e-payment e-communication and e-procurement have direct effect to trust with supplier that means this research supported this objective.

1.2.2.4 To examine effects of the level of e-business adoption to commitment to supplier then the result of this research found e-business level including e-payment, e-communication and e-procurement have indirect effect to long-term commitment of supplier that means this research supported this objective.

1.2.2.5 To examine perceived reciprocity as an indirect effect between trust and commitment then the result of this research found trust has direct effect and

indirect effect by mediator via perceived reciprocity to long-term commitment of supplier that mean this research supported this objective.

5.1 Discussion of Research Finding

This research focuses on three different adoption levels of e-business including e-payment (online payments for services and goods), e-communication (communications within the firm, with customers and with suppliers) and e-procurement (the business-to-business (B2B) purchasing practice). This research shows, in the context of travel agency; both environmental factors (customer and normative pressure) affect e-business adoption. In the meantime, e-business adoption has impact to short-term trust with suppliers as well as to long-term commitment to suppliers either directly or indirectly via perceived reciprocity as a mediator.

According to Table 3.38 customer pressure has positive influence to both e-payment and e-communication. In client's point of view, e-business created communication, coordination, sharing and searching information (Lee, 2001; Cosma, Bota, & Tutunea, 2012) and perception of goods or services quality (Xu & Koronios, 2004). Eventhough some sections of tourism were not affected by e-business of firms themselves such as restaurants which depending more on off-line mechanisms of popularity building, the consumer-generated content, such as online reviews or TripAdvisor, might have, in the end, positive effect to travel business (Ganzaroli, De Noni, & van Baalen, 2017). However, customer pressure had an influence to e-payment greater than e-communication. Based on Lee (2001), even e-business had an advantage to get order from clients quickly, there was a disadvantage of client's double-checking with other service providers on order-fulfillment operations. Therefore, firms might not concern customer pressure in terms of e-communication due to this kind of advantage.

According to Table 4.38, normative pressure has positive influence to all three domain of e-business. Notwithstanding, it has the greatest influence to e-procurement. Normative pressure was one of 4 factors impacted adoption of e-procurement instead of e-communication, relationship with suppliers and other factors (Altayyar & Beaumont-Kerridge, 2016). It had a positive impact on business under the right conditions (M. Kim, Suresh, & Kocabasoglu-Hillmer, 2015). The influence also emerged in Thailand

by Central Retail Corp, a leading department store and retail chain operator, using an e-procurement (Thai News Service, 2008). However, the social context especially in developing countries might vary and poorer than developed countries (Choi, Park, Rho, & Zo, 2016).

According to Table 4.38, normative pressure has positive influence to e-payment such as, in Thailand, there was a National E-Payment system by The Ministry of Finance has affirmed running by January 1 of 2017 (Thai News Service, 2016a). Moreover, Thai travel SMEs which succeed in adoption of e-business for promoting their business (stage 1) and operating in their organization (stage 2) might be ready for adopting e-payment (stage 3) (Choochinprakarn, 2016). However, there are some reasons behind the less normative pressure's influence comparison with e-procurement in Thailand. Firstly, even the cost of e-payment was lower by the low-cost mobile phone-based mechanism, it was still yet see to what extent the mechanism would benefit the real world because the highest cost was related to its patent applications (Chan, 2014). Secondly, the Asian natural-monopoly characteristic industry such as China had an ambiguity about the scope of the e-payment disciplines in the country. It favored domestic suppliers, yet at the same time reserved the right to deny foreign suppliers access to the Chinese market (Block, 2014). Whereas, the European countries perceived benefits and obstacles of e-business, had technology readiness, had competitive pressure and trading partner (Oliveira & Martins, 2010).

According to Table 4.38, normative pressure has positive influence to e-communication in either a bandwagon manner or efficiency itself. According to bandwagon theories, organizations adopt innovations in response to pressures caused by the large number of adopters, and not because of their innovations' efficiency and returns (Abrahamson & Bartner, 1990). However, some may adopt for benefit of clients such as in Romania which was found the majority of tourist was using internet for online communication and for searching information (Cosma, Bota, & Tutunea, 2012).

As results above, even customer and normative pressure play an important role in e-business adoption, there are plenty of challenges for adoption in developing countries. For example, in Arab countries had been found the firms were commonly regarded as slow adopters and lagging far behind the developed countries (Alrousan,

2015). In Thailand, large firms of travel business used e-business 24% of overall e-commerce business in Thailand (The National Statistical Office, 2013). However, the majority of SMEs in the trade sector (68.8%) used e-business (Office of Small and Medium Enterprises Promotion, 2012). In China, according to a survey report of the China Tourism Academy (China Tourism Academy, 2011), most tourism websites focused on providing basic information services and destination while applications of reservations, payment, and customer relationship management (CRM) dimensions were not well deployed (Cao & Yang, 2016). Therefore, there are suggestions for some opportunity to improve such challenges. Firstly, firms may accept customer pressure by getting clients' feedback. For example, in Thailand, the Tourism Economic Review (2016) remarked an issue which has to improve because of tourist's dissatisfaction regarding wifi and internet service at public places. Secondly, firms may accept normative pressure by benchmarking with developed countries.

According to Table 4.38, e-business adoption has impact to short-term trust with suppliers. Relationship quality between the travel agency and suppliers usually come from a lasting bond by offering assurance. Introducing technological innovations is vital in managing channel relationships (Coughlan, 2006; Osmonbekov, Bello, & Gilliland, 2009). One convenient and easy way to access communication between the firm and its suppliers is adopting e-business (F. Wu & Lee, 2005; F. Wu et al., 2003). However, sometimes e-business causes conflict instead of positive relationship regarding to increasing demand tasks. Thus, the increasing of conflict may provide an explanation for e-business adoption failures and negative returns on investment in technology (Osmonbekov et al., 2009; Webb, 2002).

According Table 4.38, e-business adoption has impact to long-term commitment to suppliers either directly or indirectly via perceived reciprocity as a mediator. In long-term relationship, e-business directly creates convenience of continuity in a relationship between a firm and its suppliers which make long-term commitment. However, national integrity (perceived social norms in suppliers' country) is still a consideration even with much past experience (Koh, Fichman, & Kraut, 2012). Concerning os this exception, it finally found perceived reciprocity as a mediator between short-term trust with suppliers and long-term commitment to

suppliers. Reciprocity involves the mutual exchange of favors and is characterized by mutual reinforcement and help by the two parties (Miller & Kean, 1997).

The total effect on Table 4.38 has shown interest view between customer pressure with E-communications and normative pressure with E-communications that found normative pressure has greatest effect with E-communications than customer pressure. That means firm decision to implement E-communications by normative pressure than customer pressure. In the other point of view of normative pressurer like marketing competition then effect of market of competition is main factor for decision for investment to adoptions new technology in their firm.

As result above, there are some practical implications. On one hand, e-business adoption can continually build short-term trust with suppliers and then directly create long-term commitment. On the other hand, long-term commitment via perceived reciprocity as a mediator can be created by, for example, different types of contacts include email newsletters to keep buyers informed about updated capabilities, new products, new people, technologies trends, and so on (Carr, 2006).

5.2 Limitations of the Study

Even though the researcher has conducted extensive research, there are such limitations in this research and there are many possibilities in the future. Firstly, this research is conducted in only one country, Thailand. Anyways, Thailand have a few researchs to determine how are different between Thailand and Other country in some area such as culture for complete the conceptual model.

Secondly, technology has fast changing so there will be various factors occurring in the future. E-business has variety. This research defines e-business in only three factors including e-communications, e-procurement and e-payment, however, it is possible whether a new factors occur in the nearly future while the existing factors have changed. The business environment related with e-business will change over time; therefore the questionnaire may not fit for the future circumstances.

Thirdly, this research uses only supply chain management perspective for determine relationship between antecedent factors and consequences of adoption. In

the past, this kind of perspective is rare because of the fast-growing of technology preceded the research.

5.3 Implication for Practices and Future Research

5.3.1 Implication

The results of this research indicate effects of e-business adoption to trust and long-term relationship in tourism industry. Tourism companies in Thailand can take benefit of this research for making a decision about implementing e-business in their firm. The important contribution of this research is e-payment has greater effect than e-communication and e-procurement to trust with supplier. The effect implies the new perspective of e-business which including customer behavior. Moreover, the technologies are going to fast in every dimensions such as the communication device network, cover area, data analysis and software applications. In the nearby future, there may be a new technology for developing the relationship between customer with firm and the relationship between companies and supplier. This research shows that good relationships between buyers and sellers are also needed to build long-term business success. Technology is one of business tools which have been evolving overtime. The result shows technology can contribute trust in business.

There are three practical implementations of this research which Thailand's travel industries including government sector must aware. Firstly, the Ministry of Tourism and Sports should support a domestic payment gateway for tourism. Since the number of revenue from up country traveller is quite amount yet a lot of transactions fee from payment gateway happened outside Thailand. Domestic payment gateway will create domestic currency flow and employment. Secondly, the Ministry of Commerce should encourage the merchant business to accept various currencies in stead of Thai baht in order to be convenient to the tourist. Finally, the Ministry of Labour and the Ministry of Educations should consider academic courses about IT technology's skills for preparing Thai people going to ASEAN Economic Community (AEC). Thailand will go on with Thailand 4.0 policy at the finally.

There are also some practical implementations of this research which private sectors must aware. The private sectors should learn technology and new business

models for keeping up to date. Today, the private sectors have many options for investing in technology in the enterprise. For example, buying, installing, and running one's own, or using outsource methods in some high-investment systems. The service can be rented from other operators with different advantages and disadvantages as seen in various researches.

If all sectors aware of changes and influences of technology that affects the business, Thailand will receive revenue from tourism and other business sectors. As well as, Thailand will have the potential to compete and advance to the ASEAN Economic Community (AEC).

5.3.2 Further Research

This research, even though there is a comprehensive design in every step but there are still many interesting views. Which can be presented in various dimensions can consist of Sample groups for design, measurement and perspectives on the main theory. Therefore, research in the future aimed at influencing between E-business and relationship quality can be done in various aspects as follows

For choosing a different sample and choose a different environment such as this research selected sample from tourism industry which is mostly small and medium enterprises. Then the future research will be able to do in other industry or countries either developing or developed countries. The business environment related with e-business will change over time; therefore the questionnaire may not fit for the future circumstances.

The further research can test in many perspectives for deep understanding about the relationship between tourism companies and supplier. Including focus in some interesting area in market perspective such as social media marketing or online marketing for describe E-communications, Digital coins or future payment method and AI in tourism industry.

The measurement in this research used SEM which combining many regressions to be structure model for determine the relationship in linear conditions. Then the further researches can consider to determine the conceptual model in other technique such as non-linear technique.

According to design of this research uses Model fit for determind the realiability of conceptual model then in further research can uses more techniq such as cross valiations for test the conceptual.

However, this research focuses on every step including data collection design data analysis to ensure that the results are accurate and reliable with the hope that this research will benefit readers in some way for further develop research.



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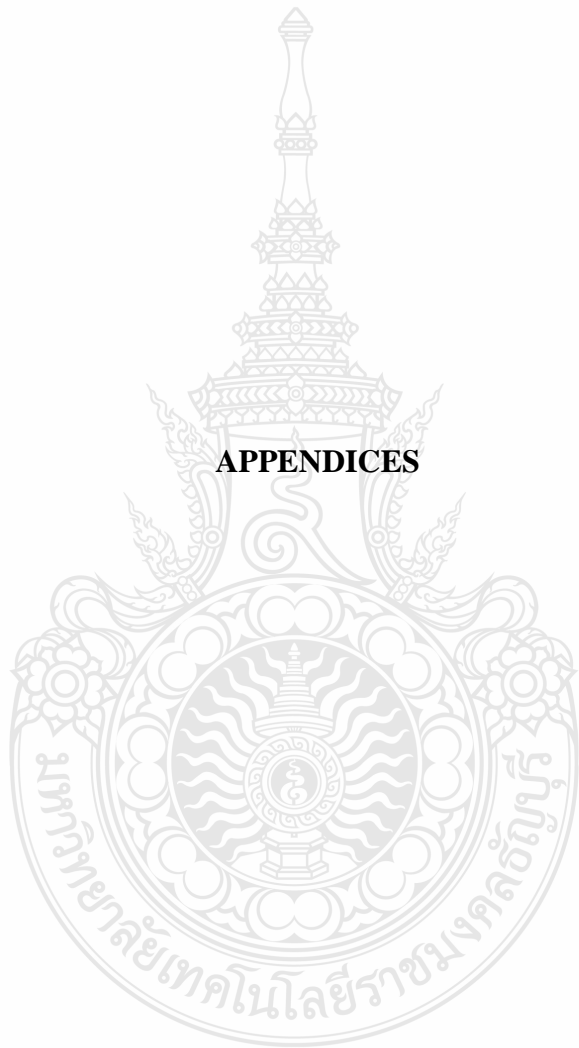
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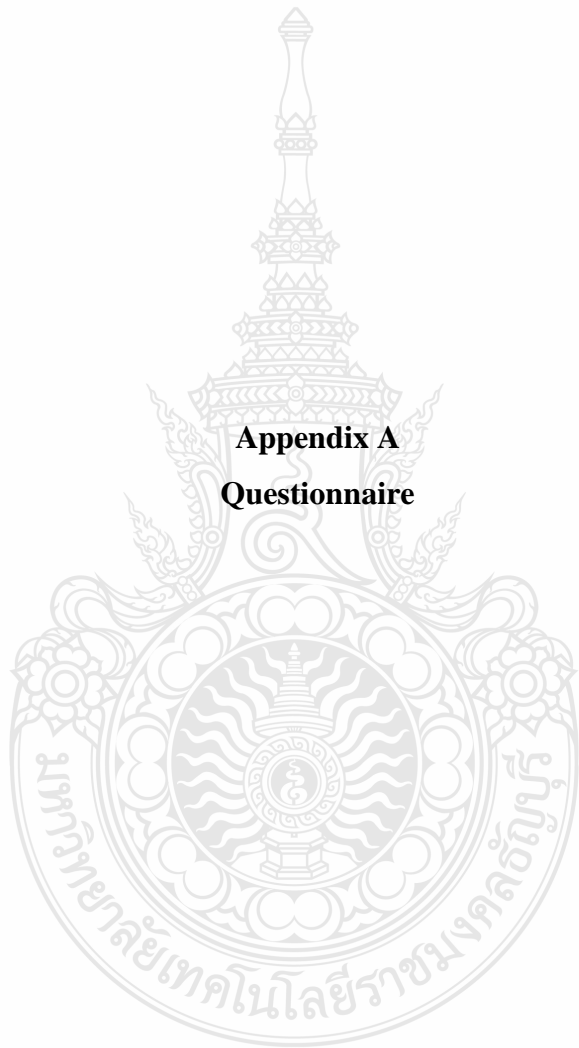
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APPENDICES



Appendix A
Questionnaire

Questionnaire

ตอนที่ 1 คำถามทั่วไป โปรดใส่เครื่องหมาย ✓ ในช่องใส่เครื่องหมาย

1. บริษัทฯ ของท่านทำธุรกิจด้านใดบ้าง
 - a. ทำธุรกิจนำเที่ยวในประเทศสำหรับนักท่องเที่ยวต่างชาติ
 - b. ทำธุรกิจนำเที่ยวต่างประเทศ
 - c. ทำธุรกิจนำเที่ยวประจำท้องถิ่น
 - d. ทำธุรกิจท่องเที่ยวทั่วไป
2. บริษัทฯ ของท่านตั้งอยู่ ณ ภูมิภาคใด (สอบถามเจ้าหน้าที่สัมภาษณ์)
 - a. ภาคตะวันออกเฉียงเหนือ
 - b. ภาคตะวันตก และ ใต้
 - c. ภาคตะวันออก
 - d. ภาคกลาง
 - e. ภาคเหนือ
 - f. กรุงเทพฯ
3. จำนวนพนักงาน
 - a. 0-10 คน
 - b. 11-15 คน
 - c. 16-20 คน
 - d. มากกว่า 21 คน
4. ทุนจดทะเบียน
 - a. 0-1,000,000 บาท
 - b. 1,000,000 บาท ถึง 2,000,000 บาท
 - c. มากกว่า 2,000,001 บาท

หัวข้อที่ 1 แรงจูงใจจากลูกค้าในการใช้ระบบ Internet

ท่านเห็นด้วยกับคำถามต่อไปนี้หรือไม่ เรียงตามลำดับ 5 เห็นด้วยอย่างยิ่ง 1 ไม่เห็นด้วย

ตัวแปร		คำถาม	1	2	3	4	5
1.1	CURP1	ลูกค้าหลายรายสอบถาม และค้นพบบริษัทของท่าน ผ่านช่องทาง internet (web site ,facebook, instgram, e-banking, Line, Wechat etc)					
1.2	CURP2	ความสัมพันธ์กับลูกค้าหลักของท่านจะติดขัด หากท่านไม่ได้ใช้ internet					
1.3	CURP3	ลูกค้าของเราจะพิจารณาใช้บริการถ้าเรามี นวัตกรรม ด้าน internet					

หัวข้อที่ 2 แรงจูงใจจากสภาพการแข่งขันในอุตสาหกรรม

ตัวแปร		คำถาม	1	2	3	4	5
2.1	NPR1	คู่แข่งของเราจำนวนมากได้ใช้ช่องทางทาง internet แล้ว					
2.2	NPR2	ช่องทาง ทาง internet เป็นเทคโนโลยีที่มีความจำเป็น ที่ไม่สามารถจะมองข้ามได้					
2.3	NPR3	ในอุตสาหกรรมการท่องเที่ยว บริษัทที่ไม่ก้าวทันเทคโนโลยี จะเป็น บริษัท ที่ต่ำหลัง					
2.4	NPR4	การที่บริษัท ใช้เทคโนโลยี ที่ทันสมัย จะเป็นบริษัทที่มีความก้าวหน้า					
2.5	NPR5	ในอุตสาหกรรมการท่องเที่ยว บริษัท คู่แทนการท่องเที่ยว ส่วนใหญ่ ใช้ช่องทาง internet ในการทำธุรกิจ					

หัวข้อที่ 3 การสื่อสารผ่านระบบ electronic (e-communications)

หัวข้อที่ 3.1 การสื่อสารภายในองค์กร

ตัวแปร		คำถาม	1	2	3	4	5
3.1.1	IN1	บริษัท ท่าน ใช้ ระบบ e-business ในการโฆษณาโปรแกรมท่องเที่ยว					
3.1.2	IN2	บริษัทของท่านใช้ระบบ internet ในการสื่อสารภายในองค์กร เช่น Line, Wechat, twitter หรืออื่นๆ					
3.1.3	IN3	บริษัทของท่านมีการ update พนักงานเกี่ยวกับการพัฒนาในหน่วยงานเป็นประจำ					
3.1.4	IN4	บริษัทของท่านใช้ระบบเทคโนโลยี เพื่อ อภิปราย และ ตอบโต้ ในเรื่องต่างๆ ที่สำคัญภายในหน่วยงานเสมอ					
3.1.5	IN5	บริษัทของท่านมีการใช้เทคโนโลยี ในการบริหาร โครงการต่างๆ ในหน่วยงานเสมอ					
3.1.6	IN6	บริษัท มีการจัดตั้ง ทีม เพื่อพัฒนาผลิตภัณฑ์ หรือ บริการ เสมอ					
3.1.7	IN7	บริษัท ใช้ระบบ internet เป็นช่องทางหลักในการสื่อสารภายในองค์กร					
3.1.8	IN8	บริษัท ใช้งบประมาณเพื่อพัฒนาการสื่อสารในองค์กร					

หัวข้อที่ 3.2 การสื่อสารภายนอกองค์กร

ตัวแปร		คำถาม	1	2	3	4	5
3.2.1	OB1	บริษัทของท่านมีการสื่อสาร โฆษณา ประชาสัมพันธ์ ผ่าน ระบบ internet เสมอ					
3.2.2	OB2	บริษัท มีการ update ข้อมูลทั่วไปเกี่ยวกับหน่วยงานผ่านระบบ internet เสมอ					
3.2.3	OB3	บริษัท มีระบบให้ลูกค้าสามารถติดต่อสื่อสาร หรือส่งข้อมูลตรงไปยังผู้รับผิดชอบงานได้เสมอ					
3.2.4	OB4	บริษัท มีการส่งข้อมูลผ่านระบบ internet เกี่ยวกับผลิตภัณฑ์ใหม่ๆ ให้ลูกค้าเสมอ					
3.2.5	OB5	บริษัท มีการแก้ไขปัญหาให้ลูกค้าผ่านระบบ internet ได้					
3.2.6	OB6	บริษัท มีการให้บริการหลังการขายผ่านระบบ internet เสมอ					
3.2.7	OB7	บริษัท มีการใช้ข้อมูล ต่อ คำถาม หรือความต้องการของลูกค้า ผ่านระบบ internet					

หัวข้อที่ 3.3 การสื่อสารกับคู่ค้า

ตัวแปร		คำถาม	1	2	3	4	5
3.3.1	IB1	บริษัทมีการแบ่งปันข้อมูล และแผน กับ suppliers เสมอ					
3.3.2	IB2	บริษัทมีการ updates เกี่ยวกับแผนผลิตภัณฑ์ใหม่ หรือการพัฒนาใหม่ๆ ให้ supplier เสมอ					
3.3.3	IB3	บริษัท มีใช้ระบบ internet เพื่อให้ข้อมูล ที่จำเป็นกับ suppliers เสมอ					
3.3.4	IB4	บริษัท มีการแบ่งปันข้อมูล เรื่อง แผนการและปริมาณการใช้ สินค้า บริการ จาก supplier ล่วงหน้าเสมอ					

หัวข้อที่ 4 ระบบจัดซื้อ

ตัวแปร		คำถาม	1	2	3	4	5
4.1	EPRO1	บริษัท ส่ง order ผ่านระบบ electronic ให้ supplier เสมอ					
4.2	EPRO2	บริษัท ค้นหา และเลือก supplier ผ่านระบบ internet					
4.3	EPRO3	บริษัท จองสินค้า และ ซื้อผ่านระบบ internet					
4.4	EPRO4	บริษัท สามารถ ดูความคืบหน้าของ order กับ suppliers โดยใช้ระบบ electronic					
4.5	EPRO5	บริษัท ให้ suppliers ประกวดราคาผ่านระบบ online เสมอ					
4.6	EPRO6	บริษัท ใช้ระบบ internet เพื่อลำดับความสำคัญของ suppliers					

หัวข้อที่ 5 ระบบรับชำระ

ตัวแปร		คำถาม	1	2	3	4	5
5.1	EPAY1	ลูกค้าสามารถค้นหา บริษัทของท่าน ผ่านระบบ internet ได้					
5.2	EPAY2	ลูกค้าสามารถสั่งซื้อ หรือ จอง ผลิตภัณฑ์ของท่านผ่านระบบ internet ได้.					
5.3	EPAY3	ลูกค้าสามารถจ่ายเงินผ่านระบบ e-banking หรือ e-payment ได้					
5.4	EPAY4	บริษัทของท่านมีการใช้ e-banking หรือ e-payment บ่อยเมื่อเทียบกับแบบอื่น					
5.5	EPAY5	การมีช่องทางชำระเงินผ่านระบบอิเล็กทรอนิกส์เป็นผลดีต่อธุรกิจ					
5.6	EPAY6	บริษัทของท่านมีแผนพัฒนาระบบรับชำระให้ทันสมัยเสมอ					
5.7	EPAY7	ชำระเงินผ่านระบบอิเล็กทรอนิกส์ สะดวกมากขึ้นเมื่อเทียบกับแบบเดิม					
5.8	EPAY8	บริษัทของท่านแนะนำให้ลูกค้าชำระเงินผ่านระบบอิเล็กทรอนิกส์ มากกว่าช่องทางอื่น					

หัวข้อที่ 6 การสร้างความสัมพันธ์กับลูกค้า ระยะยาว

ตัวแปร		คำถาม	1	2	3	4	5
6.1	COMM1	เรามุ่งเน้น เป้าหมายระยะกลาง และระยะยาวในการสร้างความสัมพันธ์กับ suppliers					
6.2	COMM2	บริษัท ให้ความสำคัญ และทรัพยากรที่จำเป็นในการสร้างความสัมพันธ์กับ suppliers					
6.3	COMM3	เราต้องการความร่วมมือระยะยาวกับ suppliers ก่อนผลประโยชน์ระยะสั้น					
6.4	COMM4	การมีความสัมพันธ์ระยะกับลูกค้าเป็นผลดีต่อธุรกิจของท่าน					
6.5	COMM5	ระดับความสำคัญของการสร้างความสัมพันธ์ระยะยาว					
6.6	COMM6	การมีความสัมพันธ์กับลูกค้าทำให้ท่านประสบความสำเร็จ					
6.7	COMM7	ความสัมพันธ์ระยะยาวกับลูกค้าทำให้สร้างความแตกต่างในบริการได้					

หัวข้อที่ 7 ความไว้วางใจ

ตัวแปร		คำถาม	1	2	3	4	5
7.1	TRUST1	เมื่อมีการตัดสินใจเรื่องสำคัญ suppliers คำนึงถึงผลประโยชน์ของเราเสมอ					
7.2	TRUST2	เมื่อมีการจองที่สำคัญเรามักได้รับการสนับสนุนจาก suppliers เสมอ					
7.3	TRUST3	Supplier (ยกตัวอย่าง supplier ที่สำคัญของท่าน) มีความสามารถปฏิบัติงานได้ดี					
7.4	TRUST4	เราไว้วางใจในความสามารถของ supplier (ยกตัวอย่าง supplier ที่สำคัญของท่าน)					
7.5	TRUST5	Supplier X ไม่ตั้งใจที่จะทำให้เราเสียหาย					
7.6	TRUST6	Supplier X รู้เสมอว่าอะไรสำคัญสำหรับเรา					
7.7	TRUST7	Supplier X จะยินดีออกไปช่วยเหลือเราเสมอ					
7.8	TRUST8	Supplier X มีพฤติกรรมรับฟังลูกค้าเสมอ					

หัวข้อที่ 8 ความเกื้อกูลกันกับ คู่ค้า

ตัวแปร		คำถาม	1	2	3	4	5
8.1	PERECI1	โดยทั่วไปคู่ค้าจะใช้เวลาและทรัพยากรที่จำเป็นเพื่อความสัมพันธ์ทางธุรกิจ					
8.2	PERECI2	คู่ค้าพัฒนาตนเองตามความต้องการของ ตัวแทนท้องถิ่น					
8.3	PERECI3	คู่ค้า ส่งข้อมูลทางธุรกิจให้เสมอ					
8.4	PERECI4	คู่ค้ายินดีให้เราอ้างอิงถึงคุณภาพสินค้าและบริการของคู่ค้า					
8.5	PERECI5	คู่ค้ามักจะใช้ชื่อของบริษัทฯ เพื่อตอกย้ำคุณภาพต่อลูกค้าของคู่ค้า					

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Declaration

This work contains no material which has been accepted for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and beliefs, contains no material previously published or written by another person, except where due reference has been made in the text.

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