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## **Effect of the inno-life management and knowledge management on green organization of community-based tourism in Phatthalung Thailand**

**Yananda Siraphatthada**

Suan Sunandha Rajabhat University, Thailand  
Email: [yananda.si@ssru.ac.th](mailto:yananda.si@ssru.ac.th)

**Duangkamol Thitivesa**

Suan Sunandha Rajabhat University, Thailand  
Email: [duangkamol.th@ssru.ac.th](mailto:duangkamol.th@ssru.ac.th)

**Parichart Rattanabunsakul**

Suan Sunandha Rajabhat University, Thailand  
Email: [parichart.th@ssru.ac.th](mailto:parichart.th@ssru.ac.th)

**Phusanisa Siraphatthada**

Suan Sunandha Rajabhat University, Thailand  
Email: [benzphu@gmail.com](mailto:benzphu@gmail.com)

**Abstract**---Community-based tourism activities has major importance for the people to generate livelihood opportunities. However, the promotion of community-based tourism is important. Thus, this study addressed the role of inno-life management and knowledge management in community-based tourism in Phatthalung, Thailand. Additionally, the role of green organization is also considered. Data collection is made through Likert scale by using cluster sampling. 400 questionnaires were distributed among the respondents. By using Structural Equation Modeling (SEM), the current study identified that; innovation management has major importance to enhance community-based tourism. Similarly, knowledge management has positive effect on community-based tourism. Findings highlighted that green organization has the potential to promote tourism activities among communities in Phatthalung, Thailand. Innovation management and knowledge management promotes tourism among the communities by facilitating green organizations.

**Keywords**---community-based tourism, inno-life management, knowledge management, green organization, innovation management, Phatthalung Thailand.

## **Introduction**

The emphasize on community-based tourism is increasing among the countries (Moayerian, McGehee, & Stephenson Jr, 2022; Musavengane & Kloppers, 2020). Due to the number of advantages, the nations are trying to promote community-based tourism. It has several advantages for the community because it is linked with the business activities. The business activity is related to the tourism in any community has the possibility to achieve several benefits for the community. The business activities related to the tourism provide livelihood opportunities for the people (Harris, 2009). The generation of various income generating practices in community can lead to the welfare of the community. Along with the welfare of the community, it also has positive effect on the economy. Therefore, the promotion of community has vital importance for the nations.

Similarly, community-based tourism is also important in Thailand (Sawatsuk, Darmawijaya, Ratchusanti, & Phaokrueng, 2018; Singh, 2022). The tourism activities among the community are very popular in various parts of the Thailand. Most importantly, the tourism activities related to the community is very popular in Southern province of Thailand, namely; Phatthalung. In this province of Thailand, the tourism activities based on community are contributing significantly to the welfare of the community. The people involved in various tourism activities are producing various products as well as services which has key role to contribute to the community. With the increase in the importance of activities it is also important to promote these activities. All the tourism activities related to the community in this province are already growing, however, several issues are existing related to the promotion of these types of tourism activities.

Therefore, the current study proposed various elements which has the ability to promote tourism in the community of Phatthalung province Thailand. According to this study, inno-life management has vital importance (Pumdeeying, 2021). Generally, the promotion of green organization in this area has the potential to enhance community tourism. However, it is not easy to promote green organization in this area. In this way, this study highlighted that inno-life management as well as knowledge management activities has the ability to promote green organization. The promotion of green organization with the help of innovation management along with the knowledge management has the capability to produce better outcomes for community-based tourism.

Therefore, the objective of the study is to examine the role of Inno-life management and knowledge management in community-based tourism which can play a critical role. This is one of the unique studies which is carried out to promote community tourism. Although the community-based tourism is highlighted in several studies (Kim & Kang, 2020; Musavengane & Kloppers, 2020), however, the promotion of community tourism is not considered in relation to the innovation management along with the green organisations and knowledge

management. This study has vital contribution to the literature by contributing significantly by carrying out community-based tourism activities through green organisation.

## **Literature Review**

### **Theoretical Framework**

The framework of the study is developed based on the resource-based view (RBV). According to RBV, the business success is majorly based on the resources of the business. The sufficient quantity of resources is always required to perform various business operations; however, the lack of resources can lead to the failure of the business. The current study also highlighted various resources of the business to promote tourism business among the community. First of all, the current study highlighted the innovation to promote tourism activities. As given in the previous studies (Casais, Fernandes, & Sarmento, 2020; Razzaq et al., 2021; Kerdpitak, 2020), innovation has central importance in tourism. Along with the tourism activities, it is one of the important sources of the company. Second, the current study considered knowledge management as an intangible resource of the company which lead to the higher performance. Along with the knowledge management, the study also introduced two important resources of the company which include external sources of knowledge along with the internal sources of knowledge. The sources can play important role to enhance the promotion of tourism activities among the community. Additionally, the study introduced green organization as one of the important facilitators of tourism activities among the community. Therefore, based on RBV the current study proposed a relationship between innovation management, knowledge management, green organization and community-based tourism promotion which is highlighted in Figure 1.

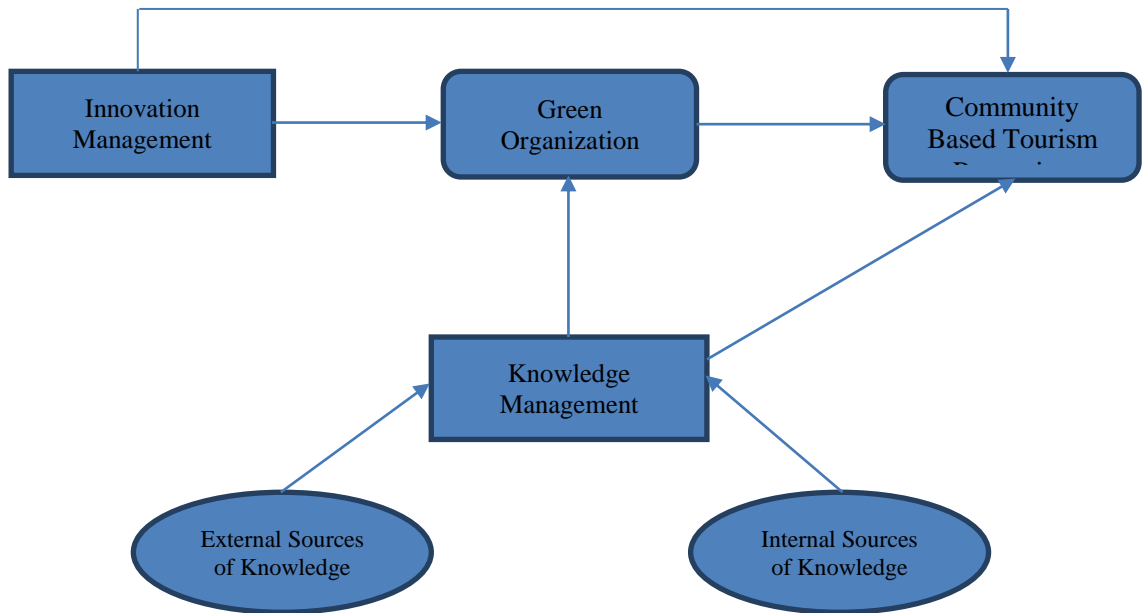


Figure 1. The relationship between innovation management, knowledge management, green organization and community-based tourism promotion

### **Community-Based Tourism Promotion**

Community base tourism is generally linked with the local areas where the rural poor and economically marginalized people are living (He, Huang, Mishra, & Alrasheedi, 2021; Kerdpitak, 2020). In community tourism, people invite various tourists and provide the accommodation along with the other services. In this way, people generate significant amount of earning which help them to meet their financial needs. The people living in any local areas develop various products and invite the people from various countries to visit their products. By purchasing these products by the tourist help to generate financial resources. Furthermore, these people also provide various services to the tourists such as services related to the tourist guide as well as accommodation. All these activities help the local people to generate financial resources and it help to enhance community welfare. Therefore, tourism in community has major importance for the community as well as it helps to promote tourism industry. The current study is focused to promote tourism activities among the community due to the several benefits. The promotion of the tourism activities is based on the promotion of community products. It is also based on the promotion of various services provided to the tourist by the community people. Therefore, community-based tourism promotion is considered in the study.

### **Green Organization**

Green organizations reflect the green stage of awareness, which struggles for harmony, tolerance as well as equality. While retaining a pyramidal structure,

green organizations emphasis on empowerment to lift motivation as well as to create great workplaces. Generally, the green organizations work on the basis of nonprofit organizations and working for the welfare of the people. Similarly, the current study considered green organization (Xing, Wang, & Tou, 2019) as nonprofit organization to facilitate various tourism related activities among the poor community. These organizations are considered as organizations which work on harmony as well as a promotion of equality in the society. The Figure 2 shows the green organization example.



Figure 2. Green Organization

The green organization is one of the new concepts in community-based tourism. Several studies focused on tourism related to the community in various areas of Thailand, however, green organizations are not introduced in relation to the tourism activity in various communities. Therefore, this study highlighted that green organization has central role in tourism activities. In various local areas where poor people are living and generating income from various activities related to the tourism, the green organizations (Liu, Mei, & Guo, 2020) can play central role. These organizations can help to promote community-based tourism.

**Hypothesis 1.** Green organization has positive effect on community-based tourism promotion.

### **Innovation Management**

Innovation is the implementation of new idea in any business activity which can reduce overall cost by reducing the time taken to provide a service or manufacture a product. The innovation can be involved in any product, process or any service which can help to provide better benefits (Friedman & Ormiston, 2022). Innovation is also most important in tourism activities that innovation has influential role to promote industry. Therefore, innovation is also important among the tourism activities carried out in various local areas. More importantly, the community-based tourism can be promoted with the help of innovation

activities. However, the management of innovation is most important which is lacking by the businesses. It is not easy for the companies to promote innovation management. The lack of innovation management among the community can decrease overall performance of tourism activities. As tourism activities among the local community is based on various new products as well as the innovation in the services is most important to attract the tourists. The products manufactured by the local community must have a significant level of innovative elements to attract the tourists. Furthermore, in such technological environment, the innovation in services is also most important. All the businesses are trying to provide innovative services to facilitate the customers. Therefore, in community-based tourism to attract the tourists, it is important to provide various innovative elements in the products as well as services. However, innovation management is a major challenge for the companies (Frishammar, Richtner, Brattström, Magnusson, & Björk, 2019; Kerdpitak, 2022) because the management of ideas is not easy. In lot of information's externally as well as internally the selection of valuable ideas is always tough. As innovation management is majorly based on the selection of appropriate ideas, therefore, in community-based tourism the role of the selection of suitable ideas for the implementation and to promote innovation is most difficult task. However, the promotion of innovation management shows positive outcomes in relation to the community-based tourism promotion. The management of innovation is also directly connected with the green organizations. The proper working of green organizations is also required to have innovative ideas. Green organizations are nonprofit companies however the innovation management is also the basic need of these organizations. To perform all the operations accurately and provide major benefits to the tourism community, it is needed to have innovative ideas by the green organizations. Therefore, along with the positive effect of innovation management on community base tourism, it also has significant role to influence green organization.

**Hypothesis 2.** Innovation management has positive effect on community-based tourism promotion.

**Hypothesis 3.** Innovation management has positive effect on green organization.

### **Knowledge Management**

Knowledge management is grounded on the processes of creating of knowledge, organization of knowledge, using of knowledge and sharing a collective knowledge between the stakeholders such as employees of the organization. In any organization the management of knowledge is most important particularly the management of knowledge in business related companies is most important (Abualoush, Bataineh, & Alrowwad, 2018). To manage the business ideas, it is most important to extract valuable knowledge. Although, there is a huge amount of information available for the companies, however, the extraction of valuable information is most important. Particularly, after the extraction of valuable information as well as ideas, it must be converted into innovation. However, the implementation of valuable ideas through knowledge management is crucial. There are several phases of knowledge management such as organization, creating and sharing of knowledge. Each stage of knowledge is most important for the organizations to promote performance. Similar with the other organizations, the tourism activities also require knowledge management (Muniz, Dandolini, Biz,

& Ribeiro, 2020). The promotion of tourism activities required customized products and services. To provide customized services, it is required to have proper knowledge of customer needs. Similarly in tourism activities the community-based tourism is also grounded on knowledge management activities. The people providing tourism services in any specific area must have a proper knowledge of the customer as well as their needs.

The knowledge related to the customer can be obtained through two important sources. First, the external sources of knowledge have major importance in knowledge management. The external sources of knowledge are based on the information from the market. In the market, various customers can provide valuable information to provide services. The supplier as well as distributors of various products for the tourists can also provide valuable information which can help to generate valuable services based on customer priority. Therefore, any knowledge from outside the boundaries of the firm which belong to the market comes under external sources of knowledge which help to promote knowledge management activities. Second, the most important source is internal sources of knowledge. The employees of the company can generate valuable information and provide valuable ideas. The knowledge provided by the employees of the company can help to manage knowledge. The internal sources of knowledge are majorly based on the employees of the company which can help to enhance knowledge management practices (Ghasemi, Nejad, & Aghaei, 2021; Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018). Thus, the current study proposed that knowledge management has significant relationship with green organization and the process of knowledge management can be promoted through external as well as internal sources of knowledge. The knowledge management activities in the community related tourism have direct effect on the promotion of tourism activity. The knowledge management has dual effect on community-based tourism directly as well as indirectly through green organizations.

**Hypothesis 4.** Knowledge management has positive effect on community-based tourism promotion.

**Hypothesis 5.** Knowledge management has positive effect on green organization.

**Hypothesis 6.** Green organization mediates the relationship between innovation management and community-based tourism promotion.

**Hypothesis 7.** Green organization mediates the relationship between knowledge management and community-based tourism promotion.

### **Research Methodology**

This study preferred to collect data through questionnaires. Therefore, to examine the relationship between innovation management, knowledge management, green organization and community-based tourism promotion, this study designed a survey questionnaire. Innovation management is measured with the help of considering various innovative ideas. The focus of tourism organizations towards the management of innovative ideas are considered to measure innovation management. Furthermore, the current study considered knowledge management with the help of external sources of knowledge as well as internal sources of knowledge. External knowledge is considered in relation to the information received from the suppliers, customers and external stakeholders. External

knowledge is majorly based on the knowledge from the market. Furthermore, internal sources of knowledge are considered in relation to the knowledge presented by the employees of the business or owners of the business. Green organization is measured by using the efforts of these organizations to promote community-based tourism. Finally, the community-based tourism is measured by using the new products produced by the community along with the new services. To measure the relationship between all the variables, the current study distributed 600 questionnaires in the local community. The current study selected respondents from the community which were involved in tourism activities. As the study is majorly grounded on the community-based tourism, therefore, only those individuals are selected which were involved in community-based tourism. Questionnaires were distributed by using cluster sampling to cover the maximum area. This study received 240 questionnaires in response to the survey.

### Findings

Before to move towards the findings of the study by considering the relationship between variables, this study preferred to carried out data analysis related to the data screening. The purpose of data screening is removing all the errors in the data such as missing value in the data and outlier in the data. After the removal of these errors, the clean data statistics are given in Table 1.

Table 1. Data Statistics

	<b>No.</b>	<b>Missing</b>	<b>Mean</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>	<b>SD</b>	<b>Kurtosis</b>	<b>Skewness</b>
IMA1	1	0	3.902	4	1	5	1.003	0.451	-0.879
IMA2	2	0	3.623	4	1	5	1.13	-0.383	-0.575
IMA3	3	0	3.484	4	1	5	1.182	-0.659	-0.485
IMA4	4	0	3.971	4	1	5	0.985	0.459	-0.926
KMA1	5	0	4.078	4	1	5	0.863	1.097	-0.961
KMA2	6	0	3.807	4	1	5	1.06	-0.133	-0.731
KMA3	7	0	3.766	4	1	5	1.169	-0.4	-0.712
KMA4	8	0	3.541	4	1	5	1.153	-0.582	-0.504
KMA5	9	0	3.582	4	1	5	1.224	-0.657	-0.536
GO1	10	0	3.68	4	1	5	1.14	-0.419	-0.601
GO2	11	0	3.623	4	1	5	1.108	-0.02	-0.669
GO3	12	0	3.902	4	1	5	0.905	1.247	-0.974
GO4	13	0	3.906	4	1	5	1.006	-0.393	-0.612
CBTP1	14	0	4.082	4	1	5	0.929	0.223	-0.813
CBTP2	15	0	3.873	4	1	5	0.948	-0.037	-0.645
CBTP3	16	0	3.902	4	1	5	0.991	0.788	-0.97
CBTP4	17	0	3.508	4	1	5	1.1	-0.412	-0.477
CBTP5	18	0	3.648	4	1	5	1.09	-0.243	-0.622
CBTP6	19	0	3.52	4	1	5	1.279	-0.836	-0.454
CBTP7	20	0	3.545	4	1	5	1.259	-0.967	-0.369

Note: IMA = Innovation Management, KMA = Knowledge Management, GO = Green Organization, CBTP = Community-Based Tourism Promotion

After data screening, this study employed Partial Least Square (PLS) by using Structural Equation Modeling (SEM) which is most popular data analysis technique (Basco, Hair Jr, Ringle, & Sarstedt, 2021; Joe F Hair Jr, Howard, & Nitzl, 2020; Joseph F Hair Jr et al., 2021). First, factor loading is considered which is above 0.5. The first part of PLS-SEM is given in Figure 3 and results are given in Table 2 and Table 3. Table 2 shows that all the variables having scale items with factor loading above 0.5. Composite reliability (CR) is also above 0.7 along with the average variance extracted (AVE) above 0.5. Cross-loadings are reported in Table 3 to confirm the discriminant validity.

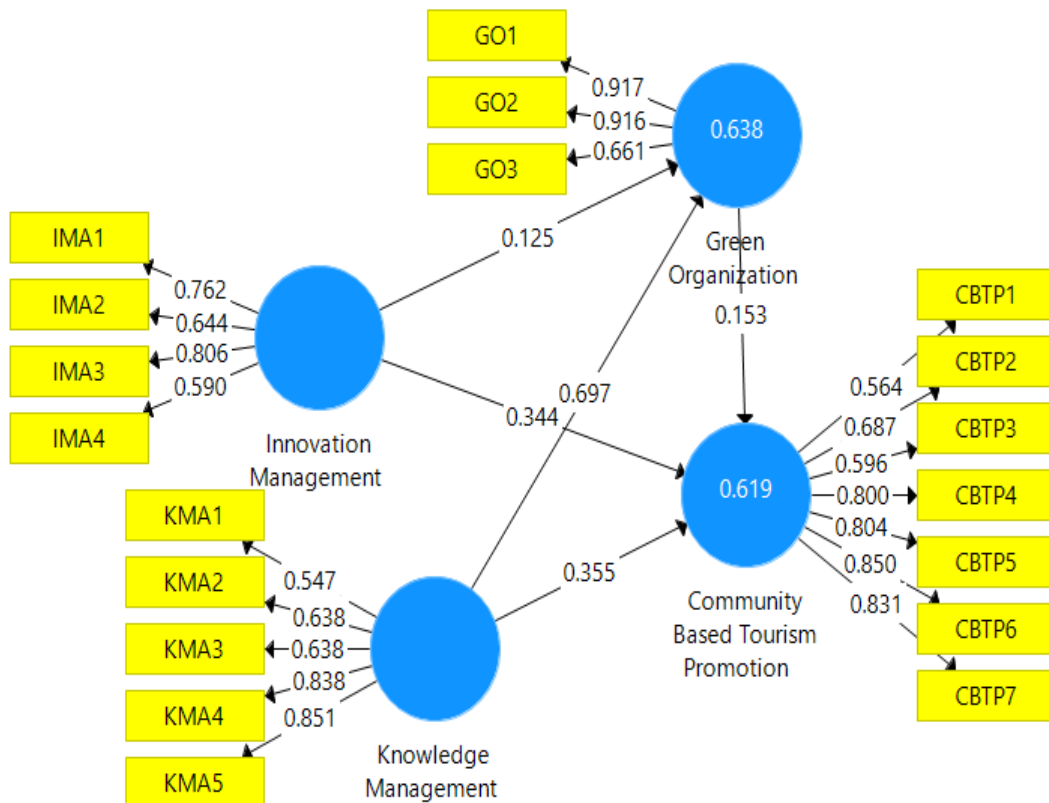


Figure 3. Measurement Model

Note: IMA = Innovation Management, KMA = Knowledge Management, GO = Green Organization, CBTP = Community-Based Tourism Promotion

Table 2. Factor Loadings

Constructs	Items	Loading	Apha	CR	AVE
Community Based Tourism Promotion	CBTP1	0.564	0.859	0.893	0.549
	CBTP2	0.687			
	CBTP3	0.596			
	CBTP4	0.8			
	CBTP5	0.804			

	CBTP6	0.85			
	CBTP7	0.831			
Green Organization	GO1	0.917	0.784	0.876	0.706
	GO2	0.916			
	GO3	0.661			
Innovation Management	IMA1	0.762	0.701	0.796	0.502
	IMA2	0.644			
	IMA3	0.806			
	IMA4	0.59			
Knowledge Management	KMA1	0.547	0.765	0.834	0.508
	KMA2	0.638			
	KMA3	0.638			
	KMA4	0.838			
	KMA5	0.851			

Note: IMA = Innovation Management, KMA = Knowledge Management, GO = Green Organization, CBTP = Community-Based Truism Promotion

Table 3. Cross-Loadings

	<b>Community Based Tourism Promotion</b>	<b>Green Organization</b>	<b>Innovation Management</b>	<b>Knowledge Management</b>
CBTP1	0.564	0.332	0.331	0.411
CBTP2	0.687	0.358	0.471	0.523
CBTP3	0.596	0.341	0.453	0.505
CBTP4	0.8	0.613	0.616	0.582
CBTP5	0.804	0.646	0.667	0.62
CBTP6	0.85	0.537	0.571	0.588
CBTP7	0.831	0.536	0.582	0.619
GO1	0.651	0.917	0.605	0.743
GO2	0.576	0.916	0.642	0.742
GO3	0.435	0.661	0.429	0.484
IMA1	0.507	0.469	0.762	0.492
IMA2	0.366	0.305	0.644	0.368
IMA3	0.659	0.668	0.806	0.745
IMA4	0.453	0.353	0.59	0.531
KMA1	0.503	0.39	0.424	0.547
KMA2	0.383	0.325	0.432	0.638
KMA3	0.423	0.349	0.463	0.638
KMA4	0.647	0.759	0.696	0.838
KMA5	0.636	0.788	0.695	0.851

Note: IMA = Innovation Management, KMA = Knowledge Management, GO = Green Organization, CBTP = Community-Based Truism Promotion

Second, this study employed PLS structural model in which bootstrapping is used for data analysis (Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018; Hair et al., 2021; Joe F Hair Jr et al., 2020; Joseph F Hair Jr et al., 2021; Purwanto & Sudargini, 2021). This process is given in Figure 4 and results are given in Table 4 and Table 5. It is found that; innovation management and knowledge management have positive effect on green organization and community-based tourism. Moreover, green organization has positive effect on community-based tourism. Additionally, green organization mediates the relationship between knowledge management and community-based tourism. However, the mediation effect of green organization is not significant between innovation management and community-based tourism. T-value 1.64 is considered to accept the hypothesis. Finally, the mediation effect histogram between knowledge management and community-based tourism promotion is given in Figure 5.

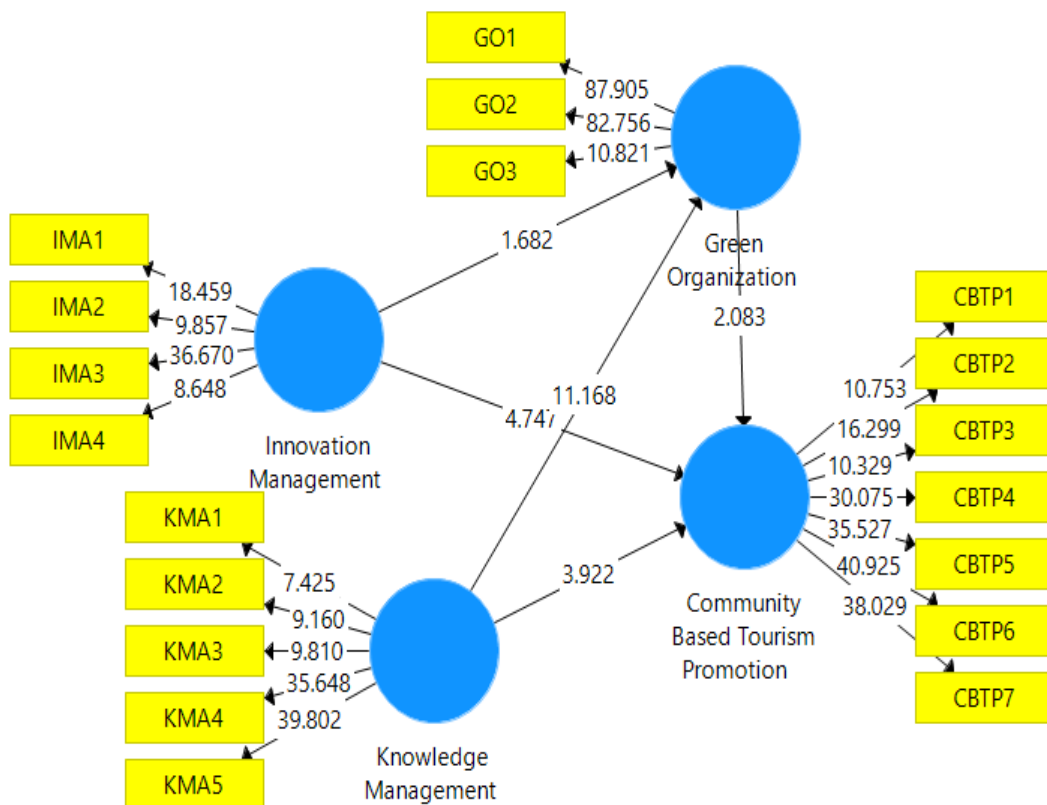


Figure 4. Structural Model

Note: IMA = Innovation Management, KMA = Knowledge Management, GO = Green Organization, CBTP = Community-Based Tourism Promotion

Table 4. Direct Effect Results

	<b>Beta</b>	<b>(M)</b>	<b>SD</b>	<b>T Statistics</b>	<b>P Values</b>
Green Organization -> Community Based Tourism Promotion	0.153	0.15	0.074	2.083	0.019

Innovation Management -> Community Based Tourism Promotion	0.344	0.348	0.073	4.747	0
Innovation Management -> Green Organization	0.125	0.124	0.074	1.682	0.047
Knowledge Management -> Community Based Tourism Promotion	0.355	0.357	0.091	3.922	0
Knowledge Management -> Green Organization	0.697	0.7	0.062	11.168	0

Table 5. Indirect Effect Results

	Beta	(M)	SD	T Statistics	P Values
Innovation Management -> Green Organization -> Community Based Tourism Promotion	0.019	0.019	0.016	1.167	0.122
Knowledge Management -> Green Organization -> Community Based Tourism Promotion	0.107	0.104	0.052	2.072	0.019

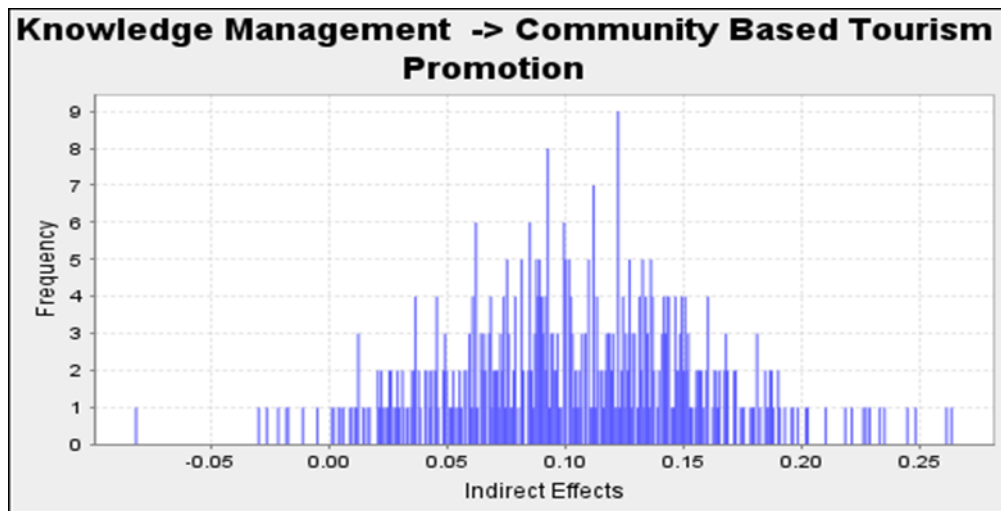


Figure 5. Mediation effect histogram between knowledge management and community-based tourism promotion

## Conclusion

Findings of the study highlighted the influential roller of various factors in the promotion of community-based tourism. They study addressed that there are two important elements which has most crucial role to promote the tourism activities among the community. It is observed from the findings of the study, inno-life management has crucial importance. The activities related to the innovation management among the community can generate better outcomes. The activities carried out by the community related to the tourism activity is required innovation. In the current study, in competitive environment, innovation serve as the most basic element to attract the tourists. The products manufactured by the community must have innovative elements. Therefore, the management of innovative ideas among the communities to promote tourism is most important which cannot be neglected by the practitioners as well as academicians. As the results of the study highlighted that the head innovation management has

positive effect on community-based tourism. The second important factor in the community-based tourism is knowledge management. Knowledge management is another important element which is helpful in all businesses. Along with the other businesses, knowledge management with the help of external as well as internal resources among the community can enhance performance. Along with these two important factors, the role of green organizations is most crucial. The role of green organizations is ignored by the previous studies in relation to the tourism activities of community. The findings of the study proved that green organizations are playing important role in the promotion of community-based tourism. Innovation management and knowledge management activities can facilitate green organization which further causes to increase community-based tourism promotion. Therefore, it is recommended to the management as well as various other organizations to promote community-based tourism through innovation management and knowledge management.

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