

# Creative Tourism Management in the Ceramic Village, Tambon Tha Pha, Ko Kha District, Lampang Province

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### Abstract

The objectives of the research were: 1) to study factors of leadership, participation, perception, and potential of creative tourism management; factors of tourism element, the standard of creative tourism, service quality; and satisfaction of tourists toward creative tourism 2) to study the creative tourism management model and 3) to propose an appropriate guideline in order to manage the creative tourism of ceramic village. This research was mixed methods research design. A questionnaire is a research instrument consisting of 2 sets of questions to gather information from respondents. The samples were 240 people of ceramic village and 360 tourists, who visited the ceramic village. The quantitative research was the descriptive statistics consisted of mean and standard deviation and the inferential statistics consisted of one sample t-test and Structural Equation Modeling. The qualitative research was a focus group discussion. The key informants were 10 ceramic village committees. The data were analyzed by using content analysis.

The results of the research found that 1) the factors of leadership, perception, and the potential of management were at a high level, while the participation factor was at moderate level and the factors of tourism element, the standard of creative tourism, and service quality as well as satisfaction of tourists were at a high level 2) the creative tourism management model in ceramic village and satisfaction of tourists were fit to the empirical data and 3) the appropriate guideline in order to manage the creative tourism of ceramic village consisted of the potential for tourism management aspect in terms of leadership and satisfaction of tourists aspect in terms of tourism activities and being community service providers to create the tourists' experiences and impress. This study will be useful for driving the guideline to promote the creative tourism management of ceramic village.

**Keywords:** Management Potential, Satisfaction, Creative Tourism Management

## บทคัดย่อ

วัตถุประสงค์การวิจัย 1) เพื่อศึกษาปัจจัยด้านภาวะผู้นำ การมีส่วนร่วม การรับรู้ และศักยภาพการจัดการท่องเที่ยวเชิงสร้างสรรค์ และปัจจัยด้านองค์ประกอบของแหล่งท่องเที่ยว มาตรฐานท่องเที่ยวเชิงสร้างสรรค์ คุณภาพบริการ และปัจจัยความพึงพอใจของนักท่องเที่ยวที่มาท่องเที่ยวเชิงสร้างสรรค์ 2) เพื่อศึกษารูปแบบการจัดการท่องเที่ยวเชิงสร้างสรรค์ และ 3) เพื่อนำเสนอแนวทางที่เหมาะสมต่อการจัดการการท่องเที่ยวเชิงสร้างสรรค์หมู่บ้านเชรามิก งานวิจัยนี้เป็นการวิจัยแบบผสมผสาน โดยการใช้แบบสอบถาม 2 ชุด เป็นเครื่องมือในการเก็บรวบรวมข้อมูลจากผู้ตอบแบบสอบถาม กลุ่มตัวอย่างเป็นประชาชนที่อาศัยในชุมชนหมู่บ้านเชรามิก จำนวน 240 คน และนักท่องเที่ยวที่มาท่องเที่ยวหมู่บ้านเชรามิก จำนวน 360 คน งานวิจัยเชิงปริมาณใช้สถิติเชิงพรรณนา ประกอบด้วย ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน และสถิติเชิงอนุมาน ประกอบด้วย การทดสอบค่าเฉลี่ยของกลุ่มตัวอย่าง 1 กลุ่ม และการวิเคราะห์โมเดลสมการโครงสร้าง งานวิจัยเชิงคุณภาพเป็นการสนทนากลุ่มผู้ให้ข้อมูลหลักเป็นคณะกรรมการหมู่บ้านเชรามิก จำนวน 10 คน ด้วยการวิเคราะห์เนื้อหา

ผลการวิจัยพบว่า 1) ปัจจัยด้านภาวะผู้นำ การรับรู้ และการจัดการศักยภาพอยู่ในเกณฑ์ระดับสูง ส่วนปัจจัยด้านการมีส่วนร่วมอยู่ในเกณฑ์ระดับปานกลาง และปัจจัยด้านองค์ประกอบของแหล่งท่องเที่ยว มาตรฐานท่องเที่ยวเชิงสร้างสรรค์ และคุณภาพบริการ และความพึงพอใจของนักท่องเที่ยวอยู่ในเกณฑ์ระดับสูง 2) รูปแบบการจัดการท่องเที่ยวเชิงสร้างสรรค์หมู่บ้านเชรามิก และรูปแบบความพึงพอใจของนักท่องเที่ยว ผลการวิจัยสอดคล้องกับข้อมูลเชิงประจักษ์เป็นไปตามข้อตกลงทางสถิติ และ 3) แนวทางที่เหมาะสมต่อการจัดการการท่องเที่ยวเชิงสร้างสรรค์หมู่บ้านเชรามิก ประกอบด้วย ด้านศักยภาพในการจัดการการท่องเที่ยว คือ ปัจจัยด้านภาวะผู้นำ และด้านความพึงพอใจของนักท่องเที่ยว คือ ปัจจัยด้านกิจกรรมการท่องเที่ยว และปัจจัยชุมชนผู้ให้บริการในการสร้างประสบการณ์และความประทับใจให้กับนักท่องเที่ยว ผลการวิจัยนี้ มีประโยชน์ต่อการขับเคลื่อนแนวทางการส่งเสริมการจัดการท่องเที่ยวเชิงสร้างสรรค์หมู่บ้านเชรามิก

**คำสำคัญ:** ศักยภาพการจัดการ ความพึงพอใจ การจัดการท่องเที่ยวเชิงสร้างสรรค์

## Introduction

Creative Tourism is a new travel paradigm originated from cultural tourism that allows the tourists to receive an experience from learning, exchanging, and participating with the community on preserving their arts, culture, history, and lifestyle through not only the non-benefit activities but also community value (Richards, 2011). This results in sustainability and development for the community in living and balances between benefits and consequences of the community-based tourism. According to a National Tourism Development Plan (2017-2021), Lampang province has been entitled to be the Lanna civilization tourism development area that leads to the creative cultural tourism and Lanna wisdom linking the Greater Mekong Subregion: GMS. The strategy includes support of value creation for the local products under a cluster that costs a Lanna cultural capital in creative tourism (Committee of National Tourism Policy, 2017). As a changing of tourism trends and needs among the tourists, the new-generation travelers seek enjoyment and desire to learn about the difference between people and the environment. This leads to the development of tourist attractions and activities to respond to their needs (Ministry of Tourism & Sports, 2017).

A response to the new-generation travelers' satisfaction employs a traditional marketing mix (4Ps), including product, price, place, and promotion (Kotler & Keller, 2016). This might not cover intangibility as product purchase, so there are people, physical evidence, and process additionally (Zeithaml, Bitner & Gremler, 2006). All are used to evaluate a tourist service (Al Muala & Al Qurneh, 2012). For a travelers' satisfaction, the service quality is one factor that affects the satisfaction (Suki, Campus, Pagar & Labuan, 2013). The quality evaluation based on SERVQUAL theory (Parasuraman, Zeithaml & Berry, 1988) is utilized to evaluate the service quality in various aspects, including tangibles, reliability, responsiveness, assurance, and empathy (Tessera, Hussainand & Ahmad, 2016). Also, the tourism element affects the demand for travelling and travelers' satisfaction (Hau & Omar, 2014). An attraction can be natural or human-made (Jittangwattana, 2005). It is supposed to contain accessibility that links to the other attractions (Holloway & Humphreys, 2019) and amenities that provide convenience to travelers (Collier & Harraway, 1997). The important part of the standard of creative tourism is to respond to the new-generation travelers in terms of location related to a traditional lifestyle that shows a community identity (Unkaew & Suveatwatanakul, 2017). The interaction is a relationship of experience or participation and the community (Intarakamnerd, Chairatana, Phruksaphong & Tangtragoon, 2010). The agent is created from a learning process among the community allowing them to exchange their culture (Richards, 2011). These factors can create satisfaction among travelers (Ali, Ryu & Hussain, 2016).

During the creation of satisfaction among travelers, the potential of creative tourism management should be considered to promote stability according to a standard of cultural tourism attraction in conservation and management (Ministry of Tourism & Sports, 2014). The creation of consciousness in the tourism environment and resources, participation to create benefits for communities, and the creation of satisfaction among travelers are also supposed to be considered (Jittangwattana, 2005). The significant factor of community development is the leader. In addition to the leader aspect, the potential of tourism management also take part in participation among the community (Luangchandang, Kungwon & Nanthasen, 2018). The participation of people in 4 dimensions of management including the participation of making the decision, participation of realization, participation of benefits, and participation of assessment (Cohen & Uphoff, 1977). Participation in activities of the community affects awareness (Tancharoen, 2018). The people in the community awareness of the property of creative tourism both in a diversity of tourism attraction and in an exchange process of knowledge. The people are able to aware of their own value and share experience with each other without destroying their own identity (Visutthilak, Saiphan, Phalakun & Sindecharak, 2013). This will lead to a balance between economy, society, and environment (Jamrozy, 2007). Therefore, the awareness of the property of creative tourism influences the potential of creative tourism management (Khopolklang & Kaewsanga, 2021).

Ceramic Village, Tambon Tha Pha, Ko Kha District, Lampang Province comprises 2 sub-villages, Ban Salameng and Ban Sala Buabok. Both are the source of ceramic products and the opening to tourists following the provincial development strategy that pushes Lampang to be the tourism industry and income distribution to communities (Lampang Provincial Governor's Office, 2018). Consequently, a challenge of people in communities for being the creative tourism village is creating value in local resources and innovative products from inherited wisdom (Intarakamnerd et al, 2010). Particularly, the ceramic products represent the community's identity, and the villagers will be able to see the benefits of conservation in their identity, culture, and lifestyle leading to a reservation.

Hereinbefore, the researcher studied the relationship of factors affecting the potential of creative tourism management and tourist satisfaction with creative tourism in ceramic villages. The study of these relationships will provide appropriate guidance for management of the creative tourism, Ceramic village, Tha Pha, Ko Kha District, Lampang Province. The communities will develop their abilities to reach a strong creative tourism community, sustainable growth, and provide the experience and satisfaction among tourists for a revisiting.

## Research Objectives

1. To study all factor level in terms of the leader, the participation, the awareness, and the creative tourism management potential of the Ceramic village, along with factor level of the creative tourism standard, service quality, and the tourists' satisfaction towards the creative tourism in the Ceramic village, Tha Pha, Koh Kha, Lampang.
2. To examine the management of the creative tourism model in the Ceramic village, Tha Pha, Koh Kha, Lampang.
3. To propose an appropriate guideline in order to manage the creative tourism of ceramic village, Tha Pha, Koh Kha, Lampang.

## Literature Review

### Leader

Transformational Leadership is a process to create a motivation and elevate a moral of leader and follower (Burns, 1978). The leader motivates the followers stronger desire with a consideration of common interest. The multifactor leadership questionnaire: MLQ (Bass & Avolio, 1990) includes ideology– the leader regularly and naturally behaves like a good role model and trusted by the follower (Yukl, 2012), inspirational motivation–it is a change of follower's expectation into a goal as vision (Hoy & Sweetland, 2000), intellectual stimulation– it is a rationale to persuade the follower with a successfulness and an existence, this is to build a strong team based on a process of informal interaction, problem solving with experience, and excellent creativity and individualized consideration–the leader acts as an advisor who provide a suggestion (Bass & Avolio, 1990). According to a study of Ruangkalapawongse and Ruangkalapawongse (2016), it is found that the leader who was engrossed and understand the context of tourism was able to do a sustainable tourism, particularly building up an inspiration and motivation to the followers.

### Participation

Putnam (1993) stated that the strong community with potential came from the participation of a community member in public activities, conforming to the norm, and model of community participation. Cohen and Uphoff (1977) has classified participation into 4 types: (1) participative decision-making, (2) participation in implementation, (3) participation of benefits, and (4) participation evaluation. According to a study by Luangchandang et al. (2018), it is found that the participation of the local community indicates sustainable creative tourism. Good participation contains a committee with roles and responsibilities, plan and method. The leader who allows the community to participate and play roles in tourism development would promote awareness, knowledge, and understanding in tourism management (Khopolklang & Kaewsanga, 2021).

## Community Awareness

The awareness allows people to be different relied on a stimulus (Schermerhorn Jr, Hunt & Osborn, 1991). However, it depends on the experience and view of each person (Van Raaij & Antonides, 1998). Visutthilak et al. (2013) mentioned that creative tourism is the spatial property and process. The spatial property is involved in nature, diverse culture, and value. The process is involved in learning and sharing experience for a balance between community, economy, society, and culture. The study of Khopolklang and Kaewsanga (2021) showed that the potential development by promoting creative tourism focuses on an awareness of creative tourism among the community. The leader is a medium who build awareness and understanding.

## Potential of Management

The success of tourism management leads to a potential of management in order to have sustainability for the community (Manirochana, 2017). The potential of tourism management meets evaluation criteria according to a standard of cultural tourist attractions. The abilities to control tourism attractions for the community include conservation and the management of tourism (Ministry of Tourism & Sports, 2014). The study of Poonak (2015) determined the potential of tourism management in the community including, the potential of the environment, the potential of the economy, the potential of society, and the potential of politics. There are 5 communities that applied a potential of sustainably creative tourism model. They focus on the conservation of tourist attractions (Luangchandang et al., 2018). However, the factor of leader and participation is still significant and affect the sustainable potential of tourism management (Sungsuwan, 2018).

## Tourism Element

Collier and Harraway (1997) indicated that the tourism element is a factor causing a visiting and potential of tourist attractions. The feature consists of 3As. The first is attraction – the aspect that creates travelers' interest and demand to visit (Jittangwattana, 2005). The second, amenities – the element that serves travelers tourism activities and provides convenience, security, and infrastructure (Collier & Harraway, 1997). Finally, is accessibility, which allows transportation to tourist attractions (Holloway & Humphreys, 2019). As Hassan and Shahnewaz (2014) studied, the element of tourism in appeal, amenities, and accessibility could significantly indicate the importance of tourist's satisfaction (Hau & Omar, 2014).

## Standard of Creative Tourism

The standard of creative tourism has been an essential indicator of creative tourism for a nonspecific period and changeable on time and place (Johnstone, 1982). The standard includes location–concerning a community evolution, image, and identity and uniqueness (Unkaew & Suveatwatanakul, 2017) interaction–concerning a relationship between travelers and attractions (Intarakamnerd et al, 2010) agent–concerning a development of creative tourism (Richards, 2011). According to the study of Faizan et al. (2016), it showed that an experience of creative tourism in a participation, interaction, and acquisition affect tourist's satisfaction (Hung, Lee & Huang, 2016).

### **Service Quality**

Kotler & Keller (2016) indicated that service quality is an evaluation of awareness in a different service view among clients' expectations. The evaluation tool is called SERVQUAL, consisting of reliability, responsiveness, assurance, empathy, and tangible (Parasuraman et al., 1988). According to the study of Otakanon and Pathomsirikul (2013), it showed that the service quality positively and directly influenced a tourist's satisfaction, particularly on reliability (Jiang, 2013).

### **Satisfaction**

Cullen (2001) suggested that satisfaction is an individual's awareness towards services both in the short and long term. The evaluation uses marketing ingredients that include products, prices, locations, promotions, people, physical evidence, and processes (Zeithaml et al., 2006). As the study of Kadhim, Abdullah, and Abdullah (2016), it is found that the marketing mix '7Ps in service is positively related to the tourist's satisfaction significantly. While, the study of Al Muala & Al Qurneh (2012) found that the marketing mix in product, price, place, people, and process affect the tourist's satisfaction significantly.

### **Research Hypothesis**

1. The confirmatory factors following the structural equation modelling for the management of creative tourism potential in the ceramic village community and the structural equation modelling of the tourist satisfaction who visited the Creative Tourism Ceramic Village are the essential components used in the research.
2. All aspects of the selected factors directly and indirectly influence the management of creative tourism potential and the tourist satisfaction of the Creative Tourism Ceramic Village, Tha Pha, Ko Kha, and Lampang.

### **Research Methodology**

This research uses a combination of a quantitative and qualitative approach. The quantitative research tool used two questionnaires and was directly validated by three experts. The IOC's objective consistency of all questions is between 0.66-1.00 and a score higher than 0.5 (Rovinelli & Hambleton, 1977). In addition, the reliability of questionnaires succeeding the tryout process was collected among 30 samples (outside the research samples) with the method of Cronbach's Alpha Coefficient. Questionnaire 1 concerned the creative tourism potential, its result was at 0.94, while questionnaire 2 concerned the tourist satisfaction, its result was at 0.82. Both results should score at 0.70 (Nunally & Bernstein, 1994). In summary, the two sets of questionnaires were qualified and practical.

### **Data Collection**

The quantitative research was collected through a self-collected method from the research samples, and research assistants compiled other parts of the research. At the same time, villagers were trained and aware of the research conditions. The questionnaire data were collected by 240 villagers in Ban Sala Buabok and Ban Salameng. The sample size according to the criteria should have a ratio in an observed variable at least of 10-20: 1 independent variable (Hair, Black, Babin, Anderson & Tatham, 2006). The 12 observed variables (120-240 samples) used a purposive sampling method with 120 people per village who lived for at least ten years. The data of questionnaire two were collected from 360 tourists who had visited Ceramic village. The 18 observed variables (180-360 samples) used the accidental sampling method.

The qualitative research was considered through the focus group discussion. It was conducted by ten committees of Ceramic village including municipal clerk of Tumbon Tha Pha, the village head of Baan Sala Buabok, the village head of Baan Salameng, developer of Tumbon Tha Pha, homestay entrepreneur, ceramic ware entrepreneur, restaurants entrepreneur, leader of the enterprise group, and elders of Baan Sala Buabok and Baan Salameng.

### Data Analysis

The statistically quantitative research, questionnaire 1. management potential and questionnaire 2. tourists' satisfaction, is divided into 2 parts. Part 1: The questionnaire was a close-ended question with multiple choice asking about general information. The analysis was a descriptive statistic that considered frequency and percentage. Part 2: The questionnaire 1 considered the factor levels of leader, participation, awareness, and the potential of management. The questionnaire 2 considered the factor of tourism element, the standard of creative tourism, service quality, and the tourists' satisfaction. Both two sets of questionnaires are the five level-rating scales as the studied variables. The data analysis employed a descriptive statistic method, which considers mean and standard deviation, used an inferential statistic, one-sample t-test and structural equation modelling (SEM) with the LISREL program. The data analyzed according to the research hypothesis 1, one sample t-test, mean, standard deviation, set criteria at 80 percentage or 4 of 5 level-rating scales, and with the statistically significant level at 0.05.

The Primary Condition Test of Structural Equation Modeling: 1) The test of a variable distribution with the descriptive statistics includes skewness at +3 and kurtosis at +10 (Kline, 1998). The questionnaire 1: skewness -0.287-0.297, kurtosis -0.517-0.604. The questionnaire 2: skewness -0.294-0.276, kurtosis -0.673-0.541. It showed that the data was a normal distribution. 2) The test of a relationship on the Kaiser-Meyer-Olkin (KMO) variable was supposed to have a value at 0-1, and the statistical value of Bartlett's Test of Sphericity was  $p \leq 0.05$  (Hair et al, 2006). The questionnaire 1: KMO=0.921, The Bartlett's Test of Sphericity: Approx. Chi-Square=19542.354, df=1028, and Sig.=0.000. The questionnaire 2: KMO=0.915, The Bartlett's Test of Sphericity: Approx. Chi-Square=20151.173, df=1211, Sig.=0.000, it showed the relationship of the variable was in an appropriate element of analysis and being able to analyze the data. 3) The Analysis of commonalities with the Maximum Likelihood Method. Questionnaire 1: The Extraction Communalities 0.469-0.932. The orthogonal factor rotation analysis with the Varimax method. The selection of factor loading had the highest value in the same element. It was able to group into four elements, and eigenvalues had more than 1 in each element. The percentage of variance 3.254-39.807 and can be described as 66.874 percentage. Questionnaire 2: The Extraction Communalities 0.477-0.951. The orthogonal factor rotation analysis with the Varimax method. The selection of factor loading had the highest value in the same element. It was able to group into four elements, and eigenvalues had more than 1 in each element. The percentage of variance 2.958-36.221 and can be described as 65.302 percentage. 4) The test of measurement model in the latent variable by calculating standard regression weights:  $\lambda$ , average variance extracted: AVE - that every factor was more than 0.50, and construct reliability: CR - that every factor was more than 0.70 of the weights (Hair et al., 2006). It could be concluded that every variable was reliable and had a discriminate validity, And 5) The test of the relationship between variables with Pearson's Correlation Coefficient method. The questionnaire 1: 0.381-0.691, the questionnaire 2: 0.316-0.689 which is less than 0.70 (Schroeder, Lander & Levine-Silverman, 1990). The appropriate variables were able to be analyzed in the structural equation modelling as Table 1.

The data analysis related to the research hypothesis 2, the confirmatory factor analysis would be considered the completely standardized solution score from 0.4 onwards as an essential factor (Tabachnick, Fidell & Ullman, 2007). The basic model will be used for the path analysis as the program LISREL Version 8.72, the path coefficients, the statistic related to empirical data, the model before an interpretation. The result should be complied with a statistical condition as follows: 1)  $p\text{-value} > 0.05$  (Schumacker & Lomax, 2004), 2)  $\chi^2/df < 2$  (Ullman, 2001), 3)  $SRMR < 0.10$  (Kline, 1998), 4)  $RMSEA < 0.05$  (Steiger, 1990), 5)  $GFI > 0.90$  (Bentler, 1990), 6)  $CFI > 0.95$  (Kline, 1998), 7)  $NFI > 0.90$  (Kline, 1998).

The researcher found the result of quantitative research in 2 sets of questionnaires and summarized a (draft) appropriate guideline for creative tourism.

The qualitative research utilized a (draft) appropriate guideline for creative tourism through the focus group discussion conducted by 10 Ceramic village committees within an Input-Output Model framework or System Approach Model (Katz & Kahn, 1978). The appropriate guideline for creative tourism management concerning inputs, process, and outputs.

The instrument obtained ethical approval No. E2560/54 from the Boromrajonani College of Nursing Nakorn Lampang.

**Table 1: The Primary Condition Test of Structural Equation Modeling**

Variables	Factor Loading	$\lambda$	CR	AVE
Leader: $\chi^2=28.816$ , $df=16$ , $\chi^2/df=1.801$ , $P\text{-value}=0.072$ , $CFI=0.976$ , $GFI=0.914$ , $NFI=0.924$ , $RMSEA=0.039$ , $SRMR=0.022$			0.842	0.788
Ideology	0.681-0.854	0.811***-0.912***		
Inspire	0.651-0.881	0.871***-0.902***		
Stimulate	0.662-0.875	0.794***-0.915***		
Individual	0.632-0.866	0.781***-0.941***		
Participation: $\chi^2=23.128$ , $df=14$ , $\chi^2/df=1.652$ , $P\text{-value}=0.081$ , $CFI=0.963$ , $GFI=0.931$ , $NFI=0.913$ , $RMSEA=0.042$ , $SRMR=0.031$			0.871	0.792
Decision	0.626-0.851	0.812***-0.952***		
Practice	0.648-0.875	0.794***-0.973***		
Benefit	0.604-0.821	0.795***-0.901***		
Evaluate	0.632-0.847	0.824***-0.922***		
ComAware: $\chi^2=12.528$ , $df=9$ , $\chi^2/df=1.392$ , $P\text{-value}=0.083$ , $CFI=0.971$ , $GFI=0.968$ , $NFI=0.962$ , $RMSEA=0.046$ , $SRMR=0.037$			0.895	0.797
Spatial	0.632-0.794	0.817***-0.921***		
Process	0.588-0.783	0.751***-0.874***		



**Table 1: The Primary Condition Test of Structural Equation Modeling (Cont'd)**

Variables	Factor Loading	$\lambda$	CR	AVE
ManPotential: $\chi^2=6.825$ , $df=5$ , $\chi^2/df=1.365$ , P-value=0.091, CFI=0.959, GFI=0.932, NFI=0.964, RMSEA=0.043, SRMR=0.018			0.945	0.817
Conserve	0.566-0.758	0.841***-0.910***		
Travel	0.684-0.859	0.841***-0.913***		
TourEle: $\chi^2=17.824$ , $df=12$ , $\chi^2/df=1.485$ , P-value=0.068, CFI=0.972, GFI=0.913, NFI=0.982, RMSEA=0.037, SRMR=0.019			0.811	0.762
Attract	0.533-0.724	0.729***-0.884***		
Access	0.541-0.743	0.812***-0.931***		
Amenities	0.522-0.766	0.811***-0.898***		
TourStand: $\chi^2=21.566$ , $df=13$ , $\chi^2/df=1.658$ , P-value=0.072, CFI=0.976, GFI=0.928, NFI=0.981, RMSEA=0.038, SRMR=0.056			0.901	0.837
Location	0.541-0.782	0.822***-0.891***		
Interaction	0.522-0.793	0.798***-0.903***		
Agents				
ServQual: $\chi^2=9.282$ , $df=6$ , $\chi^2/df=1.547$ , P-value=0.084, CFI=0.973, GFI=0.953, NFI=0.958, RMSEA=0.044, SRMR=0.036			0.922	0.813
Trangible	0.632-0.782	0.811***-0.914***		
Relia	0.671-0.825	0.824***-0.911***		
Respons	0.532-0.801	0.811***-0.921***		
Assuranc	0.591-0.865	0.802***-0.907***		
Empathy	0.571-0.866	0.797***-0.902***		
Satisfaction: $\chi^2=18.722$ , $df=11$ , $\chi^2/df=1.702$ , P-value=0.0721, CFI=0.982, GFI=0.956, NFI=0.969, RMSEA=0.036, SRMR=0.021			0.889	0.793
Product	0.603-0.761	0.794***-0.911***		
Price	0.626-0.792	0.754***-0.853***		
Place	0.559-0.833	0.681***-0.896***		
Promotion	0.663-0.797	0.691***-0.839***		
People	0.568-0.768	0.688***-0.877***		
Physical	0.573-0.806	0.761***-0.808***		
Process	0.553-0.761	0.656***-0.874***		

## Research Results

### The hypothesis 1:

The result showed that the level of leader factor awareness and management potential was at a high level, compared to the set base significance levels in statistics at 0.05 with a mean value of 4.14, 4.13 and 4.01. The standard deviation was 1.116, 1.128 and 1.109, respectively. The participation factor was in a medium level mean value of 4.01 and a standard deviation value of 1.104. And the result showed that the level of tourism element, the standard of creative tourism, service quality and satisfaction among tourists were all at a high level mean value of 4.03, 4.09, 4.10 and 4.12 respectively. The standard deviation was 1.210, 1.108, 1.017 and 1.153, respectively.

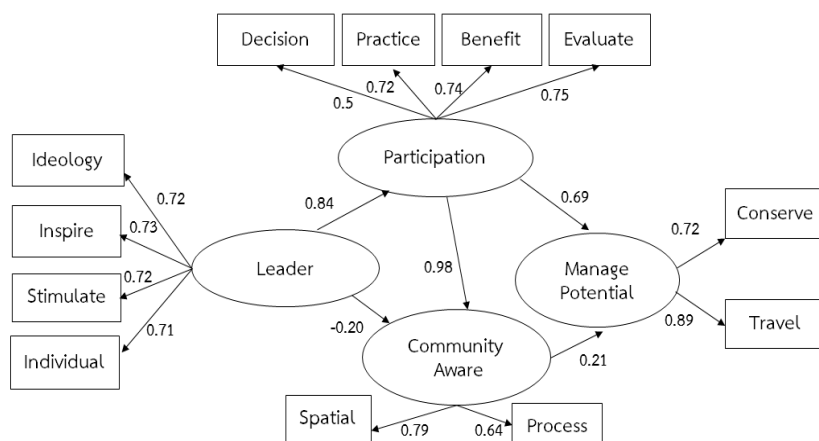
### The hypothesis 2:

The model of tourism management potential (1) The confirmed factors based on the structural equation model for the capacity of creative tourism management in ceramic villages as follows: 1) The leader's latent factors, which consist of 4 elements: ideology, inspiration, inspiration, intellectual stimulation, and consideration. The individual was the confirmation factor with complete standardization values of 0.72, 0.73, 0.72 and 0.71 according to the assumptions set. 2) decision, realization, benefits, and evaluation are the latent variable of participation consists of 4 components, and they were confirmation factors, assuming all total standardized solution were 0.52, 0.72, 0.74 and 0.75, respectively. 3) The latent variable of community understanding consists of two components. According to the hypothesis, the spatial properties and process factors were confirmation factors with total standardized solution values of 0.79 and 0.64. and 4) According to the assumption, two components in the latent variable of management potential are conservation and tourism management. The confirmation factors with absolute standard solution value are equal to 0.72 and 0.89, respectively. Table 2 and Figure 1 are summarized models for the creative tourism management of ceramic villages in the potential structure equation model.

**Table 2: The Path Coefficient of Direct Effect, Indirect Effect and Total Effect between rational relationships based on Overidentified Model on the management potential towards creative tourism of Ceramic village**

Dep.V.	Indep.V	R-square	F	Path Coefficients		
				DE	IE	TT
Participation	Leader	0.3130	108.51*	0.84*	0.00	0.84
Community Aware	Leader	0.4700	105.03*	-0.20*	-0.20*	0.62
	Participation			0.98*	0.00	0.98
Manage Potential	Leader	0.5450	142.19*	0.00	0.71	0.71
	Participation			0.69*	0.21	0.90
	Community Aware			0.21*	0.00	0.21

\* P < .05



$\chi^2=38.55$ ,  $df=29$ ,  $\chi^2/df=1.329$ ,  $P\text{-value}=0.0858$ ,  $CFI=0.963$ ,  $GFI=0.921$ ,  $NFI=0.938$ ,  $RMSEA=0.000$ ,  $SRMR=0.037$

**Figure 1: Overidentified Model: The rational relationships based on potential models.**

According to Table 2 and Figure 1, the analysis of Overidentified Model provided the statics value as  $\chi^2=38.55$ ,  $df=29$ ,  $\chi^2/df=1.329$ ,  $P\text{-value}=0.0858$ ,  $CFI=0.963$ ,  $GFI=0.921$ ,  $NFI=0.938$ ,  $MSEA=0.000$ ,  $SRMR=0.037$ . The study results concluded that the empirical data was significantly consistent with the researcher model at 0.05 level as follows:

Model 1: The participation factor has highly directly affected the leader factor at the value of 0.84. In addition, the leader factor was statistically significant to predict the dependent variable at a level of 0.05 as the set hypothesis.

Model 2: The community awareness factor had a low direct impact from the leadership factor at -0.20, and the participation factor was the high direct effect, with 0.98 at the statistically significant 0.05. Community awareness has a high indirect effect from leadership factor through participation factor 0.82. Both leaders and participation factors were able to predict the dependent variable with a score of 0.05 as the set hypothesis.

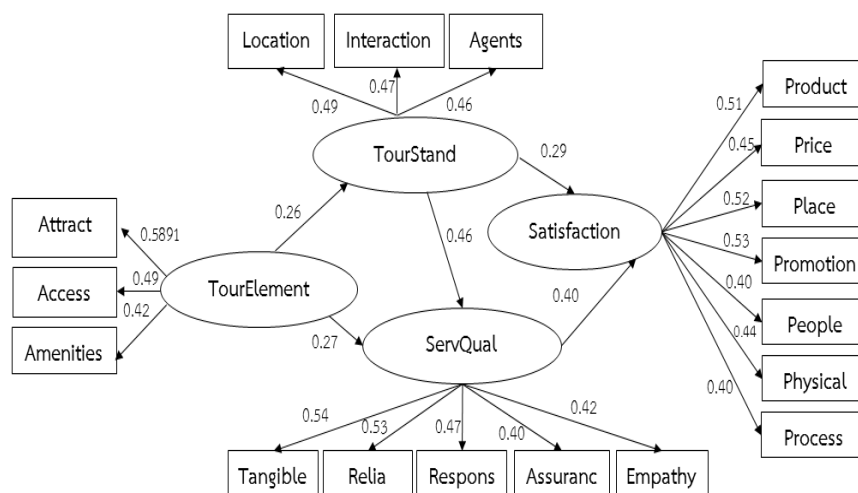
Model 3: The managerial potential factor was moderately direct from the participation factor of 0.69, while the community awareness was low at 0.21 at the statistical significance level 0.05. Potential management factors have a high indirect effect from leadership factors through community participation and awareness factors and low indirect effects from community participation factors. Community awareness is 0.21. In addition, 3 factors were statistically significant to predict the dependent variable of management potential factor at 0.05 according to the assumptions

Hence, the tourism management potential in ceramic villages was formed from the participation factor as the most important factor. Due to it is the direct and indirect impacts of tourism management potential ( $TE = 0.90$ ) while also demonstrating that the leadership factor does not directly influence tourism management. Instead, it is a stimulant to inspire ( $\lambda=0.73$ ) among the people in the community. In particular, it impacts the assessment factor ( $\lambda=0.75$ ) and spatial awareness ( $\lambda=0.79$ ) the creative tourism management potential.

The confirmatory factors were examined completely standardized solution model. This can be concluded as follows: 1) The latent variables of the attractions include attractions, accessibility, and facilities. The standardized solution values of latent variables necessary are 0.58, 0.49 and 0.42, respectively, based on the research hypothesis. 2) The latent factors of the creative tourism standard consisted of location. Interactions and agents This demonstrated that the three components discussed were necessary confirmation factors, with complete standardized solution values of 0.49, 0.47 and 0.46, in line with the research hypothesis. 3) The latent factor of service quality contained tangibility, reliability, a customer response, assurance, and empathy. They showed that mentioned five elements were the essential approving factors with a fully standardized solution value of 0.54, 0.53, 0.47, 0.40 and 0.42, conforming to the research hypothesis. 4) The latent factors of satisfaction include marketing (product, place, price and promotion), human resources, physical environment, and processes. These demonstrated that the seven constituents were required confirmation factors with completely standardized solution values of 0.51, 0.45, 0.52, 0.53, 0.40, 0.44 and 0.40, which were based on the research hypothesis. The rational relationship can be concluded in Table 3 and Figure 3 as follows:

**Table 3 Path coefficient of direct effect, indirect effect and total effect between the rational relationships based on the over identified model on the tourists' satisfaction towards creative tourism of Ceramic village**

Dep.V.	Indep.V	R-square	F	Path Coefficients		
				DE	IE	TT
TourStand	TourElement	0.2310	107.39*	0.26*	0.00	0.26
ServQual	TourElement	0.2520	60.04*	0.27*	0.12	0.39
	TourStand			0.46*	0.00	0.46
Satisfaction	TourElement	0.1560	33.01*	0.00	0.23	0.23
	TourStand			0.29*	0.18	0.47
	ServQual			0.40*	0.00	0.40



$\chi^2=154.69$ ,  $df=130$ ,  $\chi^2/df=1.1899$ ,  $P\text{-value}=0.06883$ ,  $CFI=0.968$ ,  $GFI=0.935$ ,  $NFI=0.962$ ,  $RMSEA=0.044$ ,  $SRMR=0.034$

**Figure 2:** Overidentified Model: The rational relationships based on the tourist satisfaction.

According to Table 3 and Figure 2, the analysis of Overidentified Model found the value as  $\chi^2=154.69$ ,  $df=130$ ,  $\chi^2/df=1.1899$ ,  $P\text{-value}=0.06883$ ,  $CFI=0.968$ ,  $GFI=0.935$ ,  $NFI=0.962$ ,  $RMSEA=0.044$ ,  $SRMR=0.034$ . The results of the study concluded that the model was significantly consistent with empirical data at 0.05 level and summarized as follows:

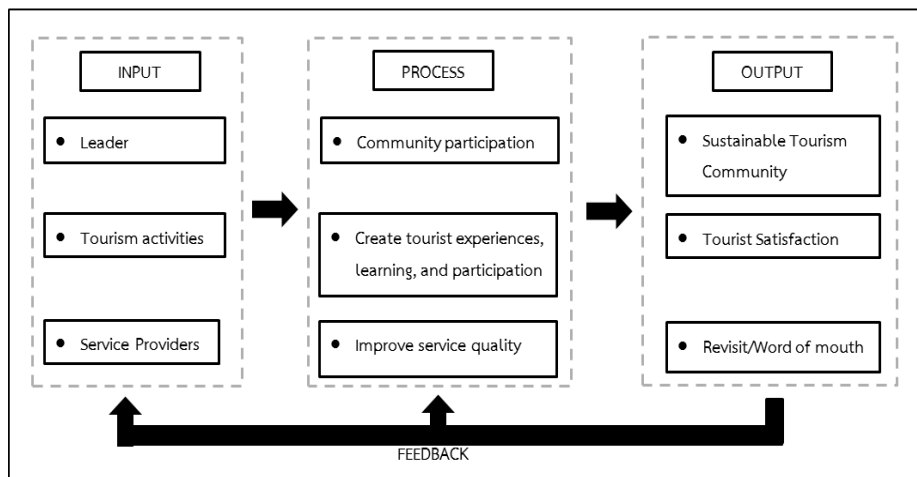
Model 1: The factor component of creative tourism was directly affected at a low level from the tourist attraction component of 0.26 at 0.05. (Factors of the innovative tourism standard) was statistically significant at the 0.05 level based on the assumptions set.

Model 2: The tourist attraction element factor directly influenced the service quality factor at a low level (Direct Effect = 0.27). It also found that the creative tourism standard factor was at a low level, significantly at 0.05 (Direct Effect = 0.46). Meanwhile, it also was indirectly influenced by the tourist attraction element factor, transferring through the creative tourism standard factor in a low level (Indirect Effect = 0.17). Both 2 mentioned factors were able to predict a dependent variable, which the service quality factor was at 25.20 percent significantly at 0.05 conforming to the research hypothesis.

Model 3: The creative tourism standard factor directly influenced the latent factor of tourist satisfaction at a low level (Direct Effect = 0.29). It also found that the service quality factor was at a low level, significantly at 0.05 (Direct Effect = 0.40). While, it also was indirectly influenced by the tourist attraction element factor, transferring through the creative tourism standard and service quality factor in a low level (Indirect Effect = 0.26). It was also indirectly influenced by the creative tourism standard factor, transferring through the service quality factor at a low level. Both three mentioned factors were able to predict a dependent variable, which the tourist satisfaction factor was at 15.60 percentage significantly at 0.05, conforming to the research hypothesis.

Therefore, tourists' satisfaction in ceramic villages arises from the standard tourism factor as the most important factor. This is because the direct effect and indirect effect of the tourist satisfaction ( $TE=0.47$ ). Whereas it also showed that the tourism element factor was not a direct effect tourist satisfaction towards travelers, but was an attraction ( $\lambda=0.58$ ) influencing the visiting. The travelers received the satisfaction through service quality ( $\lambda=0.54$ ) and standard of creative tourism ( $\lambda=0.49$ ).

A 10-person ceramic village committee conducted a suitable approach to managing the creative tourism of a ceramic village through a group discussion within the input-output format or the system approach model in Figure 3.



**Figure 3:** The appropriate approaches towards the creative tourism of Ceramic village

In building sustainable tourism communities, the leaders should improve community involvement in planning community-based tourism management and should be involved in activities. Persuading other community members and contact to support community activities lead to sustainable tourism communities.

To build up tourists' satisfaction, the community can promote themselves through online media to motivate and attract the tourists to nature near Wang River. They also showed the wisdom of ceramic creation and the traditional Lanna calendar. Mainly, they could share activities related to the ceramic design to develop the ceramic product instead of being only tableware. They also collaborated with the tourists to create and develop their main product, such as a massage ceramic compress or ceramic necklace and bracelet.

To generate a revisiting or impression among the traveler, the community should learn a good quality of service as well as hospitality. This can lead the community to have the image of happiness and security among the visitors or tourists.

## Discussion

Hypothesis one based on the relationship results using the specified structural equation model, research demonstrated the implications of potential for creative tourism management of ceramic villages. The study found that ideology, motivational motivation, cognitive stimulation, and individual consideration were key affirmative latent factors. According to the study of Prommak (2011), it found that the leader who is admired and trusted, the caring leaders made followers feel valued and important. Moreover, the leaders who encourage followers to be aware of the problem and build morale and encouragement to motivate their work were a good characteristic for promoting tourism development. As for participation, decision-making, implementation, benefits, and evaluation were the important confirmatory factor in participation. As Wanwiset and Agmapisarn (2017) research, the process of community participation in sustainable tourism management, the community is involved in identifying problems, decision-making, problem-solving, and process property, were the important elements of a latent factor in awareness. It was related to the study of Khopolklang and Kaewsanga (2021), which indicated that promoting creative tourism for the community should focus on understanding the importance of creative tourism and its potential. The element of conservation and the management of tourism was the confirmatory latent factor in management potential. The study results showed the same direction as Luangchandang et al. (2018), it suggested that the management of natural resources, environment, and activities indicated the potential of the community to be the model of creative tourism.

The results of the rational relationship study according to the specified structural equation model exceeded the adjusted number. The study found that various elements, including attractions, access to facilities, were the main latent factors of tourism. Hassan and Shahnewaz (2014) they found that the tourism elements consisting of interest, and beautifulness were the element of tourism attractions. The element of amenities including the safe parking lots, the guide officers and the souvenir shop. The element of location, including interaction and agent, was an important element of a confirmatory latent factor in the relative tourism standard. As Roiphila and Chaiya (2015) study, creative tourism consisted of the tradition and diversity of cultures, the interaction in community and the learning process and exchange of culture. The tangibles, reliability, responsiveness, assurance, and empathy were the importantly confirmatory latent factor of service quality. According to the study of Twinan and Kamsuk (2015), it indicated that all 5 service quality factors was important in tourism business and satisfaction. This was also similar to the study of Otakanon and Pathomsirikul (2013), it concerned that 5 service quality factors positively influenced the tourists' satisfaction. Especially the Europe traveler would have the highest value of attention. Jiang (2013) indicated that the element of 7Ps was the importantly confirmatory latent factor of satisfaction. This provided the same results as the study of Al Muala & Al Qurneh (2012), it found that the tourists valued a marketing mix in the product the attraction's beautifulness and the diversity of activities. As the study of Kadhim et al. (2016) found that the marketing mix 7Ps was positively related to the tourist's satisfaction.

Hypothesis two based on the results of the rational relational study based on the specified structural equation model exceeded the adjusted number, the research found that the results in terms of leaders did not have a direct influence on the potential of creative tourism in tourism in creativity in a ceramic village. This result was related to Ruangkalapawongse and Ruangkalapawongse (2016) study, which indicated that the leader could motivate and inspire the follower to have a participate. It also showed that participation among the community directly affects the management potential. This was related to the study of Luangchandang et al. (2018), it found that the participants could indicate sustainable creative tourism. It was developing strategy, rules and regulation. In addition, the result of the study of Sungsuwan (2018) indicated that the leader and participation were the factors affecting sustainable tourism and the awareness of the community toward management tourism. As Unkaew and Suveatwatanakul (2017) studied, it indicated that there should be readiness on the community potential, people awareness level, understanding to the event and potential community development, and participation affecting the awareness on a creative tourism property. As similar to the study of Khopolklang and Kaewsanga (2021), it found that the participation among the community was the opportunity to play the role and take part in fulfilling the awareness, knowledge and understanding in tourism development and management.

The results of the rational relationship study according to the specified structural equation model exceeded the adjusted number. The study results found that in terms of tourism elements that indirectly affect the satisfaction of creative tourism in ceramic villages. Unrelated to the Hassan and Shahnewaz (2014) study, amenities and access assessments indicate traveler satisfaction. It found that the evaluation of attraction, amenities and accessibility indicated the tourist's satisfaction. In comparison, another result found that the factor of tourism element indirectly affected the creative tourism standard. This result was related to the study of Ali et al. (2016), it showed that participating in creative tourism, unique learning, and interaction affects the tourist's satisfaction. As the study of Sungsuwan (2018), indicated that the creative tourism activities that created the experience of exchange knowledge between tourists and community towards old and new activities. As same as the study of Jiang (2013), it indicated that the tourists' satisfaction from service quality had the highest level of reliability.

## Conclusion

The result according to hypothesis 1 can be summarized (1) the levels of factors in leader and management potential were in the high level, while the factor in participation was in the medium level, correlate with the research criteria significantly at 0.05 (2) the levels of the factors of the tourism element, creative tourism standard, service quality, and tourist satisfaction were in the high level, correlate with the research criteria significantly at 0.05.

The hypothesis 2 included (1) The model of tourism management can be summarized that all element of the study was the confirmatory latent factor of creative tourism management in Ceramic village conforming to the hypothesis and using the structural equation model of creative tourism management in the ceramic village for the rational relationship study had the participation as the most essential factor. (2) The model of tourists' satisfaction can be summarized that all element of the study was the confirmatory latent factor of tourists' satisfaction conforming to the hypothesis and using the structural equation model of creative tourism management in the ceramic village for the rational relationship study had the creative tourism standard as the most essential factor.

The appropriate guideline for the management of creative tourism with the Input-Output Model framework or System Approach Model analysis.



## Recommendations

### Policy Recommendations

1. The result, according to the structural equation model of tourism management in participation, was the most essential factor with direct effect ( $DE=0.69$ ), indirect effect ( $IE=0.21$ ), and total effect ( $TT=0.90$ ) per the most potential tourism management. Therefore, the related tourism departments in Ko Kha District and Tha Pha District can utilize this research to promote and support the communities in tourism management. In addition, the building knowledge base and understanding of tourism policy according to the government vision that the communities take part in the sustainable tourism development plan.

2. The result according to the structural equation model of tourist satisfaction in creative tourism standard was the most essential factor with direct effect ( $DE=0.29$ ), indirect effect ( $IE=0.18$ ) and total effect ( $TT=0.47$ ) per the most tourist satisfaction. Therefore, the related tourism departments in, Ko Kha District and Tha Pha District are able to utilize this research to develop the communities into the creative tourism attractions and create the awareness among communities to see their culture value as well as conserve and inherit their traditions through the creative tourism activities.

### Suggestions for further study

1. There should be a continue research of the structural equation model of tourism management potential, the tourist satisfaction, and mediators in order to find the further result on tourism management potential and tourism management potential.

2. The result of the research found that the leader factor did not directly affect the tourism management potential but indirectly affect other factors. Therefore, the next study should employ the qualitative research approach in order to find an insight data of the leader factor without affecting the tourism management potential and the element of tourist attraction in non-related to tourism management potential.

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