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Quality management factors affecting innovation service, internal process after COVID-19 and marketing axis of street food business in Bangkok

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Abstract

This study examines the causal relationships between quality management (QM), service innovation (IS), and internal process adjustments after COVID-19 (IC), as well as the marketing axis (MA), while exploring the indirect effects of QM on MA through IS and IC as mediators. A quantitative approach utilizing Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) was applied to test the research hypotheses. Findings indicate that QM positively influences IS and IC but does not directly impact MA. However, both IS and IC significantly and positively affect MA, demonstrating their crucial role in marketing success. Moreover, QM indirectly impacts MA through IS and IC, reinforcing the importance of service innovation and internal process adjustments after COVID-19 in marketing strategy. The study underscores the critical role of QM in enhancing business performance through innovation and operational improvements. Street food businesses prioritizing quality, innovation, and adaptability are better equipped to remain competitive in a dynamic market and respond effectively to changing consumer demands. Street food businesses are integral to the economy and cultural identity of many cities and countries, including Bangkok, Thailand. As urbanization progresses, the industry continues to evolve, with the Good Food concept gaining importance in ensuring sustainability and efficiency through quality management (QM).

Keywords: Internal Process Adjustments after COVID-19, Marketing Axis, Quality Management, Service Innovation, Street food business.

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1. Introduction

Street food plays a significant role in the economic systems of many countries worldwide, as it is a business sector involving many small-scale entrepreneurs. The street food industry contributes to economic circulation and serves as an affordable food source and a means of income generation for low-income households. Due to its low cost, accessibility, and convenience, street food businesses are commonly found in public spaces, commercial areas, and festivals. This industry provides employment alternatives, as it requires low initial investment and offers a diverse range of income-generating opportunities [1]. Like other countries, street food businesses in Thailand are relatively easy to establish and serve as a primary livelihood for small-scale entrepreneurs while significantly contributing to employment generation [2]. In Bangkok, the street food sector has evolved alongside the city's historical development, becoming integral to its cultural identity. The origins of street food in Bangkok can be traced back to the late 18th century, when vendors operated in mobile and fixed locations, including areas outside the city walls and in marketplaces. Many vendors, particularly Chinese migrant laborers, utilized street food vending as an entry-level entrepreneurial activity, benefiting from daily cash flow and economic stability. The expansion of street food businesses accelerated after the 1980s, driven by the influx of rural migrant workers into Bangkok, contributing to small-scale entrepreneurs' economic upliftment [3]. Over time, quality management has become an increasingly important factor in the street food industry. Recognizing this, the Bangkok Metropolitan Administration (BMA) implemented food quality and hygiene standards regulations in 2000. Further measures were introduced in 2016 by both the BMA and the Ministry of Public Health, aiming to enhance hygiene standards and ensure that street food businesses maintain adequate quality control while continuing to serve as an affordable and diverse food option for the public [4-8].

2. Research Gap

A review of existing literature highlights a research gap regarding the role of quality management in the operation and performance of street food businesses. While quality management is crucial for improving business efficiency, especially among small and medium-sized enterprises (SMEs), there remains a lack of research on how street food vendors can effectively implement quality management strategies to enhance their competitiveness. Given the constantly evolving business environment, SMEs must adapt their operational processes and management practices to remain sustainable [9-12]. Moreover, there is a need for further research on the impact of street food businesses in the modern economy, particularly in the post-COVID-19 era. The pandemic has transformed consumer behavior, increasing reliance on online ordering systems, digital marketing, and social media platforms. These technological advancements and shifting consumer preferences, especially among the urban middle class reflect broader economic and social transformations [13]. Examining how these changes affect the street food sector is essential for understanding its long-term sustainability.

Additionally, research on street food businesses should incorporate perspectives from various stakeholders, including vendors, policymakers, and consumers and stakeholders. A key area of interest is how street food entrepreneurs can enhance quality management and develop sustainable business strategies. As street food is a major tourist attraction and reflects local cultural identity, empirical studies remain limited and underexplored [14]. Addressing these research gaps will provide valuable insights into the future development and sustainability of the street food industry.

3. Materials and Methods

This study draws on two core theoretical frameworks: Relationship Orientation and the Knowledge-Based View (KBV) to explore how street food businesses achieve sustainable competitive advantage. Relationship Orientation, through the lens of Inter-Organizational Relationships (IORs), emphasizes the importance of structured relationships between business entities. In the context of street food enterprises, well-structured IORs foster trust, effective communication, collaboration, and reduced conflict, which collectively improve customer satisfaction, business quality, and operational performance. These relationships are shaped by internal structures, business size, and partnerships, and are crucial in risk-sharing and building long-term value across the supply chain. This study applies IOR's theory to assess how quality management (QM) practices, such as speed, delivery efficiency, and process reliability, affect business outcomes [15-17].

Additionally, the Knowledge-Based View (KBV) highlights the role of intangible assets such as intellectual capital, market knowledge, and managerial capabilities. These assets are difficult for competitors to replicate and are essential for sustaining competitive advantage, especially for SMEs with limited access to tangible resources. KBV asserts that entrepreneurial knowledge and innovation drive long-term growth and performance beyond traditional financial metrics. By integrating IORs and KBV, the study offers a holistic view of how quality management, business relationships, and knowledge-based strategies contribute to the resilience and success of Bangkok's street food industry [18-22].

3.1. The Relationship Between Quality Management Factor and Service Innovation Factor

Hypothesis 1: Quality management factor has a direct effect on the service innovation factor.

Quality management refers to delighting customers by consistently meeting and continuously improving their requirements. It involves continuous improvement in a firm's extended processes, ensuring sustained customer satisfaction and operational efficiency [23]. Quality management encompasses diverse perspectives across different dimensions, integrating various management concepts [24-30]. The foundation of quality management integrates interconnected principles and practices. The concept can be categorized into three key perspectives: (1) Quality related to products and services (Man-Made Artefacts) – This focuses on design and production systems to create high-quality goods and services, emphasizing engineering and product development. (2) Improving quality involves continuously enhancing products and services to ensure sustainable and smooth business operations. (3) Perceiving and acting on quality – This refers to how

customers and business partners perceive and interact with product and service quality and the operational systems supporting quality management and expand its concept to the Total Quality Management concept [31-33]. These perspectives are closely linked to innovation, as service innovation introduces new tools, technologies, and innovative capabilities into the street food industry, significantly influencing business success [34]. A study on street food enterprises in Europe, particularly in Helsinki, demonstrated how service innovation enhances the city's image. For instance, introducing food truck vending in areas lacking such dining options transformed urban spaces and consumer experiences. To support these innovations, governments must implement policies and regulations that facilitate the standardization and organization of new food service models. This reflects the evolving nature of service innovation, which continuously adapts to modern consumer expectations and market trends [35].

3.2. The Relationship Between Quality Management Factor and Internal Process Adjustment After COVID-19 Factor

Hypothesis 2: Quality management factor has a direct effect on internal process adjustment after the COVID-19 factor.

The current corporate culture of businesses aims to permanently improve business management, consisting of two elements: cultural/psychological elements, such as shared values, beliefs, expectations and commitment to quality, and structural/management elements such as physical infrastructure, quality management, organizational structure, or it can be divided into two perspectives: Hard Side is the knowledge skills used in work, such as quality management, organizational strategy, work processes, and Soft Side is the cultural management skills, such as organizational empathy, values, beliefs and commitment of leaders to implement quality management in the organization [31]. Therefore, quality management is linked to internal organizational processes. As a structural/management element, the hard side means managing the organization's internal systems and business practices through the management system to meet customer expectations and lead to better business results [36]. To help maintain a competitive advantage and achieve operational results, businesses with internal operational excellence will survive and continue to be sustainable, especially in an uncertain environment. The success of products and services requires excellent internal processes [37]. In addition, after the COVID-19 pandemic, which is a rapid change that has affected the business environment in many countries, the COVID-19 pandemic has significantly impacted the tourism industry. Many tourist areas or travel destinations have to take control measures. Many businesses have to adjust their practices. Street food businesses that are related to tourist attractions, including businesses related to food that affect hygiene and health, must also adapt their practices in their internal business processes, especially Sanitary Measures and Labor Measures that have been adjusted. Implementing strict hygiene standards, including communication with internal personnel of the business to be aware of and know about hygiene and the prevention of disease outbreaks in public health or hygiene measures, and social distancing, including adjusting various internal processes [38].

3.3. The Relationship between the Quality Management Factor and Marketing Axis Factor

Hypothesis 3: Quality management factor has a direct effect on the marketing axis factor.

Because the concept of quality management is universal, it is related to the marketing axis or marketing dimension, including factors related to the business's customers, perception, and evaluation of services or products. Although quality management is intangible, customers can perceive it before and after purchase. Therefore, customers' feelings about the quality of the product are crucial for food businesses. General quality perception is the result of comparing customer expectations and perceptions of business performance. The reason for the growth of the food business market is the factors related to the perception of quality that consumers perceive through various factors, such as food variety, taste, management, hygiene, and quality factors. It is considered an essential variable of the food business [1], especially the marketing axis, which refers to goals and indicators directly related to the organization's customers. It is an external perspective of the organization. In the long run, the business's success depends on efficiency in continuously meeting customer needs, such as the positive relationship between quality and customer satisfaction [39], reflecting the importance of the variables in the marketing axis. That is, marketing axis variables such as customer performance, customer response, customer growth, and sales growth are important as variables in measuring business efficiency, especially businesses related to food and tourism. Satisfaction with a place or destination will cause behavioral intentions of individuals to lead to repeat purchases in a cycle, which will have a long-term positive effect on the business. It reflects the relationship between Quality and Perceived Customer Satisfaction [40, 41].

3.4. The Relationship Between the Service Innovation Factor and the Marketing Axis Factor

Hypothesis 4: The Service innovation factor has a direct effect on the marketing axis factor.

The efficiency of innovation will directly affect the efficiency of the business, both financial efficiency and non-financial efficiency, such as marketing efficiency. In particular, the service innovation of small businesses is clearly related to the marketing efficiency of the business [42]. Entrepreneurs should give importance to innovation, especially service innovation, which will increase the efficiency of operations. Service innovation will affect the performance of the business, such as marketing performance. A study in India found that the service innovation of businesses in India is related to the efficiency of the company's operations. It also suggests that further research should be conducted to compare the results of studies in various countries and specific contexts, such as the size of the business, the type of business, etc. [43]. Service innovation is a sustainable business development strategy. It means changing the nature of the service that creates value for the company by designing or improving the service with new methods or forms. This allows the business to create and maintain competitiveness by integrating resources and skills. Let the business have services that are different from what customers have known before. It may include modifying and improving the services, products and various systems of the organization,

etc. [37]. The variable of service innovation is clearly stated in four important dimensions: new service system, new delivery system, new client interface and technology selection. Service design requires elements in terms of concepts related to new services, new service processes, and various techniques and methods, which are related to the marketing axis. Because it helps businesses to differentiate themselves from their competitors, such as introducing new services in new markets, introducing new services in existing markets with existing competition, continuously developing existing services, and new service processes [44, 45].

3.5. The Relationship between Internal Process Adjustments After The COVID-19 Factor and Marketing Axis Factor

Hypothesis 5: Internal process adjustments after the COVID-19 factor have a direct effect on the marketing axis factor.

The relationship between the internal processes of a business, especially production cost, and business target variables such as revenue, profit, sales, and other marketing dimensions. Such relationships reflect the strategic learning of the business with a specific goal of maintaining customer satisfaction of the business, as well as strategic planning [17]. In addition, the COVID-19 situation has caused businesses to face a crisis that requires proper management [46]. The impact of this situation has spread across all regions, including affecting people's health and the economy. The impact of the situation has significantly changed the business model in many countries. However, if businesses properly adjust their internal processes, it will increase the chances of being able to operate for a long time and survive this period and current business management those who are likely to face various forms of crisis need to manage and create various creative approaches such as entrepreneurs creative to overcome such situations in the long run [47]. However, there are still gaps in research related to entrepreneurship, available information on entrepreneurship after such a period, such as understanding the impact and response of entrepreneurs, adapting tools or business strategies after the COVID-19 situation of entrepreneurs (SMEs Response to the Pandemic Crisis) [48]. In summary, the continuous development and improvement of the organization's operating processes is considered a way to create an advantage for the organization, which shows the importance of the organization's continuous quality improvement, which is important to the marketing dimension, especially responding to customer needs in line with changing consumption behavior. Successful businesses must be able to respond to customer value and allocate organizational resources in line with customer needs. Therefore, the concept of continuous improvement and development is important, reflecting the relationship between the adjustment of internal business processes, which is linked to the marketing axis. Or in other words, there is a link between appropriate strategic management of the organization with continuous improvement of internal processes of the organization, which is linked to the marketing axis [49].

3.6. The Relationship between Quality Management Factor and the Marketing Axis Factor as Service Innovation Factor As a Mediator

Hypothesis 6: The quality management factor has an indirect effect on the marketing axis factor, with the service innovation factor acting as a mediator.

Quality management does not only directly affect the variables mentioned above, but also has a dimension where quality management affects the dependent variable through mediators or reflects the relationship in the form of Inter-organizational relationships (IORs) in the street food business. This study will test the hypothesis about the relationship in the structure of Inter-organizational relationships (IORs) in the form of an indirect relationship with mediators to prove how the concept of quality management influences the relationship with Key Performance Indicators that affect the Business Objective through Critical Success Factors. In the context of this study, it includes the independent variable (Quality Management) or Key Performance Indicator that affects the dependent variable (Marketing Axis) or Business Objective, with mediators or Critical Success Factors including Innovation Services and Internal Process after COVID-19 in the context of studying street food businesses in Bangkok, which may have a different context from other industries [15, 48]. In addition, from previous studies, it was found that the quality variable is related to the business performance of the business through mediators [33]. In addition, it was found that there was a link between quality management and strategic sustainable development. Business investment in quality management components contributes to the sustainable achievement of the organization's strategic objectives [24]. This study focuses on different mediators: Innovation Services and Internal Process after COVID-19, which will help to know whether quality management affects business performance through mediators, so that businesses are more aware of the importance of quality management [23, 26, 50].

3.7. The Relationship Between the Quality Management Factor and Marketing Axis Factor as Internal Process Adjustments After COVID-19 Factor as a Mediator

Hypothesis 7: The quality management factor has an indirect effect on the marketing axis factor, with internal process adjustments after COVID-19 acting as a mediator.

A study on quality management while businesses are facing an economic crisis reflects that SMEs' quality management can reduce the chances of bankruptcy during a severe financial crisis [23]. There is also a study on the impact of quality management with internal business process variables as mediators on the dependent variable, customer satisfaction. The results of the study support this relationship [50]. In addition, there is a study of the relationship between quality management and organizational performance measures in various dimensions. It was found that quality management variables influence organizational performance in various aspects, with mediators including internal process axes such as cost management, customer axis such as customer growth, market share, and other variables in the framework of such relationship. This reflects that the study of dimensions related to quality management and organizational performance through mediators has been continuously interested in research and is an issue that should be further studied to create more clarity in different contexts

[33]. In addition, there is other research that supports the link between quality management and organizational performance in various dimensions through mediators [24, 27, 28, 30, 31]. Studying in the context of marketing dimensions helps businesses to have a more comprehensive perspective because businesses cannot only measure financial success, but also need to measure other non-financial aspects that will drive future success. In addition, the marketing dimension is a customer perspective from outside variables, such as customer growth, sales growth. In contrast, internal process variables of the business are considered internal variables that influence the strategic success of the business. The achievement of operational excellence of important activities from the review of literature related to quality management factors affecting service innovation, internal process adjustment after COVID-19 and the marketing axis, which is a study in the context of a street food business [17, 20-22]. In this study, quality management, innovation service and internal process after COVID-19 are the key determinants of the marketing axis, where innovation service and internal process after COVID-19 are mediators in the adoption process, with a conceptual framework to illustrate the connections between the identified variables according to Figure 1. According to the hypothesis of this study, using the structural equation model, the marketing axis variable is set as an exogenous variable, with observable variables such as customer performance, customer response, customer growth, sales growth. At the same time, the endogenous side has 3 groups of latent variables: Group 1 innovation service consists of observable variables such as new service system, new delivery system, new client interface, technology selection, Group 2 internal process after COVID-19 consists of observable variables such as working process improvement, staff communication, cost structure, strict hygiene standard, Group 3 quality management consists of observable variables such as management, product, service, healthiness.

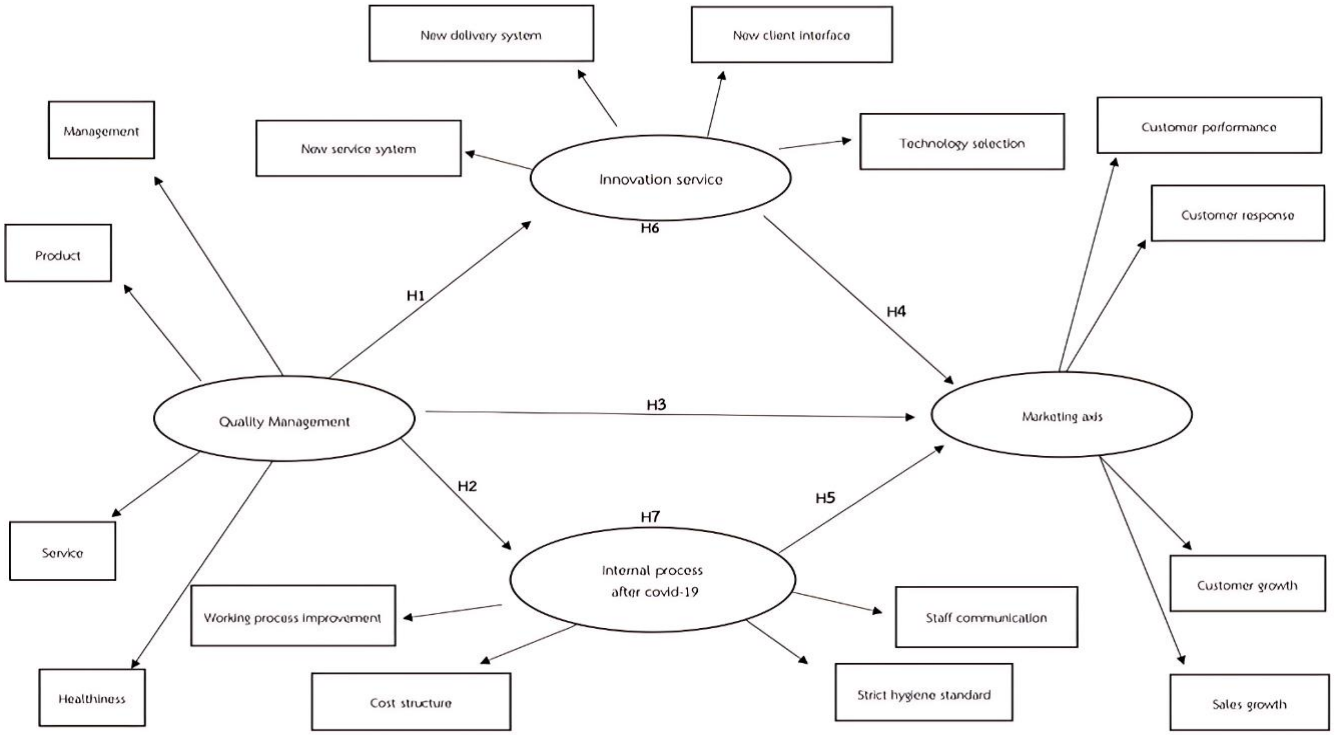

Figure 1.
Presents the proposed structural equation model.

4. Research Methodology

This study employs a quantitative research approach focusing on street food business operators in Bangkok, Thailand. The research targets six well-known street food areas: Yaowarat, Silom, Khao San Road, Sukhumvit, Ramkhamhaeng, and Chokchai 4. These locations are recognized as historic commercial zones and internationally acclaimed street food destinations. Notably, in 2012, Bangkok received the World's Best Street Food Award from the Virtual Tourist website [7], and in 2020, it was ranked second globally in the Street Food City Index [8].

The study applied the Rule of Thumb commonly used in Structural Equation Modeling (SEM) to determine an appropriate sample size. This method suggests a sample size of 10–20 respondents per observed variable. With 20 observed variables in the research model, the required sample size ranges between 200 and 400 participants, ensuring reliability in multivariate statistical analysis [51, 52].

The sampling method used is cluster sampling, categorizing Bangkok's street food areas into three main clusters:

1. Tourist Attraction Areas: Yaowarat and Khao San Road
2. Business Districts: Silom and Sukhumvit
3. Residential Areas: Chokchai 4 and Ramkhamhaeng

This cluster selection ensures comprehensive coverage of different street food business environments, including tourist-focused, office-centric, and residential settings. Samples were randomly drawn in approximately equal proportions across the three clusters.

Street food businesses in this study are classified based on definitions from Thailand's Ministry of Public Health [5, 53], which categorize operations into three types:

1. Sidewalk Vendors: Operators using carts, rafts, tables, or stalls on public sidewalks.
2. Fixed-location Vendors: Businesses set up in designated government or private areas, including temple grounds or public roads.
3. Flea Market Vendors: Mobile or semi-permanent food vendors operating at scheduled intervals.

The primary research instrument was a structured questionnaire, designed to capture data on various dimensions relevant to quality management, service innovation, internal processes, and marketing performance. Data analysis followed a two-step analytical process involving Confirmatory Factor Analysis (CFA) to validate measurement models, followed by Structural Equation Modeling (SEM) to test the hypothesized relationships among variables [54, 55]. A total of 436 completed questionnaires were collected from street food business operators across the six areas. The sample size exceeded the minimum requirement, ensuring robust statistical power and reliability for inferential analysis using SEM. The analysis results offer insights into how quality management and related mediating factors impact the marketing performance of street food businesses in Bangkok.

5. Results

5.1. Confirmatory Factor Analysis: CFA

The confirmatory factor analysis (CFA) showed that the model used in this research was appropriate for the data. The goodness-of-fit indices explained the data well, with a χ^2 value of 675.716 (df = 142) and a χ^2/df ratio of 4.759, indicating that the model was appropriate. In addition, the RMSEA value of 0.062 was in the acceptable range, and the CFI (0.930), NFI (0.931), and TLI (0.960) values were all above the minimum value of 0.90, which further confirmed that this model was appropriate for data analysis in this research. In terms of composite reliability, the values of each variable in the model ranged from 0.843 to 0.906, all of which exceeded the recommended minimum of 0.70, confirming that each variable in the model can be measured reliably. The Average Variance Extracted (AVE) values of each variable ranged from 0.595 to 0.706, all of which exceeded the minimum of 0.50 [56, 57], indicating that each variable can explain a sufficient amount of variance, confirming the reflective validity of the variables [51]. Discriminant validity was also supported, as the AVE values of each variable were higher than the squared correlation coefficient between the variables, indicating that the variables were distinct from each other. The normality test of the data was performed using Skewness and Kurtosis values. The Skewness values were between -0.677 and -0.240, and the Kurtosis values were between -0.479 and 0.532, all of which were in the acceptable range of -2.00 to +2.00 [58]. In addition, Cronbach's Alpha values were used to assess the reliability and suitability for evaluating the internal consistency and reliability of each variable within the framework of the model to confirm the relationship between latent variables. The commonly accepted threshold must exceed the 0.7 criterion, which Table1 shows is between 0.950 and 0.963, higher than the generally accepted threshold of 0.7, indicating that this model demonstrates the reliability and suitability in evaluating the relationship between latent variables and there is no problem with the overall normality of the data. The results of the confirmatory factor analysis (CFA) showed that the measurement model was reliable, valid, and could provide an adequate explanation of the data, which confirmed that this model was appropriate for testing the relationship between variables in this research.

Table 1.
The Confirmatory Factor Analysis Results.

Factors	Composite Reliability	Average Variance Extracted	Factor Loadings	SE	R^2	Skewness	Kurtosis	Cronbach's Alpha
Quality Management	0.834	0.595						0.950
Product			0.695	0.064	0.484	-0.465	-0.040	
Service			0.714	0.070	0.510	-0.551	-0.346	
Management			0.737	0.093	0.543	-0.414	-0.404	
Healthiness			0.704	0.080	0.496	-0.240	-0.479	
Innovation service	0.906	0.706						0.961
New service system			0.835	0.032	0.697	-0.666	0.040	
New delivery system			0.825	0.031	0.680	-0.583	0.019	
New client interface			0.877	0.034	0.770	-0.677	-0.042	
Technology selection			0.822	0.034	0.675	-0.460	-0.435	
Internal process after COVID-19	0.890	0.668						0.961
Working process improvement			0.848	0.054	0.718	-0.375	0.321	
Staff communication			0.779	0.058	0.608	-0.287	-0.205	
Cost structure			0.843	0.061	0.710	-0.517	0.184	
Strict hygiene standard			0.798	0.061	0.637	-0.363	0.532	
Marketing axis	0.905	0.705						0.963
Customer performance			0.862	0.035	0.743	-0.578	-0.190	
Customer response			0.848	0.035	0.719	-0.610	-0.230	
Customer growth			0.774	0.048	0.599	-0.576	-0.252	
Sales growth			0.871	0.040	0.759	-0.657	-0.036	

Note: Goodness-of-fit statistics for the measurement model: $\chi 2$ =675.716, df=142, $\chi 2$ / df=4.759, $p < 0.001$, RMSEA=0.062, CFI=0.930, NFI=0.931, and TLI=0.960: QM = Quality Management, IS= Innovation service, IC = Internal process after covid-19, MA = Marketing axis.

5.2. Structural Equation Modeling: SEM

The results of the hypothesis testing are presented in Table 2 and Figure 2, with p-values set at the 0.05 level of statistical significance according to the guidelines of Hair et al. [51], Schumacker and Lomax [52], and Kline [55]. The R^2 (R-squared) value, or coefficient of variance explanation, is a measure used to evaluate how much the analytical model can explain the variance in the data. The model goodness-of-fit indices indicate the model's goodness-of-fit to the data, with the following values: chi-square = 675.716, degrees of freedom (df) = 142, relative chi-square = 4.759, p-value < 0.001, SRMR = 0.018, RMSEA = 0.062, NFI = 0.93, GFI = 0.93, TLI = 0.96, and CFI = 0.93, indicating that the model can adequately capture the relationship between the variables and is suitable for analyzing the data in this study. The results of testing all five hypotheses (H1, H2, H3, H4, and H5) found that quality management (QM) has a direct and significant positive influence on both service innovation (IS) and post-COVID-19 internal process adjustment (IC) at a statistical significance level of $p < 0.001$. The standardized path coefficients were $\beta = 0.98$ ($p < 0.001$) for service innovation (IS) and $\beta = 0.94$ ($p < 0.001$) for post-COVID-19 internal process adjustment (IC), supporting Hypothesis 1 that states that quality management (QM) positively influences service innovation (IS) and Hypothesis 2 that states that quality management (QM) positively influences post-COVID-19 internal process adjustment (IC), demonstrating the important role of quality management (QM) in fostering service innovation and internal process, especially in the context of post-pandemic recovery. Quality management (QM) is a key driver of service innovation (IS). It can be seen that businesses are looking for ways to meet changing customer demands. Service innovation is a key factor in maintaining competitiveness in a rapidly changing market, and the high positive path coefficient between quality management and service innovation suggests that an effective quality management system can be a key driver of successful service innovation. Similarly, the finding that quality management has a positive influence on post-COVID-19 internal process adjustment (IC) emphasizes that businesses are using quality management strategies to improve processes and adapt to new regulations, and improve overall organizational agility in a post-pandemic world. However, quality management (QM) was not found to have a significant direct positive influence on marketing axis (MA), with a path coefficient $\beta = -0.60$ ($p = 0.115$), leading to the rejection of Hypothesis 3 that states that quality management (QM) has no a positive influence on marketing axis (MA). This is an interesting and valuable observation, as it suggests that even though quality management does not directly drive marketing outcomes, service innovation and internal process improvements play an important role in determining marketing strategies and marketing performance. Service innovation (IS) was found to have a significant direct positive influence on the marketing axis (MA) at a statistical significance level of $p < 0.05$, with a standardized path coefficient of $\beta = 0.82$, highlighting the power of innovation in building effective marketing strategies, supporting Hypothesis 4 that states that service innovation has a positive influence on the marketing axis. In addition, post-COVID-19 internal process adjustment (IC) was found to have a significant direct positive influence on the

marketing axis at a statistical significance level of $p < 0.01$, with a path coefficient of $\beta = 0.34$, supporting Hypothesis 5 and indicating that post-COVID-19 internal process adjustment (IC) has a positive influence on the marketing axis (MA), indicating the positive influence of operational agility in achieving marketing success. In summary, quality management (QM) has a significant positive impact on both service innovation (IS) and post-COVID-19 internal process adjustment (IC). However, the impact of quality management (QM) on marketing axis (MA) is not supported. While Service Innovation (IS) and Internal Process Improvement (IC) post-COVID-19 were found to have a direct positive influence on the marketing axis (MA).

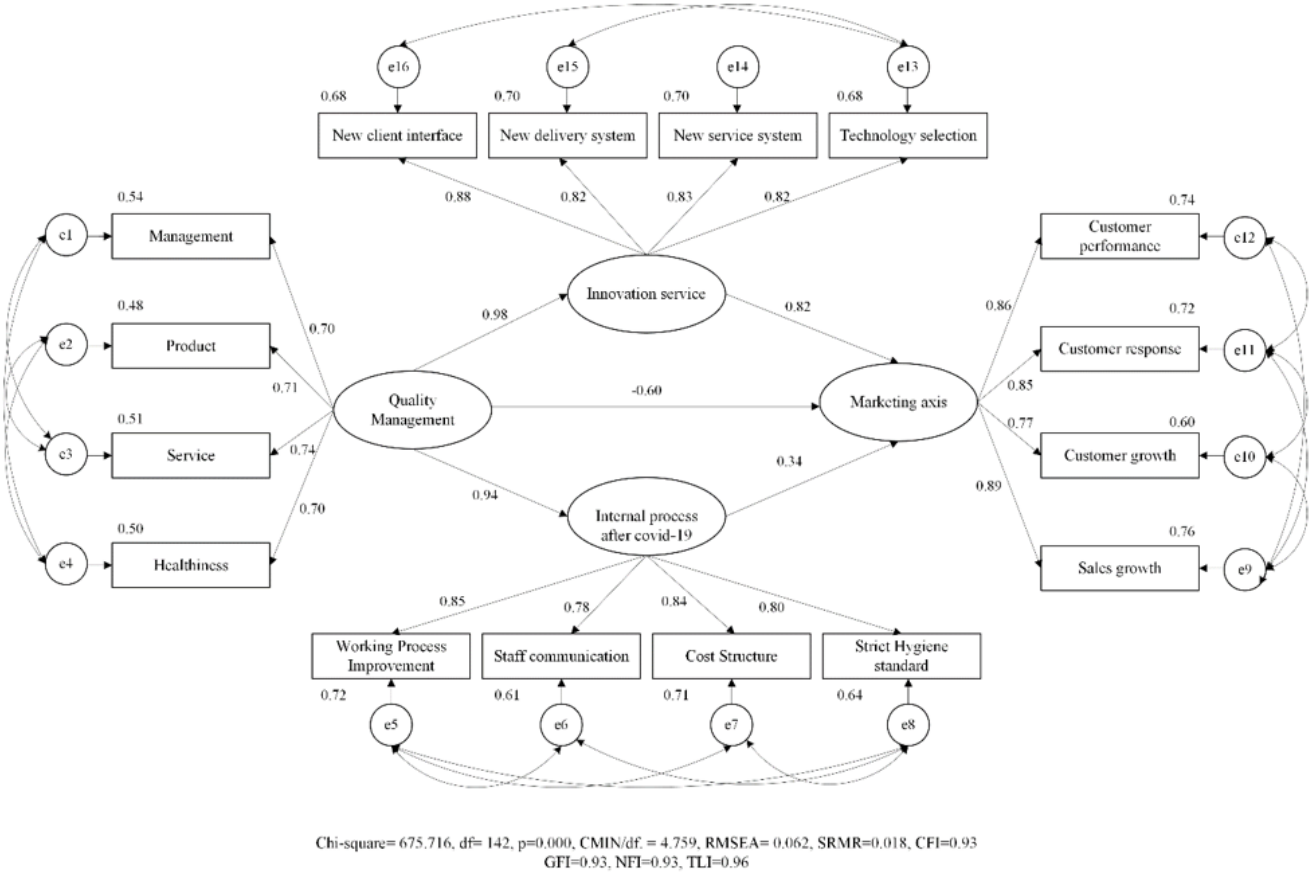

Figure 2.
Structural model modification.

Table 2.
The findings from the hypothesis testing.

Hypothesis	Paths			Path coefficient	p-value	Relationship
H1	QM	→	IS	0.98***	<0.001	Supported
H2	QM	→	IC	0.94***	<0.001	Supported
H3	QM	→	MA	-0.60^{ns}	0.115	No supported
H4	IS	→	MA	0.82*	0.028	Supported
H5	IC	→	MA	0.34**	0.006	Supported

Note: *P<0.05, **p<.01, ***p<.001, ns = no significant.

5.3. Mediation Analysis

Table 3 shows the mediation analysis results, which are part of the structural equation modeling that studies the indirect effects of the two independent variables through the mediator. This study found that quality management (QM) indirectly influences the marketing axis (MA) through service innovation (IS), with a statistical significance level ($p<0.001$) and a path coefficient of $\beta = 0.80$. Thus, Hypothesis 6 is supported, indicating that quality management (QM) indirectly impacts the marketing axis (MA) by promoting service innovation. The results of this study emphasize the importance of promoting service innovation to enhance marketing strategies. In today's competitive market, businesses that focus on developing service innovation through quality management can create marketing strategies consistent with changing customer expectations and gain a competitive advantage. In addition, quality management has an indirect influence on the marketing axis through post-COVID-19 internal process adjustment (IC), with a statistical significance level ($p=0.002$) and a path coefficient of $\beta = 0.32$, supporting Hypothesis 7 that states that quality management has a positive impact on the marketing axis by improving internal process adjustment after COVID-19. As businesses recover from the impacts of COVID-19, internal process improvements have emerged as a key driver of marketing success. By improving efficiency and adapting to new market conditions, companies can build more effective marketing campaigns and respond more quickly to market changes. This result highlights

the long-term value of investing in employee development and continuous improvement, which not only improves operational efficiency but also fosters innovative and adaptive marketing strategies.

Table 3.
The results of the mediation analysis.

Hypothesis	Paths	Direct Effect	Indirect Effect	-value	Mediation	Relationship
H6	QM → IS	0.98***		<0.001	Partial	Supported
	QM → IS → MA		0.80***	<0.001		Supported
H7	QM → IC	0.94***		<0.001	Partial	Supported
	QM → IC→ MA		0.32**	0.002		Supported

Note: *p<.05, **p<0.01, ***p<.001, ns = no significant.

6. Discussion

The results of this study reflect the relationship between quality management that affects various factors related to Inter-organizational relationships (IORs). The results of the hypothesis testing show that quality management as a Key Performance Indicator influences Critical Success Factors, namely, service innovation and internal process adjustment after COVID-19 (Hypothesis 1 and 2). Such Critical Success Factors affect the Business Objective, namely, the marketing axis (Hypothesis 4 and 5). This is consistent with the study of Krathu et al. [15] and Rodríguez-Antón and Alonso-Almeida [48]. Understanding the relationship between quality management and various variables, namely, marketing dimension, service innovation, and internal process adjustment after COVID-19, will help to understand the relationship of Inter-organizational relationships (IORs) in the context of street food business in the case of Thailand. This will help businesses understand the perspective of relationship orientation to manage the relationship of the organization in various aspects and link quality management to various dimensions such as customer satisfaction, operational performance, and innovation creation better. This is consistent with the study of Krathu et al. [15]. In addition, the results of the study reflect the relationship between quality management with the marketing dimension variables through the mediating variables (Hypotheses 6 and 7). This shows that the study through mediating factors is important and helps the study cover more related factors, not just one aspect directly. The results of this study confirm that quality management affects business performance linked to various variables in the form of mediating variables from quality management to business performance. In this research, they are: Hypothesis 6: Quality management indirectly influences the marketing axis through service innovation and Hypothesis 7: Quality management indirectly influences the marketing axis through the adjustment of internal processes after COVID-19. The study results accept the relationship according to the hypothesis, reflecting the complexity of the issue under study. Because the result of the study in Hypothesis 3 found that quality management has no direct positive influence on the marketing axis, reflecting that quality management has no direct relationship with the business objective, namely the marketing axis. But quality management has an impact through mediating variables, which confirms that quality management influences business performance in a complex manner. Such factors can be linked as a mediating factor between quality management and the marketing axis factor through mediating variables. However, the study of this issue helps to observe that although quality management does not directly affect the marketing axis factor, it has an impact through mediating variables. Businesses must therefore be aware of the importance of strengthening and supporting business quality management. It also reflects that quality management will ultimately affect the marketing axis factor through various intermediary variables, which is consistent with previous studies that have similar findings, such as Sainis et al. [23], Andrade Arteaga et al. [24], Kolar et al. [26], and Cha and Borchgrevink [50]. In addition, the results of the study are consistent with the study of Andrade Arteaga, et al. [24] that quality management factor are related to business development variables in various aspects, or so-called sustainable strategic organizational development, which requires investment in quality management in order for businesses to achieve their strategic objectives sustainably. It can be seen that quality management affects the service innovation factor, which will help businesses develop efficient methods of operation, resulting in results that can be applied in business, namely relationships with service innovation as a mediator. In addition, the results of the study are consistent with Sainis et al. [23] and Cha and Borchgrevink [50], which reflect that quality management is important for businesses in managing internal systems when businesses are faced with various crises. The components of quality management support business efficiency in various aspects, reducing the chances of damage from crises, namely relationships with internal process adjustments after COVID-19, as a mediator. The two mediators are considered as the Innovation axis and Internal process axis, including the effects on the dependent variable, namely the marketing axis, which is consistent with Akhal and Pasin [33] and Cha and Borchgrevink [50]. This reflects that the independent variable and mediating variables are related to the dependent variable. This is related to the marketing axis factor, which reflects that the quality management factor affects the variables related to organizational performance, consistent with previous studies such as Andrade Arteaga et al. [24]; Lai et al. [27]; Marco and Guido [28]; Wawak et al. [30], and Bendermacher et al. [31].

The study results also provide a perspective on the relationship between the variables. It can be seen that quality management is directly related to intangible assets or business capabilities that may not be directly related to customers, such as service innovation and internal process adjustment. Although these variables may indirectly create value for the organization, unlike customer variables or marketing dimensions that may be seen as creating direct value for the business, businesses still need to improve and develop these variables to link the various components of the business together. This is because creating a competitive advantage through the management of these intangible assets is difficult and not as clear as the marketing dimension. However, the study results reflect that business value must be created through quality management,

service innovation, and internal process adjustment. These variables help businesses effectively link various strategies together, which is consistent with the results of other studies such as Nielsen and Nielsen [17], Janosevic [20], Terzić [21], and Tsalis et al. [22]. The results of this study emphasize the importance of business management that must be based on a comprehensive business vision and strategy, which requires a variety of perspectives, such as focusing on innovation as intangible assets, which are considered an important foundation of the organization. If the foundation is not strong, the organization will not be sustainable and the perspective of internal processes of the organization that influence the strategy helps the business achieve excellence in the performance of important activities.

7. Conclusion

This study has been approved for an ethical certificate from the Human Research Ethics Committee, Suranaree University of Technology, Nakhon Ratchasima, Thailand, with the certificate number: IRB EC-66-151. This study highlights the significant influence of quality management (QM) on business success, primarily through its impact on service innovation (IS) and internal process adjustment post-COVID-19 (IC). The results indicate that, while quality management does not directly influence the marketing axis (MA), its impact on service innovation and internal process adjustment post-COVID-19 significantly affects marketing outcomes. This means that businesses that focus on fostering innovation and internal process improvements will be better positioned to enhance their marketing strategies, enabling them to adapt more quickly to market changes and customer demands. The study also highlights the importance of employee development and internal learning, which play a key role in improving internal processes and driving innovation. These factors are important not only for short-term development but also for long-term growth. Businesses that invest in building a learning culture and equipping their employees with opportunities to adopt innovation can build strong and resilient operations and marketing strategies. The study also provides actionable insights for businesses seeking to improve their quality management systems by enhancing operational efficiency, driving innovation, and improving marketing performance. Organizations can remain competitive in a changing marketplace. While this study provides a solid foundation for understanding the indirect relationship between quality management, innovation, internal processes, and marketing, future research could extend the results of these studies to different industries and regions. Studying how these relationships play out in different contexts could help clarify the broader applicability of the results. Longitudinal studies could also track these effects over time and provide insights into how quality management influences marketing strategies in the long run. In short, this research not only adds to academic knowledge but also provides practical advice for businesses. By leveraging quality management, organizations can drive both operational and marketing success, especially in an era of rapid change and uncertainty.

8. Limitations

This study also has several limitations that need to be considered. The main limitation is the use of a cross-sectional design, which collects data at a single point in time. This design can analyze the relationships between variables, but it cannot tell how these relationships will develop over the long term. Longitudinal studies can help to better understand the long-term impact of quality management (QM) on business performance, especially in industries that are rapidly changing or facing external challenges such as the COVID-19 pandemic. The lack of a time perspective is a limitation that prevents conclusions on long-term causal relationships.

Another limitation is the scope of the study, which focuses on street food businesses in Bangkok. Although this provides valuable insights into a specific industry, the results of this study may not be generalizable to other business sectors. Therefore, to increase the external validity of the study, future research should conduct additional studies across a wider range of industries. Surveys in other industries can provide a broader perspective on the impact of quality management on business performance in different industries. In addition, this study focused on street food business operators and may lack studies from other sample groups, such as tourists and the general local population.

9. Recommendations for Future Research

Future research can address the limitations of this study by expanding the geographic scope to examine street food businesses in other locations and regions. This will help us understand how quality management (QM) affects business outcomes in diverse environments.

1. Studying how the relationship between quality management (QM) and business performance changes over time will provide insights into the long-term impacts, especially regarding responses to market changes or external challenges, such as the COVID-19 pandemic.

2. Expanding the research to other countries for international comparisons will increase the generalizability of the results. For example, studying the impact of quality management on marketing dimensions in other industries will provide valuable insights for businesses in the future.

3. Future research could include additional mediators, such as leadership styles and organizational culture, to better understand how other factors affect the relationship between quality management and marketing outcomes. Studying these issues in the future will help refine the model and provide more explicit results for businesses looking to improve their operational strategies and performance.

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