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BUSINESS, MANAGEMENT RELATES TO INVOLVES THE INNOVATION CREATION AND DIGITAL MARKETING STRATEGIES THAT CAN CONTRIBUTE TO THE GROWTH OF BUSINESS INDUSTRIES

Sathapath Kilaso

Lecturer in Digital Marketing Program, College of Innovation and Management,
Suan Sunandha Rajabhat University, Bangkok, Thailand. E-mail: Sathapath.ki@ssru.ac.th

ABSTRACT

The research presented in this study is a valuable contribution to the field of industrial progress and business management, focusing on the development of a structural equation model for scientist and technologist competence development. The study's foundation lies in quantitative data gathered from 500 CEOs and HR managers in industrial organizations where notable improvements in productivity and staff performance had been observed. The research emphasizes several key components that are instrumental not only for the advancement of scientists and technologists but also for the broader context of business management. Firstly, innovation creation takes center stage. Innovation is a linchpin of modern business success. It is the driving force behind the development of new products, services, and processes, which, in turn, can lead to increased business growth and competitiveness. The study underscores the importance of cultivating a culture of continuous learning and fostering an environment that encourages creative thinking and problem-solving, making it clear that innovation transcends traditional boundaries. Digital marketing strategies are another pivotal aspect brought to the forefront. In today's digital age, mastering digital marketing is vital for businesses seeking growth. Leveraging digital channels to reach a broader audience, engage with customers, and promote innovative products and services is a cornerstone of modern business management. The study highlights the necessity of employing digital marketing effectively to stay competitive in a rapidly digitizing world.

Keywords: Business, Management, Innovation Creation, Digital Marketing, Strategies.

INTRODUCTION

Scientific and technological progress remains an unstoppable force driving industrial growth [2]. At its core, this advancement involves nurturing talent, especially in the form of audacious scientists who possess the courage to conceive, innovate, and challenge established conventions. Their research expands the horizons of knowledge, unlocking pathways to technological breakthroughs that yield benefits across diverse sectors. Scientists essentially serve as the architects of innovation, translating abstract concepts into tangible realities. To fully harness this immense potential, it is crucial to create an environment that not only encourages scientific curiosity but also facilitates collaborative knowledge exchange. This ecosystem encompasses research institutions, universities, and industries, promoting innovation through the cross-fertilization of ideas and expertise [3]. As technology, including digital advancements, continues to progress, it emerges as a pivotal driver of industry growth, bringing enhanced efficiency, cost

reduction, scalability, and new opportunities. The impact of digital technology extends beyond production, infiltrating areas such as marketing, customer service, and logistics, thereby reshaping the entire business landscape. Essentially, the synergistic relationship between the development of scientists and digital technology is cyclical and mutually beneficial. Their progress paves the way for industrial expansion, giving rise to a dynamic and resilient economy poised for sustained innovation and prosperity [4-5]. Aligned with the government's vision for Thailand 2032, the nation strategically positions itself to become a "stable, prosperous, and sustainable" entity that thrives in the midst of regional and global competition. Embracing economic transformation to generate social and economic value is a paramount objective. Thailand's strides in the technology, including digital, and knowledge economy stand as vital performance indicators, influencing economic growth, job creation, and overall competitiveness [8]. This progress is influenced by factors such as macroeconomic stability, governance, the quality of the education system, the state of communications infrastructure, market conditions, and the accessibility of components within the market. Furthermore, the innovation system, which includes digital innovation, must be robust, emphasizing knowledge generation, distribution, and application. The flow of knowledge within the industrial sector should be methodical and responsive, facilitating the development of individuals engaged in research and digital innovation. For organizations to enhance productivity, they must prioritize cost control, cost-effectiveness, and the timely delivery of products at the production level, leveraging digital tools and strategies [6-7]. Thailand's global competitiveness rankings are influenced by a range of challenges, including scientific expertise, efficiency, and technological advancement. In today's world, digital technology plays a significant role in assessing national performance metrics. Therefore, fostering innovation in areas such as supporting innovation-based entrepreneurs, strengthening regulatory frameworks, promoting global investment in knowledge, and investing in technological infrastructure is imperative. The researcher aims to explore recommendations for nurturing the competence of scientists and technologists, recognizing their significance in contributing to industrial expansion, infrastructure development, and scientific intelligence [9-10].

REVIEW LITERATURE

Personnel development, as outlined in the Guidelines for Competence Development of Scientists and Technologists to Support the Growth of the Industrial Sector, plays a pivotal role in enabling employees within an organization to acquire the knowledge, skills, and appropriate habits necessary to meet job requirements and satisfy customer needs. Human resource development is fundamental to the production of customer-satisfying goods and services. Furthermore, it promotes the retention of long-term employees and facilitates the development of performance-enhancing skills and knowledge. Several stages are involved in establishing human resource proficiency [11-12]. The first stage is the institution, where formal education is provided to enhance workers' knowledge, skills, experience, and work ethic. This education can be arranged by the HR department or through training companies and may include various forms such as training, academic seminars, workshops, online education, and workforce skill development. All of these

methods aim to create effective learning content that fosters career advancement and salary increases [13]. The second stage involves gaining work experience, which focuses on developing skills, knowledge, and experience. This stage encourages employees to learn how to tackle challenges and problem-solving through practical experiences. Work experience can be improved through job enlargement, rotation, transfers, and promotions. These activities not only enhance career planning and job motivation but also facilitate ongoing learning and development [15]. Science and technology competency is a crucial stage where skills and understanding are developed through research and development processes, following systematic procedures that lead to new knowledge [14]. It leverages both historical and contemporary scientific knowledge to create innovative products. Typically, innovation precedes progress, and this stage involves both basic research, further development, and product development, which focus on creating new knowledge. It is distinct from applied research, which centers on troubleshooting, but the creative processes and innovation management are closely related [17].

Mentoring and coaching are also valuable tools for enhancing job skills and knowledge within an organization. Mentoring involves the transfer of knowledge from more experienced colleagues to less experienced ones, helping to preserve knowledge within the company. Knowledge transfer is often most effective through interpersonal communication. The mentoring system facilitates informal interactions between mentors and mentees, proving highly effective in developing the potential of organizational staff over the years [16]. Coaching, on the other hand, is a method employed by experienced leaders to extract potential and enhance efficiency in their subordinates, ultimately strengthening the team's capacity to meet organizational objectives. It is primarily carried out by performance management team leaders and supervisors. In addition to these aspects, cultivating strong career ethics is critical, particularly for scientists and technologists, in order to drive industrial company success. Addressing work ethic challenges is as essential as nurturing leadership formation and innovation development to ensure long-term company sustainability. Research has shown that anti-corruption guidelines in industrial business organizations encompass four components: moral instillation, internal control, compliance, and enforcement, involving elements such as internal audits and fines, contributing to organizational integrity and ethical conduct.

RESEARCH OBJECTIVES:

1. Investigate the key components outlined in the guidelines for enhancing the scientific and technological competence of scientists and technologists, with the aim of bolstering the growth of the industrial business sector.
2. Develop a comprehensive structural equation model and provide guidelines for advancing the competency of scientists and technologists, ultimately contributing to the expansion of the industrial business sector.

RESEARCH METHODOLOGY

Qualitative Research Using In-Depth Interviews:

Qualitative research is conducted through in-depth interviews with key informants. The study population comprises a diverse group of 9 key informants, including 3 sector operators, 3 government agencies and related agencies, and 3 scholars. The scope of the study focuses on four main components: skill transformation, Perspective Wisdom, Innovation Creations, and Professional Ethics.

Questionnaire Development:

A structured questionnaire was developed as part of the research methodology. The process of questionnaire development is broken down into several steps:

Study of Questionnaire Construction Principles: The researcher studies the principles of constructing a questionnaire for use in the research and establishes a conceptual framework.

Data Collection: Information is gathered from various sources, including books, documents, articles, related research results, and insights gained from the in-depth interviews with the 9 key informants. These insights serve as a guideline for creating the questionnaire items.

Question Scoping: The questions are defined in terms of their objectives and how they contribute to the research's goals. Draft Questionnaire: A preliminary questionnaire is created based on the gathered information.

Expert Review: The draft questionnaire is sent to five experts with knowledge and experience in the research area. The experts assess the quality of the questionnaire by calculating the consistency index (Item-Objective Congruence: IOC) between the questions and the research objectives. The aim is to ensure that the questionnaire aligns with the research objectives.

Questionnaire Revision: Based on expert feedback and the approval of the research advisor, the questionnaire is revised.

Pilot Testing: The questionnaire is tested on a population similar to the research population but not part of the main study (30 studies) to assess its feasibility and suitability.

Questionnaire Reliability: The reliability of the questionnaire is assessed by examining the discriminant power of multiple-choice questions. This is done by analyzing Standard Deviation (S.D.) and calculating Corrected Item-Total Correlation for rating scale questions using the Cronbach's Alpha Coefficient.

Questionnaire Modification: The questionnaire is further refined based on the criteria established before actual data collection.

To validate the model for the development of scientific and technological competence supporting industrial sector growth, the researcher engages with 11 qualified individuals.

The research study focuses on 25 observed variables in each aspect of the components, forming the basis for the structural equation modeling. The methodology ensures that the questionnaire is well-constructed, reliable, and capable of providing valuable insights into the development of scientific and technological competence within the industrial sector to promote growth.

Quantitative Research: The quantitative aspect of the research focused on analyzing fundamental data. IBM SPSS (Statistical Package for the Social Science for Windows) and IBM SPSS AMOS (Analysis of Moment Structures for Research) were the tools used for data analysis. The quantitative research encompassed the following approaches: Descriptive Statistics: Descriptive statistics were used to provide an overview of the data collected from checklist surveys. It involved analyzing the frequency and estimating scale percentages. This process helped in summarizing and understanding the survey responses. Bivariate Correlations: Bivariate correlations were employed to assess the relationship between scientist competency growth guidelines and industrial growth at various significance levels, including 0.001, 0.01, and 0.05. This analysis aimed to identify the strength and direction of these associations. Pearson Chi-square Analysis: The Pearson Chi-square analysis was conducted to examine the relationship between typical features of industrial science and technology management operations and firm size. The significance level chosen for this analysis was 0.05. Structural Equation Modeling (SEM): SEM was utilized to educate scientists and promote the industrial sector's growth. The advanced statistical analysis tool, AMOS, was used to gather relevant statistical data and evaluate the research's hypotheses. This included assessing the model's fit with empirical data and making necessary adjustments to latent variables. Modification Indices: Modification indices were employed to refine the SEM model. These indices helped identify and address incorrect observed variables systematically. The structural equation model was iteratively adjusted until it achieved full congruence with empirical data, guided by accepted criteria. The criteria, as advised by Arbuckle (2016), included parameters like CMIN–p > 0.05, CMIN/DF < 2, GFI > 0.90, and RMSEA < 0.08 for model evaluation.

RESEARCH RESULTS

The research outcomes can be summarized as follows: Qualitative Research: The qualitative component of the research contributed to enhancing scientific capabilities in the industrial sector through in-depth interviews and content analysis. Quantitative Research: The quantitative research involved a comprehensive analysis of fundamental data using IBM SPSS and IBM SPSS AMOS. Various statistical techniques were applied, including descriptive statistics, bivariate correlations, Pearson Chi-square analysis, and structural equation modeling (SEM). These methods were used to assess scientist competency growth guidelines and their impact on industrial growth, particularly for small and medium-sized businesses. The criteria for significance were set at 0.001, 0.01, and 0.05.

Structural Equation Modeling (SEM): SEM was used as a sophisticated statistical analysis tool, with AMOS facilitating data collection and hypothesis testing. The model's conformity with empirical data was evaluated, and latent variables were adjusted to ensure they aligned with the data. Modification Indices: The SEM model was refined using modification indices, which were recommended by Arbuckle (2016). This iterative process helped identify and rectify incorrect observed variables to achieve full congruence with empirical data. The research findings contribute valuable insights into the development of scientist competency and its impact on industrial growth, particularly in small and medium-sized businesses.

RESEARCH RESULT

Guidelines for Science and Technology Development: The research focused on identifying the principles governing science and technology development in the context of industrial company growth. The overall importance of these guidelines for enhancing the competence of scientists and technology professionals to support the expansion of the industrial sector was rated at the highest level. The average rating was 4.51, with a standard deviation of 0.26. Notably, the aspect of skill transformation emerged as the most crucial, with an average rating of 4.63 and a standard deviation of 0.26. Additionally, creativity to innovation was considered highly significant, with an average rating of 4.37 and a standard deviation of 0.30.

Structural Equation Model and Recommendations: The study also aimed to create a structural equation model that would provide actionable recommendations for enhancing scientist and technological competency to drive industrial business development. The results from the structural equation modeling process revealed the following statistical indicators:

Chi-Square: The Chi-Square value was 279.21, with degrees of freedom (df) set at 240.

Probability (p): The probability level (p) was determined to be 0.125.

CMIN/DF Ratio: The CMIN/DF ratio was calculated to be 1.212.

Goodness-of-Fit Index (GFI): The GFI score was 0.954.

Root Mean Square Error of Approximation (RMSEA): The RMSEA was 0.012.

Comparative Fit Index (CFI): The CFI was rated at 0.952.

These findings, based on structural equation modeling, offer insights into the development of scientists and technology professionals to promote industrial company growth. The statistical indicators reflect the model's performance, indicating that the recommendations derived from the model are well-supported by the empirical data. The findings underscore the importance of enhancing scientist and technological competency as a strategic driver for the development of the industrial sector.

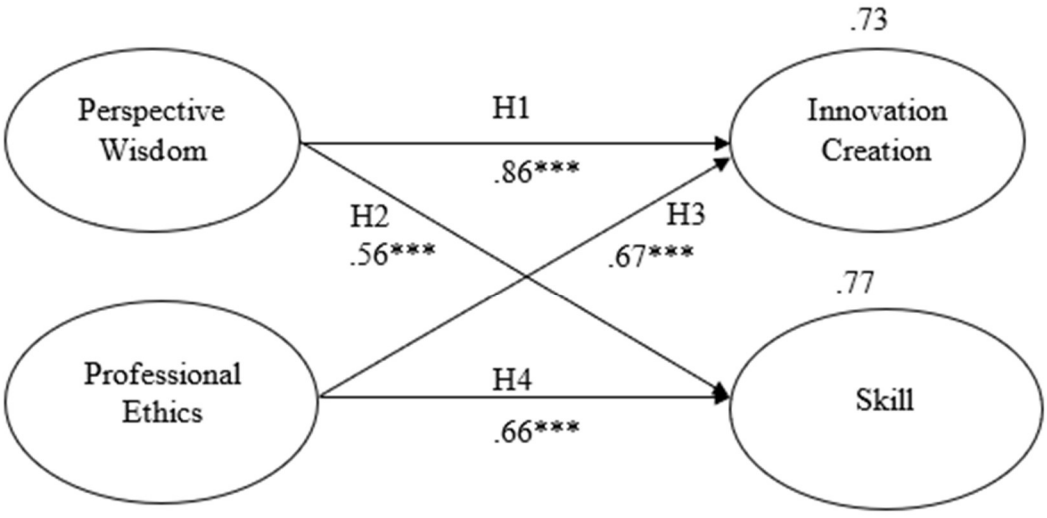

Figure 1. Structural Equation Model, Standardized Estimate mode after model improvement.

The researcher provides the following recommendations for cultivating scientists and technology professionals to drive the growth of industrial companies: Policy Level: Government Funding: The Ministry of Social Development and Human Security should allocate funds to support commercial innovation initiatives within industrial agencies. These initiatives should be centered around enhancing knowledge, skills, science, and technology. Ethical Integration: The National Science and Technology Development Agency (NSTDA) should take steps to integrate ethical considerations for scientists and technologists into their research practices. This integration of ethics should extend to research ethics. It seems like you're discussing a proposed plan to enhance digital skills inclusion, educational integration, and international collaboration in the context of scientific and technological development in Thailand. Let's break down these key points: **Digital Skills Inclusion:** Adding a focus on digital skills and knowledge to the Scientist and Technology Skills Development Policy for Industry Plan 5.0 is a strategic move. Digital skills are becoming increasingly important in today's world, and industries across the globe are leveraging digital technologies for innovation and competitiveness. By incorporating digital skills, Thailand can better prepare its workforce for the demands of the modern job market. **Educational Integration:** It's important for higher education institutions to assess students' scientific and technological aptitude at all levels of education. This allows for a more holistic and effective approach to developing the skills and knowledge needed to thrive in the field of science and technology. Such assessments can help identify areas where students may need additional support or specialized training. **International Collaboration:** Collaborating with foreign educational institutions renowned for their excellence in science and technology is a smart move. This can facilitate the exchange of knowledge, ideas, and best practices. It can also help in building a global network of innovators, scientists, technologists, and entrepreneurs. By establishing an International Technology and Innovation Promotion Center, Thailand can tap into the expertise and resources available in these institutions to promote innovation in its industrial business sector. Absolutely, business management plays a crucial role in driving innovation and digital marketing strategies that contribute to the growth of industries. Here's how these aspects are interconnected: 1. Innovation Creation: Innovation is essential for business growth. It involves developing new products, services, processes, and business models to stay competitive and meet changing customer needs. Effective business management should encourage a culture of innovation within an organization. This includes fostering creativity, allocating resources for research and development, and implementing innovation frameworks and processes. 2. Digital Marketing Strategies: Digital marketing has become a cornerstone of modern business success. It involves promoting products or services through various digital channels such as websites, social media, email marketing, content marketing, and more. Effective digital marketing strategies can help businesses reach a wider audience, engage with customers, and generate leads and sales. 3. Integration of Innovation and Digital Marketing: The synergy between innovation and digital marketing is powerful. Innovations in products or services can create unique selling points, and

these innovations can be effectively communicated to the target audience through digital marketing. For example, a business that develops a cutting-edge product can use digital marketing to showcase its features and benefits to a global audience. 4.Data-Driven Decision-Making: Digital marketing generates a wealth of data on customer behavior and preferences. Business management should leverage this data to inform innovation efforts. For instance, customer feedback and data can guide the development of new features or the refinement of existing products or services. 5. Agile and Adaptive Approach: Successful businesses are often those that can quickly adapt to changing market conditions and customer demands. Effective business management involves being agile and responsive to changes. This may mean adjusting digital marketing campaigns in real-time based on data insights, or pivoting in the development of new innovations. 6. Market Expansion and Competitive Advantage: Through effective innovation and digital marketing strategies, businesses can expand into new markets, both domestically and internationally. Digital marketing allows for global reach, and innovative products or services can provide a competitive edge in these markets. Innovation and skill are closely related in the context of personal and professional development, as well as in the advancement of organizations and societies. Here's how they are interconnected: **Innovation Requires Skills:** Innovation is the process of creating and implementing new ideas, products, services, or processes that bring about positive change. To innovate effectively, individuals and teams need a wide range of skills, including creative thinking, problem-solving, critical thinking, adaptability, and technical expertise. These skills enable them to identify opportunities, develop innovative solutions, and execute them. **Skill Development Drives Innovation:** Developing and improving skills is essential to fostering innovation. As individuals and teams acquire and enhance their skills, they become better equipped to tackle challenges and seize opportunities. Skills such as research, communication, project management, and leadership are vital for taking innovative ideas from concept to reality. **Continuous Learning:** Innovation is an ongoing process, and it requires a commitment to continuous learning and skill development. The landscape of technology, business, and society is constantly evolving. To stay relevant and competitive, individuals and organizations must adapt and acquire new skills as new technologies and trends emerge. **Interdisciplinary Skills:** Many innovations occur at the intersection of different fields and disciplines. Having a diverse set of skills or the ability to collaborate with people who possess complementary skills is often key to breakthrough innovations. For example, a combination of technical expertise and marketing skills may be needed to launch a successful tech startup. **Innovation Culture:** Organizations that foster a culture of innovation prioritize skill development as a core element. They encourage employees to acquire new skills and provide resources for training and development. This supports a workforce that can contribute to the organization's innovative initiatives. **Skill Transfer:** Sometimes, skills developed in one context can be transferred to another, leading to unexpected innovations. For instance, skills acquired in a hobby or personal interest can be applied to a professional context to solve problems or create opportunities. **Problem-Solving Skills:** Strong problem-solving skills are at the heart of both skill development and innovation. Individuals and organizations that excel in innovation are often adept at identifying complex problems and finding creative and effective solutions.

Operational Level: Research and Development Support: Industrial companies should formulate policies that actively support and finance research and development efforts, especially in areas like agricultural plant breeding and the development of economically valuable species. **Scientist Training:** Industries should consider investing in training programs and initiatives to cultivate scientists and technology professionals who can meet national demands and contribute to industrial growth. **Collaboration and Accountability:** Industrial enterprises should collaborate with government agencies and local communities to produce scientists and technologists. This collaborative approach should prioritize both quantitative and qualitative results, benefiting organizations and communities alike. **Human Resource Development:** Human resource management within industrial companies should work on developing clear career path plans. These plans should assess the performance metrics of science and technology human resources in alignment with the overall corporate strategy. These recommendations collectively support the development and integration of scientists and technology experts into the industrial sector, fostering growth, innovation, and sustainability.

DISCUSSION

The research findings you've provided highlight several key points related to the significance of skill transformation, human resources development, and their impact on various aspects of industrial development. Let's summarize these key points: Skill Transformation and Industrial Development: The research underscores the importance of skill transformation in advancing the role of science and technology in driving industrial development. It's noted that employers are increasingly prioritizing the development of human resources (HR) skills to align with strategic objectives. Strategic Role of Human Resources (HR): The Human Resources Department plays a strategic function in aligning HR practices with a company's strategic goals. This alignment is seen as essential for enhancing overall business performance and fostering an innovative and competitive corporate culture. Individual-Level HR Development: The study emphasizes the significance of HR development at the individual level. Empowering employees to self-learn and adapt to evolving company demands can enhance productivity and career growth, particularly for scientists and technologists. Importance of Continuous Training: The research aligns with findings emphasizing the importance of continuous training and professional growth from the beginning of employment. This highlights the value of ongoing skill development for employees. Perspective Wisdom and Innovation: Perspective Wisdom is identified as having the most substantial direct impact on the Innovation Creation component. Effective knowledge sharing, as supported by Abdi et al., is noted as a factor contributing to innovation strategies and new product development. HR Information Sharing and Innovation: HR information sharing is positively correlated with perceived organizational innovation, aligning with previous research. Knowledge management is highlighted as a contributor to competitive advantages and product innovation. Professional Ethics: The study indicates that Perspective Wisdom has the most significant influence on Professional Ethics. A Learning Goal Orientation approach is suggested as a means to foster ethical concerns when sharing HR knowledge within the organization. Size of Enterprises and Adherence

to Anti-Fraud Guidelines: The research findings suggest that small and medium-sized enterprises (SMEs) do not exhibit significant differences in their adherence to anti-fraud guidelines compared to larger enterprises. This suggests that factors such as financial resources and management methods significantly affect performance development regardless of firm size. Shared Objective Across Business Sizes: The development of scientific and technical capabilities is seen as a shared objective across businesses of varying sizes in the industrial sector, emphasizing the universal importance of skill development and innovation in today's competitive landscape. These findings underscore the critical role of skill development, HR practices, and ethical considerations in driving innovation and industrial growth, with implications for organizations of different sizes.

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