

QUALITY BEAUTY SALONS, ORGANIZATIONAL AGILITY AND DYNAMIC CAPABILITIES AFFECTING THE BALANCED PERFORMANCE OF QUALITY BEAUTY SALONS IN BANGKOK AND ITS VICINITY

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ABSTRACT

This research aims to 1) examine the levels of quality beauty salons, management innovation, organizational agility, and dynamic capabilities that affect the operational efficiency of quality beauty salons in the Bangkok metropolitan area, and 2) study the influence of quality beauty salons, management innovation, organizational agility, and dynamic capabilities on the operational efficiency of quality beauty salons in the Bangkok metropolitan area. A mixed-methods approach was used, combining quantitative and qualitative research. For the quantitative research, a sample size of 400 beauty salon operators in the Bangkok metropolitan area was selected using a multi-stage random sampling method. The sample size was determined by the rule of 20 times the number of observed variables. Data were collected using questionnaires and analyzed using structural equation modeling. For the qualitative research, in-depth interviews were conducted with 18 key informants, consisting of medical professionals at beauty salons in Bangkok and surrounding provinces (Nonthaburi, Nakhon Pathom, Samut Sakhon, Pathum Thani, and Samut Prakan). The findings show that 1) quality beauty salons, management innovation, organizational agility, and dynamic capabilities all significantly influence the operational efficiency of quality beauty salons in the Bangkok metropolitan area, and 2) these factors have a statistically significant impact on operational efficiency at the .05 level.

Keywords: Quality Beauty Salons, Dynamic Capabilities, Operational Efficiency.

INTRODUCTION

The Current Landscape of the Beauty and Aesthetic Industry in Thailand: A Rapidly Evolving Sector In recent years, Thailand's beauty and aesthetic industry has undergone rapid transformation. Studies examining the impact of artificial intelligence on innovation management highlight potential

restructuring of innovation processes (Haefner et al., 2021) The agility of supply chains is characterized by dimensions such as speed, responsiveness, capability, and flexibility, serving as an evaluation approach and a trade-off between costs and benefits of implementation (Bharat Singh Patel & Murali Sambasivan, 2021) In the modern era, trends show that younger generations desire better body shape, facial appearance, skin, and personality to boost their self-confidence. Beauty and aesthetics have become core values for Thai consumers, and this trend is expected to gain even more importance in the future. Beauty is now seen as a societal value that spreads across various groups. Initially, skincare and facial care were mainly popular among middle-aged women with high purchasing power. However, interest in skincare and appearance has expanded to include teenagers, university students, and an increasing number of men. This shift in beauty values stems from changes in lifestyle and the need for better appearance in professional and social interactions, reinforcing self-confidence and enhancing personal image

Beauty clinics are one of the booming industries generating significant profits for entrepreneurs. This is reflected in the industry's turnover, which exceeds 12 billion THB annually. The growing customer base spans all genders and ages, from students and working professionals to the elderly. As a result, entrepreneurs are recognizing opportunities and entering the beauty market. This has led to intense competition as businesses strive to attract the most clients (Kasikorn Research Center, 2018) The cosmetic surgery industry in Thailand is a rapidly growing and highly attractive sector, with increasing popularity. Since 2004, the market value of Thailand's cosmetic surgery industry has grown annually, reaching 20 billion THB by 2012. This growth is driven by various factors, including advanced technology and skilled medical professionals. By 2016, the market value of the aesthetic surgery sector rose to 30 billion THB (Tappayakul, K., Thanapotivirat, P., & Boonlab, S. 2020) representing significant growth compared to Thailand's overall economic conditions. Statistics from 2014 indicate that Thailand ranked 22nd globally for the number of cosmetic procedures performed, placing fifth in Asia and first in Southeast Asia. In an era where health and beauty awareness is on the rise, these trends align with Thailand's growing beauty market. The modern consumer's demand for skincare and beauty services continues to drive Thailand's aesthetic medicine sector forward. In 2021, the market value was approximately 50 billion THB, fueled by both Thai consumers and international medical tourists. Thailand's accessible service costs, compared to the global average, combined with government support for medical tourism, have positioned the country as a leading hub for aesthetic procedures in the Asia-Pacific region. The trend of aesthetic treatments and surgeries remains strong in Thailand, keeping pace with global beauty trends. This is especially true for Gen Y women and the LGBTQIA+ community, who place significant importance on aesthetics and are willing to spend on aesthetic medicine. The male and Gen Z demographic also represents a growing market for aesthetic services. The majority of treatments sought by consumers focus on skin care and maintenance, often accompanied by other procedures (SCB Economic Intelligence Center, 2024) Organizational awareness, structure, technological adoption, readiness for change, and collaboration with stakeholders are essential factors driving organizational agility. Leadership plays a crucial role in fostering agility within organizations (Menon & Suresh, 2021) The influence of innovation management factors impacts the dynamic capability factors and performance of small and medium enterprises (SMEs), which is consistent with empirical data (Supattra Pranee et al., 2020) By integrating dynamic and strategic capabilities, companies can operate effectively in international contexts (Brock & Hitt, 2024) The Balanced Scorecard (BSC) serves multiple roles, including aligning vision and mission, measuring competitive advantage, guiding strategic decisions, and facilitating organizational learning. It can be applied to both large enterprises and small to medium-sized businesses, which may use a limited set of key indicators (Silalahi, 2023).

The beauty and aesthetic business holds immense growth potential, with consumers prioritizing quality services. Perceived service quality is influenced by the behavior of sales and procurement staff, which may mirror trends seen in other similar markets (Rojas, Coluccio & Vega, 2018). While cosmetic surgery abroad remains popular, safety standards are the most critical factor for consumers. This study aims to assess the quality of beauty clinics, innovation management, organizational agility, and dynamic capabilities that affect the operational performance of quality beauty clinics in Bangkok and its metropolitan areas. Additionally, it seeks to understand the influence of these factors on operational performance. This research supports the enhancement of quality beauty clinic management through dynamic capabilities, contributing valuable insights for those interested in exploring beauty clinic quality, innovation, organizational agility, and dynamic capabilities further.

OBJECTIVE

1. To study the levels of quality beauty salons, management innovation, organizational agility, and dynamic capabilities that affect the balanced operational performance of quality beauty salons in Bangkok and its metropolitan areas.
2. To examine the influence of quality beauty salons, management innovation, organizational agility, and dynamic capabilities on the balanced operational performance of quality beauty salons in Bangkok and its metropolitan areas.

METHODOLOGY

This research adopts a mixed-methods approach, combining quantitative and qualitative research, as described below:

1. Quantitative Research

The researcher collected data using questionnaires concerning quality beauty salons, management innovation, organizational agility, and dynamic capabilities that affect the balanced operational performance of quality beauty salons in Bangkok and its metropolitan areas. The data collected was used to analyze structural equation modeling (SEM) and conduct statistical analysis using the AMOS software (Diamantopoulos & Siguaw, 2000).

2. Qualitative Research

The researcher conducted in-depth interviews, targeting a specific population and sample group through purposive sampling. The data obtained from fieldwork interviews was analyzed to develop a causal factor model influencing quality beauty salons, management innovation, organizational agility, and dynamic capabilities that affect the balanced operational performance of quality beauty salons in Bangkok and its metropolitan areas. This process aimed to validate the relevance and consistency of variables and factors.

POPULATION AND SAMPLE

The population for this research consists of beauty salon entrepreneurs in Bangkok and the metropolitan area. Since the exact population size is unknown, the researcher calculated the sample size using a formula designed for cases where the population size is not known. A purposive sampling method was applied (Kanlaya Vanichbancha, 2015), with a confidence level of 95% and a margin of error not exceeding 5%.

In this study, the researcher examined a sample of beauty salon entrepreneurs in Bangkok and the metropolitan area. As the population size is unknown, the sample size and selection method were

determined using statistical techniques for structural equation modeling (SEM) with a multivariate approach. The criterion for determining the sample size is 20 times the number of observed variables used in the program (Schumacher & Lomax, 1996; Hair et al., 1998), or a ratio of 1:20. This study includes 20 observed variables, resulting in a sample size of (20 x 20), which equals 400 samples. The selected sample consists of beauty salon entrepreneurs from Bangkok and five surrounding provinces: Nonthaburi, Pathum Thani, Samut Sakhon, and Samut Prakan, totaling 400 samples. The calculated sample size represents the minimum number required for data analysis using structural equation modeling techniques. Hence, the sample size in this study is considered sufficient for statistical analysis.

SAMPLE SELECTION

This research employs the following sampling methods:

Part 1: Qualitative Research

The key informants for in-depth interviews are physicians from beauty clinics in Bangkok and its metropolitan area, with 3 participants from each province, totaling 18 participants (3 x 6 = 18). The sampling method used is purposive sampling.

Part 2: Quantitative Research

The sampling method employed is probability sampling. The respondents of the questionnaire are 400 beauty clinic entrepreneurs in Bangkok and its metropolitan area. This sample size is sufficient for data analysis using structural equation modeling (SEM). Therefore, the sample size in this research is considered reliable.

SCOPE OF THE RESEARCH

The researcher has defined the scope of the study into four aspects as follows:

1. Content Scope

This study focuses on examining quality beauty clinics, management innovations, organizational agility, and dynamic capabilities that influence the balanced operational performance of quality beauty clinics in Bangkok and its metropolitan area. The research covers four key aspects:

- 1.) Quality beauty clinics
- 2.) Management innovations
- 3.) Organizational agility
- 4.) Dynamic capabilities that impact the balanced operational performance of quality beauty clinics in Bangkok and its metropolitan area.

2. Population Scope

The population for this research consists of beauty clinic entrepreneurs in Bangkok and its metropolitan area. Since the exact population size is unknown, the researcher employed a formula for determining the sample size for an unknown population. Subsequently, purposive sampling (as described in Kanlaya Vanichbancha, 2015) was used to select samples based on the proportion of the population in each category. A confidence level of 95% and a maximum acceptable error margin of 5% were applied.

3. Variable Scope

- Independent Variables: Four aspects:

- 1.) Beauty clinics
- 2.) Management innovations
- 3.) Organizational agility
- 4.) Dynamic capabilities

• Dependent Variable: The balanced operational performance of quality beauty clinics in Bangkok and its metropolitan area.

4. Scope of Research Area and Duration

This research was conducted in Bangkok and its metropolitan area, including Bangkok, Nonthaburi, Nakhon Pathom, Pathum Thani, Samut Sakhon, and Samut Prakan. The research period spans from January 2024 to December 2024.

Data Collection

For quantitative data collection, the researcher distributed questionnaires to 400 participants, with the following steps:

1. Coordinated with relevant personnel to request a formal permission letter from the Graduate School of Suan Sunandha Rajabhat University to beauty clinic entrepreneurs in Bangkok and its metropolitan area, seeking authorization to collect data from personnel within beauty clinics in these areas.
2. Explained the research objectives to representatives of the beauty clinic personnel in Bangkok and its metropolitan area and personally distributed the questionnaires to them.
3. Collected data from 400 beauty clinic personnel within the specified areas and followed up until the data collection was complete and reached the required number.
4. Reviewed the completed questionnaires for accuracy and completeness, encoded the data, and analyzed it using statistical software.

Qualitative Data Collection

For qualitative data collection, the researcher conducted in-depth interviews with a sample of 18 participants, following these steps:

1. Coordinated with relevant personnel to request a formal permission letter from the Graduate School of Suan Sunandha Rajabhat University to beauty clinic entrepreneurs in Bangkok and its metropolitan area, seeking authorization to collect data from personnel within beauty clinics in these areas.
2. Explained the research objectives to physicians at the beauty clinics in Bangkok and its metropolitan area, informing them about the study. Structured interviews were used as the data collection tool, focusing on topics related to the theoretical framework and hypotheses of the study. Pre-prepared interview questions were used consistently for all interviewees, with the researcher personally conducting the interviews.
3. Collected data from 18 physicians at beauty clinics in Bangkok and its metropolitan area and followed up to ensure completion of the required sample size.
4. Reviewed the completed interviews for accuracy and completeness, then used statistical software to assess and analyze the collected data.

RESULTS

Research on High-Quality Beauty Clinics: Management Innovation, Organizational Agility, and Dynamic Capabilities Affecting Balanced Operational Performance in Bangkok and Metropolitan Areas

The objectives of this research are:

1. To study the levels of high-quality beauty clinics, management innovation, organizational agility, and dynamic capabilities that influence the balanced operational performance of high-quality beauty clinics in Bangkok and its metropolitan areas.
2. To examine the influence of high-quality beauty clinics, management innovation, organizational agility, and dynamic capabilities on the balanced operational performance of high-quality beauty clinics in Bangkok and its metropolitan areas.

This research adopts a mixed-method approach, combining quantitative and qualitative research. The study synthesizes relationships between variables to formulate hypotheses, which are subsequently tested using statistical methods to verify the relationships and their levels of influence.

The researcher initially developed a conceptual framework, which was later tested against empirical data to ensure the most accurate alignment. Data collection involved in-depth interviews with sample groups, surveys, and a review of relevant literature.

The research examined relationship models and the influence weights between each pair of variables, which include variables related to high-quality beauty clinics, management innovation, organizational agility, and dynamic capabilities.

Data were analyzed using statistical software specifically designed for social science and demographic research. The results from the quantitative analysis were further explained and supplemented with qualitative data.

The analysis process followed the structural equation modeling (SEM) approach to identify causal relationships and the influence (cause and effect) between variables, in line with the established hypotheses.

Research Findings and Discussion. The results of this research address the objectives and can be discussed as follows: 1) It was found that the quality of beauty clinics is at a moderate level. This can be explained in the context of the current situation, where competition in the high-quality beauty clinic industry is increasing. The emergence of network-based beauty clinics with strong financial backing and efficient management has pressured traditional beauty clinics to adapt.

To survive in this highly competitive market, high-quality beauty clinics must focus on developing and maintaining quality standards in terms of facilities, equipment, and services. Additionally, the integration of new technologies into medical services is essential for enhancing competitiveness and sustaining their market presence.

The level of the management innovation variable is high. This can be discussed in relation to the current situation and context. Management innovation plays a crucial role in the success of organizations across all sectors, whether in the service industry, beauty clinics, or manufacturing organizations.

The increasing competition has driven organizations to adapt and modernize their management systems. Management innovation is essential not only for developing new products or services but also for improving internal processes, enhancing efficiency, reducing production costs, increasing flexibility, and responding to market demands more quickly.

Organizations with strong management innovation capabilities can rapidly adjust to changing competitive landscapes. Incorporating innovation into internal processes not only reduces operational

costs but also enhances competitiveness by delivering high-quality products and services in a timely manner, aligned with market needs.

The level of organizational agility was found to be at the highest level. This can be discussed in relation to the current situation and context. The research results indicate that organizational agility is at the highest level, reflecting the importance of adaptability in beauty clinics in Thailand.

In an era of rapid change and intense competition, highly agile organizations are capable of responding quickly and effectively to various changes, whether in internal management, human resource management, or customer service. Today, quality beauty clinics in Thailand face challenges from multiple directions, including adapting to new technological advancements, shifts in consumer behavior, and increasingly strict regulations.

Highly agile organizations can adjust their strategies and processes to respond promptly and effectively to market demands and changes, leading to competitive advantages. Organizational agility in quality beauty clinics also involves integrating technology into operations, enabling faster and more accurate customer service.

The ability to respond to changing consumer demands and evolving regulations is a key factor in ensuring the survival and growth of quality beauty clinics. Clinics with high agility can effectively navigate changes, ensuring continued competitiveness and success in the beauty industry.

The level of dynamic capability was found to be at the highest level. This can be discussed in relation to the current situation and context, reflecting the ability of quality beauty clinics to recognize business opportunities, adapt to changing situations, and enhance their processes for greater efficiency. The role of dynamic capability in the management of quality beauty clinics is crucial in several areas. Dynamic capability is an important indicator that enables beauty clinics to quickly seize new opportunities in the market, whether it is developing new products or expanding services to meet consumer demand. For example, it could involve monitoring changing consumer health trends, such as the growing demand for dietary supplements in line with evolving wellness trends. This ability allows beauty clinics to stay ahead of market changes, ensuring that they can continually adapt and innovate, effectively responding to consumer needs and securing their position in the competitive market.

The results of the research addressed the objectives of the study. 2) The objective was to study the influence of the quality of beauty clinics, management innovation, organizational agility, and dynamic capability on the operational performance equilibrium of quality beauty clinics in Bangkok and the surrounding areas. It was found that the variables in all factors together can predict the dependent variable by up to 40%. The study discovered that all the developed pathways of causal relationships are consistent with the research hypotheses. The results can be discussed in each relationship pathway as follows:

The research findings indicate that the quality of beauty clinics consists of five components: 1) Facilities and equipment, 2) Management for quality, 3) Good service, 4) Compliance with regulations and professional ethics, and 5) Community and social engagement. These factors directly influence the operational performance equilibrium of quality beauty clinics in Bangkok and its surrounding areas. This can be discussed as follows: The location and equipment are basic factors that affect the quality of service in beauty clinics. A clean, well-organized environment with clearly separated areas for services provided by professionals and customer spaces helps create customer confidence in the safety and quality of services. These elements contribute to the sustainability of business operations and enable quality beauty clinics to compete in a highly competitive market, which aligns with the literature by Phalinsu Angsunakul (2023).

The research findings indicate that management innovation, consisting of three components: 1) Marketing innovation, 2) Product innovation, and 3) Process innovation, has a direct influence on the operational performance equilibrium of quality beauty clinics in Bangkok and its surrounding areas. This

can be discussed as follows: Marketing innovation in the quality beauty clinic business is a key factor in enhancing operational efficiency across multiple dimensions. In Bangkok and its surrounding areas, where competition is high and numerous beauty clinics provide services in close proximity, adopting marketing innovation is an important strategy to create differentiation and attract customers. Marketing innovation helps quality beauty clinics effectively reach their target audience through marketing channels, particularly as digital technology plays a crucial role in consumers' daily lives. The adoption of online marketing strategies is instrumental in the promotion of quality beauty clinics. Product innovation is another significant factor that contributes to the success of quality beauty clinics in Bangkok and its surrounding areas. Developing new products that meet customer demands is essential for staying competitive and relevant. This aligns with the literature by Sudarat Phimolrattanakarn (2019) and Warunee Kulrattanavichitra (2017).

The research findings indicate that organizational agility, consisting of four components: 1) Responsiveness, 2) Performance, 3) Flexibility, and 4) Speed, has a direct influence on the operational performance equilibrium of quality beauty clinics in Bangkok and its surrounding areas. This can be discussed as follows: Responsiveness refers to the ability of the beauty clinic to quickly respond to customer demands and market changes, especially in Bangkok and its surrounding areas, where competition is high. Quality beauty clinics that can promptly meet customer demands will enhance customer satisfaction. This aligns with the literature by Neeranuch Phothiniam (2019).

The research findings show that dynamic capability, consisting of three components: 1) Opportunity recognition, 2) Opportunity selection, and 3) Ability to adapt, has a direct influence on the operational performance equilibrium of quality beauty clinics in Bangkok and its surrounding areas. This can be discussed as follows: Opportunity recognition refers to the ability of quality beauty clinics to identify market trends and shifts, as well as detect changes in consumer demands, which are continuously evolving. In the context of Bangkok and its surrounding areas, a highly competitive environment, recognizing opportunities in advance gives quality beauty clinics an advantage in adapting to market conditions and enhances their competitive edge. Currently, there is a growing interest in holistic health products, and consumers are focusing more on health-related offerings. This aligns with the literature by Buntarika Wongwanitch and Kritsada Chiarawatsuks (2021).

CONCLUSION AND FUTURE WORK

Due to the rapid changes brought about by the adoption of digital technology in improving business processes, the world is experiencing faster transformations. Organizational change is now an essential aspect that cannot be avoided in the current environment. The operational efficiency of beauty clinics in Bangkok and the surrounding metropolitan areas reflects their agility in adapting to the evolving market. The researcher proposes that the beauty clinic industry is highly adaptable to changing circumstances. However, policymakers and regulators involved in overseeing vitamins and dietary supplements should avoid implementing swift or crisis-driven policy changes, as this may negatively impact technology and business practices. It is crucial for business strategies to align with regulatory requirements in a timely and effective manner to ensure the business's success. Entrepreneurs should focus on innovation and adopt defensive strategies, while also exploring opportunities in related products such as dietary supplements and health and beauty products. The research findings suggest that these insights can be applied both academically and practically. Beauty clinics and similar businesses can use this research to refine internal management policies, ensuring they align with the study's context. The results can guide the development of actionable policies and their implementation through collaboration with internal stakeholders, ensuring that these policies are practically applied and adopted within beauty clinics.

RECOMMENDATIONS FOR FUTURE RESEARCH

1. It is recommended to conduct in-depth studies at the national level across different regions, as there are variations in the use of beauty clinic services based on cultural beliefs among different groups of customers. Additionally, brand loyalty and the type of vitamins or supplements preferred could be considered as factors influencing customer choices.
2. Further research should explore other factors that could influence the operational performance equilibrium of beauty clinics in Bangkok and its surrounding areas. These additional factors might enhance the predictive accuracy of the influence on operational outcomes. If these factors are included in the structural equation model (SEM) from this research, the predictive power could reach 40%. This suggests that there are still other factors that need to be studied and incorporated into the model to improve its comprehensiveness.

Based on these recommendations, beauty clinics can use the research findings to better understand the critical factors influencing their operational performance. This can help reduce uncertainty and risks in business operations, enabling effective planning and implementation of changes within the clinic. Furthermore, the findings can serve as a guide for improving the performance of both management and personnel within beauty clinics.

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