

BUSINESS MANAGEMENT PROCESS AND THE BUSINESS COMPETITIVENESS OF THE SPORTS APPAREL PRODUCTION AND DISTRIBUTION BUSINESS AFTER COVID-19 OUTBREAK

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### Abstract

This research concerns the sports industrial business competitive situation after COVID-19 outbreak. The objective of this research is to develop a relationship model of the electronic complaint management process and the quality of electronic service with the competencies of the sports apparel production and distribution business. This research is a mixed method between quantitative research and qualitative research. Using quantitative research to test the cause-and-effect relationship of factors regarding electronic complaint management processes and electronic service quality and business competencies. By collecting data using questionnaires with sports apparel business groups in Thailand, that are registered with the Department of Business Development in 2022, a total of 476 businesses, the sample size was 165 samples, qualitative research conducted by the in-depth interview and confirmed the results of the in-depth interview. By organizing a group discussion with the Federation of Thai Industries committee. Three people from the sports industry group and two sports business management academics analyzed the data using confirmatory factor analysis. and structural equation models.

The results of the hypothesis research found that 1) The electronic complaint management process has a direct influence on business competencies. and has an indirect influence on the potential of the business through the quality of electronic service. 2) The electronic complaint management process has a direct effect on the quality of electronic service and 3) the quality of electronic service has directly affected the competencies of the sports

apparel production and distribution business. The analysis found that the hypothesized model is consistent with the empirical data. It is considered to pass the criteria with a  $\chi^2$  value equal to 59.96, a p-value equal to 0.08, a  $\chi^2/df$  value equal to 1.62, a GFI value equal to 0.97, an AGFI value equal to 0.97, and an RMSEA value equal to 0.03. Therefore, it can be explained that the quality of electronic services under the components service efficiency system availability compliance and privacy have a direct influence on the growing competencies of sports apparel manufacturing and distribution businesses.

**Keywords:** Sports Apparel Production; Distribution Business After COVID-19 Outbreak; Business Management Process.

### **State of problem**

In the sector of manufacturing and distribution of sports apparel is a business group that is very important to the national economy. Thailand has only 30% of domestic production and distribution, and another 70% is imported from abroad. with an overall market value of 8,700 million baht, with an average annual growth rate of 5 to 7 percent (Marketeer. 2019). A foreign country with the competencies to produce high-standard sportswear products has made Thailand a production base for sportswear for sports clubs in both Europe and the United States. And before the outbreak of the corona virus infection 2019There is a continuous increase in the production rate. In the year 2017, the production value is over 45,000 million baht, the market value of the business is growing steadily. causing Thai entrepreneurs to increase production and expand their business to foreign countries especially in neighboring countries where production costs are cheaper than Thailand. In 2018, there were 14 Thai sportswear manufacturing businesses operating in neighboring countries with 39 overseas factories and creating value for the Average annual exports of 15,000 million baht (Department of Business Development, 2021).

The production and distribution of sportswear is therefore another type of business that is necessary to study and research to find ways to manage the business to survive and to create business competencies to be able to return to the status quo. normal and has increased business competencies after the outbreak of the infectious disease Coronavirus 2019 to be a business

group that can drive the economy of Thailand to recover after the epidemic. Because the sportswear manufacturing and distribution business is a business with a large supply chain involving various businesses, the recovery of this business will allow businesses in the apparel manufacturing and distribution supply chain to sports attire has commercial value as well. The form of business operations in the sportswear group has changed. Information technology systems are increasingly being used in production and distribution. This change is a result of changes in consumer behavior. Thomas, et al. (2020). The important point about sports competitiveness before are growing rapidly and have the investment attractiveness, after covid outbreak most of business sectors are finding the recovering process to be the fast competitive business and become the leader as before.

Due to the problem of the epidemic, the limitations in the lives of society and customers have changed. Including limitations in terms of policy and economic impact, the current sports apparel manufacturing and distribution business must find ways to manage the business to survive during the crisis and strengthen competencies of the business to be able to grow and come back to compete in the apparel industry market. This research will therefore conduct a study to present a business management approach to increase the competencies of the sports apparel production and distribution business after the outbreak of the coronavirus disease 2019. By conducting this study, has introduced the concept of service quality through electronic systems. The concept of handling complaints electronically to be studied to increase the competencies of the business. The results of this research can be used as a guideline and can be applied effectively in the sportswear business and other businesses in the sports industry.

### **Research objectives**

1. To study the direct and indirect influence of the electronic complaint handling process on the competencies of sports apparel production and distribution business.
2. To study the influence of the electronic complaint handling process on the quality of electronic service delivery.

3. To study the influence of the quality of electronic services on the competencies of sports apparel production and distribution business.
4. To develop a relationship model of the electronic complaint handling process and the quality of electronic service delivery with the competencies of the sports apparel production and distribution business.

### **Research hypothesis**

H1: Electronic complaints handling procedure under the elements responding to using customer service compensation and contact directly influence the competencies of sports apparel production and distribution business. and indirectly influences the competencies of sports apparel production and distribution business through the quality of electronic services.

H2: Electronic complaints handling Procedure under the elements responding to using customer service compensation and contact have a direct influence on the quality of electronic service delivery.

H3: Electronic service quality under the constituents' service efficiency system availability compliance and privacy directly influences the viability of a sports apparel manufacturing and distribution business.

### **Concepts and theories about the electronic complaint handling process.**

Parasuraman, Zeithaml, & Malhotra (2005). The quality of service needed to extend to online for business or organizations have evaluated the satisfaction of customers who come to use the service; therefore, it is necessary to develop more standardized service tools to create multi-dimensional online measurement. The first level of electronic service quality (E-S-Qual) has been developed from 22 service dimensions but has been developed into 4 dimensions as follows: Efficiency Used to access various information, fulfillment (fulfilment) is a contract about sending orders. And the list of actual services, system availability (system availability), technical correct operation of the website and privacy (Privacy) is the level of security of the website. and protect customer data And the second level is the process of handling complaints electronically,

which has 11 items, but was developed to use only 3 service dimensions: response, compensation and contact is intended for evaluating the service quality of the website in response to customer problems or used to answer questions with customers, thus indicating that credibility and the validity of the electronic complaint handling process. (E-Recs-Qual) Further investigation is needed in the context of higher problem sites; the scholars also suggest that these two scales may be adjusted to measure the quality of service of a site to achieve that performance. good and make customers satisfied.

By Wang (2011). An earlier study revealed that customer complaints of service failures, a second chance to serve them and fix their problems, called Electronic Complaint Handling Process electronically if the customer is satisfied with the performance Electronic Complaint Handling Process Customers are happier than ever using the service, so a successful electronic complaint handling process can generate revenue. and build loyalty to businesses or organizations. Efforts to recover high service can increase customers significantly. and strengthen customer motivation to spread positive word of mouth.

Electronic Complaint Handling Process (E-Recs-Qual), the researcher therefore concluded that Electronic Complaint Handling Process It is a method for solving basic problems from providing electronic services. When customers experience problems using the service, it is necessary to be resolved by the service business to provide effective service. and service standards for using the service and in addition, customers are satisfied Generate loyalty electronically, therefore will make the business successful accordingly. And as a by-product, customers are positively word of mouth. make the image of the business.

#### **Concepts and theories on electronic service quality of sports apparel production and distribution business in Thailand.**

Sahadev & Purani (2008) found that privacy, fulfillment, system readiness availability and efficiency examine the relationship between the dimensions of the quality of electronic services, customer satisfaction, trust. and business loyalty the reliability of the service relates to the customer's perception of the reliability of the website, such as confirmation emails for order

tracking functionality. and the validity of the service contract Responsive refers to the customer's perception of getting help when needed by an automatic or human factor. Assurance involves the customer's perception of their confidence and trust in the website. Personalization refers to a customer's perception of their individual interests. and different services tailored to your needs. and preferences of the individual.

Zarei (2010) found that a thorough literature review on E- service quality of sports business proposed E-SERVQUAL with the dimension of efficiency system availability privacy, assurance, trust, site aesthetics, responsiveness, and contact noted that the scale does not cover all the points for measuring the quality of online banking confidence Trust and credibility have been found to be important dimensions and must be added as far as financial services are concerned.

Ranjbarian, et al., (2012) found that the authors proposed six dimensions of performance: efficiency, system availability, fulfillment, privacy, responsiveness, contact, and electronic service quality affecting electronic banking satisfaction and customer loyalty are consistent with Eduardo (2013). Based on a detailed qualitative analysis of the Bank's electronic system, it was determined that the quality of the bank's electronic services is the accessibility, system availability, accuracy, product service quality, responsiveness, security, privacy, and usability)

According to a literature review on the e-service quality of sports apparel manufacturing and distribution businesses in Thailand, four factors were most used in the research. The researchers concluded that the components of service quality of sports apparel manufacturing and distribution business in Thailand (E-S-QUAL) consist of 4 elements: 1. Efficiency of use 2. System availability 3. Fulfillment and 4. Privacy.

#### **Competencies of sports apparel production and distribution business in Thailand**

Sun & Lin (2009). The business empowerment concept is a post-event measurement index that measures the internal state of customer sentiment about past purchases. and product experience measuring customer satisfaction levels quite important because satisfaction with the service influences the customer's decision. Ranjbarian, Fathi, & Zey (2012) stated that the competencies concept of a customer's business. Online is the result of customer perceptions

about how comfortable an online trading method is. and transactions, website design, security, and electronic online services. Polites, Williams, Karahanna, & Seligman (2012) state that business competencies It is an evaluation concept based on customer satisfaction. Towards the online experience that is playing an important role in e-commerce. Online service providers need to know how their prospective customers search for information online to assess online purchase intent. And understand the factors that drive purchases. Therefore, service providers may need to customize their online channels to meet customer needs. Improving the quality of service and customer satisfaction.

Obra & Melendez (2013) the importance of understanding electronic preferences because it is considered an important factor. and as it relates to the electronic loyalty factor. Satisfaction in the traditional concept evaluates the experience of previous customers. and the customer's emotional reaction regarding the experience of providing products to the realization of business competencies, Chen, Martin, & Merchant (2014) concepts of business competencies and fulfillment, goals or desires are reflected in the overall attitude of the customer. or customer to online merchant or emotional interaction is also what customers expect online or platform systems Blut, et al., (2015). The customer's overall judgment as to what a product or service provides. (or is procuring) satisfaction levels of compliance with respect to consumption It can also be defined as a comparison result between what the customer expects about the provider's service and what the customer receives under actual conditions.

Kotler (2016 Business Competencies Concepts) states that satisfaction is generally the customer's feelings when customers feel satisfied or disappointed because of comparisons between product performances. And the service that customers expect in an online context, satisfaction is often referred to as business competencies. So, it can be concluded that Business Efficiency is an assessment of the competitive advantage of e-businesses that lead to satisfaction with products and services that have a positive effect on customer loyalty. customer satisfaction to have the competencies to be a source of revenue in the future, especially repeat purchases, resale, reducing future customer transaction costs. and open to new product lines, brand extensions and value-added services in the future.

Based on the literature review of business competencies theories. So, it can be concluded that Theoretical ideas about business competencies as experience and the expectations of prospective customers because of pre-existing emotional states, such as using the service through booking agents on platforms, websites, or purchasing products through online stores. And other transactions. Business competencies is an evaluation of the competitive advantage of business on electronic. Currently, many businesses are generating profits from generating sales through online media, various electronic media, feedback has been brought. And there are customer reviews. To develop the business to be successful, making the business have a higher standard in responding to customers.

#### **The relationship of the electronic complaint handling process to business competencies through electronic service quality.**

Maxham (2001) studied that the electronic complaint handling process On the Internet is one of the key factors of business competencies customers and loyalty electronic systems such as mobile banking. and other transactional services are required to use quality recovery services expected to provide problem services for customer complaints. This will cause customer satisfaction, which means that the higher the complaint handling rate service failure level, the higher the customer satisfaction will also be higher, and if the complaint handling level service is failure. At low levels, customer satisfaction is declining, the effect was found. complaint handling Much has a positive effect of satisfaction. or repurchase intention and the research found that Electronic Complaint Handling Process have a positive relationship business competency.

Huang, Yang, Jin, & Chiu (2004) studied to find the impact of electronic service quality. and the quality of the electronic complaint handling process to the satisfaction of consumers in the Lazada online marketplace. Lazada, as an online service provider, has made various efforts to improve the quality of service and respond to each complaint in a good way. The random sampling technique used in this research was a purposive sampling. The results showed that the electronic complaints handling process has a positive effect on a business's ability to revisit Lazada's online marketplace.

Tojib, Sugianto, & Sendjaya (2006) studied the effects of electronic service quality. and electronic complaint handling procedures to the competencies of the customer's business. and electronic customer loyalty. This research is arising from the increasing number of users of the Shopee app resulting in complaints about this research electronic service. It is a type of causal research using a quantitative method. The sampling method is a bore sampling method. The data analysis in this study was used PLS path analysis. Electronic service quality and electronic service recovery have a significant and positive effect on customer satisfaction and customer loyalty.

Therefore, in this research study the objective of the researcher was to confirm the relationship of the electronic complaints handling process to the competencies of sports apparel manufacturing and distribution businesses through electronic service quality. according to hypothesis 1

**Hypothesis 1:** The electronic complaint handling process directly influences the business competencies. and indirectly influences the competencies of the business through the quality of electronic service delivery.

#### **The relationship of the electronic complaint handling process and the quality of electronic service delivery.**

Maxham (2001) The sports industry, when experiencing a crisis of contagious disease, has changed the business process. The business has learned to develop internal processes for more efficient service quality through the electronic complaint handling process. Complaint management focuses on responding to changes in consumer behavior after the outbreak of the coronavirus disease 2019.

Responding to the needs of customers in the sports apparel manufacturing and distribution business requires responses to the use of services to obtain accurate information on demand. to know what the customer truly wants and when the customer has a complaint about what the business has done wrong, whether caused by a person or an error caused by the system, there must be a process to compensate for what is wrong for the customer. It also requires effective

communication to show a willingness to take responsibility for what goes wrong. All these factors affect the quality of service (Ivan, et al., 2023).

In this regard, Jumadi, et al. (2017) described the relationship between complaint handling process and service quality in terms of coherent relationship. It has been shown that businesses having effective complaint handling processes will change the quality of service accordingly. Sayyed, et al., (2015). The provision of services that meet the needs causes the efficiency of the service to be increased. Availability of the system to serve customers Effectively complying with the systems set by the business and preserving customer privacy.

Therefore, in this research study the researcher aims to confirm the relationship of the electronic complaint handling process with the quality of electronic service delivery. according to hypothesis 2

**Hypothesis 2:** Electronic complaint handling process directly influences electronic service quality.

#### **Relationship of quality of electronic services and business competencies.**

Sahadev and Purani (2008). Relationship between dimensions of electronic service quality, customer satisfaction, trust. and electronic loyalty. The results showed that the size of electronic service quality had a positive effect on both customer satisfaction and trust. The results also revealed customer satisfaction. and trust directly affecting loyalty, consistent with Chang, Wang, and Yang (2009) studying about To create a model to represent the link between the quality of electronic service delivery. Data is collected using online website customer survey questionnaires. Statistical analysis results indicate that electronic service quality has a positive effect on customer satisfaction, which leads to loyalty. In addition, the results reveal higher value to customers. and has a higher level of loyalty.

Wenying and Sun (2010) have studied the relationship between electronic service quality, electronic customer satisfaction, perceived value and empirical loyalty. Collect data from online customers and use structural equation models to test relationships. The results showed that the image of electronic services has a positive influence on customer satisfaction, perceived value.

and electronic loyalty in addition, the research found that both customer satisfaction. And perceived value directly affects loyalty.

Ghane, Fathian, and Gholamian (2011) studied the quality of electronic services includes efficiency. compliance system availability and privacy, therefore, the quality of electronic services Affects the level of customer satisfaction. The quality of service especially in customer service will be satisfied if they received good service or as expected. Satisfied customers indicate the possibility of using the same service repeatedly, indicating that the quality of service has a positive effect. demonstrates the relationship between electronic service quality Customer Value and Customer Business Competencies in Traditional Contexts This article attempts to go further and discuss the links between the various dimensions of these concepts in an online context for a wine website using a sample of Internet customers found. Effects of quality dimensions of electronic service delivery, usability, design, security, privacy dimensions. and credibility It has a positive effect on customer satisfaction electronically, so from a management point of view to add value. and customer satisfaction electronically an online wine shop should focus on different dimensions of electronic service quality. especially easy to use Internet user research, offering various search options and offering customers a variety of payment methods.

Therefore, in this research study the researcher aims to confirm the relationship between electronic service quality and business competencies. according to hypothesis 3

**Hypothesis 3:** Quality of electronic services under components service efficiency system availability Compliance and privacy directly influence the viability of a sports apparel manufacturing and distribution business.

### Method to Conduct the Study

Subject research “Business management approaches to increase the competencies of sports apparel production and distribution businesses after the outbreak of the coronavirus disease 2019” is a mixed method research. Quantitative (Quantitative Research) and qualitative research methods (Qualitative Research) by using quantitative research as the main method. and complementary qualitative research methods to help clarify and confirm the quantitative research

findings (Creswell. 2013). The research was descriptive. Used business enterprises for the production and distribution of sports apparel in Thailand. as an analytical unit which has research methods used in conducting research

### **Population and sample**

The population used for this research was business owners. Executives or managers of sports apparel business in Thailand Registered with the Department of Business Development, 2021, in the amount of 476 places, his study collected data from all populations.

The sample group in this quantitative research was the business of manufacturing and distributing sports apparel in Thailand. which are registered with the Department of Business Development in 2021 in the amount of 476 places with business owners Executives or managers are units of analysis. Criteria used to define samples are samples per observable variable. should not be less than 15:1 (Hair et al. 2010). In this study, there were 11 variables observed, therefore, the sample size was not less than 165 samples.

Key informants in qualitative research Key informants and theoretical sampling were selected by the researcher using Purpose Sampling method with in-depth interview and non-participant observation. (Non-Participant Observation) and focus group discussions from experienced key informants. because it can be interpreted very well (Chai Pothisita, 2013), namely the Federation of Thai Industries Sports Business Industry Group which supervises members in the sports industry, consisting of 5 members, consisting of 3 sports business industry council committees, based on the criteria for considering positions in the Federation of Industry Experience related to the sports apparel business and academics in sports business management, amounting to 2 people, based on the criteria for considering their experience in sports business And academic works in sports management to obtain accurate and diverse data by purposive sampling and analyzed to obtain information for further research conclusions (Khare et al., 2015).

### **Research Results**

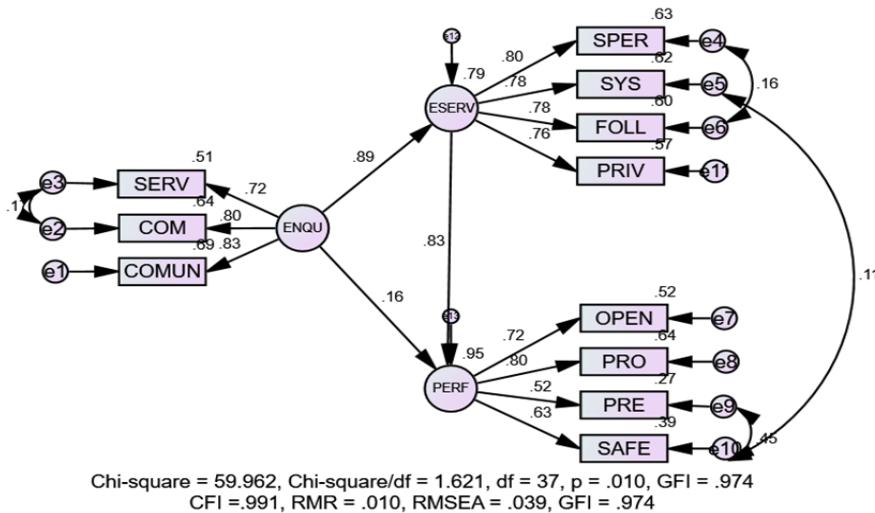


Figure 1: The Model of Business Management Process and the Business Competitiveness of the Sports Apparel Production and Distribution Business After COVID-19 Outbreak.

#### Analysis results of the quantitative data

Causal-Effect Relationship Consistency Index The business management approach to increase the competencies of the sports apparel production and distribution business after the outbreak of the coronavirus disease 2019 has the following statistical values used for inspection: chi-square ( $\chi^2$ ) is equal to 59.96 Not statistically significant at the 0.05 level, p-value equal to 0.08, relative chi-square value ( $\chi^2/\text{df}$ ) equal to 1.62, relative conformity index (CFI) equal to 0.99, conformity index (GFI) equal to 0.97. harmony index The adjusted mean squared error (AGFI) was 0.97 and the root mean squared error of estimation (RMSEA) was 0.039, all of which passed the criteria. Shows that the model is consistent with empirical data. There are details of the results of the causal relationship analysis and results of business management approaches to increase the competencies of sports apparel production and distribution businesses after the outbreak of the coronavirus disease 2019, as shown in Figure 1.

**Hypothesis 1** Electronic complaint handling process under the components Responding to using customer service Compensation and contact directly influence the competencies of sports

apparel production and distribution business. and indirectly influence the competencies of sports apparel manufacturing and distribution business through electronic service quality. It was found that the electronic complaint handling process (ENQU) had a positive direct influence on the business competencies (PERF) with direct influence equal to 0.16, indirect influence through electronic service quality (ESERV) was 0.74 and the total influence was 0.90 with a statistical significance of 0.05. Therefore, the research hypothesis 1 was accepted.

***Hypothesis 2*** The electronic complaint handling process under the components Responding to using customer service Compensation and contact had a direct influence on electronic service quality. It was found that the electronic complaint handling process (ENQU) had a positive direct influence on electronic service quality (ESERV), with the influence value The direct was 0.89 and the total influence was 0.89 with a statistical significance of 0.05. Therefore, the second research hypothesis was accepted.

***Hypothesis 3*** Quality of electronic services under components service efficiency system availability Compliance and privacy have a direct influence on the performance of sports apparel manufacturing and distribution businesses. Electronic service quality (ESERV) was found to have a positive direct influence on business performance (PERF). The direct influence was 0.83 and the total influence was 0.83 with a statistical significance of 0.05. Therefore, the third research hypothesis was accepted.

The researcher therefore concluded the results of the research hypothesis testing on Business management approaches to increase the competencies of sports apparel production and distribution businesses after the outbreak of the Coronavirus Disease 2019.

#### **Situation of manufacturing and distributing sports apparel business in Thailand**

The business of manufacturing and distributing sports apparel in Thailand It is characteristic of one of its kind in the sports industry. It is driven by many sectors that support both the public and private sectors with cooperation between business groups. under the main support of the Federation of Thai Industries And also to promote the export of Thai sports apparel products to be able to expand the market to foreign countries after the epidemic of contagious diseases and

there is also a higher demand than before the outbreak of contagious diseases as well with the Department of International Trade providing support. As a result, the business of manufacturing and distributing sports apparel in Thailand has continued to grow at present. The expansion is a result of the opening of the country. And turning to paying more attention to both the physical and mental health of consumers. Causing the popularity of exercise and sports to increase health. from the awareness of the importance of health

### **Electronic Complaint Handling Process for Sports Apparel Manufacturing and Distribution Businesses in Thailand**

The competitive environment of business in the sports industry today is extremely intense. Both from the expansion of new competitors both domestically and internationally who come to invest and operate in the sports industry in Thailand. And considering the popularity of exercise and the importance of maintaining more health. As a result, this business is expanding rapidly and is highly dynamic.

The process of handling complaints electronically is about understanding and learning about customer needs. In terms of consumption behavior that must be responded to in a timely manner. The process of handling complaints electronically is that businesses have a back-office support system that accepts errors that may occur from various causes, compensates for mistakes, and contacts to offer responsibility to customers. To support meeting the expectations of customers that are more than the business meets.

### **Electronic service quality of sports apparel manufacturing and distribution business in Thailand**

The electronic quality of service is where businesses value the customer's thoughts on their business. It reflects the credibility and confidence that customers have in their business. which this will happen Only when the business has the efficiency of the service Availability of the service system in terms of stability in use and response speed. Fulfilling the goals set by the

business and having the products ready to meet as well as maintaining the privacy of the customers. that creates confidence in the electronic system.

The quality of electronic services provided by an organization is also a tool to build confidence among existing and competent customers. building a new customer base for the business. The concept of quality of electronic services is to build the confidence of customers and society toward the business. This is a strategy for doing business, one way to create a good image for the business. It is public relations to create credibility and is one of the factors in deciding to buy products or services with businesses that customers trust.

The idea is that the business demonstrates the readiness of the business and the security of the system to provide services to the business. It is a strategy for business competition in addition to creating value from differences and cost competition. It also must build confidence from transparency in the operations of the organization as well.

### **The results of electronic complaint handling process and electronic service quality and competencies of sports apparel manufacturing and distribution business in Thailand.**

The competencies of today's business must reflect the convenience it offers customers is that customers can access the products of the business conveniently and easily Products must be sufficient to meet customer needs. Information on sports apparel products must be accurate and clear to meet the requirements. Both the products displayed in the system and the actual products available for sale in the store products must also be presented through a system that is convenient and safe for customers.

However, the business of manufacturing and distributing sports apparel in Thailand to have business competencies, it depends on many business factors. including the process of handling complaints electronically That reflects the sincerity to solve problems for customers. Compensation for damage caused to customers and coordination to show responsibility to customers It also must consider the quality of electronic services as well. Because it is one of the indicators that will lead to business success caused by efficient management and long-term business competencies.

### **Confirmation of findings from focus group discussions.**

Results from focus group discussions with 5 key informants to confirm the research results of Business management approaches to increase the competencies of sports apparel production and distribution businesses after the outbreak of the coronavirus disease 2019. and qualitatively according to the assumptions in the research

### **Conclusion and discussion**

Responsiveness to today's customers is critical to any business to achieve long-term customer satisfaction and loyalty. The result of customer response is customer focused (Stiglingh, 2014), which is the reason for the significant increase in business competencies. The complaint handling process is therefore one of the variables that is very important in giving importance to customers. It is a variable that is customer centric, both actions that are responsive to the use of customer services. which responds quickly to the needs of customers is the first and foremost competencies that every business must have. Including responsibility for mistakes that must provide compensation for mistakes caused by incorrect responses to customers. And there must be a systematic coordination to bring about the competencies of a tangible business (Singram and Thanaiudompat, 2023)

However, the competencies of the business to increase has been further studied whether Service quality will have an effect that will increase the competencies of the business (Wu et al., 2003). It can be explained that service quality is an impression on customers to buy products. or services to the business by the quality of electronic services That is the company's consideration of having an efficient process for providing services. Ready to respond to customers all the time. The business has the readiness of the system and has a guideline for efficient service delivery through electronic systems. However, customer privacy must also be maintained. to avoid the flow of personal information which is consistent with the research Thanaiudompat (2023) that shows a positive correlation of service quality and business competencies with customer safety and customer service convenience as indicators. This is in line with the research findings showing

the relationship between Electronic Complaint Handling Process and Electronic Service Quality and Competencies of Sports Apparel Manufacturing and Distribution Business

Thanaiudompat (2023) has found that the quality of service cannot be achieved if real customer needs are not considered, both in terms of ever-changing customer needs. and management of customer dissatisfaction arising from the purchase of goods or services by an entity. Saha et al. (2010) electronic service quality is a development of the concept multiplying the service image in terms of giving. service through the system which must be able to measure service efficiency. The readiness of the system is also the implementation and improvement of the system according to the customer's needs. And, to maintain the privacy of customers as well.

Electronic Complaint Handling Procedures, that is the acquisition of information leading to the development of a quality service system. The acquisition of information requires the entity to always respond to customer needs. It also must consider the defects that occur during the service. There is a damage compensation system to show responsibility and to track customer information as well. This is consistent with the research of Thanaiudompat (2023) that demonstrated a statistically significant correlation between the complaint handling process and service quality. The study found that if businesses manage complaints, mistakes, and visits effectively, Information from the handling of those complaints will be used to improve the quality of service that meets the needs of real customers. From the results of this study Therefore, it can be explained that complaints handling process electronically, both in terms of responding to using customer service Compensation and contacts have an increasing effect on the quality of electronic service delivery.

The quality of electronic services will be very important in terms of driving business and building competitiveness of the business. There are more studies that are consistent with this concept. Sakhonkaruhatdej and Chaimongkol (2020) focused on the study of service quality and business competitiveness in the same direction. If a business invests in service quality Both in terms of service efficiency and service security will increase the capacity of the business as well, consistent with Yang, et al. Electronic in terms of e-service is a study of the readiness of the quality management system for electronic services. Having a quick response to customer needs demonstrates a positive correlation with the competencies of a business that leads to greater

customer satisfaction and confidence. From the results of this study. Therefore, it can be explained that the quality of electronic services under the components service efficiency system availability compliance and privacy have a direct influence on the growing competencies of sports apparel manufacturing and distribution businesses.

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