

The Roles of Structural Features, Micro-Entrepreneurial Behavior, and Visitor Experience on Vendor Performance in Bangkok Night Markets

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ABSTRACT:

This study investigates the key factors in the success of Thai night markets, paying special attention to suppliers operating in Bangkok. With the increasing challenges of urban development, rising real estate costs and changes in consumer behavior, the study explores how structural and organizational characteristics, micro-entrepreneur behavior and tourist experience behavior interact to affect the performance of suppliers. Based on a variety of theoretical frameworks, including McKinsey 7S model theory, experience economy theory and S-O-R model, this study adopts a hybrid method to combine on-site interviews and review analysis. Research results show that structural and organizational characteristics such as layout, hygiene and signage significantly affect the visitor experience, which affects the performance of suppliers..

Keywords: Structural & organizational features, micro-entrepreneurial behavior, visitor experience, vendor performance.

Introduction

The attention attracted by the phenomenon of night markets has gradually increased in Southeast Asian countries, where the night markets have become a bright combination of culture, commerce, and people's livelihood (Chang, 2016; Richards, 2011). These open-air markets primarily operate at night. Far beyond simple trading venues, they now serve as cultural

symbols, economic ecosystems and tourist attractions.(Cohen, 1988; De Soto, 2000).

The concept of the night-time economy originated in the field of urban economic studies in the UK in the 1970s and can be broadly defined as economic and leisure activities that occur between 6:00 p.m. and 6:00 a.m. (Roberts & Eldridge, 2009). Most of these activities are distributed in the tertiary industry, such as evening meals, shopping, tourism, leisure,

entertainment etc. Night markets cater to the business and consumption needs of people from all walks of life. . In Thailand-Bangkok, Metropolitan, and being night, These markets have taken on a typical night market atmosphere (Lefeverre,1991; Richards,2011) and now we have a mix of consumers and local customs. They are not only some of the local people who want to buy goods at low prices and experience local culture, but also the overseas visitors' pursuit of local culture, including food, handicrafts and entertainment activities (Pine & Gilmore, 1999; Chang, 2016).

As a result, night markets have become an important way to meet the economic and consumption needs of people of all social strata. They function as sites of informal trade and inclusive urban spaces that provide a platform for micro-enterprise development, nurture community interaction, and fuel the nighttime vitality of the city.(De Soto, 2000; Williams & Nadin, 2012).

Although the popularity and cultural value of Thai night markets have been widely recognized, there is still a lack of cohesion and new perspectives in the existing academic discussion, unable to answer in a comprehensive way the underlying success mechanisms (Chang, 2016; Richards, 2011). Most previous works have been oriented towards individual factors including customers' satisfaction, food quality, cultural protection and so on without considering the overall organizational strategic circumstance in which night markets are running (Tipawanna and Katawandee, 2014; Bamrongpol and Sornsaruht, 2020). However, it is still scarce integration of research, which regards the concept of night markets' success as the result of structural organization, entrepreneurial practice and visitor experience (Vargo & Lusch, 2004; Pine & Gilmore, 1999). In the absence of such a coherent framework there is both theoretical advance and development toward strategic practices which address how markets can be made to last in ever more competitive and

regulated urban environments (Teece, 2010; Williams & Nadin, 2012).

Therefore, the study titled "The Role of Structural Features, Micro Entrepreneurial Behavior, and Tourist Experience in the Performance of Bangkok Night Market Suppliers" seeks to fill this research gap by systematically exploring the numerous elements that influence the success of Thai night markets. Specifically, the research is on the construction characteristics of the night market spatial layout, cleanliness, security, as well as entrepreneurs' product innovation, pricing strategies, service interaction, as well as visitors. The occurrence frequency of having a good atmosphere in the night market (such as easy to reach, satisfaction overall) is taken as the research starting point. By using a multi-theoretical concept framework and combining empirical data, this study is hoped to be able to provide good theoretical evidence as well as practical ideas for people in the market, people in the city planning, and people in the government (Pine & Gilmore, 1999; Vargo & Lusch, 2004).

Research Questions

1. What factors effect on the structural & organizational and micro-entrepreneurial features have the strongest impact on the visitor experience in Thai night markets.
2. What factors effect on the visitor's experience have the strongest impact on the vendor performance Thai night markets.
3. What is the mediating role of the visitor's experience between structural & organizational features/micro-entrepreneurial behaviors and vendor performance.
4. What is the mediating role of the visitor experience between micro-entrepreneurial behaviors and vendor performance.

Research Objectives

1. To analyze what structural & organizational features and micro-entrepreneurial impact the visitor experience of Thai night markets.

2. To analyze the effects of visitor experience on vendor performance in Thai night markets.

3. To find patterns what extent does visitor experience mediate the structural & organizational feature and vendor performance.

4. To find patterns what extent does visitor experience mediate the micro-entrepreneurial behavior and vendor performance.

Research Hypothesis

H1: Structural & organizational features positively influence visitor experience.

H2: Micro-entrepreneurial behavior positively influences visitor experience.

H3: Visitor experience positively affects vendor performance.

H4: Structural & organizational features will have a positive effect on vendor performance.

H5: Micro-entrepreneurial behavior has a positive effect on vendor performance.

H6: Visitor's experience as a mediator for structural & organizational features and vendor performance.

H7: Visitor's experience as mediator for micro-entrepreneurial behavior and vendor performance relationship.

Literature Reviews

2.1 Theoretical foundation

This study is mainly based on the Stimulus–Organism–Response (S-O-R) framework (Mehrabian & Russell, 1974), which systematically explains how environmental stimulation affects the internal psychological state and behavioral results. In the context of service and tourism, the S-O-R framework has been used to explain how physical environment, and social interaction shape the perception, emotion and behavioral intentions of tourists.

Within this framework, the structural and organizational features of night markets, such as

spatial layout, sanitary conditions, accessibility and management systems, constitute environmental stimuli. In addition, micro-entrepreneurs' practices, including innovation, customer participation and adaptive pricing strategies, serve as social stimuli embedded in the market ecosystem. These stimuli together affect tourists' internal psychological state and are conceptualized as visitor experience in this study. Visitor experience covers emotional responses (e.g., enjoyment, comfort), cognitive evaluations (e.g., perceived authenticity, perceived value) and overall satisfaction derived from interactions with the market environment.

On the other hand, psychological states drive behavioral responses, which are reflected in vendors' operational performance. Consistent with the S-O-R framework, experience evaluations can stimulate purchasing behavior, boost repurchase intentions and favorable word-of-mouth, and ultimately improve vendors' overall performance. To further interpret the characteristics of the organism component in this model, this study adopts the experience economy theory (Pine & Gilmore, 1999). The theory highlights that value creation in modern service settings relies increasingly on curated, memorable experiences rather than products alone. Night markets feature an immersive sensory atmosphere and direct interaction between vendors and visitors, making them typical experiential consumption venues. Therefore, tourist experience is not only a psychological intermediary, but also a core mechanism for value co-creation.

In addition, the organizational configuration of night markets is interpreted via the McKinsey 7S Framework (Waterman et al., 1980). This framework emphasizes the alignment between structural elements (structure, systems, strategy) and human-related elements (skills, staff, shared values).. In the informal market ecosystem, the interaction between tangible infrastructure and micro-entrepreneurs' practices determines operational efficiency and competitive

positioning. This alignment strengthens the theoretical basis for examining structural conditions and entrepreneurial behavior as comprehensive stimuli rather than isolated factors.

By integrating S-O-R theory with experience economy theory and organizational coordination perspectives, this study facilitates a multi-dimensional analysis of vendor performance within informal night markets. Specifically, this study argues that structural and entrepreneurial stimuli do not affect performance independently. Instead, their impacts are mainly mediated by visitor experience. This integrated theoretical foundation addresses the fragmentation of prior studies, which usually examined environmental design, entrepreneurship and visitor satisfaction in isolation. It also establishes a unified behavioral framework for understanding the sustainability of urban night market ecosystems..

2.2 Hypotheses development

1.A Relationship between structural & organizational features to visitor experience

According to the S-O-R framework, environmental stimuli significantly affects the internal psychological state of individuals (Mehrabian & Russell, 1974). In retail and tourism environments, the physical and organizational environment shapes the emotions, cognitive evaluations and overall satisfaction of tourists (Bitner, 1992; Turley & Milliman, 2000). Empirical research in the context of open-air and informal markets further shows that spatial layout, cleanliness, accessibility and safety enhance perceived comfort and visitor engagement (Damayanti et al., 2018; Patel et al., 2021).

In night markets, the structure and organizational characteristics of booth arrangement, pedestrian flow, health management and governance system are used as environmental stimuli. Well-organized infrastructures can reduce cognitive stress, enhance navigability, and cultivate a sense of

security, thus promoting positive emotional responses. In addition, effective organizational coordination among suppliers enhances the consistency of service delivery and strengthens trust within the market ecosystem (Nguyen & Le, 2022).

Given that the experience of tourists reflects emotional enjoyment, perceived authenticity and the satisfaction generated by environmental interaction, favorable structure and organizational features will have a positive impact on visitor experience.

H1: Structural & organizational features positively influence visitor experience.

2.A Relationship between micro-entrepreneurial behavior to visitor experience

In addition to physical conditions, vendor-level entrepreneurial actions represent social and interactive stimulation in the market. Entrepreneur-oriented theory shows that innovation, initiative and customer responsiveness enhance perceived value and differentiation (Lumpkin & Dess, 1996). In an experiential consumption environment, personalized interaction, storytelling and adaptive service behavior significantly affect emotional participation (Pine & Gilmore, 1999; Vargo & Lusch, 2004).

In the informal market, suppliers are not only commodity sellers, but also active co-creators of tourist experiences. Creative product display, flexible pricing strategies and culturally embedded communication promote authenticity and immersion (Choe & Kim, 2020; Nguyen et al., 2022). Through relationship exchange and emotional interaction, micro-entrepreneurs directly contribute to the enjoyment and attachment of tourists. Therefore, proactive and innovative supplier behavior is expected to enhance the experience of tourists in the night market environment.

H2: Micro-entrepreneurial behavior positively influences visitor experience.

3.A Relationship between visitor experience to vendor performance

Based on the S-O-R framework, internal psychological states drive behavioral responses. Visitor experience, as the organism component in this model, affects purchase decisions, repurchase intentions and word-of-mouth communication (Yoon & Uysal, 2005). Experience economy theory further suggests / argues that memorable experiences can enhance customer loyalty and long-term business performance (Pine & Gilmore, 1999).

Empirical studies in tourism and informal retail indicate that experiential satisfaction mediates financial performance and reputation (Wu & Liang, 2021; Kumar et al., 2022). In night markets, greater enjoyment and perceived authenticity can extend visitors' staying time, raise consumption levels and boost repeat visits, ultimately improving vendors' overall performance.

H3: Visitor experience positively affects vendor performance.

4.A Relationship between structural & organizational features to vendor performance

Structural quality may directly affect the results of suppliers by improving operational efficiency and increasing customer flow (Kotler, 1973; Wakefield & Blodgett, 1996). Similarly, entrepreneurial innovation and adaptability enhance competitive positioning and profitability (Kraus et al., 2012; Teece, 2010).

H4: Structural & organizational features will have a positive effect on vendor performance.

5.A Relationship between Micro-entrepreneurial behavior to vendor performance

In a fiercely competitive informal economy, suppliers who take advantage of superior infrastructure and proactive business practices may achieve higher sales and stronger customer retention.

H5: Micro-entrepreneurial behavior has a positive effect on vendor performance.

6. An investigation on the impact of visitor experience's mediating roles between structural & organizational features and vendor performance

Although structural and entrepreneurial factors may have a direct impact, the S-O-R theory shows that environmental stimulation mainly affects results through psychological mechanisms. Environmental design alone cannot produce continuous performance unless it produces a positive experience evaluation (Donovan & Rossiter, 1982). Similarly, only by improving the perceived value and emotional satisfaction can entrepreneurial actions produce results.

H6: Visitor experience as a mediator for structural & organizational features and vendor performance.

7. An investigation on the impact of visitor experience's mediating roles between micro-entrepreneurial behavior and vendor performance

Recent tourism research confirms that the experience structure mediates the relationship between service quality and loyalty results (Cheng & Zhang, 2023; Zhou et al., 2021). In the night market, the tourist experience is expected to become a central transmission mechanism that links environmental and behavioral stimulation with supplier performance.

H7: Visitor experience acts as mediator for micro-entrepreneurial behavior and vendor performance relationship.

Research Methodology

3.1 Research design

A cross-sectional observational design was employed in this study to explore the correlations between the structure and organizational features, micro-entrepreneurship behavior, tourist experience and supplier performance of the Bangkok night market. A deductive approach was adopted because the conceptual framework

and hypotheses were developed based on the S-O-R model and related theories.

Use structural equation modeling (SEM) to examine the direct and mediating relationships between latent variables. The unit of analysis was individual vendors operating in the selected night markets.

3.2 Population and Sample

The target group included suppliers operating in high-foot-traffic night markets in Bangkok, Thailand. Purposeful sampling techniques were applied to select suppliers who operate actively and have sufficient market experience.

A total of 400 questionnaires were distributed, and After data filtering, a total of 369 valid responses were retained. The final sample size met the minimum requirements of SEM analysis.

3.3 Statistics

The data were collected using a structured questionnaire adapted from the scale verified in previous studies. Structural and organizational characteristics were measured via items concerning layout, sanitation, accessibility and managerial coordination. Micro-enterprise behavior includes innovation, pricing flexibility and customer interaction. Visitor experience captures emotional enjoyment and perceived authenticity, while the supplier's performance reflects perceived sales growth and customer retention.

All items were rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Before conducting hypothesis testing, reliability and validity have been evaluated. The Cronbach's alpha coefficient and composite reliability value both exceed the recommended threshold, indicating that both convergent validity and discriminant validity meet sufficient requirements.

3.4 Data analysis

SPSS and WarpPLS were used for data analysis. Descriptive statistics were first calculated, and

then Cronbach's α , composite reliability (CR) and average variance extraction (AVE) were used for reliability and validity evaluation.

Structural equation modeling (SEM) was then employed to test the direct and mediating effects proposed in the hypotheses. The bootstrap method was used to evaluate indirect effects.

Results

4.1 Measurement model

Descriptive statistics show that the average of all structures is medium. The tourist experience shows the highest average ($M = 3.416$, $SD = 1.387$), followed by structural features ($M = 3.411$, $SD = 1.360$). Supplier performance ($M = 3.390$, $SD = 1.412$) and micro-entrepreneurship behavior ($M = 3.377$, $SD = 1.389$) also show the average view of suppliers.

Reliability analysis shows that the internal consistency of all structures is strong. The α value of Cronbach ranges from 0.894 to 0.916, exceeding the recommended threshold of 0.70. The overall scale reliability reaches 0.979, indicating that the internal consistency is very good.

The model fitting index from WarpPLS shows the strong model adequacy. The average path coefficient ($APC = 0.382$, $p < 0.001$) and the average R square ($ARS = 0.903$, $p < 0.001$) are significant. The fit ($GoF = 0.805$) exceeds the recommended threshold (> 0.36), indicating that the overall fit is very large. However, AVIF (20.7) and AFVIF (8.8) indicate potential polycollinearity problems.

4.2 Structural model

The structural model shows explanatory power ($R^2 = 0.91$; $F = 406.82$, $p < 0.001$). Structure and organizational characteristics (SOF) significantly predict supplier performance ($\beta = 0.714$, $p < 0.001$), showing that there is a substantial direct impact. The visitor experience also significantly affects the performance of the supplier ($\beta = 0.223$, $p = 0.005$). However, micro-entrepreneurship behavior does not directly and

significantly predict supplier performance ($\beta = 0.019$, $p = 0.418$). Research results show that in the night market environment, structural conditions are the most powerful predictor of supplier performance.

4.3 Mediation effects

Intermediary analysis shows that the visitor experience significantly mediates the relationship as structural & organizational features and vendor performance ($\beta = 0.136$, $p = 0.015$), supporting H6. Since the direct path (SOF→VP) is still important, partial mediation has been confirmed. However, the indirect impact of micro-entrepreneurship behavior on supplier performance through visitor experience is not significant ($\beta = 0.077$, $p = 0.110$). Therefore, H7 is not enough supported. These results show that the visitor experience only plays a partial intermediary role in the relationship between structural conditions and supplier performance.

4.4 Discussion

The research results confirm the relevance of the S-O-R model in the informal night market

environment. Structural and organizational characteristics directly or indirectly through the visitor experience become the most powerful determinant of supplier performance. This shows that infrastructure, layout, health and organizational coordination are the basic drivers of the outcome of the night market economy.

Although micro-entrepreneurship behavior significantly enhances the visitor experience, it does not directly affect the performance of suppliers. This shows that the start-up plan itself may not generate financial returns unless it is supported by favorable structural conditions. In the informal market, environmental infrastructure seems to exceed the entrepreneurial efforts of individuals.

The mediation results further emphasize that the tourist experience is a partial transmission mechanism between structural characteristics and performance. However, entrepreneurial behavior cannot be converted into performance benefits through experience.

Table 1 Basic Information (N = 369)

Item	Frequency	Percent
Business Type		
Food	144	39.0%
Clothes/Accessories	117	31.7%
Souvenirs	66	17.9%
Others	42	11.4%

Table 2 Descriptive Statistics and Reliability Analysis

	MEAN	SD	Cronbach's α
Structural Features	3.411	1.360	0.904
Organizational Features	3.367	1.357	0.899
Micro-entrepreneurial Behavior	3.377	1.389	0.907

Visitor Experience	3.416	1.387	0.894
Vendor Performance	3.390	1.412	0.916

Table 3 SPSS Regression Coefficients for Vendor Performance Prediction

	Predictor	Unstandardized B	Std. Error	Beta (β)	t-value	Sig. (p)
	SOF	0.75	0.08	0.78	9.21	<0.001
	VE	0.22	0.08	0.25	2.78	0.006
	MB	0.03	0.06	0.04	0.63	0.03
	R ²		0.91			
	F-value			406.82	<0.001	

Table 4 Model Fit Indices

	Index	Value	Threshold	Interpretation
	Average Path Coefficient (APC)	0.382	$p < 0.001$	Good
	Average R-squared (ARS)	0.903	$p < 0.001$	Excellent
	GoF (Goodness of Fit)	0.805	> 0.36	Large
	SPR, RSCR, SSR, NLBCDR	1.000	Acceptable	No suppression or paradoxes
	AVIF / AFVIF	20.7 / 8.8	Ideal < 3.3	Multicollinearity present

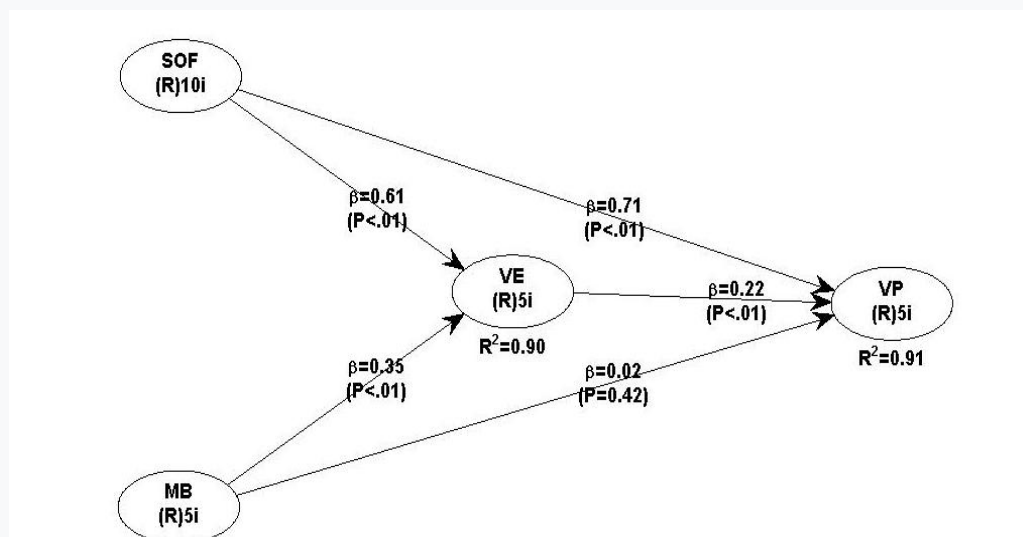
Figure 1 Structural model results with path coefficients and R² values

Table 5 Structural Model path

Hypothesis	Path	β (Beta)	P-value	Result
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H1	SOF → VE	0.610	<0.001	Supported
H2	MB → VE	0.345	<0.001	Supported
H3	VE → VP	0.223	0.005	Supported
H4	SOF → VP	0.714	<0.001	Supported
H5	MB → VP	0.019	0.418	Not Supported
H6	SOF → VE → VP	0.136	0.015	Supported
H7	MB → VE → VP	0.077	0.110	Not Supported

Conclusion

5.1 Research Contribution

This investigation has made some theoretical contributions to the literature on informal economy, night travel and entrepreneurial performance.

First, it applied the S-O-R framework to the informal night market environment. Although other studies have largely applied S-O-R to formal retail or tourism environments, this study demonstrates its explanatory power in semi-organized urban markets. The research results confirm that environmental stimuli - especially structural and organizational characteristics - significantly shape the internal experience state and subsequent performance results.

Secondly, the study distinguishes between the structural conditions and the behavior of micro-entrepreneurs in the stimulus dimension. The results show that structural characteristics have a greater and more direct impact on supplier performance than entrepreneurial behavior. This challenges the dominant entrepreneurial literature, which emphasizes that individual institutions are the main driver of performance, but instead emphasizes the fundamental role of infrastructure and organizational coordination in the informal market ecosystem.

Third, the results of mediation improve the understanding of the empirical mechanism. The visitor experience part mediates the relationship between structural characteristics and performance, but does not mediate the impact of

entrepreneurial behavior. This shows that without sufficient structural support, the value of experience alone is not enough to translate entrepreneurial initiatives into measurable financial results.

Overall, this study contributes a context-specific behavioral model that integrates environmental structure, entrepreneurial action, and experiential evaluation in explaining vendor sustainability in night-market environments.

5.2 Research Contribution

The results of the survey provide several management and policy impacts.

First, market organizers and local authorities should give priority to structural and organizational improvements, including layout optimization, health management, signage clarity and coordinated operational systems. Structural quality has become the most powerful determinant of supplier performance, indicating that infrastructure investment may generate higher economic returns than isolated training programs.

Secondly, although micro-entrepreneurship enhances the visitor's experience, it cannot independently guarantee the improvement of performance. Therefore, the supplier development plan should be combined with broader structural reforms, rather than implemented in isolation.

Third, policymakers aimed at strengthening the night economy should adopt a comprehensive

ecosystem perspective. Enhancing the visitor experience requires coordination between infrastructure quality and supplier capabilities. Sustainable supplier growth depends on the combination of structural reliability and empirical value creation.

5.3 Discussion

H1: Structural & organizational features positively influences visitor experience

The research results confirm that the structure and organizational features have a significant and positive impact on the tourist experience (H1 support; $\beta = 0.610$, $p < 0.001$). This shows that factors such as space layout, cleanliness, accessibility and perceived safety are the key determinants of how tourists view the night market environment.

H2: Micro-entrepreneurial behavior positively influences visitor experience.

The results also show that micro-entrepreneurship behavior has a significant positive impact on visitor experience (H2 support; $\beta = 0.345$, $p < 0.001$), although the magnitude is moderate. Entrepreneurial practices, such as product innovation, active customer participation, flexible pricing strategies, and the use of social media platforms, help to improve visitor perception.

H3: Visitor experience positively affects vendor performance

It is found that visitor experience has a significant positive impact on supplier performance (support H3; $\beta = 0.223$, $p = 0.005$). This shows that enhanced emotional and empirical responses will lead to longer stays, increased spending and more favorable word-of-mouth results.

H4: Structural & organizational features will have a positive effect on vendor performance

The strongest relationship determined in the model is between structure and organizational characteristics and supplier performance (support H4; $\beta = 0.714$, $p < 0.001$). This

highlights the key role of infrastructure, spatial organization and environmental quality in directly shaping business results.

H5: Micro-entrepreneurial behavior has a positive effect on vendor performance

Micro-entrepreneurial behavior has no significant impact on the performance of suppliers (H5 is not supported; $\beta = 0.019$, $p = 0.418$). This finding is different from the traditional theory of entrepreneurship, which emphasizes the importance of personal initiative and effort.

H6: Visitor experience as a mediator for structural & organizational features and vendor performance

Intermediary analysis shows that the visitor experience significantly mediates the relationship between structural characteristics and supplier performance (support H6; indirect effect $\beta = 0.136$, $p = 0.015$). This shows that the improvement of environmental conditions not only directly improves performance, but also indirectly improves performance by improving the experience of tourists.

H7: Visitor experience as mediator for micro-entrepreneurial behavior and vendor performance relationship

In contrast, the visitor experience did not significantly mediate the relationship between micro-entrepreneurship behavior and supplier performance (not supported H7; indirect effect $\beta = 0.077$, $p = 0.110$). Although entrepreneurial actions have improved the perception of tourists, these improvements have not been translated into measurable performance gains.

5.4 Limitations

It has several limitations in this study.

First, the study adopts a cross sectional design, which Limiting the ability to infer causal relationships. Longitudinal research will provide stronger evidence for long-term dynamic relationships. Secondly, the data is collected from the perception of the supplier's self-report, which

may introduce common method deviations and subjective evaluation effects. Third, the study focuses on the Bangkok Night Market. These findings may not be fully extended to other cultural, regulatory or economic backgrounds. Fourth, the polycollinear problem shown by the AVIF value indicates the potential overlap between structural dimensions, which affect the stability of the coefficient.

5.5 Future Research

Future research may expand this study in several directions.

First of all, vertical design can explore how structural reform or entrepreneurial training programs affect performance over time. Secondly, future research may incorporate visitor data to build a dual-perspective model to check the perceived consistency between suppliers and customers. Third, the future model may study regulatory variables such as market maturity, digital payment adoption rate, tourism intensity or supplier experience level. Finally, researchers can improve the measurement model to solve the problem of polycollinearity and further distinguish between structure and organizational .

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Appendix

Structural & organizational features (SOF)

Structural Features (SF)

- SF1: The stall layout allows customers to move comfortably within the market area.
- SF2: The market provides both basic facilities (e.g., electricity, sanitation) and modern digital tools (e.g. e-payment).
- SF3: Stall locations and setups can be flexibly adjusted based on customer flow or seasonal conditions.
- SF4: The market design separates food, clothing, and entertainment zones effectively to attract diverse visitors.
- SF5: Lighting, music, and crowd activity create a pleasant atmosphere that enhances visitor engagement and sales.

Organizational Features (OF)

- OF1: Market regulations are flexible and maintained through mutual understanding among vendors.
- OF2: Vendors frequently collaborate to organize events and maintain the cleanliness of the market.
- OF3: Business operations benefit from strong relationships with nearby vendors and local suppliers.
- OF4: Coordination among vendors and performers contributes to improving the overall visitor experience.
- OF5: Market management regularly adjusts policies according to customer needs or external conditions.

Micro-entrepreneurial behavior (MB)

- MB1: Business strategies are regularly modified in response to visitor demand or seasonal trends.
- MB2 : New products or services are frequently introduced to attract and retain customers.
- MB3 : Vendors actively engage with customers to enhance their shopping experience.
- MB4 : Products and services reflect local Thai culture and traditions.
- MB5 : Innovative practices contribute to higher customer loyalty and business stability.

Visitor experience acts (VE)

- VE1: Visual, auditory, and sensory elements are effectively used to attract and retain visitors.
 - VE2: Visitors often show happiness or excitement while engaging with stalls.
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- VE3: Stall designs and products communicate Thai culture and authenticity to visitors.
- VE4: Friendly conversation and bargaining create personal connections between vendors and customers.
- VE5: Positive visitor experiences directly contribute to higher sales and market success.

Vendor Performance (VP)

- VP1: Vendor effectively utilizes intangible resources (e.g., skills, reputation, cultural knowledge, and social relationships) to achieve competitive performance.
- VP2: Vendor demonstrates strong adaptability by adjusting business operations in response to market changes and environmental uncertainty.
- VP3: Vendor delivers high levels of customer satisfaction and experiential value through effective interaction and service quality.
- VP4: Vendor's business activities align with local cultural norms and contribute positively to the social and cultural atmosphere of the night market.
- VP5: Vendor achieves strong overall performance by balancing economic outcomes, operational adaptability, customer engagement, and social-cultural contributions.