Journal of Management World **2025**, 1:688-695
DOI: 10.53935/jomw.v2024i4.761

Service Station Management Factors to Affect Success According to Path Analysis: A Case Study of the Fuel Oil Business

Akkarat Poolkrajang

Rajamangala University of Technology Thanyaburi, Thailand; akkarat_p@rmutt.ac.th (A.P.).

Abstract. Managers or contractors who manage a fuel station and influence success must have a good resource management strategy. Consequently, in line with the situation of every company, the gasoline station's administration must be in proper working order. Constantly changing or adjusting the management techniques is necessary to adapt to the evolving competitive circumstances as the company grows. The study found that four elements corporate management, human resources management, marketing management, and financial management affect the success of route analysis under service station administration. Fuel station management is dependent on all of these factors, which also have an impact on business success. This research will assist fuel station operators in managing their businesses more efficiently and better responding to customer needs, leading to sustainable success.

Keywords: Enterprise Success, Fuel Business, Management, Routing Analysis, Service Station.

1. INTRODUCTION

Energy is another element of economic relevance because it directly affects the daily lives of the population, transportation, production, and communications, thus driving economic processes. Since natural gas and oil are the primary fuels used in transportation and electricity generation, energy plays a crucial role in these processes. Understanding the environmental impact and alternative energy sources such as water, wind, and solar are crucial (Weerawat Weerawong, et al., 2023). Petroleum is currently the most crucial raw resource in energy generation. Especially in the domains of transportation and communications, the challenge arises from the need for numerous countries to rely on external sources and prices. Given that it is a natural resource with limited availability, its value typically increases. Once used, it eventually wears out. These days, people's daily lives revolve around fuel and energy. Citizens in almost every domestic society operate vehicles such as personal cars, passenger cars, and buses, making fuel a crucial component. Fuel oil is considered a daily necessity for consumers and car owners. It incorporates fuel with sub-requirements. The car cannot run without fuel (Alyssa Nur Fahira, et al., 2023). Within the group of fuel stations, there is somewhat intense competition. Different fuel station operators employ a variety of marketing strategies to maintain their market share and outperform their competitors. From visiting service stations to access the oil, one can observe that there is a handy shop service to purchase, restaurants, cafés, bathrooms, etc., providing consumers with a whole service. In addition to oil services, customers have the option to dine or engage in personal negotiations (Monsinee Pattanasuwan, et al., 2017). The Thai oil station's growth demonstrates the country's petroleum system's strength. The country boasts both a refinery and numerous oil service stations. An entrepreneur must adhere to a strategic plan as the increasing number of gas stations intensifies competition within the oil service industry. The fresh idea can compete with rivals in the same company (Promvongsanon, V. et al., 2024). The primary oil stations are COCO (Company Owned Company Operated and DODO (Dealer-Owned Dealer-Operated). Both are owned and self-propelled. Small to medium-sized businesses would be suitable for this approach. The primary aspect involves limiting control over the expansion of the current branch while maintaining the same policy and quality standards. However, if the entrepreneur wants to make the branch easy to manage, they must be strong in the administration of Pairin Otasiriyanont (2013) and willing to take on the investment risk. Distribution Operational (DODO) Oil pump investment and distribution returns define COCO and DODO in somewhat different ways (Raisa Marsya Wulandari, et al., 2022). COCO's associates wholeheartedly commit to her. In contrast, DODO receives private sponsorship and implements specific systems to divide fuel earnings based on gasoline consumption. Looking back, the variations between COCOs and DODOs could have different consequences. (Christiana, 2022). Both in terms of pricing and service, Thai oil station companies face intense rivalry. Good cost control is something an operator should focus on, as it is regarded as a crucial element enabling this company's success. Ground service customers are limited, while oil is a commodity that doesn't vary much and has multiple oil stations scattered over the same area. This makes this company quite competitive in terms of both service and price. The research was conducted by Peerawanichkul, U.et al., (2022). The great degree of rivalry at the oil station has led to its closure. This has intensified competition within the retail gasoline station business model. The businesses that operate oil stations have designed them to align with these changes. Consumers now express more needs, making it more than just a fueling station without oil changes. This heightened market competitiveness. Therefore, operators of oil stations have had to create effective plans of action to satisfy customer needs. Operators developed one-stop service stations to attract customers and generate revenue from non-oil companies. Customers have also had issues with oil station facilities, including toilet and

* Correspondence: akkarat_p@rmutt.ac.th

area hygiene, as well as less lighting in the dark, which can cause damage at night. Therefore, the researchers have the concept of investigating the success-affecting management elements of the service stations to introduce the elements used as a new way of managing the business of the oil stations to support the increasing number of consumers and meet their needs. They truly do help to increase the quality of the services as well as the efficiency of fuel station management.

2. LITERATURE REVIEW

2.1. Service Station Management

The service business requires employers to provide services and meet the demands of their customers. Given its capital-light nature, this business necessitates the use of human labor and resources. Service business requires human capability, the ability to handle large-scale manufacturing, and relatively sustainable production. Economic growth increases the demand for services, necessitating the establishment of new businesses. That is why service businesses are valuable to the economy. They are enterprises that add value to the economic system, create jobs, and generate cash flow; they are corporations that produce, enable, and provide services.

The service business involves the interaction between two groups of individuals, one acting as the contractor and the other as the provider. The service provider carries out its activities and assists in fulfilling the most suitable needs or purposes. This is the procedure through which the supplier seeks vendor satisfaction. It highlights fair treatment with the recipient, fast access, and accurate service. Examining the performance and quality of the services will aid in defining the untouchable's character. The services provided to the buyer constitute a commodity with an unknown economic value. Lovelock &Wirtz (2011) mean that the service relates to the economic activity presented by one group of people to another. Zeitham & Board (2013) In other words, a service means an act delivered or produced by one party to offer to another. The service business has a robust growth rate and holds a crucial position in the global economic system. The growth of the domestic industry hinges on its success. The services sector plays a major role in shaping national development. Factors within the service business influence the process of transformation. Successful service business development shows the configuration of organizational support elements that are suitable for the conditions in the external environment of a service business unit, thus improving the changes in the lifestyle of consumers and changing cultures (Neu, W.A., & Brown, S.W., 2008). Technological advancements, rapid communication, and state policy changes may all contribute to a variety of changes. Companies have created systems or plans that support operations more successfully, helping to preserve their original clientele, boost new business, promote long-term profitability, and build a positive brand for the company (Proyrungroj, R.,2008). Parasuraman et al. (1988) conducted a study on business services. Tangibles, reliability, responsiveness, assurance, understanding, and empathy yield success. The constant provision of sufficient and continuous services is the main goal of a service company. According to Lana, K. W. S., & Bambang, B. (2024), the main goal of a service company is to consistently provide sufficient and continuous services. Unlike other businesses, an oil pump company prioritizes life success, profitability, community contribution, and ongoing development. Both internal and external influences play a significant role in reaching this milestone. Corporate operational control and oversight are considered one of the most crucial internal elements. The organization must use and control every element efficiently and promptly. The Department of Internal Audits must select personal resources based on a sector-specific, objective approach. They must be competent, skilled, and, most importantly, honest and integrated. These elements will be tools that satisfy consumers, satisfy expectations, and help the company design plans of action to expand the service business.

2.2. Fuel Oil Business

The present oil station offers additional services that add significant value. An analysis of the past existence of the oil station, it began with the requirement for oil consumption, but today it is merely for gasoline service. The retail oil station is experiencing a shift in the demand for extra services, as the oil supply no longer yields a profit. This served as the foundation for an operator to enhance the quality of additional services offered at an oil station, with the aim of attracting new customers and supplementing the revenue from existing oil stations. The earnings from augmenting services are enough to keep the station going through closure challenges. Thitimon Kongmee (2018) today's market, businesses must be more competitive than their rivals if they want to keep their share in the oil sector. Therefore, companies need to broaden their offerings to attract customers to buy both primary products and supplementary services. The permit designates a space for construction objects, tanks, pipes, and equipment or tools at a fuel station, a facility that supplies gasoline to vehicles. Nieminen (2005) and Thanakorn Prasatkeaw (2007) describe a gas station in that field as "an area that includes fuel equipment and pipes, storage facilities, the front yard, and the possible building space for the sale of fuel (inflammable liquids) to a customer's vehicle." In other words, a gas station serves as a location where customers can purchase gasoline for various types of vehicles. A gas station may also provide additional services, including the distribution of various goods and services, oil replacement services, automotive spare parts, and car maintenance (W.A. Aziz, 2020). The operation of the fuel station influences the oil and gas retail business, to maximize profitability and foster sustainable marketing. The service station's approach is defined by two main areas: 1) selling petrol and

diesel in the courtyard; and 2) providing accessories for convenience stores, shopping, restaurants, car washes, auto rentals, housekeeping, and ATM cabinets. COCO, or Company Owned Company Operated, indicates that the licensee runs the oil station in a straight-forward manner. Small oil stations find it easy to administer quality controls as desired, but the copyright holder is liable for the expenses of building, running, or competing on his own. To stabilize the quality of the product, DODO (Dealer Owned Dealer Operated), or franchise company, lets the undertaking run the fuel station under the condition of buying the oil just from the franchisee. This causes an administrative load. Instead, the sub-entrepreneur will bear the expenses and risks (Natlada Srikajorn., 2015). Oil pump firms need to take strategic actions to enhance performance and infrastructure in the end-of-water sector (refining, marketing, and trade) (Priani Nadhira Sudarma & Isti Surjandari, 2022). Competition in these companies also demands this. Three forms of oil pump ownership comprise the management approach. Private ownership encompasses the entire oil pump, including land, assets, and operational activities. The first type of ownership is a DODO oil pump, where the distributor owns and operates the pump. Pertamina owns the oil pump, but it is run by the private sector. The second type of ownership is a CODO (Company Owned Dealer Operated) oil pump, while the third type is a COCO (Company Owned and Operated) oil pump (Pertamina 2016).

Running a successful gas station requires strategic management in the era of changing consumers, adapting technology, and ensuring competition. Emphasizing customers and employees, along with market demand changes, makes writing a gas station marketing business plan effortless. In gas station operations management, four factors of management drive the production or service processes—man, machine, material, and method. Applying the 4M principle to the gas station business will enhance its efficiency and enable it to compete sustainably in the market. Therefore, the 4M management system is a crucial tool for effectively managing the gas station business. Ensure optimal efficiency in operations Reduce spend, increase profit, and create satisfaction for customers as well as generate revenue. This is consistent with Kasemsin (2013); there are four important management resources: man, money, material, and management. These four management resources will affect management efficiency.

2.3. Conceptual Framework for Research

The study examines how the administration of the service station influences the efficiency of linear analysis, using a case study from the gasoline company. We can link it to a framework of research concepts, variables, and ideas. Figure 1 is presented.

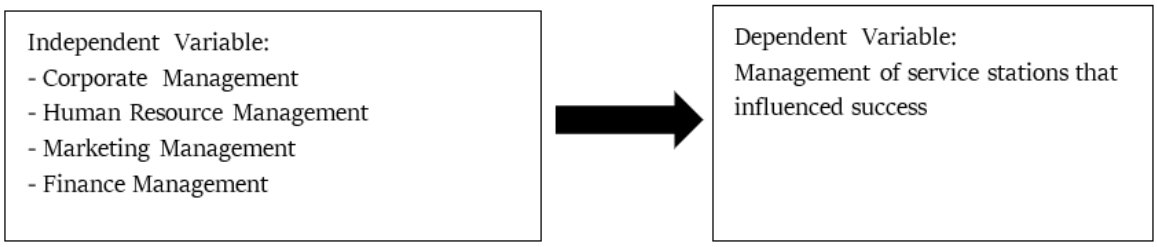


Figure 1: Conceptual framework.

3. METHODOLOGY

This quantitative study focuses on gasoline service station management components that have a substantial influence on their success. The following steps guide the research's conduct:



Figure 2: The research process.

Step 1: Studying ideas and theories involves reviewing pertinent literature from various sources such as books, periodicals, journals, research papers, and documents. Domestically, internationally, and electronically. These sources include industry reports, market research studies, academic publications, and relevant literature. These sources provide valuable insights and empirical evidence on the management of fuel service stations. We conducted content analysis on the studied data to develop the conceptual framework of the research. Step 2: Define the conceptual framework. The research design concentrates on analyzing the linear elements in service station management that impact success, specifically through case studies of fuel businesses. Step 1 analyzes the content by incorporating theoretical studies that are consistent and relevant to the research topic, bringing the information up to date and modifying it appropriately to create tools for the next phase. To achieve success and sustainability, we employ four management approaches: corporate management, human resource management, marketing management, and financial management. The data used for the study must be accurate and reliable to

ensure that the research results are correct. Step 3: Create the research tools in the third step by synthesizing and developing them into a questionnaire. We derived our inquiries from the pertinent literature review. Two components make up the questionnaire: Part I comprises general information about the respondents, while Part II delves into the factors of service station management that impact success based on a linear analysis. Case studies of the gasoline business. The questions are based on the Likert Rating Scale. In the IOC Item Object Congruence (IOC) assessment form with a criterion greater than 0.50 (Poolkrajang, A., 2024), the researchers assigned the weight of the score to five levels. (Kusmaryono, I., et al., 2022). Analyzing Cronbach's alpha coefficient reveals the image's confidence value to be 0.984. In 2018, Taber, K.S., collected data through an online Google Form questionnaire and manual methods. Step 4: Data collection involves gathering information from samples of operators and managers. Using the purposive sampling method, the researcher determined the sample group for this study. The sample group consisted of 300 fuel station managers who had knowledge and expertise in the area of service stations in Bangkok and its vicinity. The research process will incorporate ethical considerations, ensuring proper citation and acknowledgment of the sources. The research document will transparently discuss any biases or limitations that may occur in the selected research studies. In this study, the researcher collected the following data:

1) Collect data to consider the elements of gas station management that affect success: a case study of the fuel business by analyzing relevant study documents and research.

2) Collect data to consider the elements of gas station management that affect success: a case study of the fuel business.

3) Collect data from item 2, create a questionnaire, and send it to the sample group, including following up on the results and collecting data.

4) Collect data from the questionnaire to analyze the elements of gas station management that affect success: a case study of the fuel business.

Step 5: Data Analysis The researcher examined the route components in gas station management that impact success in a fuel business case study, employing a computer program to analyze fundamental statistical data gathered from the sample group. The data analysis was as follows: The data analysis involved three steps: 1) distributing the frequency and calculating the percentage of the questionnaires; 2) determining the mean and standard deviation; and 3) utilizing inferential statistics. The AMOS software performs Confirmatory Factor Analysis (CFA) using Inferential Statistics (Chaobankor, N. et al., 2023).

To evaluate the validity of the measurement model, we consider a group of statistical values. These values include the chi-square statistic with a p-value that indicates no statistical significance at the 0.05 level, the relative chi-square, and the ratio between the chi-square statistic and the degree of freedom, which should not exceed 2. In addition, the Comparative Fit Index (CFI) should be considered to be greater than 0.90, the Standardized Root Mean Square Residual (SRMR), and the Root Mean Square Error of Approximation (RMSEA) should be less than 0.08. We used the maximum likelihood method of parameter estimation because the overall data distribution exhibited a normal distribution, suggesting a tendency towards a normal curve (Kim, 2013).

4. RESULTS

4.1. Analysis of Data from the Questionnaire

4.1.1. The Data of the Respondents Was Analyzed

Respondents have current positions: gas station manager, 60.11 percent, and entrepreneur/managing director, 39.89 percent. Type of operation: limited company, 76.33 percent, and partnership, 23.67 percent. Number of employees at the gas station: 11–16 people, or 36.17 percent. Number of 5-10 people: 28.46 percent. The percentage of individuals aged 21 or older stands at 19.15 percent. Number of 16-21 people, 16.22 The business model of gas stations exhibits the following characteristics: CODO (Company Owned Dealer Operated) accounted for 51.06 percent, DODO (Dealer Owned Dealer Operated) accounted for 33.78 percent, others accounted for 13.83 percent, and missing accounted for 1.33 percent. Overall, the business results in the past year showed profit at 73.67 percent, loss at 20.21 percent, and missing at 6.12 percent.

4.1.2. Analysis of Service Station Management Results

According to route analysis, service station management plays a significant role in determining success. The fuel business case study, which involved studying concepts, theories, and developing tools to collect data, yielded the following research results:

Table 1: Analysis of opinions on service station management that affects success.

Service station management	Average	Opinion level
1. Corporate management	4.41	High
2. Human resource management	4.35	High
3. Marketing management	4.54	Highest
4. Financial management	4.42	High

According to Table 1, the analysis of opinions on gas station management that impact success reveals that marketing management has the highest level of opinions, with an average of 4.54. This is followed by financial management, which has an average of 4.42, and human resource management, which has the lowest level of opinions, with an average of 4.35. This is because most gas station employees are daily wage earners. In terms of employee development, gas stations either do not invest in employee development or invest very little in it.

4.2. Structural Equation Modeling Consistency Analysis

As said above, confirmatory factor analysis (CFA) validates the capacity of observed variables to measure variables and can summarize observable variables by different values. The structure of the elements influencing the performance of the small-scale and medium-sized fuel station company is the subject of a consistency study. Full Model 0 is a study of the findings of the observable data acquired from surveys that fit the data acquired from the literary evaluation of the conceptual framework of the research in the image. According to the study idea framework, the approach begins with the analysis of data obtained from the first model survey and considers several statistical values depending on the architectural analysis criteria. Therefore, if the basic model fails to meet any criteria, the framework modifies the data to either meet the module's criteria or not.

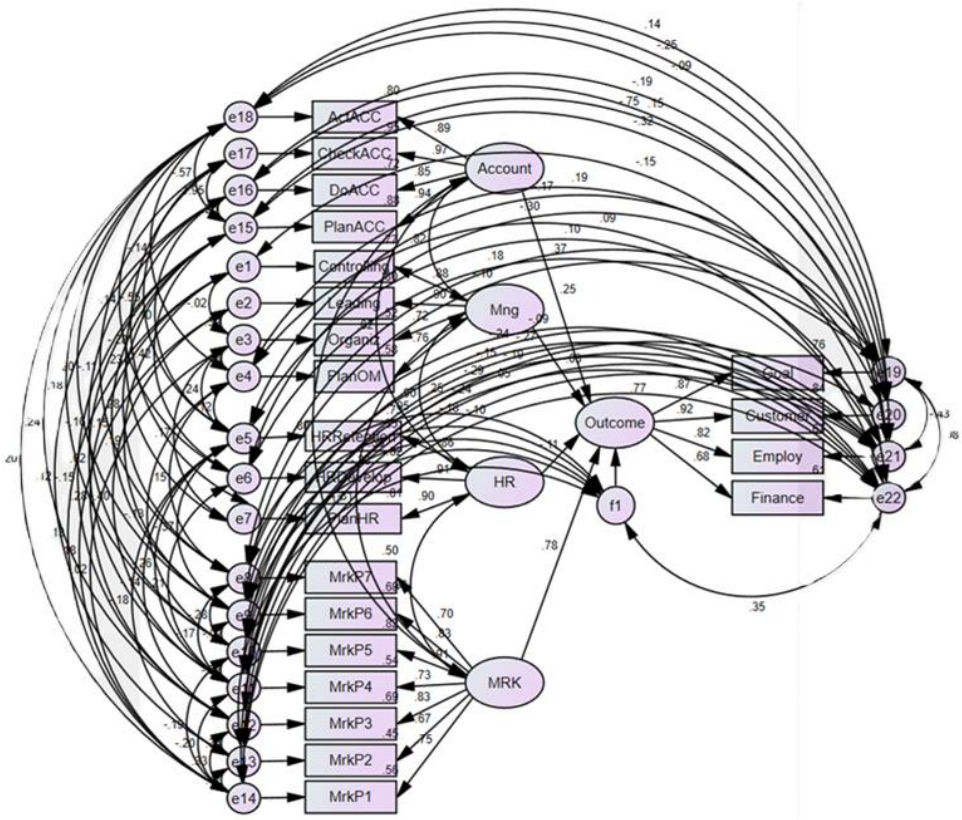


Figure 3: An analysis of the structural model architecture (fit model).

Figure 3 compiles the structural equation modeling study outcomes as a gauge of the end variable. The end variable measures (1) goal performance, (2) consumer satisfaction, (3) employee satisfaction, and (4) finance satisfaction. Under a statistically significant level of 0.001, the maximum standard component weight is 0.978.

The researchers corrected the programming analysis. It was found that the theoretical data matched the theoretical pattern (Chi-square = 137.55, df = 115, P-value = 0.074, RMSEA = 0.023, Chi-square/df = 1.196, RMR = 0.007, GFI = 0.969, AGFI = 0.931), which meant that the pattern was correct, appropriate, and possible (see Table 1).

Table 2: Presents a statistical evaluation of an equation model's circular consistency fit model.

Goodness of fit measures	Recommended value	Structural model (Result)
$\chi 2$/df	≤3.00	1.196(p=0.074)
GFI	≥0.90	0.969
AGFI	≥0.90	0.931
CFI	≥0.90	0.997
NFI	≥0.90	0.987
RMSEA	≤0.08	0.023

Table 2 revealed that the researchers' roundabout consistency test results, derived from literature and

remarkable data, equate to 137.556 square (2). P-value equals 0.074; GFI equals 0.969. Agfi equals 0,931. The equivalent circular absorption coherence index (CFI) is 0.997. Equating 0.023 with the parameter estimate flexibility index (RMSEA), one may infer that the business operations target model is more aligned with big data.

Table 3: Circular consistency of structural models that were statistically evaluated (Fit Model).

Variables	Factor loading standards	Standard error	Critical ratio	P
Outcome <- - Mng	-0.29	0.138	-0.266	0.790
Outcome <- - HR	-0.112	0.127	-0.826	0.410
Outcome <- - MRK	0.783	0.202	6.033	0.000**
Outcome <- - Account	0.251	0.071	3.350	0.000**
PlanOM <- - Mng	0.762			
Organiz <- - Mng	0.719	0.071	15.449	0.000**
Leading <- - Mng	0.897	0.063	18.980	0.000**
Controlling <- - Mng	0.879	0.053	18.604	0.000**
PlanHR <- - HR	0.901			
HRDevelop <- - HR	0.905	0.035	27.787	0.000**
HRRentention <- - HR	0.857	0.043	24.329	0.000**
MRKP1 <- - MRK	0.750			
MRKP2 <- - MRK	0.669	0.052	17.900	0.000**
MRKP3 <- - MRK	0.828	0.055	20.506	0.000**
MRKP4 <- - MRK	0.735	0.102	13.199	0.000**
MRKP5 <- - MRK	0.905	0.090	16.854	0.000**
MRKP6 <- - MRK	0.829	0.076	16.506	0.000**
MRKP7 <- - MRK	0.704	0.089	13.835	0.000**
PlanACC <- - Account	0.940			
DoACC <- - Account	0.849	0.037	26.153	0.000**
CheckACC <- - Account	0.975	0.043	24.150	0.000**
ActACC <- - Account	0.893	0.044	22.905	0.000**
Goal <- - Outcome	0.874			
Customer <- - Outcome	0.918	0.040	25.154	0.000**
Employ <- - Outcome	0.818	0.066	17.742	0.000**
Finance <- - Outcome	0.680	0.073	16.061	0.000**

Note: ** Statistically significant below 0.001.

Confirmative element analysis revealed, as shown in Table 3, that the weight of every observed variable matched the observational data. Statistically significant at levels less than 0.001 The independent variable analysis determined that the lowest standard component weight was The weight of financial management stood at 0.940, followed by that of human resources management at 0.901, enterprise management at 0.762, market administration at 0.750, and the outcome management impact link at 0.750. We determined that market management most significantly influences the success of the service station's management. The component with the highest weight was corporate administration, with a score of 0.783. Human resources management had no significant impact on the success of service station administration (Outcome)

5. DISCUSSION

A case study of the fuel company reveals factors influencing success in service station management according to linear analysis. The weight of each component of the variable aligns with the indicative data, based on four key management factors: 1) Corporate Management; 2) Human Resource Management; 3) Marketing Management; and 4) Financial Management. The relationship between service station management and outcome, or success, is statistically significant at less than 0.001 levels. We found that service station management's performance impacts marketing management, which in turn shapes the majority of success. Employees who serve with integrity, clarity, and honesty inspire great passion in dealing with consumers with influence. The service's client should be delighted. Given that the staff personnel are kind and friendly, consumers are returning to services and reacting to them once more in consistent with Kanyarat Rattanathip,et al.,(2023).The personnel is fast, meticulous, eager to serve, and ready. Getlieb, Jerry et al., (2006) In terms of service providers, employees' courteous behavior shapes their perception of the business they handle. In other words, their perception of the business they manage will be more positive. Esmaeilpour, Majid & Ranjbar, Mohammad (2018), the most crucial component of a firm is its employees; hence, they significantly contribute to providing high-quality services. To increase employee loyalty at their place of employment, the company should try to find staff members who fit its goals and respond accordingly. To ensure their satisfaction, the operators will strive to act appropriately and adhere to the guidelines of politeness to the greatest extent possible. This is the level of satisfaction (Yi-Chieh Wang, et al., 2017). In today's competitive service market, managers and staff members regard the performance of the service staff as satisfactory, which leads to inadequate customer satisfaction to sustain the organization's long-term profitability. According to Promvongsanon, V., et al.,(2024), the fuel station has also developed a marketing promotion strategy that affects success by offering a discount on goods from oil filling and using

scores converted into money to lower fuel prices. The station's marketing component, at the heart of its business structure, is believed to shape the service station's behavior. If a marketing campaign is implemented, it can influence consumer satisfaction, lead to frequent purchases due to excellent service, offer discounts to the client, or even award a prize if the customer fills the oil as advised, in response to consumer desires. Dani, C. O. (2018) sales, consumers, and corporate financial performance were affected by the general performance of the company, promotion, pricing, distribution, product standardization, and modification, according to the results. The study found that the effectiveness of the company's use of marketing techniques determined the impact. Yasa, N., et al.,(2020) Promotion techniques have a significant and favorable impact on competitive advantages. Moreover, marketing plans have considerable power to raise competitive advantage. Ansari, A., & Riasi, A. (2016) Improving the possibilities of success and output for the company depends critically on developing a suitable relationship with the consumer to grasp their needs. Corporate management and human resources management do not influence the results of service station management, as changes in oil prices impact corporate management, which is constantly changing. The fuel station manager must quickly adapt to these changes, as they impact the service station management outcomes that determine success. Matching with Lv, M.; & Zhang, X. (2020) The findings revealed that a poor user experience stemmed from obsolete service routines for oil pumps. Future modifications made it difficult to operate oil pumps. Future smart oil stations should implement intelligent management systems that use technology to control, design service marketing models, and update infrastructure. Jiang, X., & Liu, J. (2014) the fast change in domestic fuel consumption, the use of real-time control and inspection technology, effectively managed the control of money, employees, oil, oil storage, equipment, and so on, so the oil refueling system is a real necessity and major in improving the performance of oil pumps and lowering running expenses. Al-Haddock, S., & Kotnour, T. (2015) said that organizational transformation raises success chances. The secret is to plan the transformation and handle the key elements of success. Graetz, F., & Smith, A. C. T. (2010) managing the continuity of continuous change is supposed to strengthen the company's capabilities, safeguard satisfaction and persistence, and help control its direction. Boonsrinugul, S. et al., (2023) the management of the service stations should demonstrate their survival and profitability. These stores will contribute to raising surpluses and income. Increased oil supplies. Furthermore, the service station should inspire consumers with the quality of all the products it offers.

6. CONCLUSION

Service Station Management Factors Affecting Success Based on Routine Analysis: A Case Study of the Fuel Business. There are four managerial aspects: financial management, marketing management, human resource management, and corporate management. Given the current phenomenon of technological innovations affecting the social system and service users, the results are progressively targeted. Customer satisfaction, staff contentment (employment), and obtaining financial returns make entrepreneurs always aware of changes and organizational modifications. This highlights the satisfaction of consumers who receive services at gasoline stations. People should thus be ready to modify their business environment to offer competitive, efficient services. Furthermore, the management of new energy services has to keep changing their corporate effectiveness.

7. FUTURE RCOMMENDATIONS

The research findings should assist an entrepreneur in implementing a business management model for a fuel station to adapt its strategies to changing consumer behavior and demand. Pay special attention to general quality control. In strategic management, there is a visionary goal. Novel projects lead to more effective business development. To have a competitive edge. Providing improved value to consumers can lead to a better company. Operators should analyze external environmental factors as they operate as an open system that is environmentally relevant and affected by environmental changes such as laws, societies, economics, and technology, and operators should study consumer behavior when accessing different customer groups of fuel stations to benefit the oil stations in their implementation to meet the needs of the next customer group. Fuel stations must consider evolving consumer trends and behaviors, such as environmental sustainability and clean energy technology, to remain competitive and effectively address consumer needs while preserving the environment.

REFERENCES

Al-Haddad, S. & Kotnour, T. (2015), "Integrating the organizational change literature: a model for successful change", *Journal of Organizational Change Management*,*28*(2), 234-262.https://doi.org/10.1108/JOCM-11-2013-0215

Alyssa Nur Fahira, Jovita Adeline, Sopice Selfina Kehek (2023).Service Quality Analysis to Increase Customer Satisfaction at BP Gas Stations in the Jabodetabek Area. *Journal of Current Research in Multidisciplinary.1*(4),141-148

Ansari, A., & Riasi, A. (2016). An investigation of factors affecting brand advertising success and effectiveness. *International Business Research*, *9*(4), 20-30. doi:10.5539/ibr.v9n4p20

Boonsrinugul, S., Rattanawiboonsom , V., & Yawised, K. (2023). The Model on Administration and Management of the Risk for Fuel Stations Under Fuel Smuggling in Songkhla Province. *Journal of Roi Kaensarn Academi*, *8*(8), 141–155.https://so02.tci-thaijo.org/index.php/JRKSA/article/view/262707

Chaobankor, N., Pinthapataya, S., & Chainchana, C., (2023). The Causal Relationship Model of Factors Affecting the Work Efficiency of Employees in the Automotive. *Nakhon Lampang Buddhist College's Journal*, *12*(2), 87–102. https://so04.tci-thaijo.org/index.php/NBJ/article/view/265829

Christianta, P. (2022) Diskusi Pengembangan Bisnis Spbu/Interviewer: R. M. Wulandari.

Daniel, C. O. (2018). Effects of marketing strategies on organizational performance. *International journal of business marketing and management*, *3*(9), 1-9.

https://www.ijbmm.com/paper/Sep2018/448324884.pdf
Esmaeilpour, Majid & Ranjbar, Mohammad.(2018). Investigating the Impact of Commitment, Satisfaction, and Loyalty of Employees on Providing High-Quality Service to Customer. *Studies in Business and Economics*, *13*(1), 41-57. https://doi.org/10.2478/sbe-2018-0004
Gotlieb, Jerry & Levy, Michael & Grewal, Dhruv & Lindsey-Mullikin, Joan. (2006). An Examination of Moderators of the Effects of Customers' Evaluation of Employee Courtesy on Attitude Toward the Service Firm1. *Journal of Applied Social Psychology. 34*. 825 - 847. DOI.10.1111/j.1559-1816.2004.tb02573.x.
Graetz, F., & Smith, A. C. T. (2010). Managing Organizational Change: A Philosophies of Change Approach. *Journal of Change Management, 10*(2), 135–154. https://doi.org/10.1080/14697011003795602
Jiang, X., & Liu, J. (2014). Design on Controlling-Management System of Gas Station. *TELKOMNIKA Indonesian Journal of Electrical Engineering*, *12*(4), 3177-3184. http://dx.doi.org/10.11591/telkomnika.v12i4.4924
Kanyarat Rattanathip, Sarita Butsarakham, Wichtra Santan, Thanaphum Pongsangiam and Thanarat Rattanapongtara .(2023). The Satisfaction of Users of KSA Café.*Journal of Tourism Leisure and Hospitality Management. 5*(1).pp 1-13. https://so04.tci-thaijo.org/index.php/JTHM/article/view/254232
Kasemsin, S. (2013). New personnel management plan (5th ed.). Thai Watana Panich. [In Thai]
Kim, H.Y. (2013). Statistical Notes for Clinical Researchers: Assessing Normal Distribution Using Skewness and Kurtosis. *Restorative Dentistry & Endodontics. 38*(1), 52-54. https://doi: 10.5395/rde.2013.38.1.52
Kusmaryono, I., Wijayanti, D., & Maharani, H. R. (2022). Number of response options, reliability, validity, and potential bias in the use of the likert scale education and social science research: A literature review. *International Journal of Educational Methodology*, *8*(4), 625-637. https://doi.org/10.12973/ijem.8.4.625
Lana, K. W. S., & Bambang, B. (2024). The Influence of Internal Audit and Internal Control on Fuel Oil (BBM) Sales Performance(Study at the gas station company PT. Bumi Bagus). *East Asian Journal of Multidisciplinary Research*, *3*(6), 1981–1996. https://doi.org/10.55927/eajmr.v3i6.9293
Lovelock, C. & Wirtz, J., (2011). Service Marketing: People, Technology, Strategy, Seventh Edition. NJ: Pearson Prentice Hall.
Lv, M., & Zhang, X. (2022). Research and Design of Future-oriented Smart Gas Station Service. In *International Conference on Human-Computer Interaction* (pp. 91-105).https://doi.org/10.1007/978-3-031-06053-3_7
Monsinee Pattanasuwan, Peerawate Suwannasi, akrapee Worawattanaparinya,(2017). Factors Influencing Access to Services of Esso Gas Stations for Population in Nonthaburi. *MBA-KKU Journal 10*(1)96-120. https://so04.tci-thaijo.org/index.php/mbakkujournal/article/view/89172.
Natlada Srikajorn. (2015). Customers Choice of Gas Stations in The Bangkok Metropolitan Area, Thailand. An Independent Study for The Degree Master of Business Administration Faculty of Commerce and Accountancy Thammasat University Thailand.
Neu, W.A. and Brown, S.W. (2008), "Manufacturers forming successful complex business services: Designing an organization to fit the market", *International Journal of Service Industry Management*, *19*(2). 232-251. https://doi.org/10.1108/09564230810869757
Nieminen PM (2005). Environmental protection standards at petrol stations: A comparative study of technology between Finland and selected European countries. Thesis for the Degree of Doctor of Technology, Tampere University, Finland.
Pairin Otasiriyanont.(2013). Urbanization in Bangkok Metropolitan effect to reduction of petroleum service station.Master of Management Degree College of Management Mahidol University, Thailand.https://archive.cm.mahidol.ac.th/handle/123456789/550
Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERQUAL: A multiple items scale for measuring consumer perceptions of service quality. *Journal of Retailing*, *64*(1), 12-37.
Peerawanichkul, U., Siengchin, S., Boonyasopon, T., & Wisuttipaet, S. (2022). The Development Model of Petrol Station Executives to Enhance Competitive Business in digital age. *Journal of MCU Peace Studies*, *10*(4), 1809–1826. https://so03.tci-thaijo.org/index.php/journal-peace/article/view/247883
Pertamina,(2016). Pedoman Manajemen Business Fungsi Business Fuel & Gas, No, A-001/1100/2016-S0, 2016
Poolkrajang, A. (2024). Enhanced fuel efficiency via eco-driving training in freight transport. *International Journal of Transport Development and Integration*, *8*(1). 99-108. https://doi.org/10.18280/ijtdi.080109
Priani Nadhira Sudarma and Isti Surjandari.(2022).Performance Measurement of Gas Station in Indonesia Based on Ownership Status using Two-Stage Data Envelopment Analysis. Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management, Sydney, Australia, December 20-21, 2022
Promvongsanon, V., Chaichana, C., Upping, P., & Mettathamrong, J. (2024). Marketing Strategies Affected The Service Usage Behaviour at The Shell Service Station for Upgrade to Service Excellence. *Journal of MCU Social Science Review*, *13*(1), 259–270. https://so03.tci-thaijo.org/index.php/jssr/article/view/261784
Proyrungroj, R. (2008). Service psychological (1st ed.). Bangkok: O. S. Printing House. [in Thai]
Raisa Marsya Wulandari, Dr. Ir Uke Marius Siahaan, MBA (2022). Strategic Investment Analysis for the Gas Station Projects Using Build Operate and Transfer (Case Study: PT Pertamina, Besakih Bali). *International Journal of Current Science Research and Review*, *5*(9), 3394-3404. DOI: 10.47191/ijcsrr/V5-i9-17
Taber, K.S.(2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Res Sci Educ 48*, 1273–1296. https://doi.org/10.1007/s11165-016-9602-2
Thanakorn Prasatkeaw.(2007). Marketing Mix Factors Affecting the Selection of in Bangkok Metropolitan Area. Thesis for the Degree of Business Administration Department of Business Administration Graduate School , Dhurakijpundit University Thailand.
Thitimon Kongmee.(2018). Service Marketing Strategy for PTT Gas Station. Master of Business Administration Program in Global Business Management (International Program). Faculty of Commerce and Accountancy Thammasat University.Thailand.
W. A. Aziz,(2020). "Exploring Consumer Perception of Oil and Gas Retail Business to Ensure Service Sustainable Development," *2020 Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs(51154)*, Sakheer, Bahrain, 2020, pp. 1-6, doi: 10.1109/IEEECONF51154.2020.9319942.
Weerawat Weerawong, Waranon Kongsong, Teeradej Snongtaweeporn and Chaleeporn Thammapornram. (2023). Factors Affecting Business Operators' Decisions to Establish Fuel Oil Stations under Building Control and Fuel Control Laws in the Metropolitan Bangkok. *Onomázein*, (62 (2023): December), 1296–1305. http://www.onomazein.com/index.php/onom/article/view/350
Yasa, N., Giantari, I., Setini, M & Rahmayanti, P. (2020). The role of competitive advantage in mediating the effect of promotional strategy on marketing performance. *Management Science Letters*, *10*(12), 2845-2848. doi: 10.5267/j.msl.2020.4.024
Yi-Chieh Wang, Ching-Ching Luo, Yang-Fei Tai,(2017).Implementation of delightful services: From the perspective of frontline service employees,*Journal of Hospitality and Tourism Management,31*,90-104, https://doi.org/10.1016/j.jhtm.2016.10.006
Zeithaml, V. A., Bitner, M. J., & Gremler D. D. (2013). Service marketing: Integrating customer focus across the firm. New York: McGraw-Hill.