

The Antecedent Model of Strategic Crisis Management in Restaurant Business in Thailand during 2019 Pandemic

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Abstract

This mixed-method study aims to analyze, verify and, develop the model of the causal factor that indicates the capability of strategic management during the coronaviruses-2019 pandemic by using in-depth interview and questionnaire from 610 restaurant entrepreneurs and executives and analyzed by SEM. The finding found that strategic crisis management model consisted of 1) Entrepreneurial Persistence factors of individual characteristics and human capital 2) Job Performance factors of management and behavioral performances, 3) Talent Management factors of talent definition, talent selection and talent development; and 4) Strategic Crisis Management model featured escaping, solving and, proactive strategies.

Keywords: Entrepreneurial Persistence, Strategic Crisis Management, Behavior of entrepreneurs, Sustainable entrepreneurship, Restaurant business

1. Introduction

Tourism plays a crucial role in food industry, encouraging expansion to support domestic and international tourist demand. Tourist demands are reported an increase in traveling in Thailand continually. In 2018, there were more than 38 million international tourists, a 7.54% increase compared to previous year ([Department of Business Development, 2019](#)). In contrast, the pandemic at the end of 2019 directly was the cause of a deep fall in tourists. The consequence is income loss, leading to dropping in purchasing power in the domestic market. Besides, there was an economic downturn in every section across Thailand.

Restaurant business faced with huge decreases of tourists as well as domestic purchasing power leading to high numbers of closing down business due to overburdened of labor wage and land rental ([Wieczorek-Kosmala, 2021](#)). The temporary

business model has come out. The restaurant resumes opening with takeaway and delivery options for the customers to maintain their income until the pandemic disappears. The government supports stimulus policies such as expense stimulation and encouraging purchasing power. Part of the policies is the co-payment scheme and the price adjustment to comply with the higher material cost (Junaedia & Jermittiparsert, 2020).

Government and private sectors have initiated policies and strategies to resume the life of hospitality business because the industry employs millions of workers and employees. Government put some subsidies and compensation to the hospitality business but they were just a temporary solution. The entrepreneur must establish a new crisis management business model to survive in the long run. Job performance is the key to competitive advantage and good organizational productivity (Singh, 2016; Tippratum, 2019a, 2019b; Tippratum et al., 2019). Developing a systematical process designed for the damage prevention caused by the crisis was urgently required. Social online forum was opened to enable the restaurant owners to share their experiences to find the root cause and define the current incident under phenomenology and positivism. In addition, focusing on the business model development in the casual factor aspect with its characteristic to point out the strategic management capacity during the pandemic was a necessity. However, there were a few studies on developing crisis management model for restaurant business in Thailand. Therefore, this study aims to develop this model.

2. Literature Review

2.1 Theory in the Research

Digital economy is the concept associated with using digital technology to enhance the production and sales sections. Plus, it boosts the limitation of work competition, cost-saving with value adding to the product and services, and the country GDP by the digital technology as the primary mechanism to motivate the development of innovation along with reforming the procedure of the government and the private section. The focus is pointed to the labor market in the future to produce a significant

change. These increase the demand for highly skilled labor for specific activities. Therefore, this change requires skill improvement in restaurant labor in the digital era. Digital technology has been used in working along with being creative, comprehending new mass, highly skilled in English, always being a learner, and good at flexibility ([Economics Department Sukhothai Thammathirat Open University, 2018](#)).

The competitive advantages are the concept related to the consideration of business competition in the industry. With that, the five pressure forces consist of the power of customers, the power of suppliers, the threat of new entrants, the threat of substitutes, and industry rivalry, the strong influent. These obstacles indicate that the restaurant entrepreneur must seek direction and strategy against the pressure mentioned above. The analysis of the internal and external circumstances of the business is the primary priority. The purpose is to analyze the strengths, weaknesses, and business barriers and find a conclusion of how intermediate without bias in the current situation. Besides, the decision to use strategy used competitive advantages such as cost leadership, differentiation, and focus.

The theory of base resource is the concept with the resource consideration used for more advantages. All resource-owned business turns into the fundamental resource in case of non-applied against the competitors. Thus, the advantage resource requires value, rareness, difficulty to substitute, and difficult to imitate ([Barney, 1991](#)). Moreover, the reflection of corporate image/reputation, technology, innovation, finance capability, marketing capability, project management skill, and organization and human resources the competitive advantages ([Jantasri & Srivardhana, 2019](#); [Petmee, 2019](#)).

2.2 The Concept of Entrepreneurial Persistence (EP)

Entrepreneurial persistence reflects the potential of itself entrepreneurs they are the crucial factor in increasing the business's productivity. Two mentioned factors are intended to be entrepreneurial persistence which has the motivation, efforts, expectation of business operation, and the bravery of the competition even facing challenging conditions. The obstacle and the opposition are also included. Therefore, persistence becomes central to the entrepreneur's efforts in uncertain, challenging,

competitive solid situations. Thus, suitable qualifications like personality, manner, knowledge, and personal skills are required (McClelland, 1965). The vital variable with popular studies on the component of entrepreneur persistence consists of 1) individual characteristics, which means the personal element of entrepreneurs, which are found to be different based on the different positive and negative experiences. 2) human capital means the knowledge and individual skills of the entrepreneur who has much experience, and it affects increasing long-term business productivity.

2.3 The Concept of Job Performance (JP)

Job performance is reflected in the behavior that demonstrates employee performance as assigned to meet their objectives and performance standards, and can be improved to achieve higher business objectives (Campbell et al., 1990). The variables that are important and popular in the study of job performance are 1) management performance which means the ability to successfully manage the business and be able to stay in the industry under normal and unusual conditions and 2) behavioral performance which means the behavior of entrepreneurs to internal and external stakeholders such as employees, partners, customers, government agencies, etc.

2.4 The Concept of Talent Management (TM)

Talent management focuses on the intelligent individual who sets up their target to make the profitability of the business, highly skills, knowledge, experiences, intellectual, attitude, personality, pressure, and strategic thinking. Additionally, it includes the leadership capability with good emotions to utilize it as the competitive advantage (Mahjoub et al., 2018; Vardarlier, 2016). The study found a critical variable and is mostly used for studying the component of talent management comprised of 1) talent definition, which means setting the limit of capability, primary performance, and the expectation toward talented people. 2) talent selection is the searching process for the talent individual from different sources where you can find internal and external quality. 3) talent development means the procedure of securing, developing intelligent people, and building up the maximum advantages toward business. There will have different from general employees.

2.5 The Concept of Strategic Crisis Management (SCM)

Strategic crisis management is the systematic concept designed to protect against the risk of a specific crisis. With that, the different impact could be found. Moreover, it is considered the required skill of entrepreneurs because they must set up the strategy and the management scheme that apply in an unexpected situation with the most minor damage purpose and immediately recover the business (Sahin et al., 2015; Vardarlier, 2016). The vital variable and mainly used for the study are 1) escaping strategy, which means forecasting and identifying strategy before the crisis happens, and 2) solving strategy, which means acknowledgment and root cause analysis that result in the crisis correctly. Additionally, the information affects decision-making efficiently. Another one is called proactive strategy, which means turning a crisis into an opportunity by utilizing the planned strategy for the financial aspect while the competitor has in the panic.

3. Methodology

This study employed the mixed method as an exploratory sequential design. There were 9 hypotheses:

- 1) Entrepreneur Persistence positively affects job performance.
- 2) Entrepreneur Persistence positively affects talented management.
- 3) Entrepreneur Persistence positively affects strategic management during the crisis.
- 4) Job performance positively affects talented management.
- 5) Job performance affects strategic crisis management.
- 6) Talented management affects strategic crisis management.
- 7) Entrepreneur Persistence affects talented management through job performance.
- 8) Entrepreneur Persistence affects strategic crisis management through talented management.
- 9) Job performance affects strategic crisis management through talented management.

The key informants for qualitative approach were 10 the fully specialized person: restaurant entrepreneurs selected by purposive methods with the criteria of more than 5 years of experience in the business and more than 100 employees in the business. Samples for quantitative approach were 600 restaurant entrepreneurs and high senior executives selected by simple random method.

Research tools composed of two: semi-structure interview was used as a qualitative research tool, and a questionnaire of 5-rating was used as a quantitative research tool. The interview questions and a questionnaire were tested for validity and reliability (Rovinelli & Hambleton, 1976). The reliability was tested by an alpha coefficient in Cronbach methodology (Cronbach, 1990) with the value of 0.966, which greater than the standard set of 0.75 (Crano et al., 2015).

Data analysis was done as followed:

- 1) Basic statistics shows the researcher applying it as the lecturer and concluding the particular aspect of the studied variable consisting of percentage, mean, and standard deviation.
- 2) Statistics used in the basic condition test for structural equation modeling. Researchers use it to analyze the essential condition of the model consisting of skewness test and kurtosis to indicate the normal status of data contribution of the variable. The fixed skewness requires between -3 to +3. In contrast, kurtosis has been set between -10 to +10 (Vanichbuncha, 2007). Moreover, the test method of multicollinearity is used by variance inflation factor: VIF) to verify whether the variable relationship is over ten or not (Hair et al., 2009; Kennedy, 1992), and Pearson’s correlation coefficient is used for investigating if the variable has over 0.80 correlation coefficient or not (Kaiyawan, 2013).
- 3) Statistics used in research assumption test confirmatory factor analysis and structural equation modeling are related using direct effect, indirect effect, total effect, and forecast coefficient, or (R²). In addition, the model fit has been used as per the below details.

Table 1. The Index Used for the Model Compatibility.

The Correlation Index of Model	Acceptable Criteria	The Correlation Index of Model	Acceptable Criteria
P-value of Chi-square	> 0.05	RMSEA	≤ 0.08
CMIN/DF	≤ 3	CR	≥ 0.60
GFI	≥ 0.90	AVE	≥ 0.50
TLI	≥ 0.90	Standardized Factor Loading	≥ 0.50
CFI	≥ 0.90		

Source: (Hair et al., 1998; Kaiyawan, 2013; Shumacker & Lomax, 2004).

4. Results

The result of causal factor analysis indicating the strategic management capability during the crisis through restaurant business in coronaviruses-2019 pandemic as follows.

- 1) The result of variable level analysis enclosed by reasonable factor model indicating the competence of strategic management in the crisis of coronaviruses-2019 pandemic to the hospitality business. In total, all models tested a high mean ($\bar{X} = 4.13$, S.D. = 0.77)
- 2) After verifying the regular contribution from 30 observed variables, Skewness ranges from -1.860 to 2.929, and Kurtosis is between -0.914 to 6.736. The variance inflation factor showed minimum points at 2.074 and its maximum at 8.876. Besides, 435 pairs of variables have a correlation positively with significance at 0.01 and 0.05. All of them indicated their value for not over 0.80. The sum up is multicollinearity.

Verification of the correlation with the casual factor model, indicates strategic management capability in the crisis through the hospitality business during the coronaviruses-2019 pandemic consisting of the following.

- 1) Analysis of confirmatory component with first and second ranks of the model with entrepreneur persistence measurement, job performance model, talent management model, and strategic management model in the crisis. The study found that all model measurements showed an acceptable index. Moreover, the reliable verification found that the variable standard indicates its significance at the statistical level at 0.001, and it passed identified criteria. The conclusion is that the developed measurement model has correlated with empirical data and been reliable from the confirmatory component analysis at first and second ranks (Hair et al., 2009; Kline, 2011; Vanichbuncha, 2007) as Figure 1-4.

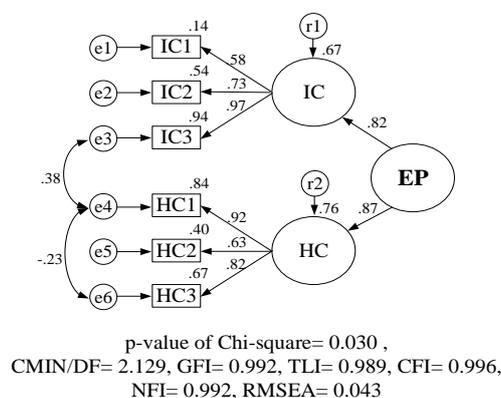
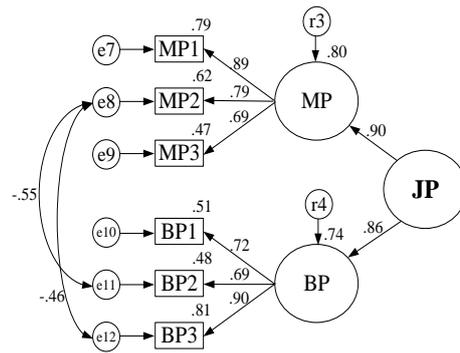
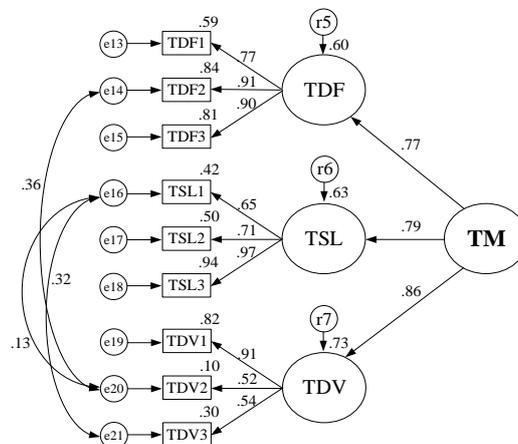


Figure 1. Entrepreneur Persistence Model.



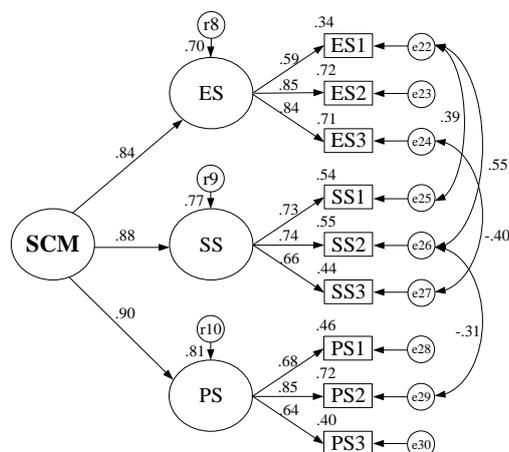
p-value of Chi-square= 0.230 ,
 CMIN/DF= 1.420, GFI= 0.997, TLI= 0.997, CFI= 0.999,
 NFI= 0.998, RMSEA= 0.026

Figure 2. Job Performance Model.



p-value of Chi-square= 0.001 , CMIN/DF= 2.355, GFI= 0.986,
 TLI= 0.986, CFI= 0.994, NFI= 0.990, RMSEA= 0.048

Figure 3. Talent Management Model.



p-value of Chi-square= 0.001 , CMIN/DF= 2.360, GFI= 0.985,
 TLI= 0.983, CFI= 0.993, NFI= 0.988, RMSEA= 0.048

Figure 4. Strategic Crisis Management Model.

2) Analysis outcome of the model correlation as the research assumption determines CMIN/DF equal 2.901 and other concordance such as GFI = 0.982, TLI = 0.971, CFI = 0.986, NFI = 0.980, and RMSEA = 0.056, with acceptable passed value (Hair et al., 2009; Kline, 2011; Vanichbuncha, 2007). Moreover, the credible investigation found that the component standard of the entire variable specifies the statistical significance at 0.001. Therefore, the conclusion of the developed model is compatible with empirical data, as Figure 5.

The result of analysis with variable influence through the research assumption showed with statistical significance at 0.001.

1st Presumption: entrepreneur persistence bears direct on job performance. The absolute influential value was found at 0.643, and the overall influential value presents 0.643.

2nd Presumption: entrepreneur persistence has directly affected positively talent management. They have been found with an absolute influential value equal to 0.911 and its overall of 0.975.

3rd Presumption: entrepreneur persistence has directly affected positively the strategic management capability in the crisis and found 0.022 as the absolute influential value and 0.871 in overall.

4th Presumption: job performance has directly affected positively talent management with an absolute influential value of 0.100 and the overall value of 0.100.

5th Presumption: job performance has directly affected the positively regular situation. The absolute influential value equals to 0.443, and the overall value of 0.508.

6th Presumption: talent management positively influences strategic management in a regular situation, with the absolute influential value equal to 0.666 and the overall value presenting 0.666.

7th Presumption: entrepreneur persistence has indirectly affected positively talent management. Job performance has defined a variable with an allusive value of 0.064 and overall influences of 0.975.

8th Presumption: entrepreneur persistence has indirectly affected in a positive way with strategic management in the crisis. Talent management is considered a medium variance. An allusive influential value is 0.849, and the overall influential value showed 0.871.

9th Presumption: job performance has indirectly affected in a positive way with strategic management in the crisis. Talent management is considered a medium variance. An allusive influential value is 0.065, and the overall influential value presents 0.508.

Furthermore, the forecast of the coefficient value (R^2) indicates the following details; 1) The variance of job performance comes from influences of entrepreneur persistence of 41.40% 2) The variance of talent management also appears from entrepreneur persistence along with job performance of 72.40, and 3) The variation of strategic management in the crisis, which occurred from the influences of entrepreneur persistence, job performance, and talent management, has been presented at 96.40%.

Model development of casual factor indicating the strategic management capability in the crisis to restaurant business among Covid 2019 pandemic.

The main data provider correlated with the analysis outcome of model influences and empirical data. They have a proposal of other factors affecting the model, such as the casual factor that directly affects the capability of strategic management in the crisis. They are defined as marketing mix, net working capital, and the component of the external hidden variable of job performance which specifies the performance of situation adjustment.

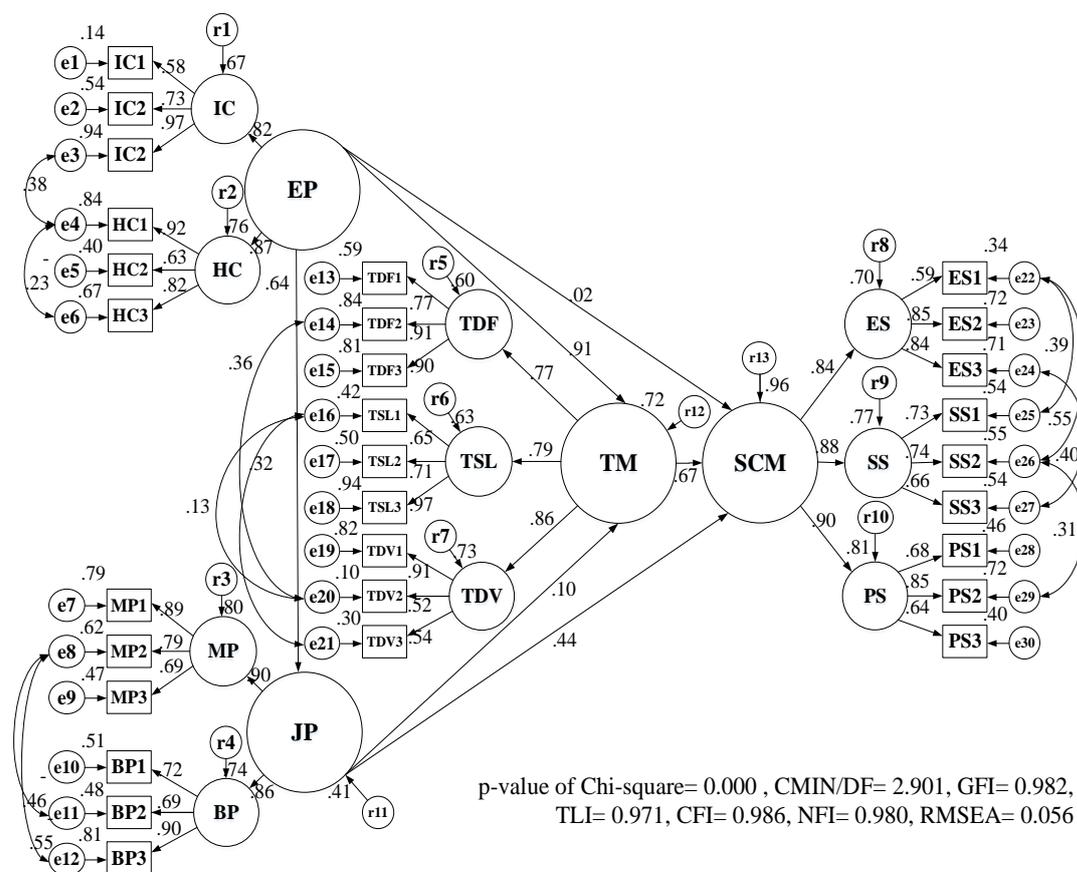


Figure 5. The Casual Factor Model, Points out the Strategic Management Capability in the Crisis during Covid 2019 Pandemic.

1) The model of casual factor indicated the strategic management capability in the crisis of the restaurant business in Thailand during coronaviruses-2019 pandemic showed to be compatible with empirical data and they were consistent with [Putsom \(2021\)](#), which found demonstrated causal factors of the adjustment capability, work progress, and persistence of entrepreneurs in small business in the pandemic, as well as empirical data and [Somnam and Tonglim \(2022\)](#) found the structure model that affects the orchid industry for the export purpose to the lower central region of Thailand, which showed compatibility with empirical data ($\chi^2 = 406.597$, $df = 160$. $GFI = 0.939$, $RMR = 0.047$, $RMSEA = 0.038$). The result is nearly compatible with, which found the model of strategic factors influential with decision behavior in the future of tourists who had taken the hotel and restaurant service in the developing area (eastern economic corridor: EEC), and found compatible with empirical data by eight combined indexes. The acceptable index comprised of $\chi^2 = 95.47$, $df = 86$, relative $\chi^2 = 1.11$, $p = 0.227$, $CFI = 1.00$, $GFI = 0.98$, $AGFI = 0.95$, $RMSEA = 0.017$, $SRMR = 0.027$. [Nguyen et al. \(2021\)](#) has offered strategy to handle coronaviruses-2019 pandemic in decreasing order, such as cost reduction, reducing employees, business model changing, rental land cost reduction, signing a contract with the land owner to reduce price competitively if comparing bank loaning, utility bill cost saving, sell assets, switch to online working, temporary or permanently close business, stop selling invaluable goods, and study new things to catch up the new environment through organization core value installment. Additionally, the entrepreneur reorganizes the business into a digital system for production and service providers, especially in encouraging friendly relationships among employees ([Hossain et al., 2022](#)). The coronaviruses-2019 pandemic led to a hard time managing the business in a regular situation. Therefore, what they could do in the crisis period is the evaluation along with developing a strategy to handle the crisis efficiently. Entrepreneur requires pulling out their skills and applying aptitude to overcome the crisis.

5. Conclusion and Discussion

The result of variables as components in the model, which are indirect and direct influences, including combined ones. Entrepreneur persistence builds positive influences to job performance, which is compatible with the research of [Unger et al. \(2011\)](#) and

Freeland and Keister (2016). The study found entrepreneur persistence has directly affected job performance and the capability of unstable management which was consistent to Unger et al. (2011) found the role of the entrepreneur has also directly influenced the orchid industry operation for the export purpose in the lower central region of Thailand having a positive relationship consisting of Path Coefficient and Santra (2018), which found being entrepreneur acts on job performance ($\beta = 0.063$; S.E = 0.080; C.R = 0.730; p-value = 0.465). The acceptable entrepreneur will have an honest, justice, and transparency in their management all of the process through personnel administration efficiently under knowledge, experience, skills, smart, and aptitude for developing business. Entrepreneur persistence influenced positively talent management, which is compatible with Vaiman and Collings (2013) that efficient performance of talent management counted on entrepreneur skills to set up talent capacity in different situations of the business. Santra's (2018) research found that the role of the entrepreneur affected the development of internal learning (β standardized = 0.552; S.E = 0.081; C.R = 7.008; p-value = 0.01). Talent management magnetizes things together. That means if the entrepreneur is full of knowledge and capability, they know where to find clever people and what the qualification should be. In contrast, if they, clever people, notice the restaurant has acceptable entrepreneurs, full skills, and good caring of employees. Then, they agreed to join naturally. Entrepreneur persistence has directly affected the strategic crisis management, which is compatible with Unger et al. (2011) that entrepreneur possesses skills of strategic identification in the visual aspect. They are required to be flexible with rapid change and able to handle crises and Kao et al. (2020) found that crisis management capability derived from entrepreneurial skills to point out the order strategy and can communicate with employees to realize the cause and its impact on the crisis. Entrepreneurs are fully specialized until they can make the solution to the crisis they've been facing. All of the learning points are the inferior experience to get better in the current.

Job performance has an influence directly on talent management, which is compatible with Tippratum (2019a) found that the administrative quality of executives relates to business capacity to magnetize talented people to drive it until successful. Besides, Dhani and Sharma (2017) found intelligence of emotional

management and other relevant behavior correlates relationship to with employees their job performance. With the current appeared, working nearby talented people considers the employee's pride. Apart from that, the individual is well behaved and justice, employees, certainly show admiration. The mentioned above is that a competent entrepreneur who balances work management knows well where to be flexible. job performance has positively affected strategic crisis management which was consistent to [Premppek and Sa-Ardnak \(2021\)](#) found that entrepreneurs applied market adjustment in the market development strategy by offering a special promotion to customers, including securing the existing customer for the maintain purpose. The customer category management of the service expected by customers with impressing them and appear different outcomes. The result of management is alike the reflection of entrepreneur capability in the most useful way. Moreover, it is the guarantee tool for how entrepreneur will decide the further process in the crisis ([Jantasri & Srivardhana, 2019](#)). The recruitment of talented people has positively affected the strategy crisis management, which is compatible with [Zhang et al. \(2022\)](#), who found highly skilled entrepreneur is essential to develop the strategy during the crisis with considering recovery strategy, medium recovery, and long-term recovery. Obviously, they are a vital mechanic to driving policy and fighting against the crisis. Therefore, strategy development during a coronaviruses-2019 pandemic may be fixed by entrepreneurs, but real skilled people is a practicable one.

Entrepreneurs persistence has indirectly affected talent management through job performance, which is compatible with [Zahra \(2021\)](#) that a chance after coronaviruses-2019 pandemics such as human cost investment and the crisis situation administration of entrepreneur. The purpose focuses on the direction of work to employees, such as the change of business model heading online business, new innovative development, and business model from social expectation. Talent people have more efficient work and could be a good models in many aspects, knowledge, capability, and behavior of a leader as the quote "how the head is, why not the tail". Entrepreneur persistence has indirectly affected strategic crisis management through talent management, which is compatible with [Haimowitz and Stefanacci \(2020\)](#) that strategy to carry business to reach the target during pandemic, that is a positive

culture, co-working space for skilled employees, focus on the solution, and accurate communication to set the certain goal of crisis solution or pandemic as well as [Piccarozzi and Aquilani \(2022\)](#), which found entrepreneur and skill team will apply Big Data to the maximum advantages against the crisis. Then, talented people will cooperate to find a solution for business. However, the important factor is the entrepreneur itself. That means confidence of knowledge, capability, skill, and well behave become the essential factors to indicate whether if talented people will join the crisis for the solution or not. Job performance has indirectly affected strategic crisis management through talent management was consistent to [Łopatka \(2021\)](#) that competent development of female entrepreneur of IT start-up business, the essential component of success against crisis. The capability of vital management is job performance identification and assign the suitable employees to handle. As the success of work and personnel administration are important, but the genuine completion can't be completed only entrepreneur. The highly skilled employees are alike a gear to drive the success ([Pearnpitak, 2018](#)).

The researcher sums up the relevant variable and is influential with the strategic management during crisis of the hospitality business of the pandemic period from assumption test and the comment of data provider under terms and conditions comply with strategic management during the crisis efficiently in case of the following details 7 P's marketing mixed and working capital as [Figure 6](#).



Figure 6. Revised Model.

The next research suggestion as follow.

- 1) The research could be used for insight data with grounded theory to define the meaning of component that additionally found from the main data provider such as mixed market of service, renewable budget, and the competent of flexibility. After that the quantitative research is used for developing a measuring model and verifying it with empirical analysis by second order confirmatory factor analysis.
- 2) The limitation of research found the period of data collection relates the appreciation of questionnaire completion by restaurant entrepreneur. That means the morning is the preparing time and once they open the restaurant, they take several time to manage it until it was closed. Then, the mentioned period isn't suitable to collect the research data. However, it is better to switch from being "researcher" to "customer" and easier to get the data.

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