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# CASUAL FACTORS AFFECTING COMPETITIVE ADVANTAGES AND BUSINESS PERFORMANCE OF RESTAURANT ENTREPRENEURS IN THAILAND: THEORIES AND CONCEPTUAL FRAMEWORK

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**Abstract** – The Objectives of this research are as follows: 1) To study the causal factors affecting the competitive advantage of restaurants in Thailand 2) To study the influence of competitive on restaurant business performance in Thailand. 3) To model the causal factors that affect competitive advantage and restaurant business performance in Thailand. The review literature by documentary research from 250 articles can be used for 120 articles, with the source of the articles from numerous databases. The research methodology is the mixed method through conducting of quantitative and qualitative research for data collection. The quantitative research is an analysis of the structural equation modeling (SEM) and the in-depth interview as part of the qualitative research.

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**Keywords** - Ability to use technology, Human Resource Management, Entrepreneur, Competitive Advantage, Business Performance

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## I. INTRODUCTION

### 1.1 Background and Importance of the Problem

Nowadays, Tourism is an industry that plays an important role in the economic development of many countries around the world. Governments of all countries therefore focus on enhancing the competitiveness of the private sector, pushing the international market. The tourism mission is therefore a strategy for development and is integrated with all sectors in order to drive efficiency. which the spending of tourists Part of it will be expenses related to food. Some countries therefore focus on Gastronomy Tourism. which is a tourism that combines the nature of the area, culture, service and access to tourism resources and uniqueness of the policy area The development of food tourism is the potential that plays an important role in promoting tourism to become more popular. Because the policy or strategy is a drive that leads to concrete implementation and achieves goals efficiently. In addition, Thailand hosted the 4th UNWTO World Forum on Gastronomy in 2018, which was considered an opportunity for gastronomic tourism to be more well-known. As well as the exchange of knowledge and food experts, as well as supporting the policy of bringing income into Thailand through the food industry.

Ministry of Tourism and Sports, 2015 The food industry is an industry that generates income for Thailand and generates a lot of employment. The restaurant business includes a large number of entrepreneurs of all sizes, large, medium and small, all of which drive the country's economy. According to the data from the Kasikorn Research Center in 2016, the economy slowed down and grew slowly. affecting the eating behavior of Thai people

Stimulating sales by means of discounts buy one get one free arrangement of tableware, etc. Later in the year 2017-2018, the value of the restaurant business market in Thailand is worth more than 400 billion baht and is likely to continue to increase combined with the entrepreneur's ability to run a business that results in increasing profits every year. These are all factors that continually attract new entrepreneurs. Economic, social, and technological conditions fast changing as a result, the food industry must constantly adjust and will increase the value by about 2 billion baht from the original forecast. The overview of the restaurant market in Thailand in 2020 has slowed down in line with the global economy and the threat that has put pressure on purchasing power at the household level.

The rapid spread of the coronavirus or covid19 causes many countries around the world to be vigilant restaurant industry, both employees and consumers began to experience changes in lifestyle and work. Issuing orders to slow and distribute services as normal (American Association, 2020).

From several past studies, we that Ability to use technology, HRM, Entrepreneur, impact Competitive Advantage and Business Performance. There have also been many studies that indicate that competitive advantage has a positive impact on business performance. The objective of this article was to present literature reviews to create factor components and the relationship between Ability to use technology, HRM, Entrepreneur, Competitive Advantage, Business Performance of the past study findings to be used as the conceptual framework for this research.

In 2022, the direction of the restaurant business must take into account that the business costs are expected to remain high throughout the year. Meanwhile, sales price increases are limited. This puts pressure on

restaurant operators' net profits, especially the cost of food ingredients and energy costs. As a result, some operators need to increase food prices multiply adaptation of entrepreneurs to use the small restaurant model to reduce costs and risks, as well as integrate technology into the heart of the restaurant business chain. Especially areas where there is a concentration of habitats. At the same time, the risk of COVID has forced restaurant operators to maintain a balance of sales channels and increase revenue streams to other products. Despite the overall direction of the restaurant business in 2022, it will recover. After contracting steadily over the past two years, restaurant operators still need to operate cautiously to mitigate the impact of both business challenges.

This article is a literature review on the Business Performance, Competitive advantage, Ability to use technology, Human Resource Management, Entrepreneurship and used documentary research as the design and 250 articles. However, the practical use is only 120 articles. The sources of articles are EBSCO, Emerald, ProQuest, and various academic databases via the Internet.

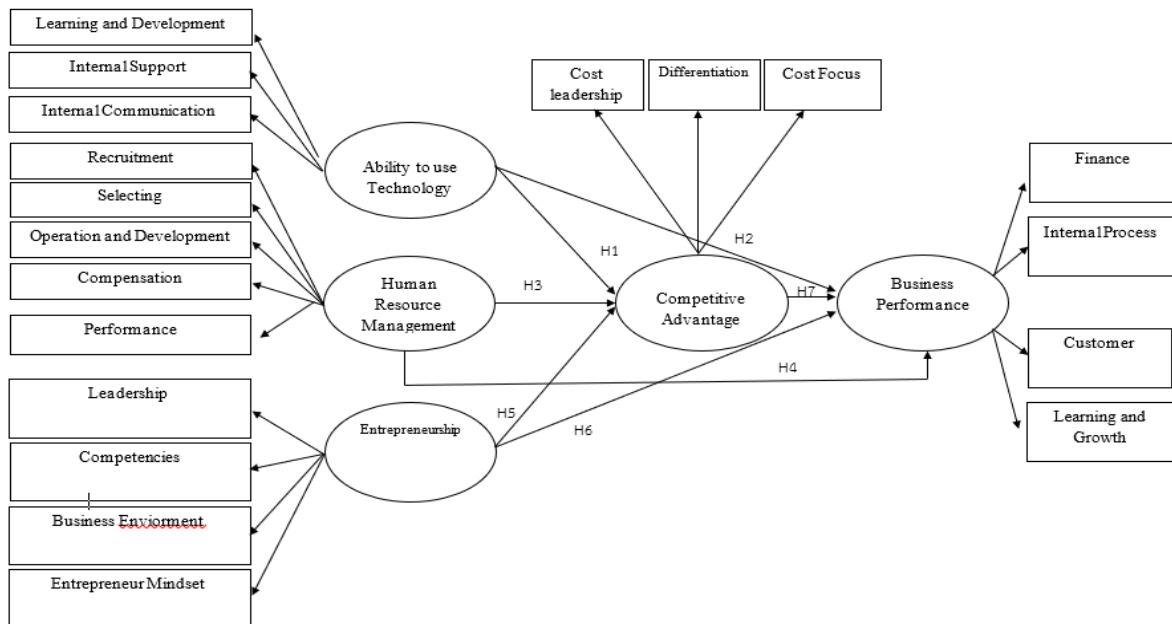
### 1.2 Research Question

The research question is to consider whether factors such as business strategy management quality and service Creating a service experience for customers to receive Human resource management for maximum efficiency. The effect of variables and the relationship of the spans in each component.

1. How do the casual factors of ability to use technology, Entrepreneurship, HRM has a direct and indirect effect on business performance through competitive advantage
2. How does human resource have a direct and indirect effect on business performance through competitive advantage?
3. Does entrepreneurship have a direct and indirect effect on business performance through competitive advantages?

### 1.3 Research Objective

1. To study the a casual model affecting the competitive advantage of restaurants in Thailand
2. To study the influence of competitive on restaurant business performance in Thailand.
3. To develop a casual model that affect competitive advantage and restaurant business performance in Thailand.



## II. LITERATURE REVIEW

### 2.1 Related Concepts and Theories

#### 2.1.1 Theory Based to the Conceptual Framework

The researcher can explain the conceptual framework by reviewing and synthesizing the literature about system theory its application in this research.

1. Input refers to the things that are needed to affect the process of the system, including the ability to

use technology. The ability to choose technology various innovations to enhance business potential.

2. Process refers to the things that are needed to affect the process of the system, including creating a competitive advantage in terms of cost business leadership and differentiation in products or services.
3. Output means the results from the operational process of the system, i.e. the performance of the

customer organization in terms of service intent and Competitive Advantage

4. Feedback (Feedback) means bringing the results from the system. It provides feedback to inputs and processes. in a defensive manner and self-control It determines the input factor in the next operation.

### *2.1.2 Concept of Competitive Advantage*

From the literature review, it was found that Competitive advantage is the most important variable in business research by Professor Michael Eugene Porter. (Michael Eugene Porter, Michael E. Porter, Porter, M.E.) has defined that competitive advantage is differentiators in 3 which consist of cost leadership and difference and focus group are consistent with the research of Tirasana Sahatsapad (2022) study Porter's to improve to analyze the factor increase the competitive online business in live commerce for use analyzing the questionnaire. Business entrepreneurial ability can be divided into 7 areas as follows : human potential raw material management technology and production product development business management and marketing databased system and research and development industry support from the product sector Barney (1991) Strategic execution results that can create value beyond the competition. is a competitive advantage. The competitors cannot operate the same strategy. Chanpen Wannarak found that the factors that influence the competitive advantage. work system, human capital, business network technological capability and organization of innovation business performance. Niti Rattanaprichavej (2015) competitive advantage focus on education differentiation and service quality. Saloni Pahuja (2020) Therefore in summary an advantage is obtained for doing the business by factors related to price, product and services (Desfitrina,2019) which causes. Also don't forget to keep in mind all employees and analysis in the event at the same time.

### *2.1.3 Concept of Ability to use technology*

The theory of technology acceptance Sasiporn Like Srichai (2012) defines technology acceptance as a factor of use and coexistence between individuals and technologies. It is the result of experience, knowledge, and needs. Direct factors include performance expectations. Expectations of effort Social influence and facilities conditions Indirect factors include attitudes towards the use of technology, user confidence, and anxiety. To have sufficient knowledge and skills to use technology in the pursuit of self-knowledge. Continuously throughout life. ) The ability to use technology is the ability to choose various technologies and have technological process skills for personal and social development. In the field of learning, communication, work. Solving

problems creatively, correctly, appropriately and morally. Chokanan Socharoenrat (2021) has talked about framing the characteristics of the ability to use creative technology critically with the following elements: 1) Thinking, i.e. having initiative to create knowledge through thinking and considering the information obtained. 2) operational aspects such as work planning, systematic work, and 3) commitment to work and specific solutions, i.e. steadfastness in work, trying to solve specific tasks to get it done. Ability and skills in information technology refers to the level of use of information technology in various fields.

### *2.1.4 Concept of Entrepreneurship*

The process of entrepreneurship involves entrepreneurs identifying outside the opportunity; Match the entrepreneurial resources at hand with opportunities to achieve entrepreneurial capabilities. External resource acquisition Creating sustainable value and allocating rewarded entrepreneurs. In Theory of Entrepreneurship, entrepreneurial value creation, the theory examines the internal examination of entrepreneurial processes using two stages according to the framework of value creation and allocation ( Chandra S. Mishra (2015). The independent action of a person or organization in the creation of ideas that demonstrate the ability to achieve successful goals , entrepreneurial theory (Napasorn Niyawanon (2021), Miguel-Angel Galindo-Martín (2021) Creating entrepreneurial value, the theory of internal examination of the entrepreneurial process in the first stage of determining investments. entrepreneur Driven by entrepreneurial intentions or ambitions for entrepreneurial rewards, discover opportunities outside the framework of value creation and allocation. In the second stage of generating investment income. Entrepreneurs may receive external resources such as venture capital or strategic partnerships. If necessary, create or acquire modern capabilities and entrepreneurship. The challenge for enterprising individuals is that the relationship between cause and effect between action and outcome is often unclear, and therefore the necessary adjustments to improve the outcome in moving forward are difficult to identify.

### *2.1.5 Concept of Human Resource Management*

Human resource management algorithms with artificial intelligence become more and more areas for human resource management (HRMS) released human resource backup data (HRIS) to provide efficiency in HR. Bunny in the challenge and got Benefit from disciplined compliance with best practices. Remember that these employees must embrace technology (Alexis Megan Votto(2021). Applying is to search and hire potential jobs with

documents, and skills specified to allow companies to recruitment employees and select referrals once participants have established among many other applicants the applicable registration process. Training and development involves organizational processes that foster personal advancement and defensive performance and is an insightful analytical approach to knowledge, ideas, patterns of experience, and collecting large amounts of data to increase job efficiency. Job analysis and design is the process of collecting and selling information about materials and worker needs and frameworks by categorizing the regions of work performed. Efficiency appraisal is a way of assessing workplace quality, worker quality, and is characterized by the growth of enterprises that include customer satisfaction every day, appraisal of enterprises increases (Aung Zaw Myo, 2022), (Tawatthai). Ratchasombat, 2018) Organizations need to have qualified personal in the right amount for the operations within that organization. Focusing on modern human resource management. Therefore, it is regarded as one of the important methods for managing the work within the organization with high quality and efficiency. Therefore, if any organization has a good focus on modern human resource management, it will result in that organization being very successful in operating. Recruitment and selection of employees is the first priority of human resources, the administration engages people in human resource planning by recruiting and selecting employees who meet the organization's job requirements. Human resource development is a mission in which people related to human resources work together to build knowledge and understanding of work from start to finish and create additional knowledge for employees.

### 2.1.6 Concept of Business Performance

Business performance (Business performance) Assessment of business performance cannot be assessed solely on financial indicators. The origin of the Balance Scorecard that Kaplan and Norton developed for use as a tool for evaluating the organization. It covers 4 aspects: 1) Financial Perspective 2) Customer Perspective 3) Internal Process Perspective 4) Learning and Learning Perspective Pattana (Learning and Growth Perspective) Dusit Jaksil (2020), Ratchata Kanchanaroj and Wichit U-on (2020), Supanaree Piroos (2020), Shafique Ur Rehman (2020), Aragón-Sánchez and Sanchez-Marin, Chitpong U Yasanon (2019), Awan, Kraslawski & Huiskonen, 2017.

## 2.2 The Relationship Between Variables

### 2.2.1 The Relationship Between Ability to use technology and competitive advantage.

The researcher has conducted the characteristics of entrepreneurs are directed at the ability to use

technology. It has a positive influence on the potential for creating competitive advantages. The development of information technology competence in the application of information technology in operation and effectiveness is the central variable for information technology readiness. Developing technology capabilities and affecting operational effectiveness Consistent with the concept of Smarn Rangsiyokrit (2001) said that competency development is an action related to encouraging personnel to have knowledge and competence, and have better operational skills as well as bringing knowledge That ability can be applied to work, which will result in efficient work, the ability to use technology creatively. The characteristics are as follows: 1) Developing the efficiency of initiatives to bring technology to benefit the competition. Able to plan work in a systematic, step-by-step manner. 3) The ability to connect knowledge and modify previous knowledge to be different from the original. 4) Present business knowledge. 5) Encourage personnel to use tools, information technology and strive to work.

### 2.2.2 The Relationship Between Ability to use technology and Business Performance

The researcher has conducted the information technology in the performance of local government officials found that 1) The effectiveness of the use of information technology in the performance of local government officials in 4 aspects, consisting of achieving objectives, utilizing information technology resources, work efficiency and work satisfaction (Poravee Khiewvichit (2018), Mohammad I. Ahmad (2014), Usakom Jearrajinda (2020), Chokanan Juengjarernrat (2020).

### 2.2.3 The Relationship Between

The researcher has conducted Operator attributes are directed. human resource management As a human resource unit, it is important to plan personnel appropriately and in line with the situation that will occur. for the organization to have good and quality personnel (Thamporn Niponpittaya, 2018), looking for possibilities to create a competitive advantage in business James A Downing (2018), Pitachaya Kaneko (2017), Joon-ho Kim (2017), Bayad Jamal Ali(2021), Chokanan Juengjarernrat(2021)

### 2.2.4 The Relationship Between Human Resource Management and Business Performance

The researcher has conducted resource base theory Explain about internal resources. of the organization as a means of defining processes and creating competitive advantages. Potential resources are the source of sustained competitive advantage (Hunt & Morgan, 1995). service innovation Developing new

services and creating value for customers is therefore considered an important factor that plays an important role in the performance of the organization for the sustainability of business in the end (Pattarika Chinchang, 2020, Ruslee Nuh(2022), Ratchata Kanchanarote(2020), Piyanat Kiengprasit. (2020), Phinyaphat Government (2019)

### 2.2.5 The Relationship Between Entrepreneurship and Business Performance

From the review of the literature, it was found that being an entrepreneur had a direct positive effect on the performance of the service business, consistent with S.Kraus et al (2010) found that organizations with good senior management competency. Entrepreneurs tend to consider and manage their workplace environment to find new opportunities. and the competitive position of entrepreneurs, which has a positive effect on performance (Roong Aroon Krasin, 2016). Business performance is determined by the response of the environment (such as the market) to the actions of the operators. operator In other words, a business will do well if there is a demand for the goods or services offered by the business. Therefore, the performance of the business depends on the performance of the entrepreneur. and the execution of both within (i.e., personnel reactions to different decisions) and environment Morrison Kaunda Mutuku (2019), Sri Dewi ANGGADINI(2021), Md. Atikur RAHAMAN(2021),

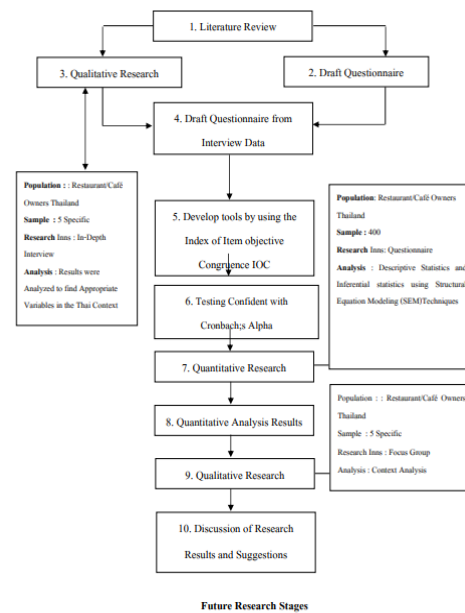
### 2.2.6 The Relationship Between Entrepreneurship and Competitive Advantage

The researcher has conducted Competitive advantage means creating superior value over competitors to satisfy customers. It requires a strategy that is consistent with the situation. And must take into account the low cost and differentiation of the product or service that is superior to the competition and fast response. The research of Wingworn et al., (2013); Wingworn (2015) supported that important that make the organization achieve its goals and have a competitive advantage Entrepreneurship requires leadership Innovation to develop products or services to meet the needs of customers.

### 2.2.7 The Relationship Between Competitive Advantage and Business Performance

The researcher has conducted Competitive advantage has a direct influence on business performance, business performance responsibilities. Recognition of the value of others Interaction and communication between society And running a startup business has a positive influence on competitive advantage. It will be a guideline for adjusting behavior development plans for all levels in small to large organizations, leading to business success in the future (Wilai Phungphol ,2021)

## III. RESEARCH METHODOLOGY



## IV. CONCLUSION AND RECOMMENDATION

After review of literature and research. The purpose of this study was to design a conceptual model of factors affecting Strategic management effectiveness a positive impact on business performance.

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