

# THE INFLUENCE OF CAUSAL FACTORS ON THE RESTAURANT INDUSTRY SUCCESS IN BANGKOK METROPOLITAN

Phimchana Pisansaran <sup>1</sup>, Srochinee Siriwattana <sup>2</sup>,  
Nalinee Suradinkura <sup>3</sup> and Pornkul Suksod <sup>4</sup>

<sup>1, 2, 3, 4</sup> Suan Sunandha Rajabhat University.

Email: <sup>1</sup>aephim4@gmail.com, <sup>2</sup>srochinee.si@ssru.ac.th, <sup>3</sup>nalinee.su@ssru.ac.th,  
<sup>4</sup>pornkul123@gmail.com

## Abstract

Food and beverage business, as a service sector, is important to the economic growth of Thailand. The alteration in consumer behavior and demand, coupled with the diminished purchasing power following the COVID-19 outbreak and a decline in tourist numbers has had a detrimental impact on the restaurant industry. The research objectives were: 1) to study the level of entrepreneurial characteristics, restaurant management, environmental protection, marketing strategy, and restaurant industry successful; 2) To study the influence of causal factors on entrepreneur characteristics, restaurant management, environmental protection, marketing strategy, and restaurant industry success; and 3) to propose the guidelines for building the success of the restaurant industry. This research employed a mixed research methodology, combining quantitative and qualitative methods. In quantitative research, systematic random sampling was used in this study. The sample consisted of 400 restaurant entrepreneurs in Bangkok Metropolitan. In qualitative research, in-depth interviews were conducted with 16 key informants. The results of the research showed that: 1) entrepreneur characteristics, restaurant management, environmental protection, marketing strategy, and restaurant industry successfulness were at a high level; 2) The influence of causal factors, namely entrepreneur characteristics, environmental protection, marketing strategy, and restaurant management, collectively yielded impact values of 0.87, 0.66, 0.56, and 0.48, respectively, with a significance level of 0.01, on the success of the restaurant industry; And 3) the guidelines for building the restaurant industry success in Bangkok Metropolitan included: the implementation of marketing strategies to effectively convey food distinctiveness and food product to prospective customers; (2) creating an attractive brand that is distinctive, easy to recall, and interesting to increase the number of customers. (3) showcasing restaurants' environmental protection initiatives through social engagement to enhance their promotion; (4) creating restaurant employees' awareness and accountability for delivering quality service and producing products that meet standards and are safe for consumers; (5) incorporating social media food influencers into business presentations to generate consumer attraction and foster trust.

**Keywords:** Restaurant Industry Success/ Entrepreneur Characteristics / Environmental Protection /Marketing Strategy.

## INTRODUCTION

Thailand's restaurant industry has been impacted by the COVID-19 pandemic. The number of tourists has decreased by almost a hundred. In 2020, overall business revenue decreased by 27.51%, subsequently, the government relaxed the measures, and the number of tourists is increasing. Domestic consumers are consuming more in restaurants, resulting in restaurant business earning and starting to recover. However, it was found that in 2022, the increase in restaurant costs resulted in an average increase of 14 percent in restaurant business costs compared to 2021, and it is expected that in 2023, the restaurant business will grow by 2.7-4.5 percent, worth 418-425 billion baht, but still lower than before the pandemic (Center for Economic and Business Research Siam Commercial Bank, 2023). Restaurant operators must adapt and create business opportunities to succeed under such circumstances (Pornsawan Suksomwat, 2022). Adaptation will help restaurant operators overcome this crisis and lead the organization to success in the future. Success also reflects the entrepreneur's ability to run a business (Karim, Haque, Anis & Ulfy, 2020). The adaptation of restaurant operators necessitates the need to increase marketing activities

by managing restaurants, reducing costs, and strictly managing finances (Sardar, Ray, Hasan, Chitra, Parvez & Avi, 2022). Therefore, success is an important factor that will help the restaurant business to operate efficiently. Under the current circumstances, internal management and personnel management play an important role in improving the efficiency of the business and leading to the success of the organization (Hwanga, Chungb & Kim, 2018). The success of the restaurant business from the perspective of the customer or consumer consists in product quality, variety of food menus, politeness, Friendliness and cleanliness of staff, reasonable price, shady atmosphere, Convenience and efficient service (Gikonyo, Berndt & Wadawi, 2014). Consumers have expectations for the service business in terms of service quality, Location, promotion and atmosphere of the venue (Hua, Chan & Mao, 2019). Changing practices to reduce impacts and protect the environment sustainably will result in lower business costs. Reduce toxins that occur in the food production process and contribute to the success of the organization (Dani, Juyal & Rawal, 2021). There are several factors involved in running a successful restaurant business: Marketing strategy is an important factor affecting the success of restaurant operations in Saudi Arabia (Gadelrab & Ekiz, 2019) and marketing strategies, Innovation, technology and employee satisfaction are key drivers of the success of the fast-food industry. (Kee, Ho, Ho, Lee, Ma & Yin, 2021).

### **Research Objectives**

1. To study the level of entrepreneurial characteristics, restaurant management, environmental protection, marketing strategy, and restaurant industry successful.
2. To study the influence of causal factors on entrepreneur characteristics, restaurant management, environmental protection, marketing strategy, and restaurant industry success.
3. To propose the guidelines for building the success of the restaurant industry.

### **Research Hypotheses**

- H1: Entrepreneurial attributes have a direct influence on the success of the restaurant industry.
- H2: Restaurant management has a direct influence on the success of the restaurant industry.
- H3: Protecting the environment has a direct influence on the success of the restaurant industry.
- H4: Marketing strategies have a direct influence on the success of the restaurant industry.

## **LITERATURE REVIEW**

### **Restaurant Industry Success**

Key achievements of food service operations and the restaurant industry include (1) localization, (2) hospitality, (3) facilities, (4) food quality, (5) location, and (6) sales stimulation (Mamalis, 2009). Food quality, Variety of menus, politeness, Friendliness, cleanliness and hygiene of staff, reasonable price, and the atmosphere is shady (Gikonyo, Berndt & Wadawi, 2014). Profitability and Restaurant Growth (Opstad, Idso & Valenta, 2022). The small restaurant business is growing faster than the large restaurant (Sodikin

& Surabaya, 2020). Elements of cleanliness and personal hygiene of employees, Convenience and location are essential elements to the success and viability of a restaurant (Kim & Bachman, 2019). Food contact knowledge about cleanliness and hygiene influences the quality of food. And can cause foodborne diseases to consumers. Therefore, personnel must pay attention to the cleanliness and hygiene of the premises and personnel (Salsabela & Abryanto, 2021).

### **Entrepreneur Characteristics**

Entrepreneur Characteristics It affects the success of business operations., Human Capital, skill, experience and entrepreneurial motivation. It positively affects the scale and innovation of the joint venture business., Activities: Research & Development work (Lee, 2018). Need for Achievement, Local Control, Self-efficacy, Risk Attitude and Human Capital (Kerr et al., 2018). Risk perception, motivation, Education, Recognition, Self-efficacy, human capital, and age (Hongdiyanto, 2018). Features include: Entrepreneurs' Education, Entrepreneurs' Awareness, Managerial Experience and Investment Skills, and Managerial Knowledge and Skills and Self-efficacy (Saghaian, Mohammadi & Mohammadi, 2022). Entrepreneur Characteristics of Experience and Self-efficacy, there is a positive correlation with access to knowledge, which will contribute to the success of business administration (Shi & Weber, 2020). And human capital allows entrepreneurs to handle various tasks and start new ones. The human capital of entrepreneurship is formed through education, resulting in learning, the growth of diverse skills affects one's self-efficacy and drives entrepreneurial attributes (Krieger, Stuetzer, Obschonka & Salmela-Aro, 2022).

### **Restaurant Management**

Restaurant Management to create customer satisfaction consists of food quality management and service to customers (Gagic, Tešanovic & Jovicic, 2013). Quality management throughout the system builds confidence for customers or consumers, as well as enabling the restaurant industry to continuously improve the quality of products and services, which is the heart of running a successful restaurant business (Madhvi, 2015). A restaurant's profit depends on the efficiency of cost management, and it has also been found that the total cost of doing business varies depending on the owner of the restaurant (Kim, Dalbor & Feinstein, 2007). Managing the cost of a restaurant business is vital to running a successful business (Alex- Onyeocha et al., 2015). Food quality, price, the physical environment and services are factors that affect customer satisfaction (Bakar & Hoong, 2020). Effective personnel management affects the success of an organization (Somkid Bangmo, 2016). Resource management People have an overall impact on business performance and organizational performance (Bakatro, Petrovic, Boric & Dalic, 2019). And human resources affect the organizational efficiency of a business (Anwar & Abdullah, 2021).

### **Environmental Protection**

The restaurant industry is one that affects the environment. It was found that consumer behavior contributed to the creation of food waste by buying more food than necessary, caused by the intentional abandonment of food, resulting in food waste (Janssens, Lambrechts, van Osch & Semeijn, 2019). No food purchase planning, spoiled food, no expiry date and non-filling of food cabinet by expiry date, Bread is discarded most often (Bilska et al., 2019). And food waste is increasing exponentially, is becoming a serious threat to society, Environment, Health, Land risks and scarcity (Paritosh, Kushwaha, Yadav & Pareek, 2017). Besides food waste, wastewater management is an important

role of the restaurant industry, it contributes to waste water from cooking and food products and discharges into public areas, affecting the environment and causing toxic residues in the water (Linderhof, Meeske, Diogo & Sonneveld, 2021). Restaurants need that wastewater be treated before it is discharged into the system. To reduce the impact of the environment (Lesikar, Garza, Persyn, Kenimer & Anderson, 2014). The wastewater generated by the restaurant consists of organic components that are difficult to decompose, although grease traps are usually used to collect before disposal, the wastewater still exceeds the benchmark. (Hendrasarie, 2021). In addition, the energy consumption of restaurants is another factor that restaurants can take to protect the environment by using energy efficiency and for maximum benefit (Nonaka, Shimmura, Fujii & Mizuyama, 2015). Reducing energy consumption by opting for energy-saving lamps, choosing an air conditioner with the energy-saving symbol reduces costs and helps increase profits from business operations (Pornpimon Sritharet, 2021). Training of personnel and incentives to realize environmental friendliness and reduce greenhouse gas emissions (Hu, Horng, Teng & Chou, 2013).

### **Marketing Strategy**

Business success linked to Marketing Strategy consists of product, price, Distribution channels and promotions (Mercado & Mercado, 2016). Using Marketing Strategy 4Ps via Social Media Channels social media is most effective in increasing sales of small restaurants in Maryland, USA. (Lucas & Sines, 2019). The use of Marketing Strategy 4Ps is an important predictor of Subway success (Ganatra et al., 2021). Marketing Strategy 4Ps integrate with online marketing through the platform, helping to better communicate the desired message to the target audience (Gujral, Rauzela & Chuchu, 2016). Marketing Strategy about products, prices, Distribution locations and promotions are important factors of the food service industry in Isabela Province. Philippines (Alvarez, 2020).

## **RESEARCH METHODOLOGY**

### **Participants**

A medium-sized restaurant operator in the Bangkok area, a member of the Thai Restaurant Association International Food Business Association and the Thai Restaurant and Street Food Association that agreed to participate in the research of 400 people. Obtained randomly according to a multi-step system.

### **Research Instruments**

The research instrument is a questionnaire consisting of 2 parts: (1) a section data query;

Individual Participants, 5 items. And (2) factor questionnaires of Entrepreneur Characteristics, Restaurant Management, Environmental Protection, Marketing Strategy and Industry Achievements Restaurant, 100 items. 5-level approximation (minimum-maximum)

**Instrument** quality check is a questionnaire consisting of (1) content validity; Index of Item -Objective Congruence (IOC) yields IOC values between 0.60-1.00. And (2) reliability determination by Cronbach's Alpha Eco efficiency. The entire text is .945 and the questionnaire sentiment is valued, as follows:

Sides	Confidence Value
Entrepreneur Characteristics	0.957
Restaurant Management	0.958
Environmental Protection	0.956
Marketing Strategy	0.850
Industry Achievements Restaurant	0.820

### Collection of Information

Data collection through coordination with executives and related parties of the 3 associations and delivery of questionnaires via Google form. Check the integrity of every questionnaire and use the complete questionnaire for further analysis.

### Data Analysis

Data analysis as follows: (1) Descriptive statistics: To describe the personal data of the 400 samples of participants studied. It describes the scale of all 20 observable variables with frequency (f), percentage (%), mean ( $\bar{X}$ ), standard deviation  $\bar{X}$ (S.D.) of the data. And (2) statistics. Structural Equation Model (SEM) analysis to create equation models structural, Test the relationship between the latent variable and the observer and the influence between the latent variable studied.

### FINDINGS

Present the research results to answer all 3 objectives as follows:

Level of Factors Entrepreneur Characteristics, Restaurant Management, Environmental Protection, Marketing Strategy and Industry Achievements Restaurant found that Entrepreneur Characteristics were the number 1 most average, followed by marketing strategy, Restaurant success, Restaurant Management and Environmental Protection respectively as shown in Table 1.

**Table 1: Average, Standard Deviation and Degree of Factors Studied**

Factors	Mean	St. Dev.	Interpret the results	Order
Entrepreneur Characteristics	3.86	0.47	High	1
Restaurant Management	3.80	0.51	High	4
Environmental Protection	3.69	0.55	High	5
Marketing Strategy	3.83	0.49	High	2
Industry Achievements Restaurant	3.82	0.41	High	3

To study the influence of factors Entrepreneur Characteristics, Restaurant Management, Environmental Protection and Marketing Strategy for Industry Achievements Restaurant.

The study of the influence of latent variables 4 that affect or influence Industry Achievements Restaurant with the analysis of structural equations. The researcher presented them in order. (1) The results of the analysis of the relationship structure model that is modeled according to the hypothesis (2) The results of the analysis of the relationship structure model that is an alternative model (3) hypothetical-based and alternative model comparison results, and (4) hypothesis test results. In the following order:

The results of the analysis of the relationship structure model that is modeled according to the hypothesis

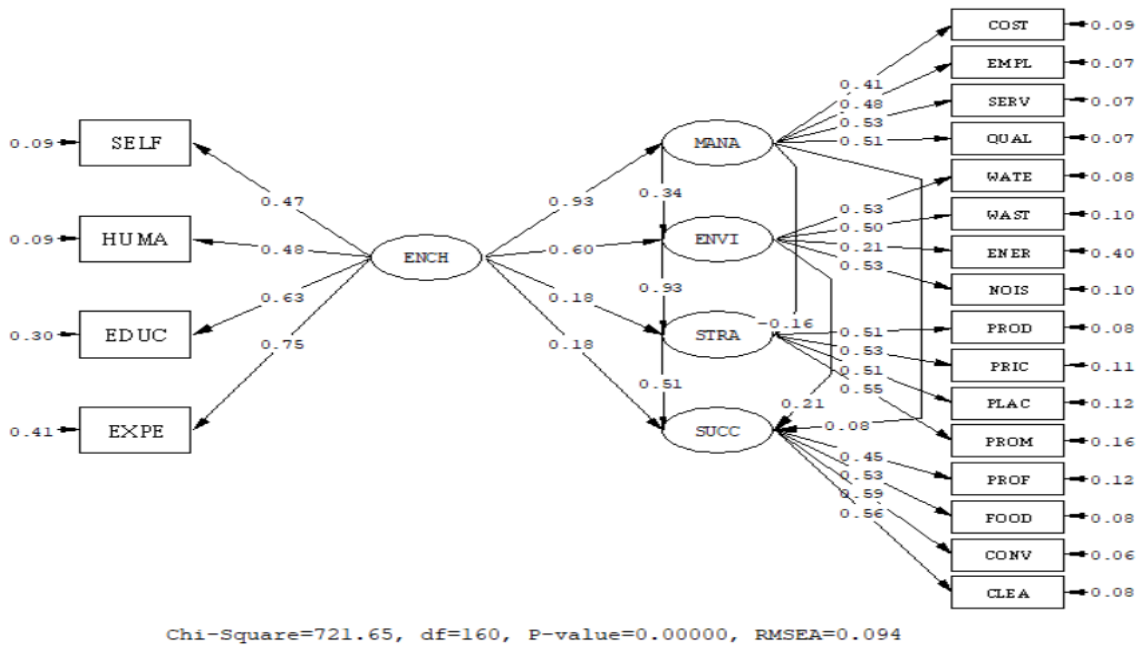
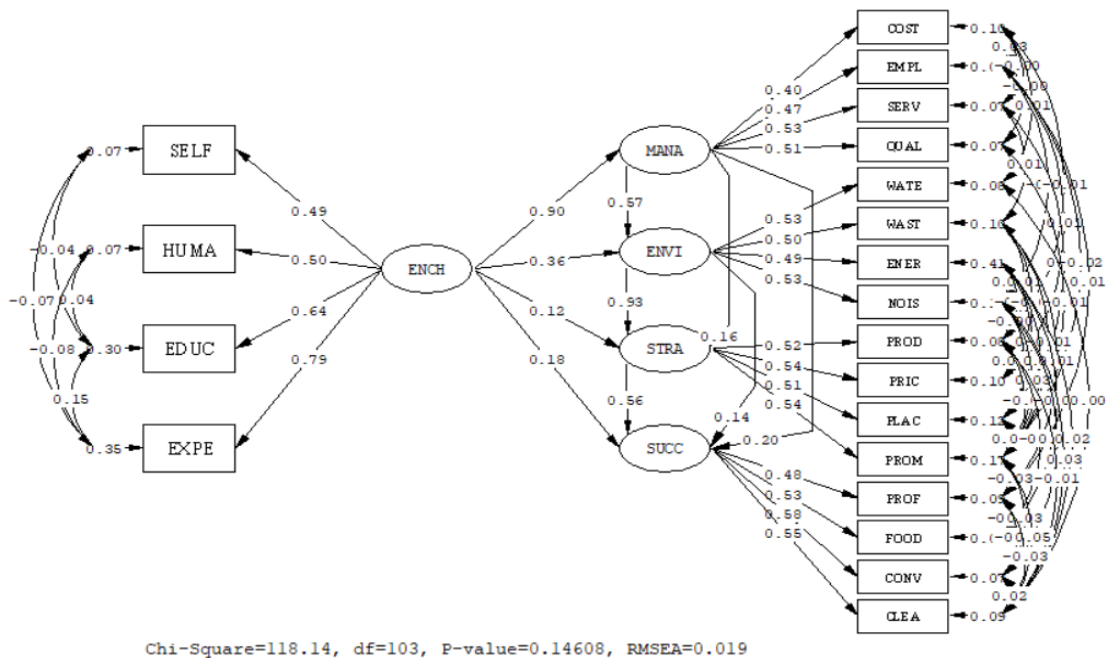


Figure 1: Modelling based on Assumptions

The results of the analysis of the relationship structure model that is an alternative model



Picture 2: Alternative Relationship Structure Model

## The Results of Comparing Models Based on Research Hypotheses with Alternative Models

Presenting the results of comparing hypothetical and alternative models to demonstrate that alternative models are more appropriate and practical. By examining structural straightness by examining the harmony between hypothetical forms and empirical data and forms that are alternative forms with empirical data. Based on the harmonization level statistics and harmonization index as shown in table 2.

**Table 2: Compares Models based on Research Hypotheses with Alternative Models**

List	Statistics	Hypothetical Models	Alternative Models	Value Interpretation
1. Chi-square ( $\chi^2$ )	*Low Near 0	721.65	118.14	Suitable
	*Equal Df	160	103	Suitable
Relative Chi-square	QUOTIENT ( $\chi^2 / Df$ ) < 2.00	4.51	1.15	Suitable
2. GFI	> 0.90	0.85	0.97	Suitable
3. AGFI	> 0.90	0.80	0.94	Suitable
4. RMR	Approach 0.00	0.019	0.008	Suitable
5. RMSEA	< 0.05	0.094	0.019	Suitable
6. CFI	*0.00-1.00	0.98	1.00	Suitable
7. CN	> 200	121.86	432.85	Suitable

### Hypothesis Test Results

From the research hypotheses that define the 4 hypotheses, it was found that:

- 1) Entrepreneur Characteristics (ENCH) directly influence the success of the industry, Restaurants (SUCC) with a direct influence value of 0.18, according to the assumption.
- 2) Restaurant Management (MANA) has a direct influence on Industry Achievements Restaurant (SUCC) with a direct influence value of 0.20, according to the assumption.
- 3) Environmental Protection (ENVI) has a direct influence on Industry Achievements Restaurant (SUCC) with a direct influence value of 0.14, according to the assumption.
- 4) Marketing Strategy (STRA) has a direct influence on Industry Achievements Restaurant (SUCC) with a direct influence value of 0.56, according to the assumption.

Presenting hypothesis test results as shown in Table 3.

**Table 3: Hypothesis Test Results**

Research Hypotheses	Path Coefficient	t Statistics	Result
H1: Entrepreneur Characteristics directly affect Industry Achievements Restaurant (ENCH --> SUCC)	0.18*	2.21	Support
H2: Restaurant Management directly impacts the success of Industry Achievements Restaurant (MANA --> SUCC)	0.20*	2.15	Support
H3: Environmental Protection directly affects Industry Achievements Restaurant (ENVI --> SUCC)	0.14*	2.33	Support
H4: Marketing Strategy directly impacts Industry Achievements Restaurant (STRA --> SUCC)	0.56**	3.93	Support

1. To present the guidelines for creating an Industry Achievements Restaurant. By taking the mean value of each latent variable and the influence value obtained from hypothesis testing.

Analyze, analyze and synthesize to create guidelines for creating an Industry Achievements Restaurant It can be presented as follows:

How to create an Industry Achievements Restaurant (1) the implementation of marketing strategies to effectively convey food distinctiveness and food product to prospective customers; (2) creating an attractive brand that is distinctive, easy to recall, and interesting to increase the number of customers. (3) Showcasing restaurants' environmental protection initiatives through social engagement to enhance their promotion; (4) creating restaurant employees' awareness and accountability for delivering quality service and producing products that meet standards and are safe for consumers; (5) Incorporating social media food influencers into business presentations to generate consumer attraction and foster trust. The research results could be useful for restaurant industry entrepreneurs, aiding them in prioritizing environmental protection and making informed choices regarding marketing strategies to ensure future success.

## DISCUSSION

The hypothesis test results showed that the 4 latent variables consisted of (1) Entrepreneur Characteristics (2) Restaurant Management (3) Environmental Protection and (4) marketing strategies influence Industry Achievements Restaurant. Discuss it as follows:

1. Entrepreneur Characteristics Influence Industry Achievements Restaurant It can be explained that the person who plays an important role in driving the organization is the restaurant operator is one of the key service businesses that the entrepreneur will be capable of, specializes in goods, Products, as well as education and experience, will help entrepreneurs run their business smoothly and successfully. Lee (18) studies found that: The characteristics of the operator include: Human Capital, Skills, Experience and motivation have a positive impact on business operations. Kerr et al. (2018) identify the characteristics of entrepreneurship. Need for Achievement, Local Control, Self-efficacy, Risk Attitude and Human Capital, it affects the success of business operations. Hongdiyanto (2018) states that the personal characteristics of an entrepreneur include risk perception, motivation, Education, self-efficacy, Human capital and age are critical components for success in business administration. And Shi & Weber (2020) study found that entrepreneur characteristics in terms of experience and self-efficacy are positively correlated with access to knowledge, which leads to the success of business administration.

Restaurant Management influences Industry Achievements Restaurant Explained: Entrepreneurs must use their abilities and skills to manage costs, these elements are essential for the survival of the business and drive the success of the business. In line with Gagic, Tešanovic & Jovicic (2013) found that food quality management and customer service affect restaurant satisfaction and success. Madhvi (2015) study found that system-wide quality management builds customer confidence and continuous service is the key to running a successful restaurant business. In addition, Kim, Dalbor & Feinstein (2007) found that restaurant profits depend on the effectiveness of cost management. According to Alex- Onyeocha et al. (2015), a study has shown that managing the cost of a restaurant business is critical to successful business operations.



According to Liuden & Abryanto (2021), a study found that the management process of all 3 branches of restaurants in terms of quality contributes to the success of restaurants. And Bakar & Hong's (2020) study found that food quality, price, Physical environment and service are factors that affect the satisfaction and success of restaurants in the Bank's restaurants.

Environmental Protection influences Industry Achievements Restaurant Explained: Nowadays, most consumers are aware and pay attention to Environmental Protection. Shop Goods, Products that are protected or do not pollute the environment. As well as choosing to shop, environmental conservation products, Restaurants play an important role in the Environmental Protection to add value and create consumer satisfaction and business success (Paritosh, Kushwaha, Yadav & Pareek, 2017). According to Lee, Hallak & Sardeshmukh (2016), Environmental Protection is an important factor affecting Industry Achievements Restaurant as people are now more aware and pay more attention to the environment. In addition, Fernandez-Gamez et al. (2020) study found that caring for a restaurant environment contributes to sustainability and consumer health influences the reputation of a restaurant. Martínez-Navalón, Gelashvili & Debasa (2019) study found that entrepreneurs must plan their restaurant management appropriately to create environmental sustainability because environmental sustainability is one of the main concerns of the public.

Marketing strategies influence Industry Achievements Restaurant Explaining that the restaurant business faces intense competition, to help a restaurant business succeed, entrepreneurs need to choose the right marketing strategy because marketing strategy is one of the factors that affect Industry Achievements Restaurant. Gadelrab & Ekiz (2019) study found that running a restaurant business for success has relevant factors: marketing strategy, Food items and personnel are key factors contributing to the success of restaurant operations in Saudi Arabia. According to Kee et al. (2021) study, marketing strategy is a key factor driving the success of the fast-food industry. In line with Heide, White, Grnhaug & Ostrem (2008), a study of pricing strategies in the food industry found that pricing strategies are a strategic tool to increase revenue, both by increasing the number of customers and the revenue of pizzerias. And Gujral, Rauzela & Chuchu (2016) study found that the application of marketing strategy and online marketing affects the success of coffee shops in South Africa.

### Suggestion

The research results could be useful for restaurant industry entrepreneurs, aiding them in prioritizing environmental protection and making informed choices regarding marketing strategies to ensure future success.

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