Factors Affecting the Successful of Restaurant Business in Chanthaburi Province

Siripa Wittayapornpipat[1], Yuboon Phaluehaspailin[2]

Abstract

This study identified prioritizes and ranks the critical factors that impact the success of restaurant business operations in Chanthaburi province. The study was carried out through survey data collected from 396 restaurant entrepreneurs. The study investigated the level of four factors that affect the restaurant business: 1) creativity and innovation (X_1), 2) ability of proactive working (X_2), 3) opportunities of facing risks (X_3), and 4) perception and awareness of technology (X_4). The most significant factor affecting restaurant business success was the ability of proactive working, followed by creativity and innovation. The number of customers was the primary index indicating business success, followed by financial gain. The relationship of the key success factors to overall operational efficiency showed that all four key success factors positively influenced operational efficiency, with statistical significance at the 0.05 level. All four key success factors predicted the operational efficiency at 44.9 percent, with the regression analysis equation being Y= 1.235 + 0.164X_1 + 0.121X_2 + 0.100 X_3 +0.271 X_4. These findings provide information for restaurant entrepreneurs to improve their business performance. However, restaurant entrepreneurs need to develop effective restaurant social media strategies to promote their businesses on different social media platforms, as these platforms provide opportunities to promote relevant information such as contact numbers, locations, and new additions to the menu.

Keywords: Key Success Factor; Business Success; Operational Efficiency; Restaurant Business

Corresponding Author: Yuboon Phaluehaspailin
E-mail: yuboon_ph@rmutto.ac.th

[1] Lecturer in Faculty of Social Technology, Rajamangala University of Technology Tawan-Ok.
E-mail: siripa_wi@rmutto.ac.th
[2] Lecturer in Faculty of Social Technology, Rajamangala University of Technology Tawan-Ok.
E-mail: yuboon_ph@rmutto.ac.th

ปัจจัยที่ส่งผลต่อความสำเร็จของธุรกิจร้านอาหารในจังหวัดจันทบุรี

ศิริภา วิทยาพรพิพัฒน์,[1] ยุบุญ พฤหัสไพลิน[2]

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาและจัดลำดับความสำคัญของปัจจัยที่ส่งผลต่อความสำเร็จในการดำเนิน ธุรกิจร้านอาหารในจังหวัดจันทบุรี โดยมีกลุ่มตัวอย่าง คือ ผู้ประกอบการร้านอาหารในจังหวัดจันทบุรี จำนวน 396 คน ในการวิจัยนี้ใช้คำถามเพื่อประเมินระดับของปัจจัย 4 ด้านที่มีผลต่อความสำเร็จในการดำเนินธุรกิจร้านอาหาร ได้แก่ 1) ปัจจัยด้านความคิดสร้างสรรค์และนวัตกรรม (X_1) 2) ปัจจัยด้านความสามารถในการทำงานเชิงรุก (X_2) 3) ปัจจัยด้าน โอกาสในการเผชิญกับความเสี่ยง (X_3) และ 4) ปัจจัยด้านการรับรู้และยอมรับในเทคโนโลยี (X_4) ผลพบว่า ปัจจัยที่ส่งผล ต่อความสำเร็จของธุรกิจร้านอาหารมากที่สุด ได้แก่ ความสามารถในการทำงานเชิงรุก รองลงมา คือ ความคิดสร้างสรรค์ และนวัตกรรม ดัชนีที่บ่งชี้ความสำเร็จของการดำเนินธุรกิจร้านอาหารมากที่สุด คือ จำนวนลูกค้า รองลงมา คือ ผลประโยชน์ทางการเงิน จากการพิจารณาความสัมพันธ์ระหว่างปัจจัยความสำเร็จต่อประสิทธิภาพการดำเนินงาน โดยรวมพบว่า ปัจจัยความสำเร็จหลักทั้ง 4 มีความสัมพันธ์ทางบวกกับประสิทธิภาพการดำเนินธุรกิจอย่างมีนัยสำคัญทาง สถิติ ($p < 0.05$) โดยปัจจัยทั้ง 4 ร่วมกันอธิบายความแปรปรวนประสิทธิภาพการดำเนินธุรกิจของผู้ประกอบการ ร้านอาหารจังหวัดจันทบุรีได้ร้อยละ 44.9 จึงนำค่าสัมประสิทธิ์ของตัวทำนายมาเขียนเป็นสมการทำนายประสิทธิภาพ การดำเนินธุรกิจของผู้ประกอบการร้านอาหารจังหวัดจันทบุรี (Y) คือ $Y = 1.235 + 0.164X_1 + 0.121X_2 + 0.100 X_3 + 0.271 X_4$ ผลการวิจัยเป็นประโยชน์ผู้ประกอบการร้านอาหารเพื่อนำไปใช้เป็นแนวทางในการพัฒนาธุรกิจให้ดียิ่งขึ้น อย่างไรก็ตาม ผู้ประกอบการร้านอาหารจำเป็นต้องพัฒนากลยุทธ์โซเชียลมีเดียของร้านอาหาร เพื่อโปรโมตร้านอาหาร ของตนบนแพลตฟอร์มโซเชียลมีเดียต่างๆ เนื่องจากเป็นโอกาสในการประชาสัมพันธ์ข้อมูลที่เกี่ยวข้อง เช่น เบอร์ติดต่อ ที่ตั้ง เมนูใหม่เพิ่มเติม

Keywords: ปัจจัยแห่งความสำเร็จ; ความสำเร็จของธุรกิจ; ประสิทธิภาพการดำเนินงาน; ผู้ประกอบการร้านอาหาร

ชื่อผู้ติดต่อบทความ: ยุบุญ พฤหัสไพลิน
E-mail: yuboon_ph@rmutto.ac.th

---

[1]อาจารย์ คณะเทคโนโลยีสังคม มหาวิทยาลัยเทคโนโลยีราชมงคลตะวันออก E-mail: siripa_wi@rmutto.ac.th
[2]อาจารย์ คณะเทคโนโลยีสังคม มหาวิทยาลัยเทคโนโลยีราชมงคลตะวันออก E-mail: yuboon_ph@rmutto.ac.th

1. Introduction

Restaurant business is important to the economy of Thailand, an agrarian country. It is linked to agricultural products; because, its growth might affect the demand for agricultural products as raw materials in a larger quantity. Urban expansion, changes in Thailand's population structure, increases in income and traveling lifestyle, with more people living outside the home, has caused the restaurant business to grow rapidly. In addition, Thai foods are known as popular dishes for their flavors, diversity and quality. As a result, the trend for restaurant businesses is constantly increasing, in terms of the number of and market value. Information from the Department of Business Development (2019) stated that during 2014-2017, Thai restaurant businesses show an average growth rate of 10.10 percent per year. The exception is after 2019, when the Covid epidemic situation has hampered any growth. Overall, restaurant markets shrank in 2021 by 11 percent (SME Thailand Club, 2022).

The spread of Corona virus disease had a wide impact on the restaurant business in Chanthaburi province, Thailand, a city of fruits, gems and tourism. The most affected restaurants, were full-service restaurants, especially those in department stores and tourist locations. This restaurant group is limited in ability to adjust their cost model and business structure, more than other groups. Moderately affected restaurants include restaurants with multiple sales channels, such as those which serves dine-in restaurants, with take-out, drive-thru or delivery, thus having a flexible cost structure. While, the least affected restaurants, are street food vendors who are easily accessible to consumers, cheap to run, and located near communities (Kitivanarat et al., 2022). The adaptation of restaurant operators in Chanthaburi, being popular today, is to provide home delivery or delivery services through service provider applications, such as Grab, LINE MAN, Food Panda, GET, etc. Selling food via social media has become the widespread norm. This adaptation is considered, as an approach that answers to the lifestyle of people in COVID-19 era (Agmapisarn & Chantapong, 2022). It is unclear whether this adaptation for survival in the restaurant business will continue to be relative to the success of the business or not. Various strategies that restaurant business operators in Chanthaburi use for successful management, in order to survive, have not been revealed yet.

This research is intended to provide important considerations to the business practice of restaurant owners. New restaurant entrepreneurs can use knowledge from this study to formulate sound strategies for their businesses, to assist them improve their management practice in the future, and find success.

2. Objectives

To identifies, prioritizes and ranks a list of critical factors that impact success of restaurant business operations in Chanthaburi province.

3. Literature Review and Conceptual Framework and Research Hypothesis

3.1 Literature Review

Lumpkin and Dess (1996) noted facilities that entrepreneurs should consider, in conjunction with adaptation, include 5 factors that will bring success in business operations; 1) having innovative, 2) risk-taking, 3) proactive behavior, 4) competitiveness, and 5) autonomy administration. Subsequently, Senthil and Balasubramanian (2018) presented five success factors for overall business success, as follows: 1) managing and developing people, 2) strategic focus, 3) operations, or what people do all day, 4) physical resources, and 5) customer relations.

A number of studies were carried out to identify factors most critical to restaurant business success. For example;

The success factors for independent restaurant operators in the San Francisco Bay Area, USA was investigated by Camillo, et al. (2008). They revealed that success cannot be sustained without a number of factors working in harmony. Those factors are strategic vision, competitive drive, designing and developing menus, maintaining service levels and food quality and consistency, finding and retaining competent labor, implementing stringent internal controls, procuring goods, and services, and developing a loyal following; all vital for being successful.

Gadelrab and Ekiz (2019) found that critical factors contributing to success in restaurants operations, in Jeddah Saudi Arabia, were strategy, marketing, menu, and staffing issues.

Le and Needham (2019) found that there are five factors contributing to the success of small ethnic restaurants owners in Canada, to remain operable beyond 7 years. Those five factors including: hard work, passion, family support, location and quality of food and services.

Sharma, et al. (2021) ranks a list of critical success factors affecting the restaurant industry, insights from restaurant managers in India. The ranks showed that 66% of restaurants success depends on two critical factors; that is, food quality/cleanness and environment of the place. Top choices can be further improved by emphasizing the use of fresh ingredients and maintaining regular cleaning and sanitation habits. The literature review shows that most studies focus on critical success factors affecting the restaurant business or entrepreneurship, in general. The literature review shows that most studies focus on critical success factors affecting business or entrepreneurship, in general. This study argues that we need to evaluate what factor are contributing to success restaurant entrepreneurs in Chanthaburi province.

Heonsawang and Jewjinda. (2020) provide ideas that will help restaurant operators overcome obstacles and be able to succeed as follows;

- Entrepreneurs must always keep up with changes in people's economic and cultural lifestyles, to able adapt their business to meet changing needs,

- Entrepreneurs must always have the ability to create business opportunities. and choose to conduct business only in markets that having demand,

- Entrepreneurs must have creativity and be able to bring new innovations, knowledge and modern technology to increase efficiency in management as well as production of products and services,

- Entrepreneurs must have the ability to make long-term plans instead of managing and making day-to-day business decisions,

- Entrepreneurs must have the ability to face risks, proactive work and have readiness in funding sources,

- Entrepreneurs must be enlightened and expertise in their own business, learn in competitors' strategies and always availability to fight with any form of competition,

- Finally, entrepreneurs must be able to create a good friendly relationship with customers, suppliers and delivery services.

There is more than one independent variable and one dependent variable in the study of "research on factors affecting a successful restaurant business in Chanthaburi province". Therefore, the relationship among multiple variables were analyzed to evaluate whether there are any independent variables that together predict or explain the variation of the dependent variable (Forthofer et al., 2007). When data from the questionnaire was entered into a statistical program to analyze multiple linear regression, it produced various values, as follows;

Model is the analysis result equation

- R is the multiple correlation coefficient, a value that represents degree of relationship between groups of all independent variables in the equation and the dependent variable. If R values are close to 1, it shows that the group of independent variables is highly related to the dependent variable.

- R Square is the Coefficient of Multiple Determination, which is a value that shows the influence of all independent variables in the equation on the dependent variable. On the other hand, it may also be used to indicate how can all independent variables in the equation explain the variation in the dependent variable. This mean that all independent variables will affect the dependent variable by a percentage R Square x 100. The remaining will be influenced by other variables that are not analyzed; or, all independent variables can predict the dependent variable by a percentage of R Square x 100.

- Adjusted R Square, the value, adjusted from R Square, should be considered for use instead of R Square, when the data used for regression analysis has less than 30 samples or in cases where the value of R Square is much higher than Adjusted R Square.

To interpret how closely the two variables are related, the correlation coefficient must be compared with an interpretation table in which statisticians define ranges of coefficients in various ways, such as by Hinkle et al. (2003) (Table 1).

Table 1 Rule of thumb for interpreting the size of a correlation coefficient

Size of Correlation	Interpretation
.90 to 1.00 (−.90 to −1.00)	Very high positive (negative) correlation
.70 to .90 (−.70 to −.90)	High positive (negative) correlation
.50 to .70 (−.50 to −.70)	Moderate positive (negative) correlation
.30 to .50 (−.30 to −.50)	Low positive (negative) correlation
.00 to .30 (.00 to −.30)	negligible correlation

Sources: Hinkle et al. (2003)

Related research literature

Studying factors affecting the successful of restaurant management in the "New Normal" age by restaurant entrepreneurs in restaurant entrepreneurs in Bangkok Metropolitan Area was conducted (Thammasane, 2021). Results showed that financial management, learning and development, internal management, and customer are the factors that affect the success of restaurant management of entrepreneurs, with high level, respectively.

3.2 Conceptual Framework

The conceptual framework for this study was based on a review of the restaurant concept, a theory explaining the composition of a restaurant, that entrepreneurs can use as a framework when creating a restaurant (Figure 1).
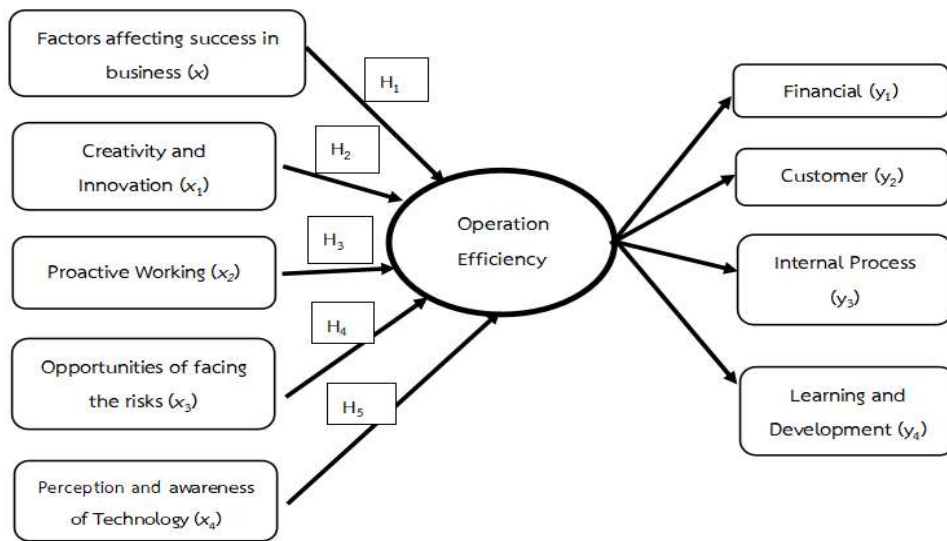
Figure 1: Research conceptual framework
Source: the Literature Review

3.3 Research Hypothesis

The four factors, 1) creativity and innovation, 2) ability of proactive working, 3) opportunities of facing the risks, and 4) perception and awareness of technology, contributing to the success of restaurant businesses in Chanthaburi, correlated with operating efficiency.

4. Research Methods

4.1 Research Scope and Details of the Population, Sample

This study employed a quantitative approach, using a questionnaire that assessed the key success factors for restaurant business, to explore how and why restaurant businesses become successful. Four main factors for successful restaurant entrepreneurs 1) creativity and innovation, 2) ability of proactive working, 3) opportunities of facing the risks, and 4) perception and awareness of technology (applied from Lumpkin & Dess, 1996), were measured with restaurant entrepreneurs in Chanthaburi province.

The target population of this study was restaurant entrepreneurs in Chanthaburi province. Total population size was 3,639 persons (National statistical office ministry of digital economy and society, 2022). The sampling formula employed to determine the study's sample size, was the Taro Yamane formula (Yamane, 1967). Its error rate is 5 percent. The formula was expressed in Equation (1).

$$n = \frac{N}{1+Ne^2}$$ .... (1)

Where n = Sample size

N = Population size = 3,639

E = Sampling tolerance equal to 5% or 0.05

From the calculation formula of a given 3,639 population; sample size should equal 396 persons.

4.2 Sampling Techniques

The research instrument consisted of a checking list and rating scale questionnaire. The close-ended questions were developed, based on the research framework, to get information from participants. The questionnaire consisted of 3 parts. The first part included a list of eight questions about socio-demographic data. The second part included a list of thirteen questions, focusing on those factors affecting success in business. The third part included a list of seventeen questions, documenting the business's operating efficiency. The Likert scale was used, as a measurement for questions in parts 2 and 3, with a scale of 1-5. The means were interpreted as follows: very uninfluential in the point range of 1.00-1.80, uninfluential 1.81-2.60, neutral or do not know 2.60-3.40, influential 3.41-4.20, and strongly influential 4.21-5.00 (Pimental, 2010). The questionnaire was checked for quality as follows: 1) content validity examined using Item-Objective Congruence (IOC) from three experts in the fields of social sciences; and was 0.93. 2) the reliability coefficient, based on Cronbach's Alpha Coefficient, being 0.90.

4.3 Data Collection and Data Analysis

This research was conducted during November 2022 to January 2023. Three hundred and ninety-six questionnaires were distributed to entrepreneurs, throughout Chanthaburi province. Descriptive statistics with the percentage, mean, and standard deviation (S.D.) were used to analyze the characteristics of participants. Research statistics used, to study the relationship between factor affecting success of restaurant business, and operating efficiency was undertaken with Pearson's Correlation Coefficient, having a 95% confidence level. Backward multiple regression analysis was used to create forecasting equations of key factor affected success. Independent variables were included in the model to explain or predict changes in the dependent variable by representing a relationship with Prediction Equation (Chanaboon, 2017).

Prediction Equation $\hat{\mathbf{y}}$ = b_0 + $b_1(x_1)$ + $b_2(x_2)$ +...+ $b_k(x_k)$ +e ......(2)

Where $\hat{\mathbf{y}}$ = the predicted or expected value of the outcome

X = value of the independent variable

b_0 = y-intercept of the line

5. Research Results and Discussion

5.1 Research Results

5.1.1 Success factors of operating a restaurant business

According to most restaurant entrepreneurs in Chanthaburi, ability of proactive working was the most critical factor that contributes to the success of their restaurant business, followed by creativity and innovation. Both of these factors contributed to their success, to a high degree. Opportunities of facing risks, and perception and awareness of technology are also important for the restaurant businesses. However, entrepreneurs had the understanding that these factors had only a moderate impact on success. Table 2, below, includes level of factors affecting success of restaurant business operations.

Table 2 Level of factors affecting success of restaurant business operations in Chanthaburi.

Key success factor	Mean	SD	Level
Creativity and innovation	3.41	0.77	high
Ability of proactive working	3.77	0.81	high
Opportunities of facing risks	3.34	0.78	moderate
Perception and awareness of technology	3.33	0.77	moderate
Overall level of factor affecting success	3.40	0.77	high

5.1.2 Restaurant business operational efficiency

This study found that the overall operation effectiveness of restaurant entrepreneurs in Chanthaburi, was at a high level, having an average of 3.48. The aspect of customer numbers was the highest level, while the factor of finance was the lowest level. The effective level is shown in Table 3.

Table 3 Efficiency of restaurant business operation in Chanthaburi.

Indicator items	Mean	SD	Level
Aspect of finance	3.27	0.67	moderate
Aspect of customer	3.60	0.68	high
Aspect of internal process	3.53	0.70	high
Aspect of learning and development	3.53	0.73	high
Overall level of operational efficiency	3.48	0.70	high

5.1.3 Relationship between level of factors affecting success and operational efficiency

Analysis results of multiple correlation coefficients, between factors affecting success and the operational efficiency of restaurant entrepreneurs in Chanthaburi, are shown in table 4.

Table 4 Multiple correlation coefficient between variables and selection into regression equation.

Model	R	R^2	Adjusted R^2	F	Sig
1	0.482[a]	0.232	0.230	103.408	**.000***
2	0.554[b]	0.307	0.303	75.478	**.000***
3	0.612[c]	0.375	0.370	68.038	**.000***
4	0.670[d]	0.449	0.443	69.082	**.000***

* Statistical significance at 0.05 level

a. Predictors: (Constant), creativity and innovation (X_1)

b. Predictors: (Constant), creativity and innovation (X_1), and ability of proactive working (X_2)

c. Predictors: (Constant), creativity and innovation (X_1), ability of proactive working (X_2), and opportunities of facing the risks (X_3)

d. Predictors: (Constant), creativity and innovation (X_1), ability of proactive working (X_2), opportunities of facing the risks (X_3), and perception and awareness of technology (X_4)

From Table 3, the analysis ended in Model 4, the perception and awareness of technology factor, where predictive coefficient (R^2 = 0.449) significantly increased ($p<0.05$). This indicated that all factors co-explained 44.3 percent (Adjusted R^2 = 0.443) of the variance in operational efficiency. Therefore, all independent variables, creativity and innovation, proactive working, opportunities of facing the risks, and perception and awareness of technology were entered into the prediction equation.

Table 5 Analysis results of relationship between level of factors affecting success and the operational efficiency of the restaurant entrepreneur in Chanthaburi, using Backward Multiple Regression Analysis.

Variable	B	SE	t	Sig
Constant	1.235	0.142	8.708	.000*
Creativity and innovation (X_1)	0.164	0.038	4.298	.000*
Ability of proactive working (X_2)	0.121	0.035	3.482	.000*
Opportunities of facing the risks (X_3)	0.100	0.038	2.602	.010*
Perception and awareness of technology (X_4)	0.271	0.040	6.745	.000*

R = 0.670[a], R^2 = 0.449,   Adjusted R^2 = 0.443, S.E = 0.440

* Statistical significance at the 0.05 level

Table 5 illustrates success factors, having a significant positive correlation to the operational efficiency, including: creativity and innovation, ability of proactive working, opportunities of facing the risks, and perception and awareness of technology. The coefficient value, resulting from backward

multiple regression analysis, were 0.164, 0.121, 0.100, and 0.271, respectively, which can be explained as follows:

If excluding the 4 success factors that affect success of restaurant business operations, it was found that business efficiency of restaurant entrepreneurs, in Chanthaburi province, is at a level of 1.235.

However, if factor affecting the success, in terms of creativity and innovation, increased by 1 unit, it resulted in increasing operational efficiency by 0.164 units.

If factors affecting the success, in terms of ability of proactive working, increased by 1 unit, it resulted in increasing operational efficiency by 0.121 units.

If factors affecting the success, in terms of opportunities of facing the risks, increased by 1 unit, it resulted in increasing operational efficiency by 0.100 units.

If factors affecting the success, in terms of perception and awareness of technology, increased by 1 unit, it resulted in increasing operational efficiency by 0.271 units.

Predictor coefficients were written as equations to enable predicting the operating efficiency of the restaurant entrepreneur in Chanthaburi (Y) by giving raw scores. As shown in Equation 3, the formular is expressed as:

$$Y = 1.235 + 0.164X_1 + 0.121X_2 + 0.100 X_3 + 0.271 X_4$$

5.2 Discussion

This study found that ability of proactive working is the most critical factor for entrepreneurs running a successful restaurant business, and the creativity and innovation are the followed important factors. When creativity and innovation come together to manage the restaurant business, it made the business grow by leaps and bounds. This is due to the fact that creativity and innovation drives product and service development, which in part increases revenue and market share (Reguia, 2014; Herkert, 2020).

The ability of proactive working and creativity and innovation, has been shown, in numerous studies, to greatly influence a number of organizational outcomes (Crant, 2000; Schmitt et al., 2016; Vough et al., 2017). Results of this study are in accordant with Kavana and Puspitowati (2021), who found the performance of the food and beverage business in West Jakarta, Indonesia was not significantly affected by proactive action.

Measuring the success of business operations, is presented through four perspectives: finance, customer, internal process and learning and development (Kaplan & Norton, 1996). This study showed that the perspective of customer was the most important indicator of successful restaurant business in Chanthaburi, followed by finance. Business management, based on customer importance, is the key to the sustainability of the business. Achieving a high number of customers attending the restaurant, means that customers are extremely satisfied with the food or service, in line with the price. Customer satisfaction can be realized through word-of-mouth marketing, via social media such as Facebook,

Instagram or TikTok. It's can be used to promote the restaurant's reputation and the entrepreneur doesn't pay a cost for the advertising. It is particularly important that restaurateurs stay on top of consumer behavior, so they can cater to the needs and wants of customers appropriately.

The study found that efficiency of restaurant business operations in Chanthaburi was influenced by at least one factor affecting success of business operations. Therefore, multiple regression analysis was used to demonstrate factor affecting success of restaurant business operations. Multiple correlation coefficient (R) was positive, indicating that if restaurant entrepreneurs pay more attention to factors affecting success. It will greatly affect the operational efficiency. Efficiency prediction value (adjusted R^2) was 0.443, indicating that the independent variable can predict efficiency by 44.3 percent. However, when raw data was substituted into the predicting equation, this research can predict operational efficiency, with the prediction coefficient or the combined predictive power of 44.9 percent ($R^2=0.449$). This mean that all independent variables, creativity and innovation, proactive working, opportunities of facing the risks, and perception and awareness of technology will affect the success of business operations by a percentage of 44.9 percent, with low positive correlation. The low level of correlation is thought to be a result of individualism.

Variables of all key success factors, having the significance value less than 0.05 (Table 4), were found to affect the operational efficiency. Therefore, restaurant entrepreneurs should place great importance on key success factors into the restaurant development plan, in order to help improve the operational efficiency of the restaurant entrepreneur. In order to increase effectively of restaurant business operation, it is recommended that restaurant operators in Chanthaburi province focus more on management factors, by ordering from the highest B value, as follows: perception and awareness of technology (B=0.271, Sig =0.000), creativity and innovation (B=0.164, Sig =0.000), ability of proactive working (B=0.121, Sig =0.000), and opportunities of facing the risks (B=0.100, Sig =0.010), respectively.

6. Conclusion

In conclusion, an ability of proactive working is the most significant determinant of business success of restaurant entrepreneurs in Chanthaburi province. The index that most owners believe indicates their success, is the number of customers. However, in order to increase restaurant business operations effectively, we proposed that restaurant owner focus on all four key success factors, with a prediction coefficient or the combined predictive power of 44.9 percent.

7. Suggestion

7.1 Suggestions from Research

7.1.1 When factors affecting the success, in terms of creativity and innovation or opportunities of facing the risks, had a low relationship with the same direction with business efficiency of restaurant

entrepreneurs, the restaurant entrepreneur should create more new menus or bring other products to sell together, in order to look for expanding of business opportunities.

7.1.2 Modern restaurant entrepreneurs need to develop a restaurant social media strategy, to promote their restaurant on different social media platforms.

7.2 Suggestions for Further Research

The study found factors affecting the success of business operations was correlated to the business performance in a low level. It might due to the data was collected from small group of entrepreneurs, only in Chanthaburi province. We suggest that, a study should also be conducted with medium and large group of entrepreneurs; since results of the research may vary depending on the size or type of business. Additional studies should be conducted to determine whether other factors contribute to variations in restaurant business performance.

7.3 Policy Recommendations

The restaurant entrepreneurs need to develop a restaurant social media strategy, to promote their restaurant on different social media platforms. Due to it provide a chance to promote relevant information, such as contact number, location, new additions to the menu.

8. Acknowledgment

9. Reference

Agmapisarn, C., & Chantapong, S. (2022). Resilience for hotel and restaurant businesses during the COVID-19 Crisis. *Thammasat Business Journal, 45*(174), 53-78.

Camillo, A. A., Connolly, D. J., & Kim, W. G. (2008). Success and failure in Northern California: Critical success factors for independent restaurants. *Cornell Hospitality Quarterly, 49*(4), 364-80.

Chanaboon, S. (2017). Chapter 6: Inferential Data Analysis. *Statistics and Data Analysis in Introduction to Health Research*. (p. 148-160). Khon Kaen Provincial Public Health Office.

Crant, J.M. (2000). Proactive behavior in organizations. *Journal of Management, 26*(3), 435-462.

Department of Business Development. (2019). *Restaurant business*. Ministry of Commerce. https://www.dbd.go.th/index.php.

Forthofer, R.N., Lee, E.S. & Hernandez, M. (2007). *M. 13-Linear Regression.* In Biostatistics, 2nd ed.; Forthofer, R.N., Lee, E.S., Hernandez, M., Eds.; Academic Press: San Diego, CA, USA, 2007; pp. 349–386.

Gadelrab, R., & Ekiz, E. (2019). An investigation of key success factors for restaurant operations in Saudi Arabia. *Journal of Tourism, Heritage & Services Marketing, 5*(2), 27-35.

Heonsawang, P. & Jewjinda, C. (2020). Success Factors of Operating a Thai Restaurant Business in the United States. *Journal of Administrative and Management Innovation, 8*(3), 106-115.

Herkert, A. (2020). *How Creativity and innovation enhance business growth and development.* Truscribe Drawn to Change. https://truscribe.com/business-growth-with-creativity-and-innovation/.

Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). *Applied Statistics for the Behavioral Sciences*. Boston, MA: Houghton Mifflin Company.

Kaplan, R.S., & Norton, D.P. (1996). Strategic learning: the balanced scorecard. *Strategy & Leadership*, 24, 18-24. https://doi.org/10.1108/eb054566.

Kavana, H., & Puspitowati, I. (2021). The effect of proactive action, innovation and risk taking on business performance. In Proceedings of the tenth International Conference on Entrepreneurship and Business Management 2021 (ICEBM 2021). *Economics, Business and Management Research*, 653, 284-289.

Kitivanarat, C., Wisedsind, N., & Sukasukont, P. (2022). The adaptation of food business after the COVID 19 Crisis. *Journal of Management Science Review. 24*(2), 137-146.

Le, P. N., & Needham C. R. (2019). Factors contributing to the success of ethnic restaurant businesses in Canada. *Open Journal of Business and Management, 7*(04), 1586–1609. https://doi.org/10.4236/ojbm.2019.74110.

Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review, 21*(1), 135-172.

National statistical office ministry of digital economy and society. (2022). *The 2022 business and industrial census business trade and service of Chanthaburi Province.* https://www.nso.go.th/public/e-book/Census_Survey/Chanthaburi_Province/48/.

Pimentel, J.L. (2010). A Note on the Usage of Likert Scaling for Research Data Analysis. *USM R&D Journal, 18*(2), 109-112.

Reguia, C. (2014). Product innovation and the competitive advantage. *European Scientific Journal.* 1, 1-8.

Schmitt, A., Den Hartog, D. N., & Belschak, F. D. (2016). Transformational leadership and proactive work behavior: A moderated mediation model including work engagement and job strain. *Journal of Occupational and Organizational Psychology*, 89, 588-610.

Senthil K. N., & Balasubramanian, L. (2018). Factors influencing success in business. *Shanlax International Journal of Commerce, 6*(S1), 303–306.

Sharma, B., Arora, R., & Kharub, M. (2021). Critical success factors affecting the restaurant industry: Insights from restaurant managers. *FIIB Business Review,* p. 231971452110424 https://doi.org/10.1177/23197145211042429.

SME Thailand Club. (2022). *Price of gasoline is increased, goods are expensive. Don't be exhausted.* Listen to a deputy director of DBD in guiding to survival and recover from crisis of the restaurant business. https://www.smethailandclub.com/entrepreneur/8180.html.

Thammasane, S. (2021). The management model for restaurant business entrepreneurs in "new normal" Age. *Journal of Buddhist Anthropology, 6*(7): 498-512.

Vough, H. C., Bindl, U. K., & Parker, S. K. (2017). Proactivity routines: The role of social processes in how employees self-initiate change. *Human Relations,* 70, 1191-1216.

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd Ed), New York, Harper and Row.

ประวัติแนบท้ายบทความ

Name and Surname: Miss Siripa Wittayapornpipat
Highest Education: Master of Economice
University or Agency: Mahasarakham University
Field of Expertise: Management, Applied Management, Entrepreneurship Management
Address: Eastern Rajamangala University of Technology Chanthaburi Campus
131 Moo 10, Phluang Subdistrict, Khao Khitchakut District,
Chanthaburi Province 22210
E-mail: siripa_wi@rmutto.ac.th

Name and Surname: Miss Yuboon Phaluehaspailin
Highest Education: Master of Science Program in Administration Technology
University or Agency: National Institute of Development Administration
Field of Expertise: Management, Applied Management
Address: 35/67 Maneekarn Village Soi 5 Phrayatrang Rd. ha-Chang District Muang
Subdistrict Chanthaburi. 22000
E-mail: yuboon_ph@rmutto.ac.th