

# How Southeast Asian Female Entrepreneurs Can Survive Corporate Crises in the Post-epidemic Era

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## Abstract

This research aimed to study the characteristics of entrepreneurs' corporate strategy and business survival, as well as the personality of entrepreneurs and organizational strategies that affect business survival, using a research model combining qualitative research. From a sample group of 10 experts and experts and quantitative research from the sample group, there were 384 Asian women entrepreneurs. Data were analyzed to explain the study's results, including frequency distribution, percentage, mean, and standard deviation. Test relationship by analyzing and processing with statistical package statistics for multiple regression analysis. The results found that 1) Leadership role factors affect driving organizational strategy. To survive in the COVID-19 era, from the research results, the t-test has a sig. A value of 0.000, less than the significance level of 0.05, can be interpreted as leadership role factors affecting organizational strategy. To survive in the COVID-19 era. 2) Communication factors affect driving organizational strategy. To survive in the COVID-19 era, from the research results, the t-test has a sig. Value of 0.007, less than the specified significance level of 0.05. This can be interpreted as a communication factor affecting organizational strategy. To survive in the COVID-19 era. 3) Factors regarding the appropriateness of policy implementation affect driving strategy organizations to survive in the

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**Keywords:** Entrepreneurship, Southeast Asia, post-epidemic era

## Introduction

Organizations in Thailand and worldwide are currently facing challenges due to the COVID-19 outbreak, which appears to be more severe than any previous crisis. Therefore, each organization must adapt its culture, working style, and strategies to maximize efficiency. The COVID-19 epidemic has spread globally for over half a year, with over 100 million people infected, particularly in the United States, where the high number of infections remains a concern (Plipat, 2020). Vaccination progress in various countries is expected to be a crucial factor in halting the spread of the epidemic and mitigating its impact on the Thai economy and social fabric. It will also shape the new normal. Dealing with this unprecedented crisis, often called "A crisis unlike any other in the past (This Time is Different)," requires recognizing its unique characteristics. Unlike previous crises, it began with the rapid spread of the COVID-19 virus, leading to a global public health crisis. Many governments worldwide have implemented extensive lockdown measures to curb the virus's spread, disrupting lives and economic activities, including in Thailand. This simultaneous shock has disrupted production activities and reduced income and purchasing power, culminating in an economic crisis characterized by supply and demand shocks (Brinca P. et al., 2021).

Furthermore, the shift in organizational culture and working styles and the adoption of new strategies to enhance organizational efficiency have increased women's prominence in various facets of the economy, society, politics, and culture, particularly in the realm of marketing and business. Manufacturers of renowned brand products have conducted

extensive research on women's behavior to secure a larger market share, resulting in the emergence of the "Women's Empowerment Economy" or "She-Economy," highlighting women's rising status and influence. This trend has prompted collaboration across diverse sectors to unlock and leverage the potential inherent in women, propelling progress within their respective domains. One notable initiative is the establishment of the ASEAN Women Entrepreneurs Network (AWEN), spearheaded by Vietnam, with rotating leadership positions held by the ASEAN Women Entrepreneur Network presidents from various member countries, serving two-year terms. AWEN aims to elevate the status of women in the economic sphere and harness their capabilities to propel all sectors toward their maximum potential. This endeavor aligns with broader international efforts to promote economic growth, with AWEN International advancing this agenda. Leveraging the expertise of women executives from both small and medium-sized enterprises (SMEs) and large corporations across ASEAN, AWEN fosters collaboration and mutual support through its network. As a geopolitical and economic organization in Southeast Asia, ASEAN comprises ten member countries: Cambodia, Thailand, Brunei, Myanmar, the Philippines, Malaysia, Laos, Vietnam, Singapore, and Indonesia. Its primary objectives include fostering cooperation to bolster economic growth, promoting social development and cultural exchange among member nations, and maintaining regional peace and stability while providing a platform for resolving disputes among member states.

Many ASEAN member countries actively promote gender equality within their economies, facilitating increased participation and broader economic opportunities for women. This commitment underscores the ongoing development and advocacy for equal rights across genders within each nation. Consequently, more than half of the member countries have achieved an average score exceeding 50 percent in this domain, starkly contrasting their performance in political affairs, where no member state has surpassed this threshold. Internal factors, including ingrained beliefs, values, and cultural practices, may contribute to the barriers hindering women's political participation in these countries.

However, the Philippines holds the top rank due to its society's gender equality, both economically and politically. Considering how such equality is managed and promoted within the diverse fabric of Philippine society, which encompasses various ethnicities, religions, and beliefs, is intriguing. This serves as a compelling case study for other member countries. Conversely, Malaysia faces significant challenges, boasting the highest gender pay gap in the region. Gender disparities persist in economics, politics, and society, with women encountering limited participation in the labor market, particularly in roles requiring specialized expertise or leadership positions. Furthermore, Malaysia's internal society, which operates under a dual system of law enforcement, exhibits gender inequality inconsistent with fundamental human rights principles. In response to these disparities, ASEAN endeavors to foster a society that upholds gender balance. Therefore, the ASEAN Committee on Women (ACW) has created a mechanism to promote and support women's rights. The ACW actively convenes meetings to develop and refine its operations continually, collaborating closely with relevant stakeholders to enhance the welfare of women across ASEAN. Moreover, it has prepared a comprehensive work plan to provide more precise guidelines for its operations.

In addition, ASEAN has crafted a Declaration and Action Plan on eradicating violence against women, women's development, and women's welfare, reflecting ASEAN's commitment to constructing a society where everyone enjoys equal access to opportunities. However, the effectiveness of ASEAN's mechanism in promoting women's rights has not been tangibly demonstrated. Meeting outcomes primarily involve reviewing operations and policy measures, serving merely as guidelines for member countries without imposing any obligation for compliance.

This is because the ASEAN cooperation structure is grounded in the ASEAN Way, particularly the principle of non-interference in internal affairs, which member countries strictly adhere to. Consequently, ASEAN lacks the authority to enforce compliance among its member countries, and cooperation primarily relies on the willingness of each member state.

While such principles can impede the development of international cooperation, they also ensure respect for national sovereignty. Additionally, the Declaration on the Promotion of Women's Rights, crafted by ASEAN, merely serves as a symbolic commitment from member countries to collaborate to safeguard women's rights and achieve gender equality. Although member countries are obligated to act, there are no mandatory conditions or punishments for non-compliance. This gap hinders ASEAN from effectively addressing women's rights issues in the region and achieving a fully balanced society.

Simultaneously, the operational plan will align with the 20-year national strategy, the 12th National Economic and Social Development Plan, and various national initiatives. These encompass the mission to bolster human resources development across all age groups and demographics, thereby enhancing the nation's capabilities. This entails supporting AWEN Thailand in fostering and harnessing the potential of women in the business sector, ultimately contributing to the economy's growth and the country's overall development. Such efforts aim to sustainably elevate Thailand's prominence within the ASEAN region and enable effective organizational management amidst the challenges posed by the COVID-19 pandemic. Since the end of March 2020, Thailand and countries worldwide have implemented lockdown measures to address the COVID-19 outbreak. Despite the significant challenges, Thailand has maintained a notably low death rate relative to the number of infections, reflecting effective public health management. This achievement is attributed to collaborative efforts across various sectors, including the government, private, and public sectors. However, in December 2020, Thailand experienced a resurgence of COVID-19 cases, signaling the onset of another wave of infections. This resurgence intensified in January 2021, with daily cases numbering in the hundreds. The heightened severity of this outbreak has instilled concerns among the populace, reducing travel to crowded areas. Consequently, the government has enforced stricter disease control measures in response to the evolving situation (Krungthai et al. Center, 2021).

The stringent government disease control measures have had a detrimental impact on the outcomes of the lockdown implemented in April 2020, resulting in considerable economic costs over the past year. For instance, the government allocated a significant portion of the budget towards providing relief to affected individuals, reviving the economy, and supporting the business sector. Inadequate business management or failure to adapt to the situation swiftly can lead to significant financial losses, with just a month of decreased income posing substantial challenges and potentially leading to closure. Therefore, it is imperative for businesses and entrepreneurs to assess the situation and prevailing conditions, anticipate the post-lockdown landscape amid the COVID-19 pandemic, and devise appropriate strategies to navigate through it effectively.

Therefore, during times of crisis like this, organizational leaders should adapt so that the organization can navigate the crisis effectively. This approach not only enhances the organization's brand positioning but also enables it to prepare effectively for upcoming challenges. Moreover, crises such as this foster organizational learning and drive change, creating value for stakeholders and society while fostering trust among stakeholders.

For the reasons mentioned above, the researcher was intrigued by studying ASEAN Women Entrepreneurs (AWEN) and their role in shaping organizational strategy to thrive in the COVID-19 era. This case study focused on the Association of Southeast Asian Nations (ASEAN) to analyze and identify organizational strategies conducive to survival amidst the ongoing pandemic. The aim was to extrapolate findings to other regional associations, thereby driving organizations toward tangible success.

### **Research objectives**

1. To examine the characteristics of ASEAN Women Entrepreneurs (AWEN) that influence organizational strategies for navigating the organization's drive to survive in the COVID-19 era.

2. To investigate and identify organizational strategies to drive the organization's survival in the COVID-19 era that are appropriate to the context of the Association of Southeast Asian Nations.

### **Research hypothesis**

The factors determining organizational strategy are divided into three categories: leadership role factors, Communication factors, and factors regarding the appropriateness of policy implementation. These factors affect the organization's strategy and drive it to survive in the COVID-19 era.

### **Scope of research**

#### **Quantitative research**

##### **Demographic scope**

**The population** is ASEAN women entrepreneurs with outstanding performance in ASEAN.

**The sample group** is women entrepreneurs. The exact population is unknown, but it was calculated from Cochran's formula for the appropriate sample size. The researcher has determined the maximum level of variance to be  $p = 0.5$  and  $q = 0.5$  at a confidence level of 95 percent, equal to 384 people.

##### **Qualitative research**

The leading group of informants includes four groups of experts and experts, totaling ten people, which were obtained through a purposive selection method according to the following qualification criteria as follow:

Group 1: Executives of the ASEAN International Women Entrepreneur Network (AWEN) for at least five years, three people.

Group 2: Director of the International ASEAN Women Entrepreneur Network (AWEN) for at least five years, two people.

Group 3: The ASEAN Women Entrepreneurs International Network (AWEN) public group, two people.

Group 4: Academics include professors or researchers with a doctorate in public administration or international management. Three

people have experience working in a specific field with a doctorate of at least five years, three people.

### **Area Scope**

Association of Southeast Asian Nations There are ten member countries, including Cambodia, Thailand, Brunei, Myanmar, Philippines, Malaysia, Laos, Vietnam, Singapore, and Indonesia.

### **Period scope**

This research took a period of 1 year, starting from February 2022 to February 2023.

### **Literature review**

Concepts and theories regarding characteristics of being an entrepreneur.

In this research, the term "ASEAN Women Entrepreneurs" (AWEN) refers to the personal characteristics utilized in business operations that promote and support individuals' success in ASEAN Women's Entrepreneurship (AWEN). These characteristics include individuality, innovativeness, risk-taking, competitive aggressiveness, consistency, passion for learning, and success. They serve as guidelines for planning development within AWEN, facilitating the enhancement of skills, knowledge, and entrepreneurial traits necessary for effective management and sustainable business growth in the future.

Concepts about management strategies into practice in the COVID-19 era.

Strategy Determination involves long-term strategic planning, focusing on developing vision, objectives, strategies, and policies. This process begins with analyzing the situation, as strategic executives seek to align external opportunities with internal strengths while addressing external obstacles and weaknesses (Jongphit Sirirat, 2007). This analysis provides vital information to guide future operations, shaping the organization's directions, guidelines, and mindsets through strategies, tactics, and action plans. Strategies are typically determined across various organizational levels, from organizational strategy to business strategy and



strategies tailored to specific duties (Natthapan Khacharanan, 2009). The details and importance of these three levels within the organization are as follows:

Organizational Strategy, or Corporate Strategy, is the primary strategy formulated by senior management. This strategy must consider the organization's vision and primary mission and input from the business advisory team, focusing on vision, mission, and objectives. It is the responsibility of senior executives and related departments to define the overarching direction of the organization, which serves as a guideline for organizational operations, growth, and establishing the groundwork for future business endeavors.

Business Strategy entails enhancing the competitiveness of a business's products or services and defining the company's market position to achieve a competitive edge. This involves conducting a SWOT analysis, identifying the business's strengths, weaknesses, opportunities, and threats, and aligning with organizational strategies to navigate the challenges posed by the COVID-19 era.

Functional Strategy comprises the team-level strategies crucial for success, involving roles such as the financial manager, marketing manager, IT manager, and other related personnel tasked with driving strategies aligned with organizational and business objectives. Success hinges on consistency achieved through daily work and meticulous planning. It necessitates fostering robust relationships among internal departments and various teams while maintaining the ability to evaluate and measure outcomes.

## Research Conceptual Framework

Initial variable

Dependent variable

Characteristics of being an entrepreneur

- individuality
- Innovativeness



### Data analysis and statistics used to analyze the data

1 . Analyze the general information gathered from the questionnaire using descriptive statistics, namely frequency, and percentage, with a statistical computer program.

2 . Examine the ASEAN Women Entrepreneurs (AWEN) characteristics that influence organizational strategies for navigating the COVID-19 era. This will be accomplished by analyzing data using descriptive statistics, namely mean and standard deviation, with a statistical computer program.

3. Investigate the factors determining organizational strategy for navigating the COVID-19 era through inferential statistics, specifically quantitative statistical inferential analysis. This will involve statistical analysis of multiple variable regression equations (Multiple Regression Analysis). The multiple regression equation, representing a linear relationship, can be expressed as follows (Kanlaya Wanichbancha, 2013).

4. Explore the strategies driving organizational resilience amidst the COVID-19 era by analyzing data using inferential statistics, mainly quantitative statistical inferential analysis. This will entail statistical analysis

of multiple variable regression equations (Multiple Regression Analysis). The multiple regression equation, depicting a linear relationship, is outlined as follows (Kanlaya Wanichbancha, 2013).

## Research results

### 1. Results of the study of general information of the respondents

Table 1 shows the number and percentage of demographic information of the sample.

	Quantity	Percent
<b>Population</b>		
<b>Sex</b>		
male	174	45.3
female	210	54.7
<b>total</b>	<b>384</b>	<b>100</b>
<b>Age</b>		
Less than or equal to 25	14	3.6
years of age	31	8.1
Age 26 - 35 years	22	5.7
Age 36 - 45 years	104	27.1
Age 46 - 55 years	187	48.7
Age 56 - 65 years	26	6.8
More than 65 years old		
<b>total</b>	<b>384</b>	<b>100</b>
<b>ระดับการศึกษา Education</b>		
Below junior high school	21	5.5
junior high school	43	11.2
Less than a high school /	37	9.6
Vocational Certificate	12	3.1
Associate Degree / High	115	29.9
Vocational Certificate	156	40.6
Bachelor's degree		
Postgraduate		

total	384	100
<b>Duration of being an ASEAN</b>		
<b>Women Entrepreneur (AWEN)</b>	63	16.4
less than one year	94	24.5
1-5 years	122	31.8
6-10 years	84	21.9
11-15 years	10	2.6
16-20 years	11	2.9
More than 20 years old		
total	384	100

Table 1 shows that the sample's demographic characteristics were primarily female, numbering 210 people, accounting for 54.7 percent, aged 56 - 65 years, numbering 187 people, accounting for 48.7 percent, having higher than bachelor's degree level, numbering 156. people, accounting for 40.6 percent, and the duration of being an ASEAN women entrepreneur (AWEN) for 6-10 years, there were 122 people, accounting for 31.8 percent

## 2 . Results of the study of characteristics of ASEAN women entrepreneurs (AWEN)

Table 2 shows respondents' average values and standard deviations regarding the overall characteristics of ASEAN women entrepreneurs (AWEN).

Overall characteristics of ASEAN women entrepreneurs (AWEN)	( $\bar{X}$ )	(S.D.)	Meaning
Individuality	4.66	0.31	Highest
Innovativeness	4.40	0.45	Highest
Risk-taking	4.45	0.41	Highest
Competitive aggressiveness	4.53	0.54	Highest
Consistency and passion for learning	4.58	0.59	Highest
Passion for success	4.50	0.41	Highest
<b>รวม</b>	<b>4.52</b>	<b>0.44</b>	Highest

Table 2 shows that most respondents have opinions on the characteristics of ASEAN women entrepreneurs (AWEN). Overall, at the highest level. The average value was 4.52. When considering each aspect, it was found that respondents agreed that individuality was the most important. The average value was 4.66, followed by consistency and passion for learning, which has an average of 4.58 in terms of Competitive aggressiveness, which has an average of 4.53. Passion for success has an average of 4.50. In risk-taking, the average is 4.45, and Innovativeness averages 4.40, respectively.

**3. Results of the study of factors determining organizational strategy in driving the organization.**

Table 3 shows the average values. Standard deviation of respondents regarding information on factors that determine organizational strategy in driving the organization as a whole

Factors that determine organizational strategy in driving the organization as a whole	( $\bar{X}$ )	(S.D.)	Meaning
Leadership role	4.47	0.49	Highest
Communication	4.60	0.34	Highest
Appropriateness of policy implementation	4.57	0.29	Highest
<b>Total</b>	<b>4.55</b>	<b>0.45</b>	Highest

Table 3 shows that most respondents have opinions on the factors that determine organizational strategy and drive the organization. It was at the highest level, with an average of 4.55. When considering each aspect, it was found that the respondents agreed that Communication factors were at the highest level. The average value was 4.60, followed by the factor of appropriateness of policy implementation, which has an average of 4.57, and finally, the leadership role factor had an average of 4.36, respectively.

#### 4. Results of the study of data driving organizational strategy to survive in the COVID-19 era

Table 4 shows respondents' average values and standard deviations regarding information driving organizational strategy to survive in the COVID-19 era.

Information for driving organizational strategy to survive in the COVID-19 era as a whole	( $\bar{X}$ )	(S.D.)	Meaning
Trustworthiness organization	4.41	0.48	Highest
Aimed at producing knowledge	4.61	0.36	Highest
organization	4.55	0.38	Highest
Give attention to external		0.44	Highest
Organizations with consistent	4.55	0.34	Highest
structures and work processes	4.51		
Organizations with good leadership			
Total	4.53	0.42	Highest

Table 4 shows that most respondents have opinions on information driving organizational strategy to survive in the COVID-19 era. Overall, it is at the highest level. The average value was 4.53. When considering all aspects, it was found that the respondents saw that the aspect was that the organization aimed at producing knowledge is at the highest level. The average value was 4.61, followed by an organization that gives attention to external factors, an organization with a consistent structure and work process, an average of 4.55, and an organization with good leaders, an average of 4.51. Finally, the aspect of being a trustworthy organization averages 4.41, respectively.

#### 5. Hypothesis test

Table 5 Analysis of multiple regression equations (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.456 <sup>a</sup>	0.208	0.201	0.186

Table 5 shows that the lowest standard error value is 0.186. The coefficient of R Square, representing the influence of independent variables on the dependent variable, is 0.208. This indicates that all three variables can explain the driving force of organizational survival in the COVID-19 era, accounting for 20.80 percent. Other factors influence the remaining 49.20 percent.

**Table 6 F-test analysis**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.467	3	1.156	33.195	0.000
	Residual	13.230	380	0.035		
	Total	16.697	383			

From Table 6, it is found that the F-test has a Sig. Value of 0.000, which is less than the significance level of 0.05, indicating that at least one factor can be used to explain the driving force of organizational strategy. To survive in the COVID-19 era or all three independent variables that affect driving organizational strategy Surviving in the COVID-19 era is different.

**Table 7 Results of Multiple Regression Analysis: Factors Determining Organizational Strategy with driving organizational strategy to survive in the COVID-19 era**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
Constant	2.866		14.873	0.000
Leadership	0.132	0.311	5.587	0.000
Communication	0.091	0.152	2.730	0.007
Appropriateness of policy implementation	0.143	0.200	4.311	0.000

Table 7 shows that among the three variables influencing the driving of organizational strategy to survive in the COVID-19 era, all are

statistically significant at the 0.05 level when considering the Sig. Value. Each hypothesis of the research can be addressed as follows:

H1: Leadership role factors affect driving organizational strategy to survive in the COVID-19 era. The T-test result yields a Sig. Value of 0.000, which is lower than the specified significance level of 0.05. Therefore, H1 is accepted, indicating that leadership role factors influence organizational strategy to survive in the COVID-19 era.

H2: Communication factors affect organizational strategy for survival in the COVID-19 era. The T-test result produces a Sig. value of 0.007, below the specified significance level of 0.05. Consequently, H2 is accepted, suggesting that communication factors impact organizational strategy for survival in the COVID-19 era.

H3: Factors related to the appropriateness of policy implementation influence driving organizational strategy to survive in the COVID-19 era. The T-test result yields a Sig. value of 0.000, lower than the specified significance level of 0.05. Therefore, H3 is accepted, implying that factors concerning the appropriateness of policy implementation influence driving organizational strategy to survive in the COVID-19 era.

## **6. Summary of the interview form regarding the appropriateness of the organization's strategic approach in driving the organization to survive in the COVID-19 era that are appropriate to the context of the Association of Southeast Asian Nations (Association of Southeast Asian Nations)**

The results of the interviews revealed that out of the 10 experts interviewed, 4 were male and 6 were female. In terms of age distribution, 3 were between 36-45 years old, 2 were aged 46-55 years old, 4 were aged 56-65 years old, and 1 person was 65 years old. Regarding educational qualifications, 4 individuals held a bachelor's degree, while 6 possessed higher qualifications than a bachelor's degree. Furthermore, 4 individuals had a period of being an ASEAN Women Entrepreneur (AWEN) ranging from 1-5 years, while 6 individuals had a period of being an entrepreneur in the ASEAN region for 6-10 years.



**From the interviews conducted with ten experts, a coherent perspective emerged, which can be summarized as follows:**

1. Organizational strategic guidelines for driving the organization to survive in the COVID-19 era that is appropriate to the context of the Association of Southeast Asian Nations (Association of Southeast Asian Nations). In conclusion, AWEN is a network for exchanging and learning experiences, resulting in development, increasing capacity, and strengthening entrepreneurial skills. Organizational leadership, including initiating projects to promote economic and trade activities of businesswomen in the ASEAN region. This networking initiative arose from an announcement from Vietnam and received feedback from member countries with continuous pushing until the present. It is an important network certified by the ASEAN Commission on the Promotion and Protection of Women's Rights and Children's Rights or ASEAN Commission on the Promotion of the Rights of Women and Children (ACWC).

2. Business-level strategic guidelines for driving organizations to survive in the COVID-19 era within the context of the Association of Southeast Asian Nations (ASEAN) are imperative. In conclusion, the network's operations are overseen by the international AWEN committee, comprising businesswomen representatives from ASEAN member countries. Together, they identify key issues and directions for businesses across countries to navigate the evolving global landscape. Furthermore, the committee elaborates on concrete strategies through collaboration with entrepreneurs from all 10 ASEAN nations, notably those honored with the Outstanding Women of ASEAN Award. In Thailand, 40 entrepreneurs have been recipients of past awards, with an additional 10 honored during the network's annual seminar held between June 19-21, 2019. This initiative aligns with the Ministry of Social Development's plan, which is consistent with the 20-year national strategy, the 12th National Economic and Social Development Plan, and various national agendas. It encompasses a commitment to nurturing human potential across all demographics, thereby enhancing the nation's capabilities. Supporting

AWEN Thailand's role in empowering women within the business sector to drive economic growth and national development is a pivotal aspect of this mission. The endeavor is poised to gain prominence throughout the ASEAN region.

3. Functional strategic guidelines for driving organizations to survive in the COVID-19 era within the context of the Association of Southeast Asian Nations (ASEAN) are crucial. In conclusion, as part of the current action plan aimed at bolstering the economic potential of women in ASEAN, AWEN International has concentrated on seven keys as follow 1) Digital potential and access to digital markets. 2) Promoting access to capital and financial knowledge and discipline. 3) Re-skilling or developing the skills of women SME entrepreneurs and workers. 4) Promoting sustainable development and self-reliance for SMEs. 5) Establishing a base for information sharing among ASEAN women. 6) Developing the leadership potential of ASEAN women in the international arena. 7) Addressing environmental problems and climate change.

These topics were deliberated upon during the main seminar of the AWEN Thailand network on June 19, 2019, and AWEN International on June 20-21, 2019. The progress in each area was summarized and presented at the ASEAN Leaders' Summit, which coincided with the event held between June 22-23, 2019, hosted by Thailand as the 2019 ASEAN Chair.

## Discussion

### Discussion of Hypothesis study

H1: Leadership role factors affect driving organizational strategy to survive in the COVID-19 era. The results of the hypothesis testing indicate that leadership role factors indeed influence driving organizational strategy to survive in the COVID-19 era at a significance level of 0.05. This finding aligns with the research conducted by Patipar Phetsiri and colleagues (2017), who investigated patterns and strategies to create a competitive advantage in the wholesale clothing business within Bangkok's Bobae market. Their study revealed that the most entrepreneurs choose cost leadership strategies to gain a competitive advantage.

H2: Communication factors affect the driving of organizational strategy to survive in the COVID-19 era. The results of the hypothesis testing indicate that communication factors indeed influence the driving of organizational strategy to survive in the COVID-19 era at a significance level of 0.05. Which is consistent with the research conducted by Mhalla, M (2020), which examined driving organizations in the same direction during crises. The study revealed that the key factors controlling all aspects are the division of labor and apparent decision-making authority. It is crucial to delineate responsibilities and decision-makers for each matter, ideally having one designated individual responsible for decision-making and providing clear guidelines for addressing each phase. This approach ensures uninterrupted workflow and problem-solving. Additionally, team leader meetings should be convened to monitor progress and share solutions, focusing on the desired outcomes. Moreover, allowing everyone to express their opinions during meetings is essential for ensuring their effectiveness.

H3: Factors concerning the appropriateness of policy implementation impact driving organizational strategy to survive in the COVID-19 era. The results of the hypothesis testing reveal that these factors influence organizational strategy during this period, with a significance level of 0.05. This is consistent with the research conducted by Arunkamon Suk-one (2019), who investigated the management strategies of private commercial banks aiming to become high-performance organizations.

The study results found that the management conditions of private commercial banks are under pressure from economic globalization. In the context of private commercial banks being centers of savings and investment, they place importance on customers and stakeholders by developing service quality through innovation and technology. Digital combined with the organizational environment that is a strength of commercial banks is the potential for vision of executives. Competent personnel ready for development in every dimension in line with opportunities from government policies in infrastructure development.

Electronic payments towards a cashless society. The investment market has expanded to countries in the ASEAN region.

### **Suggestions**

#### **Suggestions from this research study:**

The limited time frame for collecting questionnaires, approximately 1 month, along with the COVID-19 outbreak, caused most researchers to use online questionnaire distribution. As a result, the research results may not cover all demographic characteristics of the sample of people who come to use the service and other statistical information. There may be changes as time passes.

#### **Suggestions for future research studies:**

Future research should explore additional factors that could influence organizational strategy to survive in the COVID-19 era.

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