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Causal Relationship of Certified Hotels' Performance in Thailand

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Abstract

Aim/Purpose: This study examined the causal relationship between corporate entrepreneurship, business network, adaptability, and performance in Safety and Health Administration (SHA) Extra Plus-certified hotels in Thailand. The research aimed to understand how various entrepreneurial and operational factors have contributed to the resilience and recovery of the hospitality sector in the post-COVID-19 era.

Introduction/Background: The COVID-19 pandemic significantly disrupted the global tourism industry, including Thailand's hotel sector. The SHA Extra Plus certification, which entailed collaboration between hotels and health authorities to ensure safety protocols, has emerged as a critical factor for recovery. This study investigated the relationships between key business practices and the operational performance of SHA Extra Plus hotels.

Methodology: A quantitative research methodology was employed for this investigation, utilizing structural equation modeling (SEM) to analyze the relationships between corporate entrepreneurship, business network, adaptability, and performance in SHA Extra Plus-certified hotels. A sample of 339 hotels was selected through stratified random sampling across six geographic regions in Thailand. The survey respondents comprised hotel executives and managers, specifically those responsible for operational and strategic decisions within these establishments. A questionnaire was developed to collect data on key constructs: corporate entrepreneurship, business network, adaptability, and performance. The data were analyzed to assess relationships between these constructs, employing a 5-point Likert scale to evaluate the perceived importance and impact of each factor. Descriptive and inferential statistics, including correlation analysis and path analysis through SEM, were applied to test the hypotheses and examine the strength of relationships among the variables.

Findings: The study's findings indicated that corporate entrepreneurship plays a significant role in enhancing both business networks and adaptability, which subsequently positively impact hotel performance. Specifically, corporate entrepreneurship was found to have a direct, positive influence on business networks (β = .826) and adaptability (β = .501), demonstrating that proactive leadership and innovation in hotel management can foster internal and external networks while promoting organizational flexibility. Business networks were found to significantly influence adaptability (β = .267) and performance (β = .279), emphasizing the importance of robust, collaborative partnerships in navigating the challenges of the post-pandemic tourism market. Adaptability also emerged as a critical driver of performance (β = .281), highlighting that hotels capable of adjusting rapidly to changes in market demand, health protocols, and customer expectations are more likely to succeed in the current volatile environment. The overall model demonstrated a high level of fit, with key fit indices such as RMSEA (.021), CFI (.995), and GFI (.941) indicating that the proposed model accurately represented the relationships between these factors.

Contribution/Impact on Society: This research contributes to the body of knowledge on the recovery and resilience of the hospitality industry by providing empirical evidence on the significance of corporate entrepreneurship, business networks, and adaptability in improving hotel performance. The study highlights the interconnectedness of these factors and offers valuable insights for hotel operators, policymakers, and industry practitioners seeking to navigate the complexities of post-

pandemic recovery. In particular, the findings suggest that hotels which embrace innovation, foster strong networks, and maintain organizational flexibility are better positioned to overcome crises and thrive in the long term. This research also contributes to the theoretical understanding of how dynamic capabilities, such as adaptability and entrepreneurial orientation, influence performance in the hospitality industry, offering a framework for future research and practice.

Recommendations: Based on these findings, it was recommended that hotel managers focus on enhancing corporate entrepreneurship by fostering a culture of innovation, risk-taking, and proactive problem-solving. Strengthening business networks through collaboration with external partners, such as healthcare providers and local businesses, is crucial for building resilience and facilitating rapid adaptation to shifting market conditions. Additionally, hotel operators should prioritize adaptability by encouraging continuous learning, empowering employees, and adopting flexible operational strategies that can be quickly adjusted in response to shifts in demand or external disruptions. These strategies are critical not only for short-term recovery, but also for ensuring long-term sustainability and competitiveness in an increasingly dynamic and uncertain global tourism market.

Research Limitation: The study was limited by its focus on SHA Extra Plus-certified hotels in Thailand, which may not fully represent the broader hospitality industry, especially those outside of the certification framework. The sample size, while adequate, was limited to a single country, and future studies could include a wider range of hotel types and geographic locations to increase the generalizability of the findings. Additionally, the research primarily relied on self-reported data from hotel managers, which may introduce biases or limit the depth of insights into operational challenges faced by staff members or customers.

Future Research: Future research could expand the scope of this study by examining the role of technology in enhancing adaptability and business networks in the hotel sector, particularly in the context of digital transformation and online customer engagement. Comparative studies between small, medium, and large hotels could also provide further insights into how organizational size and resources influence entrepreneurial behavior, adaptability, and performance. Additionally, researchers could explore the impact of external factors, such as government policies and international tourism trends, on the recovery and performance of SHA Extra Plus-certified hotels.

Keywords: *Corporate entrepreneurship, business networks, adaptability, hotel performance*

Introduction

Tourism in Thailand has been significantly impacted by the COVID-19 pandemic, which began in December 2019. The pandemic has not only affected the health of people worldwide, but has also posed severe challenges to the global tourism industry. In Thailand, tourism revenue declined by as much as 82.60% compared to pre-pandemic levels (Thailand Development Research Institute, 2021). International tourists, who represent a major source of income for Thailand, were forced to cancel all travel plans, resulting in a sustained economic downturn for the tourism sector. This situation has driven many organizations to adapt rapidly to ensure survival, with numerous companies shifting their working models to incorporate greater flexibility and freedom by utilizing technology and online support systems. These adaptations have enabled employees to work from anywhere, thereby reducing the risk of transmission and enhancing productivity (Pattanawongwaran, 2023).

When international travel was limited, hotels and other accommodations saw their busy crowds disappear almost overnight. The Ministry of Tourism and Sports and the Ministry of Public Health collaborated with private businesses to develop the Amazing Thailand Safety & Health Administration (SHA) standard, a certification given to hotels to assure travelers that they were government-approved as safe, and many businesses accepted this standard. The SHA standard was later improved to SHA Extra Plus, which connected hotels with hospitals to help with COVID-19 tests and emergency medical care. These measures were crucial for reopening the country and regaining trust among both local and international tourists (Thangjai et al., 2022).

Joining the SHA Extra Plus program has become an important factor in helping hotels and accommodations in Thailand recover after the COVID-19 crisis. By promoting hotels with this certification to international markets, businesses have attracted back tourists who are concerned about hygiene. This not only helps in business recovery, but also creates a solid foundation for proactive marketing in the future. Certified SHA Extra Plus operators can use this standard as a marketing tool to stand out from competitors, as well as build credibility and trust with tourists (Kamolsiriwat & Povatong, 2021). This certification also encourages operators to be flexible and ready to handle rapidly changing situations, which is essential for long-term business survival (Agmapisarn & Chantapong, 2022). Therefore, the research team investigated the causal relationship between the performance of SHA Extra Plus-certified hotels in Thailand and the impact of factors in the proposed model, with the aim of providing insights into how hotels in Thailand can better manage future crises and promote the sustainability of their businesses. The findings can be used as a guide to the development performance of SHA Extra Plus certified hotels.

Literature Review

Corporate Entrepreneurship

The concept of corporate entrepreneurship encapsulates the distinctive attributes of individuals who manage organizations in a manner that fosters innovation, drives change, and maximizes the utilization of organizational resources. This encompasses critical areas such as financial management, investment strategies, human resource development, and the integration of technology into operational processes (Tajeddini & Trueman, 2016). To navigate the complexities of ever-evolving business landscapes, managers must demonstrate decision-making proficiency and creative problem-solving capabilities. These skills are essential for anticipating and addressing future challenges that may threaten organizational sustainability, as emphasized by Hill et al. (2021).

The unprecedented disruptions caused by the COVID-19 pandemic underscored the vulnerabilities of industries such as tourism, particularly in the hospitality sector, where hotels faced significant operational and financial challenges. In this context, the role of entrepreneurs and hotel managers became instrumental in ensuring the resilience and survival of both organizations and their workforces. As noted by Bai et al. (2016), fostering strong relationships between employees and entrepreneurial leaders cultivates a supportive network that facilitates collaborative innovation. Such networks not only drive organizational creativity, but also inspire personnel to contribute innovative ideas, thereby enhancing an organization's adaptive capacity.

Organizational entrepreneurship, therefore, plays a pivotal role in guiding entities toward success, even in highly uncertain and volatile environments. This underscores the importance of understanding their relationships with business networks, which serve as critical enablers of entrepreneurial initiatives. The conceptual framework and research hypotheses presented in this study are grounded in prior scholarly contributions, including those of Bai et al. (2016), which have collectively provided a robust theoretical foundation for exploring this dynamic interplay.

The following hypothesis is proposed to examine the relationship between corporate entrepreneurship and business networks:

H_1: Corporate entrepreneurship has a direct positive impact on business networks.

In the context of hotel management during the COVID-19 pandemic, hotel operators were compelled to adopt strategic adaptations to align with rapidly changing circumstances, with a particular focus on encouraging customer re-engagement with their services. These adaptation strategies encompassed modifications to products and services to address the unpredictable and evolving demands of consumers. Organizations were required to navigate significant disruptions in business operations to mitigate uncertainty and minimize risks that could adversely affect consumer engagement. The challenges posed by the pandemic underscored the critical importance of adaptability in ensuring organizational resilience, as highlighted by Păvăluc (Melinte) et al. (2020). This dynamic highlights the relationship between organizational entrepreneurship and adaptability, which forms a central theme in this study.

The conceptual framework and research hypotheses were informed by prior scholarly contributions, including studies by Păvăluc (Melinte) et al. (2020) and Kamolsiriwat and Povatong (2021), which collectively provided a robust theoretical foundation for exploring this relationship. Based on this foundation, the following hypothesis was proposed:

H_2: Corporate entrepreneurship has a direct positive impact on adaptability.

Furthermore, the expansion of robust business networks has emerged as a key driver of innovation within the hotel industry. However, the extent to which organizations capitalize on these opportunities depends on the entrepreneurial mindset of leaders, particularly their willingness to assume financial risks and strategically allocate resources to explore new avenues for growth. This perspective is supported by the research of Tajeddini et al. (2020), which elucidated the relationship between organizational entrepreneurship and performance. The conceptual framework and research hypotheses were further substantiated by studies such as Abou-Moghli and Al-Abdallah (2018), along with Tajeddini et al. (2020), which collectively reinforced the significance of this relationship.

Based on the evidence presented, the following hypothesis was proposed:

H_3: Corporate entrepreneurship has a direct positive impact on organizational performance.

Business Networks

Business networks play a pivotal role in facilitating organizational operations and achieving strategic objectives. The presence of a well-established network enables businesses to achieve their goals more efficiently and effectively compared to operating in isolation (Sangperm, 2022). Furthermore, the exchange of information within these networks enhances members' negotiating power, leading to favorable outcomes and agreements that benefit the organization (Tajeddini et al., 2020). In contemporary business environments, organizations are increasingly expanding their networks to support decision-making processes, leveraging the collective expertise and resources of network participants to address diverse challenges. Business networks are thus instrumental in driving organizational progress and goal attainment.

In addition to fostering collaboration, business networks provide access to specialized expertise, enabling the development and implementation of strategies that enhance organizational performance (Sangperm, 2022). This perspective is supported by studies such as Rocca and Snehota (2014) and Tajeddini et al. (2020), which underscore the significance of networks in improving adaptability and operational efficiency. Based on this evidence, the following hypothesis was proposed:

H_4: Business networks have a direct positive impact on adaptability.

Research on business alliances across various organizational levels highlights their role in enhancing innovation capabilities. Business networks facilitate the exchange of resources, knowledge, and technology among partners, enabling organizations to develop innovative solutions and respond more effectively to market dynamics. This enhances competitive advantage and contributes to overall organizational performance. According to Bouncken et al. (2022), entrepreneurs' ability to cultivate and leverage networks is critical for fostering corporate innovation, meeting customer demands, and improving sales efficiency. The importance of networking capabilities is particularly pronounced in small organizations or startups, which often face intense competition and resource constraints.

The relationship between business networks and organizational performance was further substantiated by research from Saleh and Harvie (2024), Sangperm (2022), and Bouncken et al. (2022). These studies collectively emphasized the transformative potential of business networks in driving innovation and enhancing performance. Based on this foundation, this hypothesis was proposed:

H_5: Business networks have a direct positive impact on organizational performance.

Adaptability

Organizational adaptability encompasses both short-term and long-term adjustments, requiring a dynamic approach to managing internal operations in response to evolving circumstances. Hotel entrepreneurs must demonstrate flexibility in adapting to changing conditions while overseeing organizational processes. This adaptability is especially critical during periods of crisis, where the

ability to anticipate and mitigate future risks is essential for ensuring business survival and facilitating a return to stability (Jantapong & Ekmapaisarn, 2021).

Managers who possess the capacity to swiftly respond to emerging opportunities, risks, and internal changes are better positioned to secure a competitive advantage for their organizations. Such responsiveness not only enhances operational resilience, but also enables more effective alignment with consumer demands, ultimately contributing to improved organizational outcomes. The relationship between adaptability and performance is well-documented in the literature, as evidenced by studies conducted by Fathi et al. (2021) and Paepuang and Powathong (2021). These studies underscore the significance of adaptability as a driver of organizational success.

Based on this theoretical foundation, the following hypothesis was proposed:

H_6: Adaptability has a direct positive impact on organizational performance.

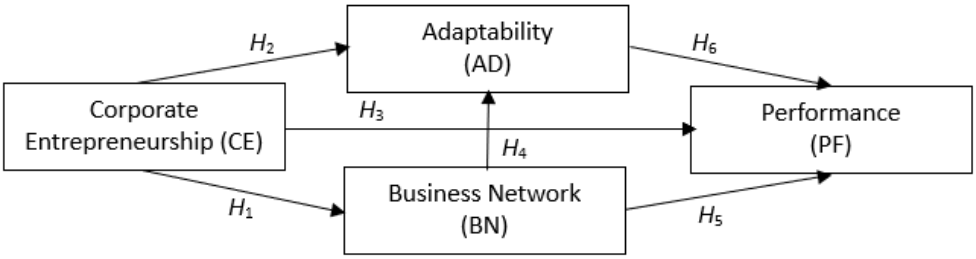
Performance

Organizational performance is a multifaceted construct that encompasses the reduction of redundancies in operational processes, thereby enhancing work efficiency through strategic adaptation in the aftermath of a crisis (Comfort et al., 2001). Traditionally, many organizations have prioritized financial metrics as the primary indicators of operational effectiveness. However, Kaplan and Norton (1996) argue that an over-reliance on financial measures is insufficient for achieving long-term organizational goals. Instead, they advocate for a balanced approach that integrates financial strategies with non-financial perspectives, such as internal processes, learning, and growth, to provide a more comprehensive evaluation of progress over time. This shift is particularly relevant in light of the evolving nature of business operations, which necessitates diverse methodologies to ensure sustained success.

In this context, entrepreneurs with an innovative mindset play a pivotal role in driving organizational performance. Their ability to identify and capitalize on new opportunities, coupled with active engagement in strategic initiatives, fosters consistent growth, and enhances the organization's competitive position (Navin et al., 2025). By balancing financial and non-financial metrics, organizations can develop a more holistic understanding of their performance, enabling them to adapt effectively to dynamic market conditions and achieve sustainable success.

The conceptual framework presented in this study, as illustrated in Figure 1, provides a structured approach to examining the interrelationships among key variables influencing organizational performance.

Figure 1 *Research Conceptual Framework*



Methodology

Population and Sample

The target population for this study was comprised of hotels in Thailand that were awarded the SHA Extra Plus certification in 2023, totaling 2,862 establishments. This information was obtained from the online database of SHA Extra Plus-certified hotels, as provided by the Tourism Authority of Thailand (accessed on April 8, 2023). To determine the appropriate sample size, the researchers utilized the formula proposed by Krejcie and Morgan (1970), which yielded a sample size of 339 hotels.

To ensure representativeness, a proportional stratified random sampling method was employed. The sample was distributed across the six geographic regions of Thailand in proportion to the number of SHA Extra Plus-certified hotels in each region. Specifically, the distribution was as follows: Northern region (31 hotels), Central region (77 hotels), Northeastern region (12 hotels), Eastern region (45 hotels), Western region (13 hotels), and Southern region (161 hotels).

In addition to the stratified sampling approach, purposive sampling was used to select participants who hold managerial or operational roles within the selected hotels. These individuals are directly responsible for managing and overseeing the operations of SHA Extra Plus-certified establishments in Thailand, ensuring their insights are relevant to the study's objectives.

Instruments

A structured questionnaire was employed as the primary data collection instrument in this quantitative study. The questionnaire was developed based on established concepts, theories, and relevant literature pertinent to the study's objectives. It was divided into three distinct sections.

The first section gathered demographic information about the respondents, such as gender, age, educational attainment, years of work experience, and current job position. The second and third sections focused on the main variables under investigation, comprising a total of 42 items. These variables include corporate entrepreneurship (12 items), derived from the conceptual frameworks of Tajeddini et al. (2020); business networks (10 items), adapted from the work of Sangperm (2022); adaptive capabilities (9 items), informed by the research of Fathi et al. (2021); and performance (11 items), developed based on the theoretical foundation provided by Comfort et al. (2001) and Kaplan and Norton (1996).

A 5-point Likert scale was utilized to measure respondents' perceptions of the importance of each item, ranging from "*very low importance*" to "*very high importance*." To ensure the validity of the instrument, it was evaluated by three subject-matter experts who assessed item-objective congruence (IOC). The resulting IOC values ranged from .60 to 1.00, meeting the standards proposed by Louangrath and Sutanapong (2018).

Reliability testing was conducted using a pilot sample of 30 respondents not included in the main study. Cronbach’s alpha coefficients were calculated for each scale, yielding values above the threshold of .70. These results indicated that the questionnaire demonstrated high internal consistency and reliability, aligning with the criteria established by Hair et al. (2006). Thus, the instrument was deemed robust and suitable for collecting accurate and reliable data for this study.

Data Collection and Analysis

The research team employed a systematic approach to data collection by directly contacting hotel managers via telephone to solicit their participation in completing the survey. Following their consent, the survey link was distributed to the selected participants, and the data collection process spanned approximately one month, concluding in July 2023. A total of 339 completed and valid questionnaires were received, meeting the predetermined sample size requirements. The responses were subsequently coded to facilitate further statistical analysis.

Descriptive statistics were utilized to examine the fundamental characteristics of the sample group. Frequency distributions and percentages were calculated to provide a comprehensive overview of the demographic profiles of the respondents, including variables such as gender, age, educational attainment, work experience, and job position. Additionally, basic statistical measures, including the mean and standard deviation, were computed for each variable to summarize the central tendencies and variability of the data. Correlation coefficients were also analyzed to explore the relationships between the variables, and to describe the underlying data characteristics.

To address the research objectives and test the hypotheses, inferential statistics were employed using Structural Equation Modeling (SEM). This advanced statistical technique was applied to analyze both direct and indirect relationships among the key constructs: entrepreneurial orientation, business networks, adaptive capabilities, and the performance of SHA Extra Plus-certified hotels in Thailand.

SEM provided a robust framework for evaluating the hypothesized relationships and assessing the overall fit of the proposed model.

The model fit was rigorously evaluated using multiple statistical criteria, as recommended by Hair et al. (2010). These criteria included: (a) the Chi-square value relative to degrees of freedom (χ^2/df), which should not exceed 2.00; (b) the Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI), both of which should exceed 0.95; (c) the Root Mean Square Residual (RMR), which should be less than .05; and (d) the Root Mean Square Error of Approximation (RMSEA), which should also be less than .05. These metrics ensured that the model demonstrated an acceptable level of fit and validity, thereby supporting the reliability of the findings.

Results

The survey revealed that 286 were managers and 53 were owners. Most respondents were male (56.30%), aged 30–40 (51.90%), and held a bachelor's degree (76.70%). Over half (55.80%) had 5 to 10 years of work experience. Geographically, 47.80% of SHA Extra Plus-certified hotels were in the southern region, with 22.70% in the central region. The majority operated as limited companies (77.30%), had been in business for 5 to 10 years (68.40%), and employed 50 to 100 staff (61.70%). The primary customer base was Thai nationals (61.40%).

The analysis of survey results concerning entrepreneurial orientation, business networks, adaptive capability, and hotel performance in Thailand indicated that respondents attributed the highest level of importance to adaptive capability, with a mean score of 4.80. This was closely followed by corporate entrepreneurship, which received a mean score of 4.77. Hotel performance and business network were rated slightly lower, with mean scores of 4.61 and 4.60, respectively. The relationships between these variables are further detailed in Table 1, which presents the correlation coefficients.

Table 1 *Correlation Matrix*

Variable	CE	BN	AD	PF
Corporate Entrepreneurship (CE)				
Business Network (BN)	.441**			
Adaptability (AD)	.580**	.488**		
Performance (PF)	.443**	.531**	.468**	
Mean ($\bar{x}$)	4.77	4.60	4.80	4.61
Standard deviation (*SD*)	0.383	0.490	0.349	0.403
Conclusion	Highest	Highest	Highest	Highest

Note. r, $^{**}p < .01$.

The results of the causal relationship path analysis demonstrated that the proposed model exhibited a strong alignment with the empirical data, as supported by the statistical values and model fit indices that satisfied all the predefined criteria. Specifically, the Chi-square value was 289.56 with 252 degrees of freedom (*df*), yielding a *p*-value of .052. The ratio of Chi-square to degrees of freedom (χ^2/df) was 1.149, which was below the threshold of 2.00, consistent with the standard recommended by Byrne (2013). Additionally, the Goodness of Fit Index (GFI) was .941, exceeding the recommended threshold of .90, while the Comparative Fit Index (CFI) reached .995, also surpassing the .90 benchmark. Furthermore, the Root Mean Square Error of Approximation (RMSEA) was .021, falling well below the .08 criterion suggested by Hair et al. (2006). These findings confirm that the model demonstrated an excellent fit to the data, with all fit indices meeting or exceeding the required thresholds. Further details regarding the model are illustrated in Figure 2.

Figure 2 *Results of Final Model*

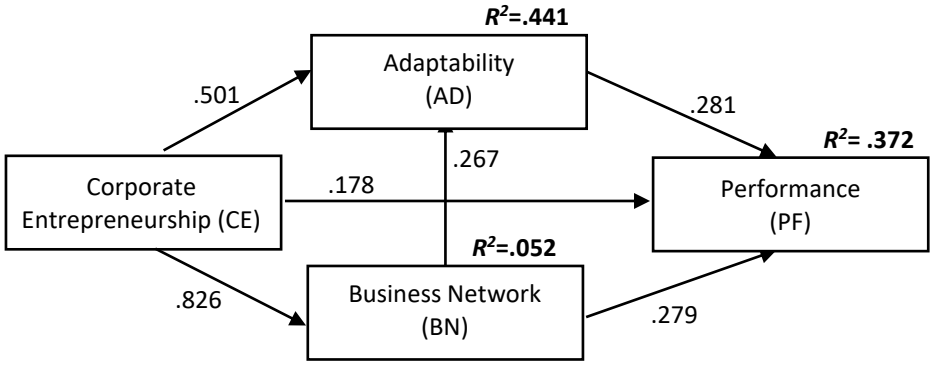


Table 2 *Effects for the Model Performance of SHA Extra Plus–Certified Hotels in Thailand*

Effect Variable	R^2	Effect	Cause Variable		
			CE	BN	AD
Business Network (BN)	.052	DE	.826**	-	-
		IE	-	-	-
		TE	.826**	-	-
Adaptability (AD)	.441	DE	.501**	.267**	-
		IE	.221**	-	-
		TE	.722**	.267**	-
Performance (PF)	.372	DE	.178**	.279**	.281**
		IE	.434**	.075**	-
		TE	.611**	.354**	.281**

Notes. DE = Direct effect, IE = Indirect effect, IE = Total effect *(*β*, *$p < .05$, **$p < .01$).

Table 2 presents the results of the path coefficient analysis examining the causal relationships among Corporate Entrepreneurship, Business Network, Adaptive Capability, and Hotel Performance in Thailand, specifically for hotels certified with SHA Extra Plus. The findings indicated that Corporate Entrepreneurship exerted a significant positive direct influence on both Business Networks (DE = .826) and Adaptive Capability (DE = .501). Additionally, Adaptive Capability demonstrated a direct positive effect on Hotel Performance (DE = .281), while Business Network also exhibited a direct positive impact on Hotel Performance (DE = .279). Furthermore, Business Networks significantly influenced Adaptive Capability (DE = .267), and Corporate Entrepreneurship directly and positively affected Hotel Performance (DE = .178).

The analysis also revealed indirect effects: Corporate Entrepreneurship had an indirect influence on Hotel Performance (IE = .434) and Adaptive Capability (IE = .221), while Business Network indirectly affected Hotel Performance (IE = .075). All reported path coefficients were statistically significant, providing robust support for the proposed hypotheses. Further details regarding these relationships are provided in Table 3.

Table 3 summarizes the results of the hypothesis testing. Hypothesis 1 posited that Corporate Entrepreneurship (CE) exerted a positive direct impact on Business Networks (BN), with a path coefficient of .826 (*t*-stat = 8.102, $p < .01$), indicating strong statistical support. Hypothesis 2 suggested that Corporate Entrepreneurship (CE) positively and directly impacted Adaptive Capability (AD), supported by a path coefficient of .501 (*t*-stat = 8.900, $p < .01$). Hypothesis 3 proposed that Corporate Entrepreneurship (CE) had a positive direct impact on Performance (PF), with a path coefficient of .178 (*t*-stat = 2.779, $p = .01$), confirming its significance.

Table 3 *Hypothesis Testing Results*

Hypotheses	Coefficient (β)	*t-stat*	*SE*	Results
H_1: CE --> BN	.826	8.102**	0.066	Supported
H_2: CE --> AD	.501	8.900**	0.054	Supported
H_3: CE --> PF	.178	2.779**	0.061	Supported
H_4: BN --> AD	.267	5.051**	0.042	Supported
H_5: BN --> PF	.279	4.559**	0.048	Supported
H_6: AD --> PF	.281	4.042**	0.069	Supported

Note. (β, $^{**}p < .01$)

Hypothesis 4 asserted that Business Network (BN) positively impacted Adaptive Capability (AD), as evidenced by a path coefficient of .267 (*t*-stat = 5.051, $p < .01$). Hypothesis 5 stated that Business Network (BN) had a positive direct impact on Performance (PF), with a path coefficient of .279 (*t*-stat = 4.559, $p < .01$). Finally, Hypothesis 6 postulated that Adaptive Capability (AD) positively affected Performance (PF), supported by a path coefficient of .281 (*t*-stat = 4.042, $p < .01$).

These findings underscore the significant roles of Corporate Entrepreneurship (CE), Business Network (BN), and Adaptive Capability (AD) in influencing the Performance (PF) of SHA Extra Plus-certified hotels in Thailand. Collectively, the results provide robust empirical support for all the proposed hypotheses.

Discussion

The analysis of the overall level of Corporate Entrepreneurship revealed that it has reached its highest level. The findings suggested that hotel managers with 5–10 years of experience play a pivotal role in offering unique managerial perspectives, which contribute to the development of operations toward achieving the highest standards. This was particularly significant in the context of the COVID-19 pandemic, where service delivery required innovative and adaptive approaches. Notably, most hotels included in the study were in the southern region of Thailand, which hosts the largest concentration of hotels in the country and serves both domestic and international tourists.

These results aligned with the conceptual framework proposed by Hill et al. (2021), who emphasized that a critical driver of long-term organizational growth is the proactive engagement of entrepreneurs or managers in strategic planning. Such planning enables organizations to adapt to global changes, anticipate future challenges, and integrate these insights into their development strategies. The adoption of intelligent risk-taking further empowers entrepreneurs to devise innovative solutions, thereby steering their organizations toward success. Additionally, fostering employees' creative thinking and collective problem-solving capabilities emerged as a key factor in promoting sustainable organizational growth.

In summary, combining managerial experience and proactive strategic planning equips entrepreneurs to effectively address challenges and secure a competitive edge in the market, consistent with the perspectives outlined by Morris et al. (2011). These elements underscore the importance of adaptive leadership and innovation in driving organizational resilience and success.

The analysis of business networks revealed that they had reached the highest level. The characteristics of hotel businesses highlight the significance of extensive network operations, which aligned with the conceptual framework proposed by Tajeddini et al. (2020). They emphasized that building relationships between business organizations fosters opportunities for diverse operational activities, facilitating problem-solving and the pursuit of mutual benefits through collaborative efforts (Pridakorn & Laulittirat, 2018). These findings were further supported by the research of Rocca and Snehota (2014), which demonstrated that strong business networks enable organizations to generate profits and sustain positive relationships, even in highly competitive environments.

Establishing and maintaining robust business partnerships enhances operational efficiency and increases the value added by business networks. Moreover, the development of such networks plays a critical role in enabling the sharing of resources, information, and technologies while supporting the

identification of new market opportunities. Reliable business partners are instrumental in helping hotel businesses navigate challenges and adapt to dynamic competitive conditions. This collaborative approach enhances operational flexibility and promotes sustainable growth (Tajeddini et al., 2020). These insights underscore the strategic importance of business networks in driving resilience, innovation, and long-term success in the hospitality industry.

Analysis of the overall level of adaptability revealed that it had reached its highest level, reflecting a strong emphasis on fostering creativity and systematically reviewing strategies and processes. A key factor contributing to this outcome was encouraging employees to embrace innovative ideas, which enhances an organization's ability to adapt swiftly and effectively to dynamic environments. This finding was aligned with the conceptual framework proposed by Adam et al. (2018), who emphasized the importance of organizational flexibility in management practices. By empowering employees with greater responsibility and prioritizing continuous learning and development, organizations can equip their workforces to respond effectively to external changes. Such support enhances organizational resilience and enables efficient responses to emerging challenges.

Similarly, the work of Jansuri (2021) highlighted the critical need for hotel businesses to adapt their management and personnel strategies during the COVID-19 pandemic to address unprecedented challenges. These adaptations encompassed the development of innovative processes and work methods designed to meet evolving customer demands more efficiently. The ongoing commitment to refining strategies and operational processes has proven instrumental in enabling hotel businesses to maintain competitiveness and enhance their responsiveness to market fluctuations.

In conclusion, cultivating adaptability is vital to sustainable business operations, particularly in rapidly changing environments. By fostering a culture of innovation, continuous improvement, and strategic flexibility, organizations can position themselves to navigate uncertainties and achieve long-term success.

An analysis of performance indicated that it has reached its highest level, demonstrating the high efficacy of hotel businesses in addressing customer complaints and fostering strong relationships with customers and stakeholders. These findings were aligned with the theoretical frameworks proposed by Comfort et al. (2001) and Ahmed et al. (2020), who argued that organizational performance can be evaluated based on the capacity to satisfy customers and deliver value—whether through products or services—to internal and external stakeholders. Customer satisfaction is a critical indicator of organizational performance in meeting customer needs and expectations.

Efficient complaint management and maintaining positive relationships contribute to customer satisfaction and foster trust and loyalty, which are essential for building sustainable long-term relationships with customers and stakeholders. By prioritizing service quality improvements and resolving issues promptly and effectively, hotels can enhance customer satisfaction, thereby gaining a competitive edge in markets. Furthermore, this approach aids in cultivating a positive organizational image among customers and business partners, reinforcing an organization's reputation.

Ultimately, strategic focus on customer service management and continuous improvement emerges as a pivotal factor in achieving and sustaining high performance in the hospitality sector. By addressing customer needs proactively and maintaining robust stakeholder relationships, hotels can ensure their long-term success and resilience in an increasingly competitive environment.

This study’s findings, which examined the impact of corporate entrepreneurship, business networks, and adaptability on the performance of SHA Extra Plus-certified hotels in Thailand, are grounded in Barney's (1991) Resource-Based View theory and Teece's (2023) Dynamic Capabilities theory, as well as related research. The results demonstrate consistency with the theoretical frameworks and the proposed research hypotheses. In the context of this study, the SHA Extra Plus certification represents a strategic response to growing demand from tourists in the post-pandemic era. To meet these demands, hotels must rapidly adapt their operations to maintain efficiency and consistently deliver customer satisfaction.

Hotel performance, particularly within the SHA Extra Plus framework, is influenced by multiple factors, including organizational entrepreneurship, business networks, and adaptability. To explore

the causal relationships among these variables, the researchers employed Path Analysis to test both direct and indirect effects on hotel performance. The findings revealed that organizational entrepreneurship emerged as the most significant factor influencing hotel performance, followed by adaptability. Business networks, while having the least relative influence, still played a critical role in enhancing overall performance.

These results underscored the importance of integrating organizational entrepreneurship, adaptability, and business networks to improve the performance of SHA Extra Plus-certified hotels in Thailand. Each factor contributed uniquely to the operational resilience and competitive advantage of hotels, enabling them to respond effectively to dynamic market conditions. A detailed discussion of these findings and their implications for theory and practice is provided in the subsequent sections.

Corporate entrepreneurship demonstrated a significant positive direct influence on business networks, as hypothesized in Hypothesis 1. This relationship can be attributed to the proactive strategies adopted by hotel managers with over five years of experience in hotel management during the COVID-19 pandemic. These managers identified opportunities to innovate and adapt their operational strategies to align with evolving environmental demands, thereby instilling confidence among domestic and international customers to continue utilizing their services. Additionally, the introduction of the SHA Extra Plus standard by the government played a pivotal role in reinforcing customer trust in hotels that adhered to these enhanced safety and quality benchmarks.

This finding resonates with the perspective articulated by Abu-Rumman et al. (2021), who emphasized that organizational entrepreneurs must identify opportunities to generate sustainable profits by leveraging resources efficiently. Furthermore, for organizations to achieve long-term growth, fostering robust internal relationships is essential to establishing a solid foundation for developing business networks that facilitate effective collaboration with external stakeholders. This notion is also supported by Bai et al. (2016), whose research highlighted that cultivating strong relationships between personnel and the organization strengthens internal cohesion, and enhances external network performance by creating a ripple effect from internal to external domains.

Similarly, Tajeddini et al. (2020) found that organizations benefit more from establishing strong business networks built on shared learning and collaboration than from operating in isolation. Therefore, corporate entrepreneurship must prioritize fostering cooperation with internal networks (e.g., employees) and external networks (e.g., partners and stakeholders) to promote participation, teamwork, and synergy. By doing so, organizations can enhance their competitive advantage and ensure sustained success in an increasingly dynamic and interconnected business environment.

Corporate entrepreneurship demonstrated a significant positive direct influence on adaptability, as hypothesized in Hypothesis 2. This relationship can be attributed to the central role of entrepreneurs or managers in guiding hotel businesses to navigate crises and adapt to changing circumstances, thereby reducing uncertainty and mitigating risks that arise from fluctuations in consumer demand. The experiences gained during the COVID-19 pandemic further underscored this dynamic, and were aligned with the findings of Kamolsirivat and Pawatong (2021), who observed that entrepreneurs with substantial business experience were more adept at creatively adapting their operations to achieve progress and success through adjustments during periods of disruption. Similarly, Păvăluc (Melinte) et al (2020) emphasized the critical importance of adaptability in the tourism sector, given its susceptibility to external environmental changes. Their research highlighted the need for businesses to develop flexible strategies to respond effectively to evolving conditions.

Corporate entrepreneurship also exhibited a positive direct influence on performance, consistent with Hypothesis 3. This relationship is explained by the ability of entrepreneurs or hotel managers to maintain clearly defined goals and leverage their entrepreneurial mindset to lead organizations in responding effectively to environmental changes and internal challenges. Tajeddini et al. (2020) noted that uncertain and rapidly changing environments increase organizational risks. However, when entrepreneurs adopt robust operational strategies, they can positively influence business performance. Furthermore, entrepreneurs characterized by strong corporate entrepreneurship are more inclined to embrace risk-taking and foster innovation within their organizations. This perspective

is supported by Tajeddini et al. (2020), whose research established a significant correlation between corporate entrepreneurship and organizational performance. Entrepreneurs with a strong orientation toward corporate entrepreneurship were more likely to generate innovative ideas, develop new products, services, processes, and business models, engage in proactive management practices, and effectively manage risks to sustain market positioning and enhance organizational performance. Collectively, these findings underscored the pivotal role of corporate entrepreneurship in driving adaptability and performance in dynamic business environments.

The positive direct influence of business networks on adaptability, as hypothesized in Hypothesis 4, can be explained by the hotel industry's need to adjust its services in response to dynamic environments. The operational focus on building and maintaining networks, facilitates knowledge exchange when changes occur, enabling organizations to adapt more effectively. This finding is aligned with the research of Tajeddini et al. (2020), who emphasized that collaboration with business networks or partners strengthens organizational resilience. The ability to adapt to network systems is critical, requiring leaders to evaluate whether their organization’s projects or operations are aligned with collaborative network structures. In challenging situations, readiness to respond swiftly to changes reflects leadership adaptability, which is essential for guiding organizations to maintain operational effectiveness.

Similarly, the positive direct influence of business networks on performance, as outlined in Hypothesis 5, was supported by the hotel industry's emphasis on creating collaborative networks that foster mutual growth and development. Carneiro et al. (2013) highlighted that business networks enhance organizational performance and improve management control through shared resources and expertise within similar networks. Sangperm (2022) further underscored the importance of business networks, arguing that they play a pivotal role in driving organizations toward achieving their strategic goals. When organizations leverage expert networks to develop and implement strategies for successful operations, they significantly enhance their potential for success. Sangperm (2022) also identified business networks as a key determinant of business success, emphasizing the need for leaders to recognize the value of network-building in facilitating information sharing and mutual benefit. Collectively, these insights highlighted the critical role of business networks in fostering both adaptability and performance within the hotel industry.

Adaptability exerted a significant positive direct influence on performance, as hypothesized in Hypothesis 6. This relationship can be attributed to challenges posed by the COVID-19 pandemic, which prompted hotel businesses to leverage their unique characteristics and signature offerings to attract customers, demonstrating their adaptability for survival. Research by Fathi et al. (2021) highlighted that organizations facing adversity must adjust their operational models to navigate emerging challenges and sustain progress. Furthermore, financial support during such periods enables businesses to identify and capitalize on growth opportunities more effectively. Similarly, Jansuri (2021) found that adaptation strategies employed by hotel operators significantly influenced tourist occupancy rates and long-term recovery. A key factor in this process was managing accommodations that satisfy guests while ensuring sufficient revenue generation for sustained operations. These findings hold relevance for hotel operators in Chiang Mai and other stakeholders within the hospitality industry.

Conclusion

The results of this study highlight the crucial roles of organizational entrepreneurship, business networks, and adaptability in shaping the performance of SHA Extra Plus-certified hotels in Thailand. The positive relationships suggest that proactive innovation strategies, collaborative networking, and adaptability enable hotels to operate effectively amidst changing circumstances, ultimately enhancing overall performance. Hotels that prioritize organizational entrepreneurship and cultivate robust business networks are better positioned to develop the flexibility needed to adapt to dynamic market conditions while improving services to meet evolving customer demands.

These findings carry broader implications for Thailand's service industries. The growing number of SHA Extra Plus-certified hotels reflects a strong commitment to elevating service standards to global levels through organizational entrepreneurship, effective networks, and adherence to higher safety and health protocols. By implementing innovative practices, these hotels not only enhance Thailand's attractiveness as a safe and desirable tourist destination, but also demonstrate the strategic adaptability required to strengthen the readiness of the country's hotel industry to meet diverse service demands. These insights highlight the importance of integrating entrepreneurial strategies, network collaboration, and adaptive capabilities to achieve sustainable growth and competitive advantage in the hospitality sector.

Recommendations

Recommendations for Applying Research Findings

The findings of this study offer valuable insights that can be applied to both academic and practical contexts. These recommendations aim to guide future research, support entrepreneurial decision-making, and foster further exploration in the field.

Academic Recommendations

This research provides a foundation for future studies in similar contexts, particularly in understanding business adaptation during crises and developing organizational adaptability. Scholars are encouraged to build upon these findings to explore additional dimensions of resilience and innovation within the hospitality sector.

Recommendations for Entrepreneurs and Hotel Managers

1. *Enhance Corporate Entrepreneurship:* Develop an organizational culture encouraging innovation, risk-taking, and proactive problem-solving. Managers should actively support creativity among employees and incentivize innovative initiatives that align with market changes and consumer expectations.
2. *Strengthen Business Networks:* Build and nurture strong, collaborative partnerships, especially with healthcare providers, local businesses, and other relevant stakeholders. Engage actively in networks to leverage collective knowledge, resources, and strategic information, enhancing the hotel's ability to respond to external disruptions effectively.
3. *Prioritize Adaptability:* Implement policies and practices that encourage continuous learning and flexibility within organizations. Training programs should equip employees with skills necessary for rapid adjustment to market conditions, including crisis management, customer engagement, and digital proficiency.
4. *Leverage Certification (SHA Extra Plus):* Actively promote SHA Extra Plus certification in marketing strategies as a symbol of trust, safety, and quality. Use this certification to differentiate from competitors, thus attracting customers who prioritize health and safety standards post-pandemic.
5. *Holistic Performance Metrics:* Incorporate financial and non-financial metrics, such as customer satisfaction and internal process efficiency, in evaluating performance. Use these balanced scorecards to make informed decisions that align short-term recovery efforts with long-term strategic goals.

Recommendations for Future Research

1. *Role of Technology and Innovation*: Future research should investigate the impact of technology and innovation on the adaptability of hotel businesses. Specifically, studies could examine how digital technologies facilitate connections with new business networks, and create diverse opportunities for growth and expansion.
2. *Comparative Analysis by Business Size*: A comparative study between small and large hotels is recommended to analyze how organizational size influences entrepreneurship, business networks,

and adaptability. Such research could provide deeper insights into the unique challenges and opportunities faced by hotels of varying scales, enabling the development of tailored strategies for various industry segments.

By addressing these areas, future research can contribute to a more comprehensive understanding of the factors driving performance and sustainability in the hospitality sector.

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