



Strategic Adapting of SMEs in Tourism Service Businesses under the COVID-19 Situation: A Case Study of Samui Island, Thailand

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ABSTRACT

The purposes of this research are to study the factors of organizational resilience and strategic adaptation of small and medium-sized tourism service business operations during the Covid-19 situation and to study the relationships between resilient organizations and the strategic adapting of small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province. The statistics used for analysis consist of descriptive statistics, which include Frequency, Percentage, Mean, Standard Deviation, and Inferential Statistics; t-test and F-test, including Pearson's correlation. The research result found that 1) the entrepreneurs' organizational resilience overall reached a high level. When considering the Mean for each aspect, it revealed the Situation Awareness aspect the most. Secondly, it was Adaptive Capacity and Keystone Vulnerabilities aspect, 2) the entrepreneurs' strategic adapting of the small and medium-sized tourism service business operations during the Covid-19 situation overall was at a high level, having the Personnel aspect the most. Secondly, it was the Finance, Operation, and Marketing aspect, and 3) the organizational resilience related to strategic adapting small and medium-sized tourism service business operations during the Covid-19 situation. Hence, tourism business entrepreneurs can apply this information to plan, improve, and develop business operations that enable them to cope effectively with unexpected events, recover from crises, and even promote future success.

1. INTRODUCTION

The coronavirus 2019 pandemic causes numerous infections and death of people. The World Health Organization (WHO) announces that Covid-19 is a contagious disease [1]. Public health all over the world responds to this announcement by using various measures to control this pandemic, such as controlling travel, canceling activities in public, closing department stores and several types of establishments that are at risk the infection, closing educational institutes, including letting employees work at home for social distancing, etc., [2]. These make the people's lives in each country get effects. Furthermore, this crisis negatively affects the global economy, including Thailand. The businesses in the tourism industry were impacted by this crisis at the top level making the number of foreign tourists traveling to Thailand during the first quarter of 2020 decrease from the same duration in 2019 at 63.96% [3].

The tourists reduction affects the tourism business, both big and small domestic enterprises, especially the small and medium-sized (SMEs) enterprises in the group of tourism service businesses with employment of more than 30 employees and their assets are not over 50 million baht for small-sized enterprises, and employment not more than 100

employees and their assets not over than 300 million baht for the medium-sized enterprises [4]. Such features impact the limitation of human resources and assets with limited size. When a business with such resources has to encounter the COVID-19 pandemic, it is the beginning of the disruption toward economic activities cycles entering into an economic recession following the International Monetary Fund (IMF) that expected the year 2020 would be the beginning of the recession on the economy [5]. Previously, Thailand's economy would recover in 2021, expectedly. However, the Covid-19 pandemic ripple effects, Covid-19 new species discovery, and delayed vaccine service affected the public sector to launch the control measures newly and strictly, causing the evaluation of economic activities not to recover to the same level as the former time till 2023 [6]. Therefore, when the recovery continues slowly, inevitably, the business sector accepts the burdens of such effects. When considering the effects on SMEs businesses, categorized from the economic activities, the service business gets affected by the Covid-19 situation more than other economic activities in every aspect. Since the servicing enterprises are associated with travel and tourism, the lack of income from foreign tourists, calculated as two

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times compared to Thai tourists, causes the business in the tourism sector to recover more slowly than other business sectors [7].

Koh Samui is a popularly top-ranking tourist attraction that foreign tourists are interested in visiting, including Thai tourists. It is because of its beautiful nature, activities, and facilities that enhance the potential to support tourists well. Before the Covid-19 situation, Koh Samui had several millions of tourists, both Thai and foreigners, flowing to visit such places that made income to every business sector, especially the tourism business [8]. During the Covid-19 pandemic, consumers felt anxious about such a situation, and the limitation from the control measure stopped travel and reduced the tourists' confidence. The consequence is that the tourists canceled or postponed tour reservations, residence, or car renting, including temporary close in some enterprises.

The income decreased or without revenues, while the expenses regarding the business assets still have to be paid, such as renting, instruments/equipment, and vehicle maintenance which could not make them decline. Koh Samui district has SME entrepreneurs for 2,102 enterprises, which had the service sectors for 394 enterprises in 2021 [9]. It made the tourism industry in Koh Samui enter into severe economic setbacks. In the tourism business in Surat Thani and Koh Samui, most SMEs entrepreneurs realize that the Covid-19 situation disrupts the economic drive and slows. Secondly, it was about the problem of fund resources. Most entrepreneurs lack working capital in their enterprises and product development. Besides, the financial institutes in that area have a limit on loan approval, making fund-accessing difficult [10]. Although the government sectors and the Bank of Thailand launched the measure pursuing the King's Order to give financial assistance to the SMEs affected by the Covid-19 pandemic, the healing of SMEs, in the long run, has to be adapted in various ways to continue the business amidst the happening changes. In August 2021, the public sector opened the project under the name "Samui Plus Model" to stimulate tourism. Tourism Authority predicted this project would interest approximately 1000 foreign tourists to Koh Samui at the interval initiation. And it would make an income of more than 180 million baht. After that, the tourists would start to visit there in the 4th quarter year 2021 and the 1st quarter year 2022 [11].

Therefore, it is necessary for SMEs entrepreneurs in service tourism to adjust the SMEs business according to the new normal to be concordant with the changes in people's livelihood, consumers' behaviors, and needs, including the business styles which will be different from the traditional ones. Hence, the researcher is interested in studying the adaptation of small and medium-sized tourism service business operations during the Covid-19 situation in Koh Samui District, Surat Thani Province that how it has adapted to apply the information as an orientation, and develop the

entrepreneurs' service tourism business to be concordant and suitable to the business situations further.

2. LITERATURE REVIEW

2.1 Significance of service tourism business

The tourism industry is one of the crucial industries in the world. In 2015, the values of the tourism industry around the world were more than 7.86 trillion U.S. dollars or 9.8% of the global Gross Domestic Product (GDP). The Thai tourism industry is a crucial driver of Thailand's economy, with a proportion of 21 - 22% of the total GDP. During the time of this slow economic condition, it affects the economy unavoidably. Moreover, the tourism sector is an industry that supports the Thai economy. The tourism income derived from Thai and foreign tourists in the first half year of 2019 took a crucial role at 17% of the GDP, but late in the year, the Covid-19 crisis made the tourism industry get effects directly for a long time until now. In 2021, The World Bank reduced the GDP predicting numbers from 2.2% to 1% by expecting that the Thai economy might have to take time for three years through this recovery because the tourism industry is an essential driver of the Thai economy that has to take time to recover longly [12]. It is one of the crucial industries which helps drive the overall national economy. Furthermore, the tourism industry has changed all the time following the world's situations and consumers' behaviors. Hence, the Thai tourism industry has to adapt according to the changing currents of this world and plan to develop per the market's requirement to maintain and develop the capacity of national tourism [13,14].

2.2 Concept of crisis and crisis management

A crisis means the situation entering into necessary conditions to manage to prevent or solve the happening damages, or it is the crisis regarding safety, environment, or health considered the occurring situation without advanced planning, no matter what it is true. It might be the situation realized that it is unsafe in various aspects affecting the images or credits in the organization, or it causes the sue to make environmental, economic, and imagery damages [15]. The current condition is the Covid-19 crisis started in 2019 and spread globally and rapidly, affecting the livelihood and economy continuously. In Thailand, there is an announcement from the Ministry of Public Health that the country has come up to the 5th pandemic ripple due to the virus mutation. The Ministry has to raise an alert of the pandemic to the 4th level at the earlier 2022 [16]. As [17] indicated has the concept of crises management process consisting of four stages as follows:

1. Prevention: it is to reduce the risk or reduce the crisis chance. When an organization investigates and finds the warning sign that might cause a crisis and has already solved such a situation before it becomes a big problem to prevent it from the crisis, it might affect the creditability of the

stakeholders. Hence, the enterprise should prepare information to help explain or answer questions to the group of stakeholders;

2. Preparation: it is a stage of advanced analysis of the situation and expecting the crisis which might happen to the organization for getting some information to organize the preparation plan to cope with the crisis condition. For example, establishing the organization for managing the crisis, dividing the duties and responsibilities clearly, always getting training, doing the crisis portfolio, and preparing the structure of the communication system in crisis conditions to be ready for use;

3. Response: it is a stage of practice to solve the happened crisis by bringing the readiness preparation plan to use authentically. If crisis management is effective, it will become the opportunity to create creditability and reputation for the organization;

4. Revision: it is an evaluation of performance after having solved the crisis to get information on the advantages and disadvantages of adapting and managing each stage more carefully and effectively for future occurrences.

2.3 Concept of organizational resilience

Organizational resilience means the ability to manage, expect, and prepare the readiness to respond and adapt to environmental change, both internal and external organization, with complex environments changing connectively. An effective organization managing extreme change has to be flexible and be ready to cope with the change. According to the Covid-19 situation happening at present, the word resilience is written and talked about more in academic and managerial fields. The word resilience is a concept of organizational management focusing on flexibility. It is used increasingly during the time of Covid-19 circumstances that reflect the capability of the organization can cope with the crisis and pass through situations better than its rivals. It can recover to normal conditions or grow up at a critical time [18]. For the persons interested in studying the organizational resilience of the organization of [19], it consisted of as follows:

1. Situation Awareness means the ability of the entrepreneurs to perceive the environmental situations under the happened crisis and can predict or assess the stability of the business shortly;

2. Keystone Vulnerabilities mean the ability of the entrepreneurs to manage the performance process in all systems to be successful;

3. Adaptive Capacity means the ability of the entrepreneurs to prepare the readiness to accept and support the change of novel things, adapt, and have the performance method to be concordant with the changing situations by maintaining the work effectiveness and business performance continuously.

The mentioned factors [20] were to revise, improve, and apply widely in the Resilient Organizations Research

Programmer. It is a research project that originated from the cooperation between the public and private sectors in New Zealand. Besides, [21] applied the factors of [19] to develop by categorizing into two main factors consisting of as follows: 1) Adaptability, which includes reducing the behavior of separated work on internal resources, employees' participation, knowledge, and information, leadership, innovation and creativity, and decision, and 2) Plan; which includes strategic plan, practice, readiness preparation, external resources, and significance of recovery.

2.4 Concept of strategic adapting of the organization

Strategic Adapting is an adaptation of the organizational strategic plan concordant with the regional changing conditions, evaluation, and analysis of changing situations to enable the organizations to adapt the operational orientations appropriate to the circumstances or environments that have altered. The designed strategies must perform as a medium of the relationship between organizational structures and environments. If there is a change, such organizations can be resilient and respond quickly [20]. Adapting in the context of entrepreneurs means the process that the entrepreneurs use to process various data from external environments and use such data to adjust their business [21]. Besides, as [22] said that entrepreneurs would survive in various environments by effectively adapting. The adaptation and strategies the entrepreneurs consider using in a recession situation can be divided into four aspects as follows:

1. Financial strategy means the adaptive capacity of the entrepreneurs on decision-making relevant to money used for the survival, security, and growth of the organization, or investment to seek for and collect properties that help build the strong foundations of the business, such as economic property, intellectual property, human resource, products or service quality, including modern technological development;

2. Marketing strategy means the entrepreneurs' adaptive capacity to perform the marketing that can respond to the competitive business change by taking business advantage over the rivals and novel products/services, including preventing the new competitors;

3. Human resources management strategy means the entrepreneurs' adaptive capacity to manage human resources. It is about personnel development, innovations, and technological usage, to apply to today's business environments. It is to support the business to achieve competitive advantages superior to other business rivals of the same type;

4. Performance process strategy means the entrepreneurs' adaptive capacity to operate that can create and maintain the competitive competence from the operational competence or business performance under strategic, process, and practical

ways, including preparing and planning the business, both short and long terms, for the business growth [23].

The study of concepts, theories, and related research concordant with the purpose is to determine the research model for adapting small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province. The conceptual framework of the study can conclude as follows (Figure 1):

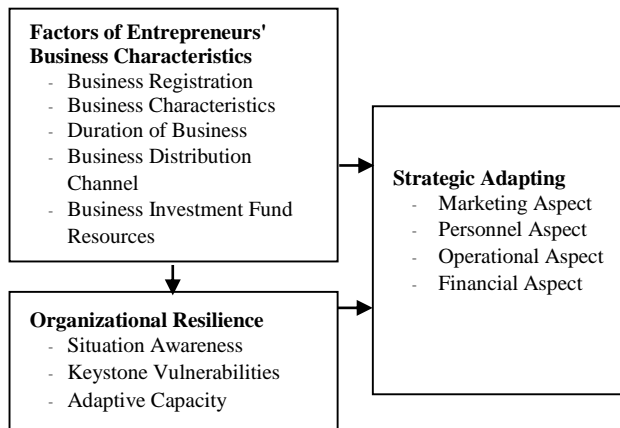


Fig. 1. Conceptual Framework of the study.

2.5 Hypothesis

H1: The difference in entrepreneurs' business characteristics makes the difference in adapting small and medium-sized tourism service business operations during the Covid-19 situation;

H2: The difference in entrepreneurs' business characteristics makes the difference in organizational resilience; and

H3: Organizational resilience relates to adapting small and medium-sized tourism service business operations during the Covid-19 situation.

3. RESEARCH METHODOLOGY

This study is quantitative research. The researcher emphasizes studying the adaptation of the small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province, to conclude the results and find out the difference and relationship between independent variables and dependent variables.

3.1 Population and sample group

The population in this study is 394 tourism service businesses registered in 2021 in Koh Samui District, Surat Thani Province. The sample group is 208 small and medium-sized tourism service businesses in Koh Samui District, Surat Thani Province. The researcher determines its size using the calculated formula of Taro Yamane [24], and the Purposive Sampling technique for random sampling.

The business characteristic of SMEs in tourism service used in the study (a certain number is unknown) includes as follows:

- Residential business: the business that offers a temporary residence for the night spent during traveling to get tourists to rest in tourist attractions conveniently and safely, such as hotels, resorts, motels, homestays, etc.

- Food business: the food and beverage business for tourism during travel time. It might be restaurants or food shops, such as cafes, fast food, etc.

- Souvenir business: the business which provides products as a souvenir for tourists to take home from each travel.

- Tourists usually buy local souvenirs for themselves or friends and family. This business helps increase the traveling experiences and value of their visit.

- Tour Guide: The tour usually has a guide to lead the travel. -Guide means a person who leads tourists to visit various places by getting wages as compensation. It considers the cultural ambassador crucial for the tourists because the guide facilitates them.

- Entertainment and tourism sites business: According to The Recreational Place Act 1966, it defines as a place established for servicing and expecting the trading benefits, such as recreation, spa, recreational sites, etc.

3.2 Research instrument

The research instrument used for collecting data is a questionnaire regarding the small and medium-sized tourism service business operations during the Covid-19 situation in Koh Samui District, Surat Thani Province. The questionnaire divides into four parts as follows:

Part 1: Factors of entrepreneurs' businesses, with the checklist form, include 1) Business Registration 2) Business Characteristics 3) Duration of Business 4) Business Distribution Channels and 5) Business Investment Fund Sources with a total of 5 questions;

Part 2: Factors of organizational resilience; include three aspects; 1) Situation Awareness, 2) Keystone Vulnerabilities, and 3) Adaptive Capacity. The questionnaire was in the form of a Rating Scale by the Likert Scale, divided into five levels, which are the highest, high, moderate, low, the lowest, with a total of 16 questions;

Part 3: Factors of strategic adapting the small and medium-sized tourism service business operations; include four aspects; 1) Marketing 2) Personnel 3) Operation and 4) Finance; The questionnaire is in the form of a Rating Scale by the Likert Scale; the highest, high, moderate, low, the lowest, with a total of 22 questions;

Part 4 Additional recommendations for adapting the operations during the Covid-19 situation. The questionnaire is in the form of Open Ended Question.

The questionnaire created by reviewing the literature is analyzed for content validity by three experts who are

educational research advisors to identify the index of consistency for each question item.

The question items for factors of organizational resilience are created by reviewing a previous study on resilient organizations of [25]. Factors of adapting the small and medium-sized tourism service business operations are the adaptation of [26].

Pilot test responses are collected from 30 small and medium-sized tourism service businesses to check the validity by investigating their reliability by calculating the Cronbach's alpha coefficient. Each item has a value higher than 0.78; therefore, the questionnaire is valid and reliable for gathering data.

3.3 Data Collection

The researcher studied, found out, and collected the data from various resources as follows:

1. Primary data; received from 208 questionnaires concerning the small and medium-sized tourism service business operations in Koh Samui District, Surat Thani Province;

2. Secondary data; received from studying and finding out from various resources, which included textbooks, documents, journals, and academic articles, as well as numerous relevant research, including online data through the internet, etc.

3.4 Data Analysis

The researcher uses the data processing method done by the packaged software, a computer program, to analyze the data received from the questionnaires as follows:

1. Data analysis regarding the entrepreneurs' business characteristics includes Business Registration, Business Characteristics, Business Distribution Channels, Business Investment with variable measurement levels at a Nominal Scale, and Duration of Business Fund Sources with variable measurement levels at an Ordinal Scale. The statistics used for analyzing the data include Frequency and Percentage;

2. Data analysis regarding the factors of organizational resilience and adapting of the small and medium-sized tourism service business operations with variable measurement levels at an Interval Scale. The statistics used for analyzing the data include Mean and Standard Deviation;

3. Research hypothesis test, the researcher uses a t-Test to test the Mean of two groups on demography at the statistical significance of 0.05 levels and an F-test (One-Way ANOVA) to find out the difference between the demographic variables more than two groups. The statistical significance determined is 0.05 levels, including using Pearson Product-moment Correlation Coefficient to find the relationship between the independent variables (X) and dependent variables (Y).

4. RESULTS

4.1 Data Analysis Results

Table 1. The number and percentage of the factors regarding entrepreneurs' business characteristics (n = 208)

Factors of Entrepreneurs' Business Characteristics	Number	Percentage
Business Registration		
Commercial Registered	37	17.80
Non-Commercial Registered	105	50.50
Juristic Person	58	27.90
Community Enterprise	8	3.80
Business Characteristics		
Hotel and residence	45	21.63
Restaurant and food shop	58	27.89
<i>Non-regular</i> route public carrier	13	6.25
Travel agency and guide	16	7.69
Product and souvenir	42	20.19
Recreation, such as spa, entertainment, etc	28	13.46
Others	6	2.88
Duration of Business		
Less than 1 year	17	8.20
From one year but not to three years	21	10.10
From three years but not to seven years	40	19.20
From seven years but not to ten years	56	26.90
More than 10 years	74	35.60
Business Distribution Channel (More than one item is acceptable)		
Storefront	205	98.60
Agent	34	16.30
Online	124	59.60
Business Investment Fund Resources (More than one item is acceptable)		
Loan	168	80.80
Self-funding	104	50.00
Family's money	76	36.50
Others	15	7.20

From Table 1, the data analysis about the factors of the entrepreneurs' characteristics reveals that the sample group's

businesses included restaurant and food shops, non-commercial registration, and duration of business was more than ten years, with the distribution channel of having Storefront, and used the funds from the loan.

Table 2. Mean (\bar{x}) and Standard Deviation (S.D.) of the organizational resilience factors as overall image (n = 208)

Organizational Resilience Factors	\bar{x}	(S.D.)	Interpretation
Situation Awareness	4.25	0.35	The highest
Keystone Vulnerabilities	3.53	0.56	High
Adaptive Capacity	3.63	0.53	High
Overall Image	3.81	0.40	High

Regarding Table 2, the data analysis about the factors of organizational resilience of the sample group indicates that as an overall image, most of the samples had opinions towards such organizational resilience at a high level. When considering each aspect, the result can be arranged as follows: Firstly; Situation Awareness, secondly; Adaptive Capacity and Keystone Vulnerabilities, respectively.

Table 3: Mean (\bar{x}) and Standard Deviation (S.D.) of data regarding strategic adapting as overall image (n = 208)

Strategic Adapting	\bar{x}	(S.D.)	Interpretation
Marketing	3.72	0.72	High
Personnel	4.28	0.43	The highest
Operation	4.13	0.31	High
Finance	4.22	0.81	The highest
Overall Image	4.09	0.33	High

According to Table 3, the data analysis on the adapting of the small and medium-sized tourism service business operations during the Covid-19 situation of the sample group indicates that as an overall image, the sample group mostly had the level of the opinion toward the adapting of the small and medium-sized tourism service business operations during the Covid-19 situation at a high level. When considering each aspect, it appears as follows: Firstly, was Personnel, secondly was Finance, Operation, and Marketing, respectively.

4.2 Hypothesis test results

H1: The difference in entrepreneurs' business characteristics makes the difference in Strategic adapting

The difference in the factors of entrepreneurs' business characteristics which included business registration (F = 3.235, sig = 0.023), business characteristics (F = 22.570, sig

= 0.000), duration of business (F = 2.680, sig = 0.033), online distribution channel (t = -4.172, sig = 0.000), and business investment fund resources from self-funding (t = -3.113, sig = 0.028) had the different strategic adapting of the small and medium-sized tourism service business operations during the Covid-19 situation by the statistical significance at 0.05 level, as shown in Table 4.

Table 4: Analysis result of the difference in the entrepreneurs' business characteristics toward strategic adapting

Entrepreneurs' Business Characteristics	Strategic Adapting of the Business Operations during the Covid-19 Situation	
	t/F	Sig
Business Registration	3.235	0.023*
Business Characteristics	22.570	0.000*
Duration of Business	2.680	0.033*
Distribution Channel: Having Storefront	-0.304	0.761
Distribution Channel: Agent	-1.541	0.125
Distribution Channel: Online	-4.172	0.000*
Business Investment Fund Resources: Loan	-1.787	0.078
Business Investment Fund Resources: Self-funding	-3.113	0.028*
Business Investment Fund Resources: family's money	0.588	0.557
Business Investment Fund Resources: Others	-0.720	0.472

* The statistical significance was at 0.05 levels .

H2: The difference in entrepreneurs' business characteristics makes the difference in organizational resilience.

The difference in the entrepreneurs' characteristics, which included Business Registration (F = 4.794, sig = 0.003), Business Characteristics (F = 32.112, sig = 0.000), Duration of Business (F = 3.413, sig = 0.010), Online Distribution Channel (t = -3.709, sig = 0.000), and business Investment Fund Resources from the Loan (t = -2.061, sig = 0.041) and Self-funding (t = -4.048, sig = 0.000), had different organizational resilience by statistical significance at 0.05 levels, as shown in Table 5.

Table 5: Analysis of the difference in the entrepreneurs' business characteristics toward the organizational resilience

Entrepreneurs' Business Characteristics	Organizational Resilience Factors	
	t/F	Sig
Business Registration	4.794	0.003*
Business Characteristics	32.112	0.000*
Duration of Business	3.413	0.010*
Distribution Channel: Having Storefront	1.195	0.234
Distribution Channel: Agent	-0.399	0.690
Distribution Channel: Online	-3.709	0.000*
Business Investment Fund Resources: Loan	-2.061	0.041*
Business Investment Fund Resources: Self-funding	-4.048	0.000*
Business Investment Fund Resources: family's money	1.477	0.141
Business Investment Fund Resources: Others	0.991	0.323

* The statistical significance was at 0.05 levels.

H3: Organizational resilience relates to strategic adapting

The factors of organizational resilience as a whole had a relationship with the strategic adapting of the small and medium-sized tourism service business operations during the Covid-19 situation as a whole ($r = 0.465$, $sig = 0.000$) by statistical significance at 0.05 levels, as shown in Table 6.

Table 6: The test result of a relationship between the factors of organizational resilience and the strategic adapting

	Strategic Adapting of SMEs in Tourism Service Business Operations during the Covid-19 Situation		
	r	Sig	Interpretation
Factors of Organizational Resilience as Overall Image	0.465**	0.000*	related
* The statistical significance was at 0.05 levels.			

5. DISCUSSION

For this research discussion, the researcher can discuss according to the research purposes as follows:

1. Studied the organizational resilience of the small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province, as overall, it was at a high level. When considering each aspect, arranged from high to low level of the Mean, it was as follows: Situation Awareness, Adaptive Capacity, and Keystone Vulnerabilities, respectively. According to the impact of this Covid-19 situation on the tourism business, therefore, information recognition regarding such a situation is necessary for entrepreneurs. The result shows entrepreneurs focused on Situation Awareness in the first stage. Concerning the perception of the Covid-19 pandemic situation that is risky to corporations, the recognition of duties and roles and organizational limits, including policies and measures of the government sectors during the Covid-19 pandemic, helps entrepreneurs achieve Adaptive Capacity. It is flexible for entrepreneurs to respond to the policies supported by government sectors and able to use all strategies to deal with business impacts. Furthermore, it enhances entrepreneurs to apply technologies to increase operational efficiency and manage the working process within the organizations appropriate to the situations. Moreover, entrepreneurs realize to plan on risk management to be ready to cope with the emergency conditions, such as adjustment of opened-closed time, employees' duties, social distancing, mask-wearing while working, keeping and storing some goods to prevent the lack or price change, etc. Today, the pandemic of Covid-19 still affects people on the economy, purchases, and buying power. Also, the service and tourism industry business take time to recover. Although there are numerous measures to help business owners, most of them are short-term. Hence resilience is crucial to get entrepreneurs to survive today and be successful in the future. It is concordant with the research of [26] that revealed the entrepreneurs' resilience had a relationship with the performance of the SMEs toward the food business in the positive direction. In addition, it is concordant with [27] that divided the success of the enterprises into two levels, which include personal and organizational levels. The study indicated a significant positive relationship between the resilient conditions of the entrepreneurs and the SMEs' success, both at the levels of individuality and organization. Moreover, the study agrees with [28], who found the relationship between recognition of entrepreneurs' ability and resilience toward financial operations revealed the resilience affects the business operations, which is, recognition of entrepreneurs' ability indirectly impacts the business operations. Hence, it can see that organizational resilience affects the SMEs' business in a positive direction, and it might be a factor affecting the success of business performance.

2. The study of the strategic adapting the small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province revealed that the overall image was at a high level. When considering each aspect, the Mean arranged from the highest to the least is as follows: Firstly, it was the Personnel aspect, secondly was Finance, Operation, and Marketing aspects, respectively. Because Covid-19 is caused by a virus that can be infected by air and touching things or persons receiving germs from patients, thus, entrepreneurs have to focus on personnel adaptation at the first stage to prevent the infection at work and the involved. For example, entrepreneurs analyze operational manpower by dividing time duration, social distancing, mask-wearing while working, etc. In addition, due to the Covid-19 pandemic, the service and tourism industry has received income decreasingly, entrepreneurs have to adapt finance to prepare for financial resources through the emergency cases, reduce costs to increase profitability, or create business allies to connect with financial institutes to continue the business during the Covid-19 situation, including adapting operations to support the consumers' changing behaviors according to the Next Normal, such as adjusting the ways of payment to be Electronic, E-Banking, or Mobile banking to reduce touching, and marketing adaptation, such as increasing the convenient distribution channels for the customers in the online platform via application of Food Panda, Grab, Agoda, TripAdvisor, etc. Moreover, lockdown measure time, which limits travel, caused some corporations to close their businesses, such as the business regarding hotels and residences, guide and travel, to respond to the government's policy that made the marketing adaptation reach the Mean less than other aspects. In addition, each aspect of adapting is a part that helps the entrepreneurs continue their enterprises and survive today, including being successful in the future. It is concordant with the research of [29], about the analysis of the exploratory composition, an adapting factor of the entrepreneurs toward the business survival under the Covid-19 pandemic, which found that the entrepreneurs' adaptation toward the business survival as the overall image was at a high level. Furthermore, the analysis of the entrepreneurs' adapting factors toward the business survival revealed two factors : 1) management to cope with the new normal, which included digital marketing to consumers' markets, financial management system, material provision, human resources management, activities to increase business efficiency, stimulation of domestic expenses, governmental promotion, business liquidity, and financial institutes' service, online communication on social media, entrepreneurs assistance, communication channels, images of products and services, creation of value added to the products, and building of personnel's potential, and 2) quality confidence, which is the quality of products. Besides, it is concordant with the research of [30], about

bringing management strategies to the new normal operations, which indicated that the adaptation during the Covid-19 situation as a whole image was at a high level. The enterprises had to adjust and apply technologies to develop the products and services. Furthermore, the decision-making had to be rapid and flexible according to the situation, finding new channels, increasing various marketing channels, emphasizing quality, creating difference and safety from the pestilence, including planning for uncertainty happening today and future. Adaptation makes the business emphasize its survival when the change happens. The adapting forms should depend on the situations and contexts of that business.

3. The study of a relationship between organizational resilience and the strategic adapting of the small and medium-sized tourism service business operations during the Covid-19 situation in Koh Samui District, Surat Thani Province, revealed that organizational resilience had a relationship with the strategic adapting of the small and medium-sized tourism service business operations under the Covid-19 situation. It is concordant with the study of [26], about the impact of organizational resilience on the contribution of small and medium-sized enterprises in Chiang Mai province during the Covid-19 situation, which indicated that the entrepreneurs' organizational resilience positively impacted the performance, both money and non-monetary items. Hence, it shows that organizational resilience is an ability or skill to bring businesses back to normal situations and maintain the business stably when encountering uncertainty or crises circumstances. Moreover, it is concordant with the research of [31,32], that the entrepreneurs' organizational resilience had a relationship with the contributions of small and medium-sized enterprises and restaurant businesses in a positive direction. Besides, it is similar to the research of [33], that surveyed the opinions of executives about the Covid-19 pandemic and indicated that 28 % of the executives could take advantage of the increasing competition during the crisis conditions. Besides, more than half of the managers mentioned the strategic resilience that made the organization adjust their business model to construct the advantages and enable them to maintain the business in this crisis situation [34]. It expresses that the business having organizational resilience might have the entrepreneurs' adaptability under the Covid-19 pandemic or in uncertain situations or crisis events or climate change [35] to return to the commonly former conditions and can exist stably.

6. CONCLUSION

The results of this study indicate that the entrepreneurs' organizational resilience overall was at a high level. When considering the Mean for each aspect, it revealed the Situation Awareness aspect the most. Secondly, it was Adaptive Capacity and Keystone Vulnerabilities aspect.

The entrepreneurs' strategic adapting of the small and medium-sized tourism service business operations during the Covid-19 situation overall was at a high level, having the Personnel aspect the most. Secondly, it was the Finance, Operation, and Marketing aspect and the organizational resilience had a relationship with the strategic adaptation of the small and medium-sized tourism service business operations during the Covid-19 situation.

7. RECOMMENDATIONS

7.1 *The recommendations from this research*

The study identifies that organizational resilience and strategic adapting to business operation during the Covid-19 situation are a part that enhances the entrepreneurs' business to recover and maintain when they have to encounter uncertainty. Hence, the Covid-19 pandemic occurred, entrepreneurs can develop their characteristics for adaptation and survival in the crises as follows:

1. The study of organizational resilience found that the Keystone Vulnerabilities aspect had a level of opinion less than other aspects. Therefore, entrepreneurs should have a plan of risk management within their organization to achieve business continuity. Furthermore, entrepreneurs should be ready to cope with emergency cases, develop their skills and competencies for evaluating situations carefully, prioritizing problems, and planning step by step better. In addition, long-life learning without upholding the traditional methods can help entrepreneurs be ready to deal with the change better.

2. The entrepreneurs' strategic adapting to the Marketing aspect revealed that it had a level of opinions less than other aspects. Hence, entrepreneurs had better increase the adaptation of marketing by setting a marketing plan considering the duration and situations appropriate to the business, and changing or adjusting the products/services patterns, for example, designing the products/services concordant to the circumstances, creating promotions different from the rivals to attract customers, increase the distribution channels to meet the customers' needs and behaviors that have changed, including using online platform and social media for doing publication, communication, or selling-buying to access customers better. However, using some types of platforms online may affect the business' funds, such as Food Delivery Applications for restaurant and food shop businesses. Thus, government sectors should support and promote the business sector more, for instance, by supporting the Cloud kitchen system for restaurant and food shop businesses having central kitchens for cooking and letting various food shops rent such areas for a specific delivery. It supports the enterprises to expand better because they can increase the servicing places fast and use fewer funds.

7.2 *Recommendations for further research*

Since this research might not cover all of the points,

therefore, the researcher would like to propose recommendations to the interested persons to study the adapting of the small and medium-sized tourism service business operations under the Covid-19 situation in Koh Samui District, Surat Thani Province as follows:

1. It should study the resilience and potential of marketing adaptation of the tourism entrepreneurs increasingly by using the population group in other provinces, such as Bangkok, Chiang Mai, Chonburi, and Phuket because these areas can make income from tourism at the top of Thailand;

2. It should study the potential of strategic adapting by using other concepts to expand views more varied. Moreover, the entrepreneurs can perceive the adapting during the Covid-19 situation. Besides, other entrepreneurs can apply this principle to their businesses for better development and improvement.

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