

**SME ORGANIZATIONAL MANAGEMENT AND LEADERSHIP
IN THE COVID-19 ERA**

The logo of Mahidol University is a circular emblem. It features a central golden figure, likely a deity or a royal figure, set against a blue background. The figure is surrounded by a golden border containing Thai script. The entire emblem is rendered in a light, semi-transparent style.

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IN THE COVID-19 ERA**

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ABSTRACT

Covid-19 pandemic gives hug impacts to SME business in Thailand. Organizational structure and leadership management are the important issues for maintain business to survive, and it is important for organization to response in this situation. The objective of this study was to investigate factors of SME organizational structure and leadership that have relationship with the business performance in term of income growth during Covid-19 situation. This study adopted a quantitative approach using a questionnaire survey to collect data. 52 respondents participated in this study. All of the respondents are the owners of SME business in Thailand that operate the business during Covid-19 era.

Most of the respondents are in merchandising business, and their corporate income decreased by 1-20% in 2020 compared to 2019. Also, most of their business have been operated for more than 21 years and the revenue in 2019 were around 2-50 million THB. Further, it was discovered that supporting and resourcing, fostering collaboration, and communication with clarity are the main factors of interest in this study and some influenced the corporate income growth.

**KEY WORDS: SME ORGANIZATION/ ORGANIZATIONAL STRUCTURE/
LEADERSHIP MANAGEMENT/ LEADERSHIP COMPETENCE/
CORPORATE INCOME GROWTH**

51 pages

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CHAPTER I

INTRODUCTION

1.1 Background of the study

This research investigates small and medium enterprises (SME) in Thailand that respond major economic downturn of Covid-19 on the areas of organizational management and leadership management. This study takes leadership characteristics and organizational structure as the main factor of interest to investigate the relationship to business performance.

The Covid-19 pandemic has stepped over from a serious pandemic that affects health to the one that affects the economy. In year 2020, this crisis gives impact to both large and small enterprises in Thailand since the government have enacted strict measures of social distancing, shelter in place order, and quarantines in order to prevent the spread the covid-19. Some areas in Thailand had been lockdown as well as the country blocked arrival of foreigners. It makes difficulty for people and enterprises to carry out businesses especially SMEs that heavily got impact to the crisis because of the limitation of resources. Many firms shift their objective from growth to survival. Entrepreneur of firm plays an important role in managing to overcome the challenge and making turn point of their businesses.

1.2 Social and Economic effects of this crisis

The covid-19 crisis reduces demand for goods and services. Some businesses are affected more than others, especially service business which is currently a large volume in Thailand such as hotel, restaurant, spa and etc. Thai SMEs in this type of business were clearly affected in the early 2020. The sudden disruption created many challenges for small businesses. The quantity of products and services disappeared rapidly from the market due to the social distancing policy of the government. The

disruption in global supply chain leads the volume of production of goods and services has gradually decreased and caused the market to stop. Demand for goods and services has decreased as consumers are shocked in the crisis uncertainty of economic policy. The temporary business closure caused laying off the employment which effect the income of consumers and their spending. Reducing salary causes consumers to slow down consumption. It eventually effects the supply loop in which the amount of production and service were reduced. Businesses downgrade the production according to the decreasing of demand. Some businesses have to stop operating in order to reduce the expense to maintain the liquidity and waiting for the economy to recover.

1.3 Measures and remedies for entrepreneurs

The government and Bank of Thailand have issued many measures under the Financial Assistance Act for SMEs that affected by Covid-19 to maintain employment levels through financial institutions cooperation. The measures are postponing the payment of principal and interest for 6 months to the SMEs that issued credit limit not over 100 million baht, supporting the new soft loan for SMEs that issued credit limit not over 500 million baht to increase their liquidity, and providing new loans or additional loans that are made through specialized financial institutions for SMEs (Wongsinthuwiset et al, 2020). Therefore, the SMEs can improve their liquidity during this situation. Other forms of assistance for SMEs are that the public utility agencies offered 3% reduction in electricity and water bills. The Social Security Office offered employers to give their subsidy from 5% to 4% monthly. The Revenue Department offered corporate tax incentives, the extension of various filings, and other special deductions to help businesses during this difficult situation. In addition, the government empower SMEs by promoting the digital capabilities of their businesses.

1.4 Post Covid-19 Era

The term 'new normal' is recently employed almost everywhere. It refers to the global financial recession in 2007-2008 till 2012 and the prevailing situation of

Covid-19 pandemic. This term has been used to address a significant change of people behavior and it becomes habits when doing that behavior repeatedly for a long time (Asonye, 2020). According to Nielsen, an American information, data and measurement firm, analyzed trends of consumer behaviors that would become new normal when ending the COVID-19. People will learn to achieve things they used to do routinely through online or e-commerce that has obviously seen the growth. Elder consumers who have never experienced online shopping will get familiar with it. Purchasing groceries online would be continuously adopted by consumers after the pandemic end because consumers prefer convenience and speed of delivery. Personal hygiene products, household cleaning products and healthy products with special ingredients that enhance immune system will be more attractive to consumers. Less price sensitive consumers more likely to pay for the prices with claim such as protection of their health. In addition, with the economic downturn and job insecurity, consumers change their spending behaviors. Less spending in fashion, travel, and recreation, while changing to have higher demand in fast-moving consumer goods (FMCG) for daily use such as food, beverage, and toiletries. The hygiene product in this FMCG sector will continuously grow in the future. Supporting local product would be a trend during and after the pandemic, the demand of local organic products will be higher with trust and transparency ingredient within the country.

Every crisis has a chance, but not every business has a chance in this Covid-19 situation. Groups of business such as communication, retail, and food and beverage get low exposure from the crisis. Their businesses can be operated both online and offline and consumers are easily getting used to it, while service sector such as hotel, spa, restaurant, and travel agencies cannot do the business and must wait for the right moment to recover. Business resilience might be a direction for those organizations to change and adapt to the requirement of the environment. Business resilience can sustain their integrity and ability to continue operating with the ecosystem and communities (Sanchis et al, 2020). According to a perspective of the economist, Yunyong Thaicharoen (2020), the first executive chairman of the Economic Intelligence Center, mentioned that service business people should not stay still and should adapt themselves to respond to consumer needs, differentiate their offering in the market including use of technology to create business opportunities. He suggested the two dimensions for

service sectors which are change in service standard and increase flexibility of business. SMEs still have to adjust internal operation greatly, and the solution is to gradually adjust appropriately to internal people in the organization. Train employees to acquire to the new skills to serve the market for business opportunities in the future. Some firms are interrupted and cannot bear the costs of changing which leads to the decision of closing the businesses and laying off the employees. Some are more likely to be less flexible, unable to respond quickly and struggle to adapt. Therefore, during Covid-19 situation if SMEs adjust their organizational structure and leadership well enough and focus the importance of business value creation in Covid-19 era, it will be an opportunity to expand economic growth in all sectors.

1.5 Statement of Problem

There is still a gap in the knowledge of relationship between the business performance and organizational leadership competence during crisis situation. It is complex and relevant to the leadership style and other factors with the uncertainty environment in which the organization is active and little clarity in the outcome. What are the guidelines in organizational management and leadership management for SMEs to cope with the Covid-19 situation?

1.6 Purpose of the Study

The purpose of this research is to study aim to find factors of SME organizational leadership that have relationship with the business performance during Covid-19 situation. Also, to explain relationship between those factors toward survival of Thai SMEs during Covid-19 era. It is for Thai SMEs to be ready in preparation and adaptation to increase potential and competitiveness along with directions for development of SMEs and be able to perform team effectively during crisis time.

CHAPTER II

LITERATURE REVIEW

The purpose of chapter two is to review the literature to provide an overview of research problem on potential of Thai SMEs to manage their organizations and leadership to support the post Covid-19 situation. The researcher gives an important to organizational management and leadership management. Organizational structure and managerial competence will be used as main factors of interest that affect organizational performance.

2.1 Characteristic of SME

A SME characteristic is the ability of businessman who founded and operate a business with his own risk. He is responsible for making decision and results of activities. Thus, the management in SME is characterized by the feature that exist in large corporations and at the same time some feature for SME. SME typically has combine the works of manager and owner. Many SMEs have no planning department which is the reason that no documented plan. SMEs are mostly flexible organizational structure. They are adaptive systems, decentralization of responsibility and authority, and temporary assignment of work to perform. SMEs use less formal rules and procedures. They are ready for change by oral communication and use of flexible control methods (Kurochkina et al., 2019).

2.2 SME in the context of Thailand

According to the rules of Office of Small and Medium Enterprises Promotion (OSMEP) , the characteristics of SMEs in Thailand has defined as small enterprises in the trade sector and service sector that employ not more than 30 people or

have annual income no exceeding more than 50 million baht. Medium-sized enterprises in the trade sector and service sector with an employment number between 30-100 people or annual incomes between 50-300 million baht. For manufacturing sector, small firm employ not more than 50 people or have annual income no exceeding more than 100 million baht. The medium size firm employ not more than 200 people or annual income no exceeding 500 million baht. SMEs have flatter organizational structure when compare to large firms. They have low complexity of level with less employees, decentralization, formalization and simple objectives that are often family owned. Therefore the decision making usually depends on the owner.

For Thai trade and service SMEs, according to Bank of Thailand (2020), it accounts for 43 percent of GDP and is the country's main source of employment with over 14 million Thai workers or 85 percent of the country's workforce mainly in the trade and service sector. In Thailand, the service sector is becoming increasingly important. Service business refers to a type of business that engages in the exchange of non-existent goods. This type of business often provide in the form of workers that meet the needs of customers with expectations and satisfaction. Income comes from service fees such as commission fees, service fees, and rent. Most of the costs are in the form of labor. The reflection from the ratio of GDP of service sector increasing from 59% in 2000 to 64% in 2018 (Phonpraphan et al, 2020). Over the past 20 years, the structure of the Thai service sector has almost no change. Although technological advances have forced all sectors to adapt to survive, traditional service business still hold top priorities, especially tourism businesses such as the commercial sector, hotels and restaurants. However, the situation of Covid-19 gives various pain points to SMEs. They have less ability to absorb the shock of the crisis. SMEs are able to accept 2-3 times less risk than the large businesses because they have limited liquidity. The assets value of liquidity use to pay off basic expenses in business operations such as wages, rental fees, utilities, and short-term liabilities (Wongsinthuwiset et al, 2020). Therefore, from the above characteristics, it refers to the limitation of assets and human resources. According to the forecast of the Fund International Monetary (IMF) expected in 2020, when businesses with such limited resources have to face the COVID-19 pandemic crisis, it begins the disruption in alternation of economic activity which causing the economic recession.

2.3 Organizational structure

The organizational structure is normally decided by manager of the organization. There are four design decisions that influence the organizational structure (Ivancevich et al, 2014).

2.3.1 Division of labor

Managers are responsible for dividing tasks of the organization into specific activities. Those activities are assigned to each individual to perform the job. For example, accountant is defined the procedures and methods that required quantity of transaction in term of money of the organization. The advantages of specifying jobs is to create the organizational structure. Firms become more in the field of industrial and production which it relies a lot on specialized labors. Those specialized labors are the most effective group of people that obtain economic benefits to the organization. Therefore, determining each job for individual should be practiced with the organization and is a key managerial decision. The process of defining the authority of jobs and activities is analytical. Management team can combine jobs into departments or groups and define certain number of jobs and individual.

2.3.2 Delegation of authority

Authority means individuals' right to make decision without asking permission from high position management. Each job and each individual should be delegated the authority that is made by managers. For example, sale manager can be delegated task to high sub-ordinates or salespeople into the team. Sales manager has right to assign territories of each individual work. Therefore, the degree of delegated authority is defined into high degree and low degree which involves a range of alternative configurations. Managers have to balance the gains and losses of those alternatives. Additionally, there are two types of authority which are decentralize and centralize. For decentralization, it enable managers to take decision by their own with skills benefits and advance in their work performance. It allows manager improve their solving problem and develop areas of expertise. It can lead competitive climate within the organization in which everyone enthusiasm to complete their performance within the firm. For example, compete on cost reduction, on sales, employee development

which are the positive effects to the organization. Besides benefits from decentralization of authority, there are some costs that managers have to bare which they find reasons to better centralize the authority. For centralization, the managers or the owners make all decision and resist delegating authority to their staffs. The cost of formal training programs for managers and owners can be quite expensive and the costs of administrative can be incurred. The reason is the new performance system has to be developed to improve the level of effectiveness of the performance consequently lower levels than expectation. The most practical reason is that it is duplication of work. It involves a high cost of duplication and many organizations find that the cost is over the benefits.

2.3.3 Departmentalization

Organizations with increasing number of employees need to separate specialized jobs within the organization. It is to combine people into smaller groups and to define clear specific tasks. There are four types of departmental bases which are functional, geographic, product, and customer departmentalization. Starting with functional departmentalization, the jobs can be combined into the functions within the organization. For example, the functions of trading firm includes sales, marketing, accounting, finance, and human resources. All of these activities are to sell products to customers. Each of these functions can be separated into a specific department. The benefit of departmentalization is that it is logical that consists of experts in a particular field such as accounting and marketing. It is efficient to have people who have similar interest and background to share the expertise and knowledge to get the work done. For geographic departmentalization, it is to establish groups regarding to geographic area. It gives advantages to organizations that located in different provinces or countries. Managers can be assigned to do activities in a given region which it benefits to deal with customers and suppliers in particular area. This geographical department will makes centralization coordination difficult. Moreover, for product departmentalization, the organizations diversify group of job on the basis of product. Increasing number of products in the market is the preferred basis of the firm growth, so jobs that related to selling or producing will be placed. For example, the firm allow one staff to focus and develop on total activities associated with the product A by researching, sourcing,

marketing, distributing the product line. The authority and responsibility in the particular product department are coordinated by the top management action. For customer departmentalization, clients can be focused by companies for grouping jobs. For example, an online trading company has various groups of customer segments which are retail store customers, institutional customers, government customers, and website customers. Organizations with customer customer-orientated departments are able to satisfy customer requirement than organizations that focus on other department base. However, there are some organizations that implement matrix model of organizational design. It combines product and functional departmental bases together in order to maximize the strengths and minimize the weakness of each department. The advantages of matrix organization is the efficient use of resources in which the organization can utilize the specialized staff and equipment effectively. Each product can use and share the resources and require less time. It is more flexible when the change and uncertainty circumstance incurred. Information and can be received to the right people at the right time.

2.3.4 Span of control

The determination of span of control is to decide how many people a manager can take care to be more effective whether the span of control is wide or narrow. It is related to the interpersonal relationship that the manager of each department is able to handle. There are three important factors that determine span of control which are required contact, degree of specialization, and ability to communicate. For the factor of required contact. When there are complicated task such as R&D, there are some consultation and discussion that should be cooperated between manager and the subordinates. Instead of sending email or reports, it is much easier to have in-depth contract with the manager and the team to be clear in the task and decrease ambiguity in an individual jobs. It need greater in supervision to avoid stress, conflict, and problem occur. Another factor is degree of specialization. It is common that the lower level position manager is required to work closely to the subordinates. The reason is that the lower level task is more specialized and detail complicated than the higher levels positions. For ability to communicate, managers must be verbally communicate the instructions and guidelines and policies to the subordinates. The flatter organization has

wider implication of the span of control. Small organization has less employee and relatively more middle managers. Therefore, each manager increase level of the span of control and clearly communicate with their subordinates to manage them efficiently.

2.3.5 Formalization

Organization set a standard rules and procedures for employee the follow. The job that employees have to perform is highly formalized, so the employees have little freedom to select what is to be done, how they do it, and when it is to be done. Employees are expected to do the same thing with the exact guideline to do in which it results in consistency output. The organization that is high formalized normally has job description and rules and clearly procedures of the work processes. In contract, the organization with low formalization has unstructured work processes and employees have more freedom in how they perform their work (Ivancevich et al, 2014).

2.4 Organizational Culture

Many researches mentioned that the organizational culture is one of the organizational structure. The culture of change is the main attributes for survival business during the changes in the environment. The flexibility in the organization is considered as the ability of organization to adjust internal structures and processes in response to changes in the environment (Sherehiy et al., 2007). Adapt rapidly to market changes such as responding quickly to customer demands, improving internal people to serve the market needs, and leading change in a productive way by lowing the cost yet maintain quality. The agility in organization starts and ends with the leaders. Agility starts with the leaders collaborate, initiate, and embrace change, while it ends when the leaders are unable to take risk and focus on different way with their decision (Sherehiy et al, 2007). Entrepreneurs or the leaders are the important people because they make decisions about problems and operations all the time. Many leaders of the organization response in different ways and different adaptive strategies to this situation. Some firms find new opportunities arising from new business model or found partners who have

gone through the crisis and have different approaches or concepts from those SMEs that cannot be modified.

2.5 Organizational Life Cycle

The organizational life cycle is considered in this study as well. Many organizations have main challenges faced by the entrepreneurs during the different stages of business. Therefore, each state of organization development depends on differences in situation, strategic decision making, and structure of organizations. According to Lester (2003), the researcher provided excellent model to capture life cycle framework for all organization. Five-stage model of organizational life cycle is described as below.

2.5.1 Stage One: Existence

“Getting ready is the secret of success.” (Henry Ford). The existence stage is known as birth stage in which the beginning phase of organization development. It simply identifies an adequate number of customers to support the ability to work successfully. Organizations in this stage tend to have problems about obtaining more customers and delivering the products and services. Decision-making strategies are adopted by the owners who also do everything and perform the important tasks. The existence stage is the time the decision making is intuitive more than analytic in which one owner is taken the action (Campos et al, 2013). The organizational strategy in this stage is simple to remain alive. In some case, entrepreneurs of the organizations cannot gain acceptance from customers or of product viable in the market on time, and struggle with finance and lost energy, they stop running the businesses. Those organizations that remain in business become survival enterprise in stage two of organizational life cycle.

2.5.2 Stage Two: Survival

The survival stage is the organization movement forward to seeking for growth. In this stage, organizations are structural formalized and establish their own identity of the business. The focus is to formulate objective of generating sufficient

revenue to continue operations and being healthier financial growth to compete in the market. Organization has enough customers and satisfies them with the products and services. Therefore, the key problem moves from viability of business to the relationship between revenues and expenses (Lester et al, 2003). In the survival stage, organizations may grow in profitability and size which can be moved forward to stage three. However, there are some companies that remain in this survival stage for some time, and finally stop running the business due to the decision making of the owner to give up or retire.

2.5.3 Stage Three: Success

“It was the best of times, it was the worst of times. It was the age of wisdom, it was the age of foolishness. It was the spring of hope, it was the winter of despair.” (Charles Dickens). The success stage is commonly known as maturity stage of organization. This stage represent the organization’s formalization and control through layer structure of organization to get company’s accomplishment. Policies, procedures, reporting and job description become more formal. The decision facing the entrepreneurs is to seek for protection of what organizations have gained instead of focusing new territory. Some research mentioned that the growth of organization tend to make the management more complex and crucial. Firm actively look for new investment opportunities and increase number of customers and employees. The management team have to focus on long-term benefit of organization. The decision making is more risk averse and less proactive compared to the previous stages. According to Harvard Business Review (1983), there are two sub-stage of this success phase which are Success-Disengagement and Success-Growth.

In the Success-Disengagement sub-stage, functional managers are required to take over daily operations by the owner. The entrepreneur increasingly move apart as the managers take charge of some decision. Behind this sub-stage, the owners may seek for starting up new venture or pay more attention to outside interests while sustain the business in the same stage. Most of the owners tend to select this path as the organization can adapt to environmental changes.

In the Success-Growth sub-stage, the entrepreneur control resources and consolidate the company for growth. The owner’s tasks are to ensure the stability of business on finances and management team. The managers are developed to meet the

business growing, and those potential managers who have talents to move business to the future rather than its current condition. This is sub-stage, entrepreneurs are more active in all activities of the company than in the disengagement phase (Neil et al, 1983).

2.5.4 State Four: Renewal

“It is not death that a man should fear, but he should fear never beginning to live.” (Marcus Aurelius). Organization in renewal stage interact with changing environment. In this stage, organizations commit to learn the successful process and more creativity. The team develop their learning capability after long period of learning nothing in the past. People learn to be better, faster, and more productive to compete with competitors in order to stop declining. The focus is to rebuild a new sustainable way of managing the organization.

2.5.5 State Five: Decline

“Doing the same thing, the same way but always expecting better results.” (Common American Saying). In the Decline stage, the products and services of organization have no longer create demand in the market. The level of innovation is low and profitability decrease as well as losing of market share. Organization may exit the life cycle. Control and decision making return to the entrepreneur. Organizations face external problems such as high competition, declining performance, and falling prices.

2.6 Leadership Competence

Leadership can shape culture through competencies development such as establishing personal credibility and creating trusting relationships. Leaders who dominate personal credibility competencies mostly contribute significant positive impact on business results. There are four different of leadership styles to examine leadership in relation to organizational performance and organizational culture (Ulrich, et al, 2007). The four styles allows us to conceptualize kinds of behavior that are essential in work group. The four characteristics of leaders are (1) Interaction facilitation which managers support their subordinate to work as a team. (2) Task facilitation which

managers help their subordinate to directly solve problems and create better procedures.

(3) Goal emphasis which managers strengthen expectations for excellent performance.

(4) Consideration which managers are personally advocate of their direct subordinates (Klein, et al, 2013) These leadership variables predicate behaviors that can have a major impact on the satisfaction of followers and their performance (Klein, et al, 2013).

2.7 Managerial Competence

Owner or manager of organization must be a change agent course because technological, social and economic environment also transfers the missions and difficulties to the organizations to manage. The new tasks come with technological advance which requires skills and need people in the organization to be trained and be competent. Therefore, manger and owner have to prioritize process in the organization and constantly develop to maintain their behaviors, attitudes, and managerial competencies. In the new world, risk, complexity, and uncertainty is increasing. The change in organizations' management styles are rapidly incur. The managers are facing with complex situations which come together with problems from low to high levels. Even though some cases with low degrees of complexity are predictable and very routine can be managed with normal procedure of organization, some cases with high levels of complexity are challenging to predict and cannot be monitor by using standard guidelines. It makes the analysis and emotional management are more difficult (Widhiastuti, 2012). According to a research, managerial competencies is considered as a key to successful organizational performance by having appropriate behavior and effective management style of the entrepreneur or manager. Competitive advantage for organizations can be created from managerial competency (Martina, et al, 2012). Therefore, entrepreneur or manager have strategic think to rapidly response to the increasing customer demand and adapt quickly to technology. Sometimes, they have to motivate stakeholders to be prepare and aware of change. Also, they have to find appropriate solutions to accomplish with the new goal by encouraging their employees to prepare and aware of changes and adjust or adapt the business to accommodate the opportunity. Adaption in this business context refers to the willingness and ability of

entrepreneurs to make business concept appropriately adjust in which the organization is developed from the inspired idea to a business plan, to an operation, to a growing stage and to a successful enterprise (Morris et al, 1999). The need of adaptation seems to rely on the level of ambiguity and the level of risk in market, financial and technical, etc. In term of adaptation, it is conceived in business dimensions in the areas of products or service offered, marketing, distribution, customer profile, financial, personnel and facility requirements.

Entrepreneurs or managers are decision makers who have high responsibility within the organization. The traditional mind-set of decision maker is to lead organization to strategic competitiveness. Entrepreneurs have to adapt a new thinking or mindset that values innovation, flexibility, integration, speed, and the challenges that discharge from constantly changing situations. According to Noorderhaven (1995), strategic decisions are classified into four characteristics which are complexity, uncertainty, rationality, and control. In covid-19 crisis, there was an uncertainty situation that the decision makers do not know the clearly results because of many alternatives. The lack of information to make decision and to analyze the advantages of all direction lead entrepreneurs facing difficulty to cope the crisis.

2.8 Entrepreneurial Orientation

Entrepreneurial orientation (EO) have been used widely as an organization's strategic position in which it captures various entrepreneurial aspects of behavior, methods, and decision-making styles. Entrepreneurial orientation (EO) refers to personality traits to describe entrepreneurial behavior. Becoming an entrepreneur would be more successful if the personality of individual matches the entrepreneurial role, activities, and environment (Niess & Biemann, 2014). Many studies show that EO generally has a positive effect on business growth in emerging economies. According to Kollmann and colleagues (2007), individual EO have classified into five personality traits which are describe each traits as follow.

2.8.1 Autonomy

Autonomy is called as the motivation to independently make decision and control thing by own. Entrepreneurs try to avoid environment that is restricted them such as social norm, procedures, rules), whereas they strive for control. Many studies have shown that entrepreneurs need for autonomy than other groups of occupation. Entrepreneurs who have higher autonomy achieve their goals faster and independence differentiates success.

2.8.2 Competitive Aggressiveness

Competitive aggressiveness is generally called need for achievement. Entrepreneurs are forced by competitions to against their rivals. Entrepreneurs who scoring high on competitive aggressiveness are more likely to energetic and innovative (Niess & Biemann, 2014). These personality traits require planning for the future and seeking for achieving outcomes. People who are aggressive competition prefer tasks that require effort and skill. They tend to like challenging and immediate response to any situation. According to theory of high achievement of McClelland, those people would perform well in entrepreneurial tasks and they tend to consider profit to be a measure of success and competence.

2.8.3 Innovativeness

Innovativeness in personality traits is defined the willingness to create, develop and innovate new products or processes. Entrepreneurs tend to have higher score in creativity than other jobs. Successful entrepreneur are more likely to produce initial ideas than unsuccessful entrepreneurs. It enhances the opportunity for establish new venture and seek for alternative solution to recent problems.

2.8.4 Pro activeness

Proactive personality is the willingness to be more proactive. Showing initiative, and taking action fast. Person who has high level of proactive more likely to have higher entrepreneurial intentions. Entrepreneurial success are influenced by proactivity through the strategy they chose. Proactive entrepreneurs tend to adapt a

strategy and look for new opportunity from their environment. They tend to focus on market research and product development (Kickul & Gundry, 2002).

2.8.5 Risk Taking

Entrepreneurs operate in an unstructured and uncertain environment, and they are responsible for their decision and more risk tolerant. According to theory of profit developed by Knight, Frank H., he mentioned that the entrepreneurs are the unique group of persons who are willing to take risk and deals with uncertainty situation. This personality traits can distinguish them from non-entrepreneurs. Entrepreneurs' sight toward business opportunity appear challenging and stimulating business growth, while non-entrepreneurs experience it risky. There is a research mentioned that medium level of entrepreneur's risk taking cause them remain as an entrepreneur ((Niess & Biemann, 2014).

2.9 Measuring Financial Success

Financial performance is very important issues that used to measures the success of organization. Financial performance is measured in many ways such as business profitability, business growth, and value creation. Business profitability measurement are ROE, ROA, ROI and profit margin. Value creation measurement are market value added ((MVA), economic value added (EVA), stock price and dividends. Business growth measurement are increasing in revenue or income growth and increase in assets (Miloloža, 2018).

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

This research is studied from collection of literature review to construct a set of attributes about leader characteristics and organizational management styles during Covid-19 era. The results of construct analysis developed to set the measurement survey. Web-based survey was distributed to the target population. There are three analysis methods which are factor analysis, correlation analysis and linear regression analysis that used to explore the main factors and statistical significant test. The finding is concluded in the final session. The research consists of five parts which are literature review, questionnaire development, surveys distribution and collection of data, and analysis. Lastly, conclusion and recommendation. The following figure 3.1 is the flow diagram of work process to achieve the research objectives and the research conduct.

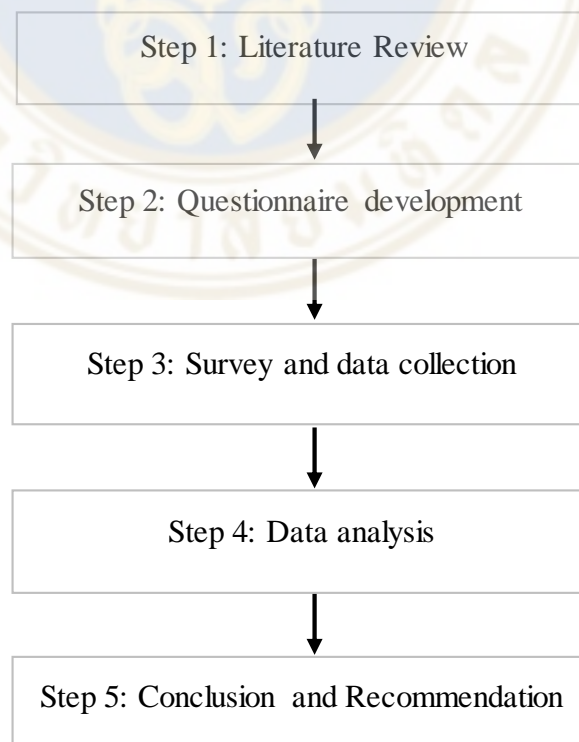


Figure 3.1 Framework of study

3.2 The Conceptual Framework Development

The researcher gathered and summarized the organizational structure and leadership management through the literature review in order to get variables. The method creates the 3 factors (independent variables) that could represent the potential SME leadership qualities and the characteristics of organization that responding to Covid-19 as follows (1) supporting and resourcing (2) fostering collaboration, (3) communication with clarity. In addition, a questionnaire for measuring organization profitability in term of income growth (dependent variable) was used as in Figure 3.2.

Characteristics of Organization and Leaders

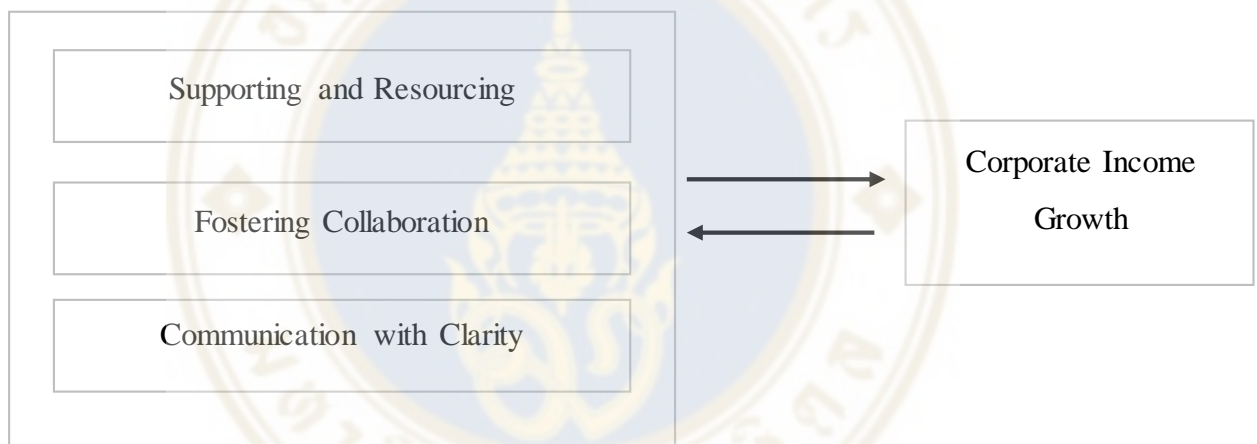


Figure 3.2 Conceptual frame work

3.3 Sample population

The data analysis will be collected through a sample population or a focus group which is the most important source of information. Entrepreneur and manager of SMEs in Thailand are the focus group of the study. The 52 questionnaire survey was collected to represent entrepreneurs and managers of Thai SME. For the type of business in this research will be divided into 3 groups which are classified by the type of business; service, commercial, and industrial sectors. Moreover, the data will be collected toward

their business performance in term of revenue during the Covid-19 period and the scoped in organizational and leadership management.

This research focus on the managerial level who understanding and engaged in to survive the Covid-19 situation and involve in the business and strategic development situation of the organization. For this reason, the top management including managers and owners are selected to be a focus group to study characteristic and managerial competences.

3.4 Development of Evaluation Method

There are 3 processes of the development as followed;

3.4.1 Literature review

This step is to study and collect the theory of leadership and organizational management in order to find a key factors through many researches.

3.4.2 Questionnaire Development

After collecting all key factors of leadership qualities and organizational management responding to crisis situation, this research has 24 questionnaires in 7 dimensions. The quantitative research methodology is conducted in this study. After revise the questionnaires to be clear and easy to understand, the final questionnaires consisted of 33 questions in 4 parts. The first part focuses on screening the target respondents to ensure they operate SME business in Thailand and level of responsibility. The second part focuses on organization information including type of business, size of business, and the revenue during the Covid-19 period. The third focuses on measurement level of organizational management. The fourth part focuses on the measurement level of leadership characteristics. Linkage scale will be used in the survey. After that the questionnaires were distributed to the sample population of total 52 people who work in top management level including managers and director of the organizations that operating their business during Covid-19 period.

3.4.3 Distributing Questionnaire

Distributing questionnaire process took around 2 months to the target respondents by using web-based survey. This method gives a lot of advantages to collect the data in term of fasting process, less expenditure and well organize.

Table 3.1 Illustration of the screening questions

Part 1
<p>Part 1 Screening</p> <p>Please marks the symbol \surd according to your data</p> <p>1. SME company operating in Thailand or not?</p> <p style="padding-left: 40px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>2. Level of responsibility?</p> <p style="padding-left: 40px;"><input type="checkbox"/> Manager <input type="checkbox"/> Owner</p> <p>3. Work years?</p> <p style="padding-left: 40px;"><input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-5 years</p> <p style="padding-left: 40px;"><input type="checkbox"/> 6-10 years <input type="checkbox"/> More than 10 years</p>

Table 3.2 Illustration of the organization information questions

Part 2
<p>Part 2 Organization Information</p> <p>Please marks the symbol \surd according to your data</p> <p>1. Type of business?</p> <p style="padding-left: 40px;"><input type="checkbox"/> Service <input type="checkbox"/> Merchandising</p> <p style="padding-left: 40px;"><input type="checkbox"/> Industrial</p> <p>2. Business operation?</p> <p style="padding-left: 40px;"><input type="checkbox"/> Sole proprietorship <input type="checkbox"/> Partnership</p> <p style="padding-left: 40px;"><input type="checkbox"/> Corporation</p> <p>3. Organization years</p> <p style="padding-left: 40px;"><input type="checkbox"/> Less than 5 year <input type="checkbox"/> 6-10 years</p> <p style="padding-left: 40px;"><input type="checkbox"/> 11-20 years <input type="checkbox"/> More than 21 years</p>

Table 3.2 Illustration of the organization information questions (cont.)

Part 2
<p>4. Organization size</p> <p style="padding-left: 40px;"><input type="checkbox"/> Medium (51-200 employees)</p> <p style="padding-left: 40px;"><input type="checkbox"/> Small (11-50 employees)</p> <p style="padding-left: 40px;"><input type="checkbox"/> Very small (1-10 employees)</p> <p>5. 2020 year revenue</p> <p style="padding-left: 40px;"><input type="checkbox"/> < 2 million THB</p> <p style="padding-left: 40px;"><input type="checkbox"/> 2-50 million THB</p> <p style="padding-left: 40px;"><input type="checkbox"/> 50-100 million THB</p> <p style="padding-left: 40px;"><input type="checkbox"/> < 100 million THB</p> <p>6. The change of corporate income growth this year to last year</p> <p style="padding-left: 40px;"><input type="checkbox"/> Lower than 20%</p> <p style="padding-left: 40px;"><input type="checkbox"/> Lower 1-20%</p> <p style="padding-left: 40px;"><input type="checkbox"/> Greater 1-20%</p> <p style="padding-left: 40px;"><input type="checkbox"/> Greater than 20%</p>

Table 3.3 Identification of the level of agreement relating to organizational structure

Part 3
<p>1. Your organization has the flexibility to select place to work.</p> <p>2. Your organization encourage learning and exchanging knowledge of personnel.</p> <p>3. Your organization has a clear set of authority and duties.</p> <p>4. Your organization supports changes for the advancement of work position.</p> <p>5. Your organization supports work development training.</p> <p>6. Your organization prioritize customer benefits.</p> <p>7. Your organization has a positive attitude towards change.</p> <p>8. Your organization supports the development of talent of individuals.</p> <p>9. Your organization encourages people to be creative in new projects.</p> <p>10. Your organization has a marketing plan to run a business that is clear according to customer groups.</p>

Table 3.4 Identification of the level of agreement relating to leadership style

Part 4
<ol style="list-style-type: none"> 1. The management team has clearly set goals each year. 2. The management team has a positive attitude towards the changing of the world. 3. There is news of the world situation to the employees. 4. The management team is involved in managing customer and supplier relationships. 5. There are improvements in the work line to solve problems efficiently. 6. The management team regularly organizes seminars about employees' performance. 7. The management team is constantly motivating employees. 8. The management team has encouraged its personnel to believe in working as a team. 9. The management team regularly conducts both formal and informal recreation. 10. The management team and employees can easily approach, meet, and discuss. 11. The management team has changed marketing strategies quickly according to market conditions. 12. The management team has regular supplier or customer relationship activities. 13. The management team has changed its marketing plan every quarter. 14. There is an organization's news distribution center.

3.5 Data Collection

This process took around 3 months to distribute and collect all the survey questionnaires from the sample population which is managers and owner of the SME business that operating in Thailand during Covid-19 period.

3.5.1 Primary Data

The primary data is collected through question-based survey in stratified sampling of 52 entrepreneurs who operate business in Bangkok Metropolitan Region. 52 respondents will be the sample size to investigate the factors that influencing the business profitability during Covid-19 situation. Specially, the study investigated the extent to which organizational structure and leadership style that influenced business performance to positively growth and on adaptation of business in various dimensions. The questions were classified into 4 parts to analyze factors at various levels including the environment in which the organization is active, the organization background, the organizational structure and culture and the leader individual characteristics of the entrepreneur. The regression analysis and analysis of variance will be employed by using SPSS to test relationships of particular factors.

3.5.2 Secondary Data

The literature was reviewed from many research studies including articles and journal. The secondary data also collected from the government and official reports such as Bank of Thailand, Tourism Authority of Thailand, Office of Small and Medium Enterprises Promotion (OSMEP), and International Monetary Fund to ensure the validity of data.

3.6 Data Analysis

SPSS application is used to analyze the collected data and the statistical methods are analyzed as followed;

3.6.1 Factor analysis

Factor analysis is to reduce the number of variables and to interpret and explain interrelationships among those variables. There are 2 models of factor analysis: Confirmatory Factor Analysis (CFA) - the objective of this analysis is to test the measurement of variables that represent the number of constructs whether confirm or reject the theory. Exploratory Factor Analysis (EFA) – the objective of this analysis is to reduce data to a set that is smaller of summary variables and to explore the structure of the phenomena. This research conducted the exploratory factor analysis (EFA) to reduce the number of question and factors.

3.6.2 Correlation analysis

The correlation analysis is used to evaluate the strength of relationship between two variables. The strong relationship with each other is considered as high correlation, while unrelated variables is considered as weak correlation.

3.6.3 Linear regression analysis

Linear regression analysis is the next method after correlation. It is used to predict and used to explain the relationship between one dependent variable and one independent variables. It estimates the value of a variable based on the value of another variables.

CHAPTER IV

RESEARCH RESULTS

In this research, the inferential and descriptive statistics have been analyzed and interpreted by using SPSS application. The populations are selected from SME companies that located in Bangkok Thailand that had been operated business during Covid-19 situation. The electronic questionnaires were distributed to top management level and the owners of the business. The collected data are average to represent the SME organization in Thailand. The data received from 52 organizations from different types of business.

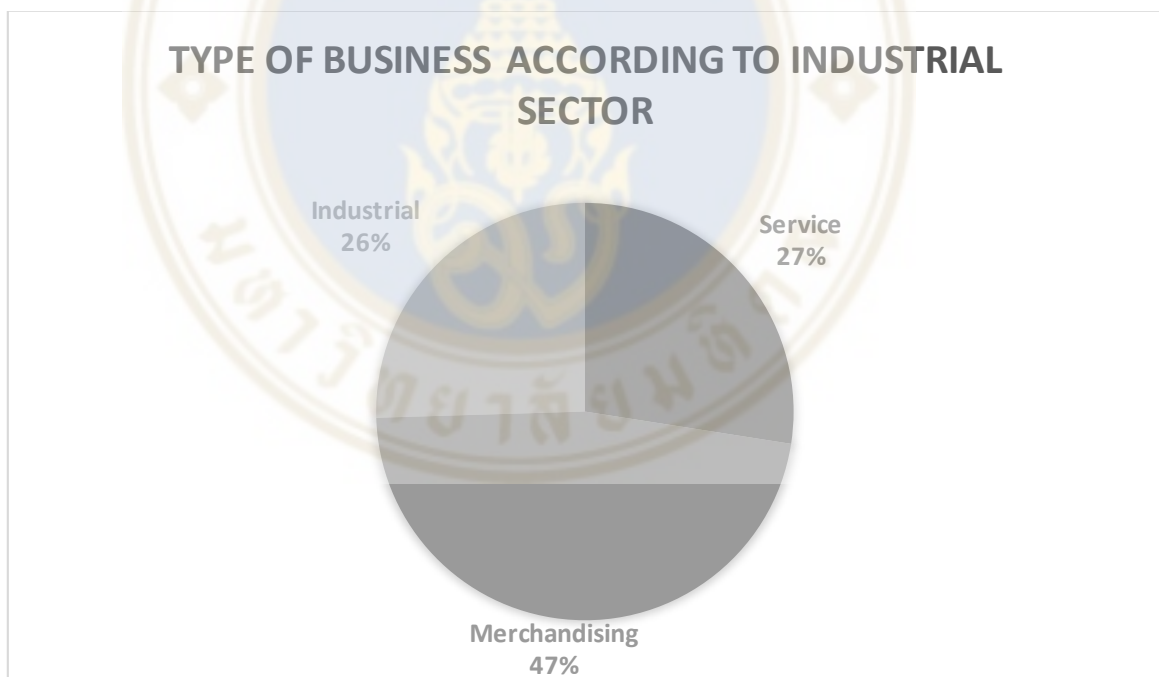


Figure 4.1 Type of business according to industrial sector

Demographic properties analysis of the study population indicated that 24 (47%) participants in this study are in merchandising business, 14 (27%) participants are service business, and 14 (26%) participants are in industrial business.

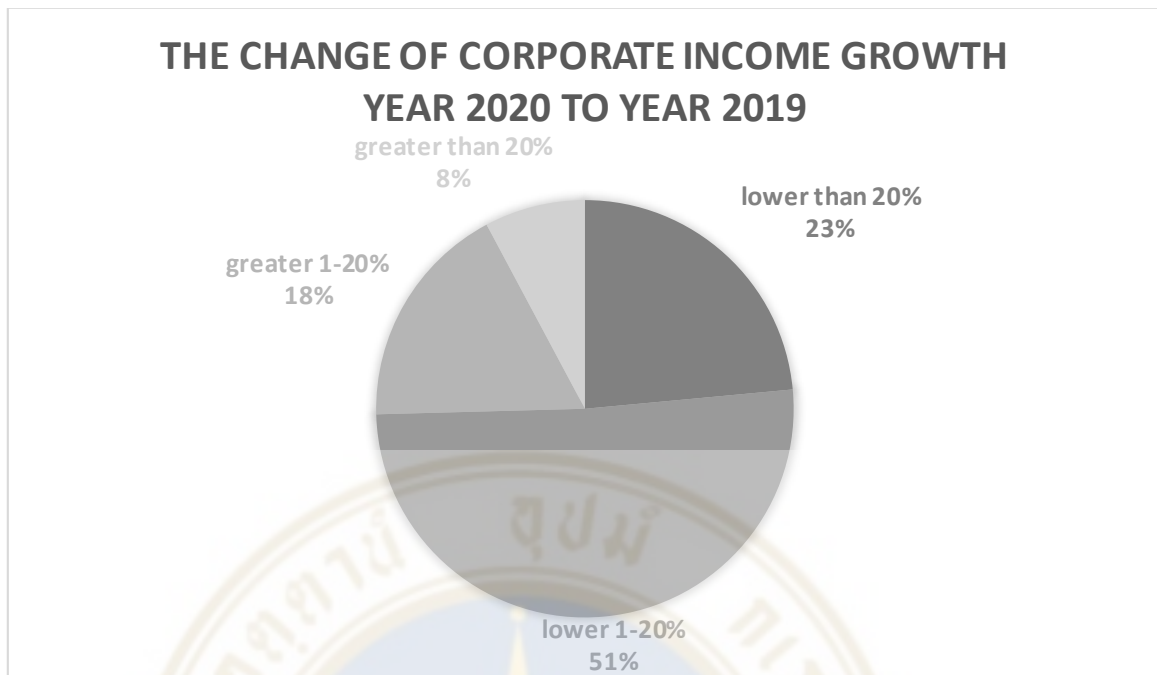


Figure 4.2 Change of corporate income growth year 2020 to year 2019

The study population provided information of the change of corporate income growth year 2020 to year 2019. 26 (51%) of participants indicates income growth rate year 2020 lower 1-20% when compared to year 2019. 12 (23%) of participants indicates income growth rate lower than 23%. 10 (19%) of participants indicates income growth rate greater 1-20%, and 4 (8%) of participants indicate income growth rate greater than 20% when compared to year 2019.

Table 4.1 Reliability output

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.938	24

Table 4.1 display the reliability of the survey that was tested by using Cronbach's Alpha. The Cronbach's Alpha is 0.937 which the result indicates as it considered reliable output above 0.7.

4.1 Statistical Analysis

The statistical analysis method is divided into three areas as follows:

4.1.1 Factor analysis

The analysis is a statistical technique to reduce a large number of variables from 24 variables to a smaller number that are the main factors that determine effective organization and leadership during Covid-19 period.

4.1.2 Correlation Analysis

The analysis is a statistical technique to explain the strength of relationship between business profitability and the key factors that determine effective organization and leadership during Covid-19.

4.1.3 Linear Regression Analysis

The analysis is a statistical technique to predict the value of business profitability variable based on the value of a key factor of effective organizational leadership.

4.2 Factor Analysis

The construct validity of the level of effective organization and leadership impact business profitability was evaluated initially by exploratory factor analysis. This factor analysis find deletion of variables and was performed to identify of new structural model by the following criteria below;

- The item as underlying factor required a minimum factor loading 0.30.
- The item as underlying factor required anti-image correlation below 0.7.
- The item as a satisfactory value of communality required more than 0.40.
- The item with different meaning from the group.
- The item with cross loading correlation.

Table 4.2 Factor Analysis Output 1 - Total Variance Explained

Component	Initial Eigenvalues ^a			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.968	43.129	43.129	12.968	43.129	43.129
2	3.342	11.116	54.245	3.342	11.116	54.245
3	1.945	6.470	60.715	1.945	6.470	60.715
4	1.874	6.234	66.949	1.874	6.234	66.949
5	1.269	4.219	71.168	1.269	4.219	71.168
6	1.245	4.140	75.309			
7	1.126	3.744	79.053			
8	1.067	3.550	82.603			
9	.719	2.390	84.994			
10	.617	2.052	87.045			
11	.601	1.998	89.043			
12	.555	1.845	90.888			
13	.505	1.679	92.567			
14	.424	1.410	93.977			
15	.330	1.098	95.076			
16	.288	.959	96.034			
17	.242	.806	96.840			
18	.214	.712	97.551			
19	.170	.567	98.118			
20	.151	.503	98.621			
21	.141	.469	99.091			
22	.116	.385	99.475			
23	.091	.302	99.778			
24	.067	.222	100.000			

From the exploratory factor analysis, the factor loadings of 24 variables can reduce to into 8 groups because only first 8 components have an Eigenvalue of at more than 1. Only components with high Eigenvalues are likely to represent grouping of factors. However, the table shows that the first 3 are strong components to be retained. The first 3 components explained 60.715% of variance of 24 statements and are best options for the study. There are some variable that results cross loading which complicate the interpretation of the factors. Therefore, it led to a varimax rotation method to redistribute the factor loadings over the factors in order to understanding each factors precisely. The grouping becomes as Table 4.3.

Table 4.3 Factor Analysis Output 2 – Rotated Component Matrix

	Component		
	1	2	3
Your organization encourages people to be creative in new projects.	.939		
Your organization has a positive attitude towards change.	.830		
Your organization encourage learning and exchanging knowledge of personnel.	.820		
The management team has a positive attitude towards the changing of the world.	.733		
Your organization supports the development of talent of individuals.	.704		
Your organization supports work development training.	.842		
There are improvements in the work line to solve problems efficiently.	.558		
The management team and employees can easily approach, meet, and discuss.	.488		
Your organization supports changes for the advancement of work position.	.579		
The management team is constantly motivating employees.	.473		

Table 4.3 Factor Analysis Output 2 – Rotated Component Matrix (cont.)

	Component		
	1	2	3
The management team has encouraged its personnel to believe in working as a team.	.467		
The management team regularly organizes seminars about employees' performance.		1.088	
The management team has regular supplier or customer relationship activities.		1.066	
The management team is involved in managing customer and supplier relationships.		.932	
The management team regularly conducts both formal and informal recreation.		.900	
The management team has clearly set goals each year.		.458	
There is an organization's news distribution center.		.611	
Your organization has the flexibility to select place to work.		.449	
There is news of the world situation to the employees.		.547	
Your organization has a clear set of authority and duties.			.644
The management team has changed marketing strategies quickly according to market conditions.			.580
Your organization has a marketing plan to run a business that is clear according to customer groups.			.626
The management team has changed its marketing plan every quarter.			.613
Your organization prioritize customer benefits.			0.328

4.2.1 The result of factor analysis

The analysis in the following factors enables the respective titles of each component. Research findings showed that the following 3 factors were prioritized and identified as factors influencing SME leadership qualities in responding to Covid-19 crisis.

Group component 1 - Supporting and Resourcing Factor – mentions that the organization and the leaders support workers and providing essential resource for achieving their goals. This concludes 11 attributes as follow;

- Your organization encourages people to be creative in new projects.
- Your organization has a positive attitude towards change.
- Your organization encourage learning and exchanging knowledge of personnel.
- The management team has a positive attitude towards the changing of the world.
- Your organization supports the development of talent of individuals.
- Your organization supports work development training.
- There are improvements in the work line to solve problems efficiently.
- The management team and employees can easily approach, meet, and discuss.
- Your organization supports changes for the advancement of work position.
- The management team is constantly motivating employees.
- The management team encouraged its personnel to believe in working as a team.

Group component 2 - Fostering Collaboration Factor - mentions that the organization and the leaders supports an environment of collaboration. Working together rather than competing against each other is a significant estimators of business performance including stakeholder's relationship. This concludes 8 attributes as follow;

- The management team regularly organizes seminars about employees' performance.
- The management team has regular supplier or customer relationship activities.
- The management team is involved in managing customer and supplier relationships.
- The management team regularly conducts both formal and informal recreation.
- The management team has clearly set goals each year.
- There is an organization's news distribution center.
- Your organization has the flexibility to select place to work.
- There is news of the world situation to the employees.

Group component 3 - Communicating with Clarity Factor – mentions that it is important for leaders to communicate plan and goal clearly which is a significant predictor of business performance. Clear communication begins with clear concepts and ideas to pursue. This concludes 4 attributes as follow;

- Your organization has a clear set of authority and duties.
- The management team has changed marketing strategies quickly according to market conditions.
- Your organization has a marketing plan to run a business that is clear according to customer groups.
- The management team has changed its marketing plan every quarter.
- Your organization prioritize customer benefits.

After analyzing factor analysis, Cronbach's Alpha statistic is used to retest reliability and rechecks inter correlation. Variables with a Cronbach alpha value of less than 0.60 were omitted from the statistical test.

Table 4.4 Reliability of Supporting and Resourcing

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.920	11

Table 4.5 Reliability of Fostering Collaboration

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.880	8

Table 4.6 Reliability of Communicating with Clarity

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.756	.763	5

In table 4.4, the Cronbach's alpha coefficient was considered as proof of internal consistency. The reliability output of 11 items of this analysis is 0.920. In table 4.5, the Cronbach's alpha coefficient was considered as proof of internal consistency. The reliability output of 8 items of this analysis is 0.878. In table 4.6, the Cronbach's alpha coefficient was considered as proof of internal consistency. The reliability output of 5 items of this analysis is 0.756.

Table 4.7 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Supporting and Resourcing	52	1.45	5.00	3.8860	.77742
Fostering Collaboration	52	1.13	5.00	3.1394	.96306
Communicating with Clarity	52	2.00	5.00	3.5481	.84893
Valid N (listwise)	52				

This descriptive table shows the result of the 3 factors after computed them as means. Since the questions have the same 1-5 scales as the input variables, this data interpreted that the manager and owners of SME have high level of “Supporting and Resourcing” which is rate the best mean score roughly 4.0 out of 5 point with 0.78 Standard deviation. “Fostering Collaborating” is rated the worst which roughly 3.0 out of 5 points with 0.85 standard deviation. There is 52 number or respondents without missing values on any variables.

4.3 Correlation Analysis

This analysis of correlation between the business performance via profitability of organization during Covid-19 period and the factors of organization and leadership qualities which derived from factor analysis. To answer the question that which leadership quality aspects predict business performance and to which extent?

Table 4.8 Correlations Analysis

	Change of income growth	Supporting and Resourcing	Fostering Collaboration	Communicating with Clarity
Change of income growth	1	.108	.084	.256
Supporting and Resourcing	.108	1	.637	.619
Fostering Collaboration	.084	.637	1	.713
Communicating with Clarity	.256	.619	.713	1

From correlations table, it shows that the items have some correlation with each other. The change of income growth and supporting and resourcing factor show weakly positive relationship (0.108). The change of income growth and communicating with clarity factor show weakly positive relationship (0.256). The change of income growth and fostering collaboration factor show no association (0.084). The next question is that which predictors contribute considerable to predict business performance growth by analyzed through linear regression.

4.4 Linear Regression Analysis

Linear regression analysis estimates how the value of the change of income growth (Y) can be predicted based on the value of the communication with clarity factor (X). Present as $Y = aX + b$

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.256 ^a	.065	.047	.835	.065	3.492	1	50	.068
2	.291 ^b	.085	.047	.835	.019	1.042	1	49	.312
3	.291 ^c	.085	.028	.843	.000	.011	1	48	.917

a. Predictors: (Constant), Communication with clarity

b. Predictors: (Constant), Communication with clarity, Fostering collaboration

c. Predictors: (Constant), Communication with clarity, Fostering collaboration, Supporting and Resourcing

SPSS application fitted 3 regression models by adding one predictor at the time. By using forward method, it shows the best model to fit with the study. The first model represents “Communication with clarity factor” as the best predictor with R square 0.065 and adjusted R square is 0.047 with significant 0.068. It is interpreted that the “Communication with clarity factor” explains 6.5% of the corporate income growth and this model is statistically significant from 0 at 10% level. Confidence level at 90%. Other models do not show a statistically significant relationship with the corporate income growth.

Table 4.10 ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.436	1	2.436	3.492	.068 ^a
Residual	34.872	50	.697		
Total	37.308	51			

a. Predictors: (Constant), Communication with clarity

b. Dependent Variable: the change of income growth

From the ANOVA table in the model 1, Sig or P-value of Communication with clarity factor is 0.068 which is greater than 0.05. It explains that the Communication with Clarity factor does not show a statistically significant relationship with the income growth of organization, but it is the closet value to the accepted 0.05.

Table 4.11 Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.202	.502		2.393	.021
Communication with clarity	.257	.138	.256	1.869	.068

a. Dependent Variable: the change of income growth

The coefficients table provides the information to predict the change of income growth from communication with clarity, as well as determine whether the communication with clarity factor contributes statistically significant to the model. Table 4.9 should be substituted in the following linear equation to predict the change of income growth:

$$Y = aX + b.$$

In this case, the values of a, b, X and Y will be as follows:

$$a = 0.257$$

$$b = 1.202$$

X = Communication with clarity (values of independent variable)

Y = the change of income growth (values of dependent variable)

To present the regression equation as:

$$\text{The change of income growth} = (0.257 * \text{Communication with Clarity}) + 1.202$$

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion of Research Findings

The discussion of research findings is to study the accordance with the researcher objectives, literature review, and the results. The research results provides the three objectives that were aimed to identify. (1) the characteristics of quality leader who could effectively perform business during Covid-19 situation. (2) the significant leadership qualities that influence business performance during crisis time. (3) the direction for SMEs development to be perform team effectively.

One of the three leadership measures – communication with clarity - were found to be significantly related to business performance that operating during crisis time. It is for leaders to clearly communicate the plan and objective of the organization to the team member to understand precisely. The leaders with this quality are able to manage the anxiety associated with change environment. Members in team will confidently know what their duties are and what plan and procedures that they have to do in every quarter to achieve the corporate goals. Plus, they will focus to the right customer groups that the organization pay important to.

Supporting and resourcing factor and fostering collaboration factor do not show significant relationship to the business performance during crisis time. The leaders who are good in interpersonal skills to shape the organizational culture to be collaborative are not an essential competences in this situation. As well as, the leaders who are supportive, warm, and caring attitudes toward subordinates are still less relative importance to perform the business during crisis time.

The second research question focused on the leadership management that influence business performance during Covid-19. The results provides clear insights that the important of leadership are partially one part of business profitability that account only less than 10 percent. The rest could be any other parts such as marketing, finance, stock management that could give a significant relationship with the business

profitability during crisis time. It seems that organization with the leaders who have only clear communication skill could not manage the business to be survive in the Covid-19 situation. Even though the encouragement of teamwork, development of knowledge, skills, and abilities, and a commitment to meeting customer needs are important to achieve the great business performance, but theses might be second thing to take consideration in the crisis time.

5.2 Managerial Implication

As owners and manager are the important persons in SMEs business, they can start with planning and preparation to be a guideline for the people in their organization. Firstly, the determination of time. The suitable time for working and implementing is important to clarify. If the work start too early, this could lead to a lack of planning and a lack of adequate support. On the other hand, a slow start of working can lead to a loss of some benefits. Secondly, communication of leader, management team is required to notify employees who will be affected by the change in advance. By giving notice of reason for change as well as the impact that will occur from the change. During Covid-19 situation, many organizations change themselves to adapt into many new skills and new projects. The key point of this changing behavior is communication. It is to focus on the people who are most likely to be affected and tend to change work attitudes from the changes that occur. People within the organization have participated in the management of the change. The leaders should make them aware of the consequences of the change that will take place on themselves. And to the organization. Lastly, owners and management team could focus to the other areas of management in the organization such as cutting cost, creativity, innovation in order to improve the business performance.

5.3 Limitation and Suggestions

There are limitation in the sample population. The respondents were people who work in the organizations that have been pre-screened by the researcher. With their

suitability for operating SME business and their position of CEO and manager is concerned, it could reduce variability when compared to the employee position that could be argued in the study. The number of collected survey is too small which does not generalize to the group of the SMEs in Thailand. Moreover, it is important to consider a broader of variables of leadership and organizational structure that may reinforce the business performance. The scope of study was limited to only leadership competence and organizational style. Therefore, respondents might have been able to reflect only one aspect of their business, while there are many factors influence business performance in term of income growth besides leadership factors in which the future research in those areas can certainly include.

5.4 Implication for Future Research

This research could be used for further study both human resource and crisis management dimensions. Since this research was viewed as a start of the exploration into leadership of SME business in Thailand, the further study in leadership could be investigated into some extent. The further research could also investigate into adaptive changing behaviors of SMEs as the organizational culture norm and could also investigate the influence of leadership changing behaviors. In the future study, factors that may be included are pressure from external environment, the financial situation in the organization, and the resistant employees to change.

Moreover, this study widely collected all sectors of SME business – service, merchandising, and industrial sectors in which all three sectors have different characteristics. It could not clearly interpreted the result to all kinds of business. The further study could score the sector of business to see the insight information to analyses the result precisely.

Lastly, this research conducted in quantitative research and the data were collected by survey method, so the results were analyzed narrow with the number. The future research could be conducted in qualitative method to view the study in broader aspect and in-depth results could be investigated.

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การจัดการองค์กรและภาวะผู้นำของ SME ไทยในยุค Covid-19

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาในระดับปริญญาโท สาขาผู้ประกอบการ วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล โดยผู้วิจัยมีวัตถุประสงค์ในการศึกษาการจัดการองค์กรและภาวะผู้นำของ SME ไทยในยุค Covid-19

โดยข้อมูลส่วนตัวของผู้ตอบแบบสอบถามจะถูกเก็บรักษาไว้ไม่เปิดเผยต่อสาธารณะเป็นรายบุคคล แต่จะรายงานผลการวิจัยเป็นข้อมูลส่วนรวม ทั้งนี้จึงใคร่ขอความร่วมมือผู้ตอบแบบสอบถามให้ข้อมูลตามความเป็นจริง เพื่อประโยชน์ของงานวิจัย และขอขอบพระคุณที่ให้ความร่วมมือในการตอบแบบสอบถามเป็นอย่างยิ่ง (คำถาม 44 ข้อ ใช้เวลา 10 นาที)

ส่วนที่ 1 ส่วนคัดกรอง

1. คุณทำงานในบริษัท SME ที่ประกอบกิจการในประเทศไทยหรือไม่?
 - a. ใช่
 - b. ไม่ใช่
2. ระดับความรับผิดชอบ
 - a. ผู้บริหารระดับสูง
 - b. ผู้บริหารระดับกลาง
 - c. ระดับปฏิบัติการ
3. ระยะเวลาการทำงานในองค์กร (ปี)
 - a. น้อยกว่า 1 ปี
 - b. 1 – 5 ปี
 - c. 6 – 10 ปี
 - d. มากกว่า 10 ปี

ส่วนที่ 2 ข้อมูลบริษัท

1. ประเภทของธุรกิจการค้าของคุณคือ
 - a. ธุรกิจบริการ Service business
 - b. ธุรกิจพาณิชย์กรรม หรือธุรกิจซื้อมาขายไป Merchandising business
 - c. ธุรกิจอุตสาหกรรม Manufacturing business
2. ลักษณะของการประกอบการ
 - a. กิจการเจ้าของคนเดียว Sole proprietorship
 - b. ห้างหุ้นส่วนสามัญที่จดทะเบียนและห้างหุ้นส่วนจำกัด Partnership
 - c. บริษัทจำกัด Corporation
3. ระยะเวลาในการประกอบการขององค์กร
 - a. ต่ำกว่า 5 ปี
 - b. 6-10 ปี
 - c. 11-20 ปี
 - d. 21 ปีขึ้นไป
4. ขนาดองค์กร
 - a. องค์กรขนาดกลาง (พนักงาน 51-200 คน)
 - b. องค์กรขนาดเล็ก (พนักงาน 11-50 คน)

- c. องค์กรขนาดเล็กมาก (พนักงาน 1-10 คน)
5. ผลประกอบการในรอบปีที่ผ่านมา
 - a. ไม่เกิน 2 ล้านบาท
 - b. 2 – 50 ล้านบาท
 - c. 50 – 100 ล้านบาท
 - d. 100 ล้านบาทขึ้นไป
6. อัตราการเติบโตของรายได้องค์กรมีการเปลี่ยนแปลงของปีนี้กับปีที่แล้ว
 - a. ลดลงมากกว่า 20%
 - b. ลดลง 1-20%
 - c. เพิ่มขึ้น 1-20%
 - d. เพิ่มขึ้นมากกว่า 20%

ส่วนที่ 3 โครงสร้างองค์กร organizational structure

โปรดแสดงความคิดเห็นของท่านต่อโครงสร้างองค์กรของท่าน

กรุณาให้คะแนนความคิดเห็นด้วยระดับ 1-5 กับข้อความต่อไปนี้

- 5 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยมากที่สุด 4 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยมาก
 3 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยปานกลาง 2 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยน้อย
 1 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยน้อยที่สุด

โครงสร้างองค์กร	1	2	3	4	5
1 องค์กรของท่านมีความยืดหยุ่นในการทำงาน เช่น พนักงานสามารถกำหนดสถานที่ปฏิบัติงานของตนเองได้					
2 องค์กรของท่านเอื้อต่อการเรียนรู้และแลกเปลี่ยนความรู้ของบุคลากร เช่น รับฟังความคิดเห็นระหว่างผู้บริหารกับผู้ปฏิบัติงาน Feel free to propose new ideas and solution					
3 องค์กรของท่านสนับสนุนการพัฒนาความสามารถของบุคลากร					
4 องค์กรของท่านสนับสนุนการเปลี่ยนสายงานเพื่อความก้าวหน้าของบุคลากร					
5 องค์กรของท่านสนับสนุนการฝึกอบรมเพื่อพัฒนาสายงาน					
6 องค์กรของท่านมีการปลูกฝังทัศนคติที่ดีต่อการเปลี่ยนแปลง					
7 องค์กรของท่านสนับสนุนให้บุคลากรมีความคิดสร้างสรรค์ในงานใหม่ๆ					
8 องค์กรของท่านมองเห็นประโยชน์ของลูกค้าเป็นสำคัญ					
9 องค์กรของท่านมีการกำหนดอำนาจหน้าที่ตามตำแหน่งหน้าที่ที่ชัดเจน					
10 องค์กรของท่านมีการเปลี่ยนแผนการตลาดทุกไตรมาส					
11 องค์กรของท่านมีแผนการตลาดเพื่อดำเนินธุรกิจที่ชัดเจนตามกลุ่มลูกค้า					
12 องค์กรของท่านมีการเปลี่ยนแปลงกลยุทธ์ทางการตลาดได้อย่างรวดเร็วตามสภาวะของตลาด					

ส่วนที่ 4 ความมุ่งมั่นของทีมผู้บริหาร Leadership

โปรดแสดงความคิดเห็นของท่านต่อระดับความเข้มข้นในการดำเนินงานของทีมผู้บริหารในองค์กรของท่าน

5 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยมากที่สุด

4 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยมาก

3 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยปานกลาง

2 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยน้อย

1 หมายถึง ระดับความคิดเห็นที่ท่านเห็นด้วยน้อยที่สุด

	ความมุ่งมั่นของทีมผู้บริหาร	1	2	3	4	5
1	องค์กรของท่านมีการกระตุ้นให้บุคลากรในองค์กรเชื่อมั่นในการทำงานเป็นทีม					
2	องค์กรมีการจัดสัมมนาพนักงานเกี่ยวกับการปฏิบัติงานอย่างสม่ำเสมอ					
3	องค์กรมีการนั้นทนทางการทั้งเป็นทางการและไม่เป็นทางการอย่างสม่ำเสมอ					
4	ผู้บริหารและพนักงานสามารถเข้าถึง พบปะ ปรึกษาหารือ กันได้อย่างง่ายดาย					
5	องค์กรมีการกระตุ้นสร้างแรงจูงใจให้กับพนักงานอยู่เสมอ					
6	องค์กรมีการกำหนดเป้าหมายในการทำงานในแต่ละปีชัดเจน					
7	มีการปรับปรุงสายงานให้ทันต่อการแก้ปัญหาการทำงานได้อย่างมีประสิทธิภาพ					
8	องค์กรมีกิจกรรมเกี่ยวกับสุขภาพเออร์หรือลูกค้าสัมพันธ์อยู่เสมอ					
9	องค์กรของท่านมีส่วนร่วมกับท่านในการดำเนินการจัดการความสัมพันธ์ลูกค้าและสุขภาพเออร์					
10	มีการแจ้งข่าวสารสถานการณ์โลกให้พนักงานในองค์กรทราบ					
11	มีศูนย์การกระจายข่าวสารขององค์กร					
12	ผู้บริหารมีทัศนคติที่ดีต่อการเปลี่ยนแปลงของโลก					