

แบบฟอร์มการขอเสนอวาระเข้าที่ประชุม
คณะกรรมการประจำคณะกรรมการบริการและการท่องเที่ยว
เรื่อง ขออนุมัติปิดทุนโครงการพัฒนาศักยภาพนักวิจัยเพื่อ
การศึกษาและวิจัยระดับปริญญาเอก ปี 2564-2566 ราย ผศ.ดร. กฤษณ์ สิ้นเจริญกุล

ความเป็นมา

ตามที่ ผศ.ดร.กฤษณ์ สิ้นเจริญกุล ได้รับอนุมัติสนับสนุนทุนศึกษาต่อระดับปริญญาเอก ณ มหาวิทยาลัย Taylor's University Lakeside Campus ประเทศมาเลเซีย เป็นเงินจำนวน 564,472 บาท (ห้าแสนหกหมื่นสี่พันสี่ร้อยเจ็ดสิบสองบาทถ้วน) ตามโครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก ปี 2564 - 2566 จากกองทุนวิจัยคณะกรรมการบริการและการท่องเที่ยว และได้หนังสือตอบรับสำเร็จการศึกษาเมื่อวันที่ 19 กรกฎาคม 2567 โดยมีค่าใช้จ่ายทั้งสิ้น 501,472.50 บาท ความละเอียดแจ้งแล้ว

ขั้นตอนที่ได้ดำเนินการไปแล้ว

นำเข้าประชุมคณะกรรมการวิจัยคณะกรรมการบริการและการท่องเที่ยว ในคราวการประชุมครั้งที่ 5/2567 เมื่อวันที่ 22 ตุลาคม 2567

ประเด็นพิจารณา

ข้อมูลแจ้งเพื่อทราบ



บันทึกข้อความ

ส่วนงาน สำนักงานบริหารคณะ คณะการบริการและการท่องเที่ยว โทร 6820

ที่ มอ 302.1/67 - 5157

วันที่ 5 พฤศจิกายน 2567

เรื่อง แจ้งมติที่ประชุมคณะกรรมการวิจัยเรื่องขออนุมัติปิดทุนโครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก ปี 2564-2566 ราย ผศ.ดร.กฤษณ์ สีนเจริญกุล

เรียน คณบดีคณะการบริการและการท่องเที่ยว

ตามที่ ผศ.ดร.กฤษณ์ สีนเจริญกุล ได้รับอนุมัติสนับสนุนทุนศึกษาต่อระดับปริญญาเอก ณ มหาวิทยาลัย Taylor's University Lakeside Campus ประเทศมาเลเซีย เป็นเงินจำนวน 564,472 บาท (ห้าแสนหกหมื่นสี่พันสี่ร้อยเจ็ดสิบสองบาทถ้วน) ตามโครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก ปี 2564 - 2566 จากกองทุนวิจัยคณะกรรมการบริการและการท่องเที่ยว และได้หนังสือตอบรับสำเร็จการศึกษาเมื่อวันที่ 19 กรกฎาคม 2567 โดยมีค่าใช้จ่ายทั้งสิ้น 501,472.50 บาท ความละเอียดทราบแล้ว นั้น

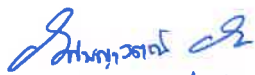
ในคราวประชุมคณะกรรมการวิจัยคณะฯ ครั้งที่ 5/2567 เมื่อวันที่ 22 ตุลาคม 2567 พิจารณาแล้ว มีมติเห็นชอบขออนุมัติปิดทุน ราย ผศ.ดร. กฤษณ์ สีนเจริญกุล ซึ่งเป็นไปตามเงื่อนไขของประกาศคณะกรรมการบริการและการท่องเที่ยว เรื่อง ทุนตามโครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก ปี 2564 - 2566 สำหรับอาจารย์คณะกรรมการบริการและการท่องเที่ยว ฉบับลงนามวันที่ 8 ธันวาคม 2564

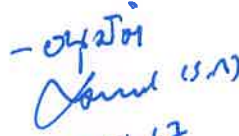
จึงเรียนมาเพื่อโปรดพิจารณาอนุมัติ จะเป็นพระคุณยิ่ง

เรียน คณบดี

เพื่อโปรดพิจารณา ปิดงบอุดหนุนโครงการ
พัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับ
ปริญญาเอก ปี 2564-2566 ราย ผศ.ดร. กฤษณ์
สินเจริญกุล


(ผู้ช่วยศาสตราจารย์ ดร. ชยานนท์ ภูเจริญ)
รองคณบดีฝ่ายวิจัยและบัณฑิตศึกษา


8/พ.ย./67.

-อนุมัติ

8 พ.ย. 67

สำเนาเรียน

- ฝ่ายการเงินคณะกรรมการบริการและการท่องเที่ยว
- ผศ.ดร.กฤษณ์ สีนเจริญกุล



บันทึกข้อความ

ส่วนงาน สำนักงานบริหารคณะ คณะการบริการและการท่องเที่ยว โทร 6868

ที่ ม.อ. 302.1/67 - 4148

วันที่ 10 กันยายน 2567

เรื่อง ขอส่งผลงานเพื่อปิดทุนโครงการพัฒนาศักยภาพนักวิจัยโดยการศึกษาและวิจัยระดับปริญญาเอก ปี 2564 - 2566

เรียน คณบดีคณะการบริการและการท่องเที่ยว ผ่าน รองคณบดีฝ่ายวิจัยและบัณฑิตศึกษา

ตามที่ข้าพเจ้าผู้ช่วยศาสตราจารย์ ดร.กฤษณ์ สีนเจริญกุล ได้รับทุนโครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก ปี 2564 - 2566 สำหรับอาจารย์คณะการบริการและการท่องเที่ยว สัญญารับทุนเลขที่ FHT64003 ระยะเวลาตามสัญญารับทุนตั้งแต่วันที่ 28 มิถุนายน 2564 มีงบประมาณตลอดโครงการจำนวน 564,472 บาท (ห้าแสนหกหมื่นสี่พันสี่ร้อยเจ็ดสิบสองบาทถ้วน) โดยมีหัวข้อคุณฐิณีพนธ์เรื่อง Business continuity under crises: a case of hospitality and tourism industry in mass-tourism destination ณ มหาวิทยาลัย Taylor's University ประเทศสหพันธรัฐมาเลเซีย นั้น

ในการนี้ ข้าพเจ้าได้สำเร็จการศึกษาจากมหาวิทยาลัยดังกล่าว ในระดับ Doctor of Philosophy in Hospitality and Tourism และขอส่งผลงานวิจัยจำนวน 2 ผลงาน ตามเงื่อนไขของสัญญารับทุนดังกล่าว ได้แก่

- 1) ผลงานวิจัยตีพิมพ์วารสารระดับนานาชาติโดยระบุต้นสังกัดเป็นมหาวิทยาลัยสงขลานครินทร์ ในระหว่างการรับทุน 1 ผลงาน เรื่อง “The influences of hotel characteristics on the risk impacts and effectiveness of crisis management: A case study of hotels in Phuket, Thailand” ในวารสาร Kasetsart Journal of Social Sciences, 45(2), 560-569. <https://doi.org/10.34044/j.kjss.2024.45.2.22>
- 2) บทความต้นฉบับ (Manuscript) ที่พร้อมส่งวารสารนานาชาติเพื่อพิจารณาตีพิมพ์อีก 1 ผลงาน เรื่อง “Explanatory sequential analysis of government support's moderating effect on crisis management of upscale hotels in Phuket, Thailand.”

ดังนั้น ข้าพเจ้าจึงขอส่งผลงานเพื่อปิดทุนดังกล่าว โดยรายละเอียดตามเอกสารที่แนบมาพร้อมนี้ จึงเรียนมาเพื่อโปรดทราบและพิจารณาดำเนินการต่อไป

(ผู้ช่วยศาสตราจารย์ ดร.กฤษณ์ สีนเจริญกุล)

ผู้รับทุน

หมายเหตุ: กรุณาแนบหลักฐานการปิดทุน

1. บทความวิจัยฉบับตีพิมพ์ หรือ
2. หลักฐานตอบรับให้ตีพิมพ์ + บทความต้นฉบับ

เขียน คณบดี ผ่าน รองคณบดีฝ่ายวิจัยและนวัตกรรม
เพื่อไปปรึกษา
-เห็นควรนำเข้าที่ประชุมคณะกรรมการวิจัย

ส.ท.ว.จ. ๖

๖/๑๐/๖๗.

เรียนคณบดีท่านที่
ตามเอาเอกสารที่ส่ง
ไป

ส.ท.ว.จ.

๑๑/๑๐/๖๗

ส.ท.ว.จ.
ส.ท.ว.จ.
อ.ค.ค.๑.

ส.ท.ว.จ.

๑๑/๑๐/๖๗

แบบฟอร์มการแจ้งการจบการศึกษาและการส่งผลงานวิจัย
โครงการพัฒนาศักยภาพนักวิจัยเพื่อการศึกษาและวิจัยระดับปริญญาเอก

1. ประวัติส่วนตัว

ชื่ออาจารย์: ดร.กฤษณ์ สีนเจริญกุล

ตำแหน่ง: ผู้ช่วยศาสตราจารย์

คณะ: คณะการบริการและการท่องเที่ยว

มหาวิทยาลัย: มหาวิทยาลัยสงขลานครินทร์

หมายเลขโทรศัพท์: 6868

อีเมล: kris.s@phuket.psu.ac.th

2. ข้อมูลการจบการศึกษา

ข้อมูลการศึกษา	รายละเอียด
ชื่อปริญญาเอก	Doctor of Philosophy in Hospitality and Tourism
สถาบันการศึกษา	Taylor's University, Malaysia
วันที่จบการศึกษา	19 กรกฎาคม 2567

3. รายละเอียดผลงานวิจัยที่ตีพิมพ์ในวารสารระดับนานาชาติ

3.1 ชื่อผลงานวิจัย The influences of hotel characteristics on the risk impacts and effectiveness of crisis management: A case study of hotels in Phuket, Thailand

3.2 ชื่อวารสาร Kasetsart Journal of Social Sciences

3.3 วันเดือนปีที่ตีพิมพ์ เลขที่เล่ม/ฉบับ/หน้า 22 เมษายน 2567 เลขที่เล่ม 45 ฉบับที่ 2 หน้า 560-569
<https://doi.org/10.34044/j.kjss.2024.45.2.22>

4. รายละเอียด Manuscript ที่พร้อมส่งวารสารนานาชาติ

4.1 ชื่อผลงานวิจัย Government Support's Moderation Effect of Government Support on Crisis Management in Upscale Hotels: An Explanatory Sequential Analysis

4.2 ชื่อวารสาร Hospitality & Society

4.3 สถานะปัจจุบัน Submitted

5. สรุปค่าใช้จ่าย

กรณกรอกรายละเอียดค่าใช้จ่ายที่เกี่ยวข้องกับการรับทุน

รายการค่าใช้จ่าย	ได้รับการอนุมัติ	จำนวนเงิน	คงเหลือ	หมายเหตุ
ค่าธรรมเนียมการศึกษา	172,527.71	160,109.53	12,418.18	-
ค่าใช้จ่ายในการทำงานวิจัย	100,000.00	94,800.00	5,200.00	-
ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	219,067.29	191,667.60	27,426.69	-
ค่าใช้จ่ายอื่นๆ	72,850.00	54,895.37	17,654.63	-
รวมค่าใช้จ่าย	564,472.00	501,472.50	62,999.50	-
รับคืน International Security Deposit		22,112.03	85,111.53	-

6. เอกสารแนบ

กรุณแนบเอกสารสำคัญดังต่อไปนี้:

- สำเนาใบจบการศึกษา
- สำเนาผลงานวิจัยที่ตีพิมพ์
- สำเนา Manuscript ที่พร้อมส่งวารสารนานาชาติ

Required Budget for Studying the Doctor of Philosophy (Ph.D) Hospitality and Tourism					
Taylor's Higher Degrees by Research, Taylor's University, Malaysia					
Mr. Kris Sincharoenkul					
Period: Year 2021-2023					
Semester	Expenses	RM	THB (1 RM = 8 THB)	ค่าใช้จ่าย	เบิกจ่ายจริง
Year 1					
Semester 1	Tuition fee	6,500	25,952.55	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	25,952.55
1/2564	International Student Charge	3,000	23,956.20	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	23,956.20
	International Student Enrolment Fee	2,800	21,986.12	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	21,986.12
	International Student Annual Fee	2,300	18,366.42	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	18,366.42
	Hospitalisation & Surgical Insurance	400	3,194.10	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	3,194.10
	EMGS Visa Application Fee	1,800	14,373.73	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	14,373.73
	E-Val	159	-	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	-
	International Security Deposit	3,000	23,956.20	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	23,956.20
	Data collection		12,100.00	ค่าใช้จ่ายในการทำงานวิจัย	12,100.00
	Study materials		-	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	-
	Bank Fees		1,350.00	ค่าใช้จ่ายอื่น ๆ	1,350.00
	Sub-total		145,235.32		145,235.32
Semester 2	Tuition fee	6,500	26,575.16	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	26,575.16
2/2564	Thesis submission fee	2,000	4,198.00	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	4,198.00
	Data collection		-	ค่าใช้จ่ายในการทำงานวิจัย	-
	Study materials		5,279.07	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	5,279.07
	Bank Fees		-	ค่าใช้จ่ายอื่น ๆ	-
	Sub-total		36,052.23		36,052.23
	Total (Year 1)		181,287.55		181,287.55
Year 2					
Semester 1	Tuition fee	6,500	30,000.00	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	28,093.47
1/2565	International Student Annual Fee	2,300	22,000.00	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	19,881.53
	Data collection (Gift Voucher)		70,000.00	ค่าใช้จ่ายในการทำงานวิจัย	70,000.00
	Data collection		7,900.00	ค่าใช้จ่ายในการทำงานวิจัย	7,900.00
	Data analysis software		22,742.92	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน (1,818.87+924.05 +	5,266.55
	Study materials		10,000.00	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน (6,190.27 + 3,945.4	10,135.68
	Bank Fees		1,500.00	ค่าใช้จ่ายอื่น ๆ	-
	Sub-total		164,142.92		141,277.23
Semester 2	Tuition fee	6,500	30,000.00	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	26,506.00
2/2565	Data collection		10,000.00	ค่าใช้จ่ายในการทำงานวิจัย	4,800.00
	Conference Presentation		65,000.00	ค่าใช้จ่ายอื่น ๆ (มธ.302.1/66-2291)	50,005.43
	Submission fee for publication		5,000.00	ค่าใช้จ่ายอื่น ๆ	3,539.94
	Sub-total		110,000.00		84,961.37
	Total (Year 2)		274,142.92		226,228.60

		Year 3			
Semester 1	Tuition fee	6,500	30,000.00	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	26,351.35
1/2566	International Student Annual Fee	2,300	22,000.00	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	18,648.65
	Sub-total		52,000.00		45,000.00
Semester 2	Tuition fee	6,500	30,000.00	ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	28,531.00
2/2566	Thesis submission fee	7,500	20,000.00	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน (20,187+ 2,238.36)	22,425.35
	Graduation fee		7,041.53	ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	
	Sub-total		57,041.53		48,956.35
	Total (Year 3)		109,041.53		93,956.35
	Grand Total		564,472.00		501,472.50

Remark: Projected cost is estimate for each category and the total cost maybe shared.

รวมค่าใช้จ่าย	เค็มจำนวน	ค่าใช้จ่ายจริง	คงเหลือ
ค่าธรรมเนียมการศึกษา (ได้รับการยกเว้น 50%)	172,527.71	160,109.63	12,418.18
Tuition fee			
			50% waived: Taylor's Research Excellence Scholarships (Scheme D)
ค่าใช้จ่ายในการทำงานวิจัย	100,000.00	94,800.00	5,200.00
Research data collection			
ค่าใช้จ่ายอื่นเกี่ยวกับการเรียน	219,094.29	191,887.60	27,428.69
Annual fee, insurance, Visa application fee, E-Val, International security deposit, Thesis submission fee, Study materials, Data analysis software			
ค่าใช้จ่ายอื่น ๆ	72,850.00	54,895.37	17,954.63
Bank fees			
รวมค่าใช้จ่าย	564,472.00	501,472.50	62,999.50
		รับคืน International Security Deposit (3,000 RM)	22,112.03
		เงินคงเหลือทั้งสิ้น	85,111.53



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19 July 2024

Kris Sincharoenkul
0351045

Dear Kris Sincharoenkul,

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On behalf of Taylor's University, it gives me great pleasure to confirm that you have successfully completed your programme of study and the Senate hereby confers upon you the award of Doctor of Philosophy (Ph.D) (Hospitality and Tourism).

Congratulations on your success in your candidature for the doctoral degree.

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Student Number : 0351045
Programme : Doctor of Philosophy (Ph.D) (Hospitality and Tourism)
Intake : August 2021
Date of Issue : 19 July 2024

OFFICIAL ACADEMIC TRANSCRIPT

<u>Module Code</u>	<u>Module Name</u>	<u>Grade</u>
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HOS8990	Thesis (Full-time)	P

Remarks

Passed Doctoral Thesis Proposal Defence on 23 May 2022

Passed Doctoral Thesis Oral Examination on 22 Apr 2024

Title of Thesis : HOTEL CHARACTERISTICS AND EFFECTIVE CRISIS MANAGEMENT OF UPSCALE HOTELS, PHUKET THAILAND

Award : Doctor of Philosophy (Ph.D) (Hospitality and Tourism)

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Registrar

Page 1 of 1

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GRADING SYSTEM

Grade	Marks	Grade Points	Definition	Description
A	80 - 100	4.00	Excellent	Evidence of original thinking; demonstrated outstanding capacity to analyze and synthesize; outstanding grasp of subject matter; evidence of extensive knowledge base.
A-	75 - 79	3.67	Very Good	Evidence of good grasp of subject matter, critical capacity and analytical ability; understanding of relevant issues; evidence of familiarity with the literature.
B+	70 - 74	3.33	Good	Evidence of grasp of subject matter, critical capacity and analytical ability; reasonable understanding of relevant issues; evidence of familiarity with the literature.
B	65 - 69	3.00		
B-	60 - 64	2.67	Marginal Fail	Evidence of some understanding of the subject matter; ability to develop solutions to simple problems; benefiting from his/her university experience.
C+	55 - 59	2.33		
C	50 - 54	2.00		
F	0 - 39	0.00	Fail	Insufficient evidence of understanding of the subject matter; weakness in critical and analytical skills; inability to generate significant results for thesis; limited or irrelevant use of the literature.
F(W)	0	0.00	Fail	Withdrawn from a module after census date, typically mid semester

LEGEND

WD	-	-	Withdrawn	Withdrawn from a module before census date, typically mid semester
IN	-	-	Incomplete	An interim notation given for a module where a student has not completed certain requirements with valid reason or it is not possible to finalise the grade by the published deadline.
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AU	-	-	Audit	Given for a module where attendance is for information only without earning academic credit.
IP	-	-	In Progress	An interim notation used for thesis which continued for more than one semester. An "IP" grade carries with it no credit or grade until a regular grade is assigned.
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The influences of hotel characteristics on the risk impacts and effectiveness of crisis management: A case study of hotels in Phuket, Thailand

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Abstract

Crisis management is crucial for the tourism industry due to its high vulnerability to crises, however, hotels still lack awareness and understanding to implement effective crisis management. This study aims to determine the influence of hotel characteristics on the risk impacts and the effectiveness of crisis management and to examine the mediational effect of the risk impacts on such relationships. As the main tourist destination in Thailand, Phuket was chosen as the research scope. The data were collected from 153 four- and five-star hotels with 3 managerial personnel each, and then 402 completed questionnaires were analysed using the PLS-SEM. The results revealed that location and experience in risk handling of the hotels influence both risk impacts and the effectiveness of crisis management, the ownership structure influences only the risk impacts, and the operating period and star rating do not influence them. Also, the risk impacts do not mediate the effectiveness of crisis management. The article concludes by providing both theoretical and practical implications.

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Introduction

The tourism industry plays an important role in the development of countries' economies (Senbeto & Hon, 2020); however, the major problem of the tourism industry is the high vulnerability to several crises (Aliperti et al., 2019) such as political events, terrorism, health issues, financial crisis, natural disaster, and human errors (Wut et al., 2021). Recently, the tourism industry was

most economically affected by the COVID-19 pandemic (Gursoy & Chi, 2020). Therefore, crisis management has become more important in the tourism industry because of not only providing comparative and competitive advantages against uncertainty in the industry (Wut, 2019) but also being a key part of strategic management ensuring business continuity since crisis management can be specifically designed for the related environments and objectives of a business (Evans & Elphick, 2005; Fani & Subriadi, 2019; Margherita & Heikkila, 2021; Snedaker & Rima, 2014;).

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2021a; TWI, 2021b), staff training, safety and security implementation (Bilić et al., 2017), supply chain monitoring (Margherita & Heikkilä, 2021), cyber and database security updating (Niininen, 2013). The employees should be clarified about work-related information (Bilić et al., 2017) and mutual understanding of crisis management (Margherita & Heikkilä, 2021), as well as, the ancillary workforces should be prepared (Lai & Wong, 2020). The customer-related risks can be prevented by adopting security technologies (Niininen, 2013), implementing clear communication channels, managing customer databases, and dealing with feedback (Niininen, 2013).

While during a crisis, cost-saving (Niininen, 2013) and postponing payment (Lai & Wong, 2020) are common responses to financial losses, the operation-related risks can be responded to by substituting lower-cost supplies (Margherita & Heikkilä, 2021), ensuring to execute the planned procedures (Lai & Wong, 2020), temporarily shutting down the less-used facilities, and postponing the maintenance (Pavlatos et al., 2020). To maintain employees' morality during a crisis, mutual understanding must be emphasized (Lai & Wong, 2020) and compensation and support should be provided (Margherita & Heikkilä, 2021). Last, the customer-related risks can be responded to by an effective communication channel for keeping customers informed, and financial and emotional assistance for relieving anxiety and anger (Margherita & Heikkilä, 2021). After a crisis, hotels must re-evaluate the plans and strategies including financial and investment plans (Pavlatos et al., 2020), operational and workforce plans (Margherita & Heikkilä, 2021), outsourcing plans (Lai & Wong, 2020), customer database, and market strategies (Lai & Wong, 2020; Margherita & Heikkilä, 2021; Pavlatos et al., 2020).

Hotel Characteristics Influencing the Risk Impacts and Crisis Management

Due to the contingency theory in leadership, the hotel's management style depends on the managerial perspectives and situational controls of the managers. In the hotel industry, managers are key personnel to execute crisis-handling procedures and safety measures (Bilić et al., 2017). The risk perception of the managers is influenced by strategic objectives, risk propensity, executive remuneration, and risk management capability of the management (Zhang et al., 2019), resulting in the readiness for crisis management (Camillo et al., 2015). Also, the ownership structure of the hotel industry differentiates standard service quality, customer segments,

flexibility, and adaptation in the decision-making process (Chan et al., 2021), thus ownership styles can influence the risk impacts and crisis management strategies in hotels (Pavlatos et al., 2020).

Secondly, since individuals perceive knowledge through their active and non-active experiences differently (Kolb, 2015; Silins, 2019), the responses in the crisis management procedure for future risks are different from preparedness to recovery actions (Jones & Comfort, 2020; Chan et al., 2021). Further, although the risk culture and risk-taking history can influence the risk appetite of hotels (Zhang et al., 2019), the effectiveness of crisis management relies on individual experience perceptions.

Due to organisational behaviour theory, location is an external factor causing different risk and customer types, resulting in different risk impacts and crisis management practices. For example, city hotels had more crisis measurement practices than coastal hotels during COVID-19 in a large tourist destination due to the higher tourist density, but there was no difference in a small destination (Chan et al., 2021). As an internal factor, the longer-period businesses are more likely to have longer-term strategies, more expertise (Maaji & Barnett, 2019), and higher capabilities, profitability, and productivity (Coad et al., 2013), while the younger ones may have limitations in finance and manpower (Kücher et al., 2020). Thus, the older chain hotels are more likely to handle risk, implement crisis responses, and maintain the market and customer information (Zhang et al., 2019); however, the firm ages negatively causing inflexibility, obsolescence, inefficiency, and inert behaviour (Coad et al., 2013; Loderer & Waelchli, 2010). Last, high-rating hotels are more likely to maintain service quality by mitigating the potential risks and implementing crisis management (Pavlatos et al., 2020); however, low-rating hotels have limitations in service maintenance (Chan et al., 2021). In conclusion, hotel location, operating period, and star rating can influence the risk impacts and the effectiveness of crisis management in hotels.

Therefore, as can be seen in Figure 1, since the hotel characteristics, including ownership structure, experience in risk handling, location, operation period, and star rating, can influence the effectiveness of crisis management and the risk impacts, ten hypotheses (H1 – H10) were added into the framework. Risk impacts include four types of risks: financial-, operation-, employee-, and customer-related risks, and the effectiveness of crisis management includes both pre-crisis and during-crisis responses to the risk impacts. Also, the effectiveness of crisis management may rely on the risk impacts, so the hypothesis (H11) was added to the framework for each hotel characteristic.

Structural model specification

The data set ($n = 402$) was imported into the online SmartPLS4.0 software (Ringle, et al., 2022) for analysis by using the Partial Least Squares Structural Equation Modelling (PLS-SEM).

As can be seen in Figure 2, the model consists of 7 constructs divided into three groups: (1) the target endogenous construct which is the effectiveness of crisis management (ECM); (2) the mediating endogenous constructs referring to risk impacts (RISK); and (3) five exogenous constructs which refer to five hotel characteristics including ownership structure (OWN), location (LOC), risk experience (EXP), operation period (OPR), and star rating (STR). Each construct was measured by reflective indicators based on the survey questions.

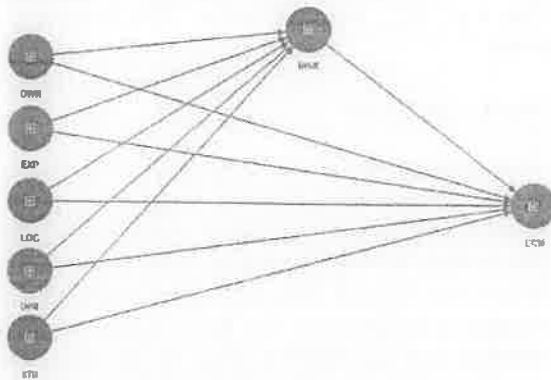


Figure 2 The structural model of the research

Results

Assessment of reflective measurement model

To assess the reliability and validity of the model, a series of tests were performed as follow. Regarding

the outer loading relevance testing (Hair et al., 2022), all seven constructs reported the outer loadings of all indicators having a range between 0.752 to 0.943, which was above the threshold of 0.7, so the model achieved the indicator reliability. Also, the model reported the traditional Cronbach's alpha (Saunders et al., 2019) having a range between 0.870 and 0.954, and the composite reliability (ρ_A) having a range between 0.880 and 0.956, which were above the threshold of 0.7, so the model established the internal consistency reliability (Hair et al., 2022). The average variance extracted (AVE) of all constructs was reported as having a range between 0.722 and 0.830, which were above the threshold of 0.50, so the model established the convergent validity (Hair et al., 2022). Lastly, the model reported each pair of constructs having the HTMT value lower the threshold of 0.90, thus, the model established the discriminant validity (Henseler et al., 2015). However, three indicators were removed from the model to establish the significance of the discriminant validity (Henseler et al., 2015). Then, the model qualified for internal consistency reliability, convergent validity, and discriminant validity, thus, the model can be further analysed in terms of the evaluation of the structural model.

Assessment of Structural Model

The model reported having no collinearity issue as the VIF value of each construct was lower than 5 (Hair et al., 2022). The explanatory power of the model (R^2) of the risk impacts construct (RISK) was 0.483 indicating a substantial level explaining 48.3 percent of the variance, however, the R^2 value of the effectiveness of crisis management construct (ECM) was 0.128 indicating a weak explanatory power (Cohen, 1988). Then, the bootstrapping procedure with 10,000 samples, a percentile approach, and a significance level of 0.05 was performed to determine the significance of the model, and the results are presented in Table 1.

Table 1 Hypotheses decisions of the model

Hypothesis	β	t-values	CI 5%	CI 95%	p-values	Sig. ($p < 0.05$)	Decision
H1	-0.130	1.349	-0.288	0.028	0.089		Rejected
H2	0.186	3.037	0.080	0.280	0.001	***	Accepted
H3	-0.292	3.708	-0.415	-0.158	0.000	***	Accepted
H4	-0.061	0.772	-0.195	0.067	0.220		Rejected
H5	-0.006	0.089	-0.116	0.104	0.464		Rejected
H6	0.488	5.895	0.353	0.626	0.000	***	Accepted
H7	-0.090	1.695	-0.167	0.006	0.045	***	Accepted
H8	0.381	4.770	0.241	0.504	0.000	***	Accepted
H9	-0.064	0.927	-0.185	0.040	0.177		Rejected
H10	-0.061	1.084	-0.151	0.034	0.139		Rejected

Also, 30.3 percent has been working in their current position for at least 5 years. Thus, results commonly agreed that the experiences in risk handling influence both risk impacts and the effectiveness of crisis management, indicating that hotels in Phuket have a learning process to update their crisis management from the previous risks in dealing with future crises (Kolb, 2015). Thus, the findings are in line with the existing research (Chan et al., 2021; Jones & Comfort, 2020; Kato & Charoenrat, 2018; Zhang et al., 2019) revealing that hotels in Phuket acknowledged their risk experiences for implementing crisis management effectively.

As Phuket is a small island destination including coastal, mountainous, and urban areas, hotels located in different areas incur different risks and tourist types. The results supported the previous literature stating that the hotel location affected both human and environmental risks, caused different crises, and influence the effectiveness of crisis management (Chan et al., 2021). The coastal and mountainous hotels would encounter more natural disasters, while the urban hotels would encounter more human-based risks and social disturbances such as pollution and noise. Also, the coastal hotels may have more leisure tourists who have higher expectations of service quality than the city hotels. Thus, the effectiveness of crisis management in hotels would be weakened due to the dynamic crises in terms of insufficient preparedness and coverage of the responses. The finding theoretically extended the organisational behaviour theory to the hospitality crisis research that hotel location, which is an external factor, influences the hotel performance in terms of the effectiveness of crisis management.

On the other hand, the findings theoretically contribute that the internal factors of the hotel organisations including operation period and star rating do not influence both risk impacts and the effectiveness of crisis management of Phuket hotels. Although the long operating period reflects the performance and business continuity of hotels (Coad et al., 2013; Maaji & Barnett, 2019), 80 percent of respondents from hotels that have been operating for more than 5 years argued against that the operating period does not influence the effectiveness of crisis management due to the emerged risks in Phuket. Although the star rating affects all hotels to maintain service quality by preventing risks and implementing appropriate crisis management for maintaining the rating (Pavlatos et al., 2020), the results showed that Phuket hotels argue that the star rating does not influence the risk impacts and the effectiveness of crisis management because hotels have

to prevent risks by implementing effective crisis management strategies regardless of the rating, which is in line with the previous research (Li et al., 2021; Narangajavana & Hu, 2008).

Furthermore, to answer the second research objective, the study revealed that the risk impacts do not mediate the relationship between hotel characteristics and the effectiveness of crisis management. As Phuket hotels have endured several crises, hotels would have realized the importance of having responses preparedness for potential risks. Also, the findings strengthen that COVID-19 was the catalyst for the problem of lacking effective crisis management in the hotel industry in Phuket. Thus, this can confirm the realisation of risk exposures for implementing crisis management effectively, which is supported by previous works (e.g., Chan et al., 2021; Jones & Comfort, 2020; Zhang et al., 2019).

Practical Implication

As post-COVID-19, this study provides the Phuket initiative on crisis management by contributing practical implications to both the hotel industry and the policymakers. For the hotel industry, since hotel location is the most powerful influential factor, hotels should conduct comprehensive risk assessments based on location and surrounding areas to identify their vulnerabilities to specific crises and evaluate factors such as proximity to high-risk areas, local geography, and accessibility during emergencies. Chain hotels should localise their standard procedures to identify risks, while standalone hotels have to prepare and adapt their responses. Also, hotels should appoint managers who have adequate crisis perception to foresee risks and outline crisis management strategies, especially, the standalone hotels have to focus on the appointment process of management teams since the existing crisis management may not align with new managers. Also, hotels should invest in frequent staff training by simulating the possible risks to being familiar with the risk-handling processes and controlling their panicking.

For the related policymakers, the findings recommend differentiating the support policies in enhancing the effectiveness of crisis management. The Phuket hotels would require specific support for preventing location-related risks; for example, coastal hotels may require support for natural disasters, sea accidents, careless guests, and specific staff training such as swimming and boat driving; urban hotels may require support for

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Government Support's Moderation Effect of Government Support on Crisis Management in Upscale Hotels: An Explanatory Sequential Analysis

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Abstract

Despite its high revenue, the tourism industry is highly vulnerable to crises, making effective crisis management essential for maintaining competitiveness. While government support aims to enhance the industry and reduce risks, concerns exist that it may unintentionally weaken crisis management efforts. This study examines the moderation Effect of government support on the effectiveness of crisis management in Phuket's hotel industry. Through an explanatory sequential design, a quantitative survey of 402 managerial hoteliers, analysed using PLS-SEM, confirmed the moderation Effect of government support on the relationship between risk impacts and the effectiveness of crisis management. Subsequent interviews with 15 top-management positions in hotels revealed two distinct levels of this moderation effect, which was thematically explained. Contrary to previous concerns suggesting that government support could hinder crisis management, this study concludes that government support in Phuket has not led to adverse effects among the hotel industry. It also offers recommendations for policymakers to advocate government support that specifically enhances crisis management effectiveness within the hotel industry.

Keywords: Government support, Moderation effect, risk impacts, the effectiveness of crisis management, Phuket

1. Introduction

The tourism industry plays an important role in a country's economic development (Senbeto & Hon, 2020). Although the tourism industry has been generating high GDP, the industry is highly vulnerable to crises (Aliperti et al., 2019) such as political events, terrorism, health issues, financial crisis, natural disaster, and human errors (Wut et al., 2021). Recently, crisis management has become increasingly crucial for maintaining and boosting the tourism industry's competitive edge, particularly in response to rapid changes and unforeseen

The Maldives Marketing & Public Relations Corporation, 2020), and Langkawi receives state-level support (Langkawi Development Authority, 2021). Government support is crucial in shaping and sustaining Phuket's tourism-driven economy and the distinction underlines the unique strategies that characterise this diverse tourist destination.

1.1. Problem statements

Despite the critical role of government policies in shaping crisis management in the hotel industry (Ritchie & Jiang, 2019), limited focus has been placed on government support during crises (Blake & Sinclair, 2003; Salem et al., 2021). In addition, strong government support can enhance hotel capabilities in crisis management and facilitate business resumption during unforeseen challenges, however, government support can lead to negative outcomes, like moral hazards and increased risk-taking behaviour (Farhi & Tirole, 2012; Cohen et al., 2013; Hoque et al., 2015), especially if the support is not well-matched to industry needs. Also, hotels typically seek government aid only when external crises exceed their capacity to manage (Lai & Wong, 2020; Kato & Charoenrat, 2018; Tse et al., 2006), such as during COVID-19 (Pavlatos et al., 2020; Hidalgo et al., 2022).

1.2. Research objectives

This study highlights the need for a balanced, tailored approach to government support in Phuket's hotel industry, where excessive or insufficient aid can undermine crisis management efforts. Therefore, this study has two main objectives: (1) to assess how government support moderates the relationship between risk impacts and crisis management effectiveness, and (2) to explore the factors driving variations in this moderation across hotels. The findings aim to guide policymakers in optimizing their support in terms of resource allocation and financial support for the hotel industry. The focus is on upscale hotels in Phuket, which are well-resourced to implement effective crisis management protocols.

2. Literature Review

2.1. Risk impacts on hotels

Efficient and effective management of organizational resources is crucial for achieving success in any organization. These resources are commonly categorized according to the 4M management theory: money, materials, men, and business management (Drucker, 2011; Drucker, 2012). Risk impact refers to potential losses that affect resource availability and cause operational instability, which can escalate into a crisis if not properly managed (Dorfman &

understanding of the crisis (Lai & Wong, 2020), and offering compensation, subsidies, and support (Margherita & Heikkila, 2021). Lastly, customer-related risks can be addressed by establishing communication channels to keep customers informed and providing financial and emotional assistance to ease anxiety and frustration (Margherita & Heikkila, 2021).

Post-crisis, hotels should re-evaluate their financial and investment plans to assess their current financial status (Pavlatos et al., 2020) while revising workflows and ensuring the availability of products and services by optimizing warehouse, procurement, logistics, and production processes, as well as enhancing workforce security (Margherita & Heikkila, 2021). Employee-related policies should be reviewed, communication channels improved, and risk management teams with comprehensive emergency plans implemented, along with evaluating outsourcing options (Margherita & Heikkila, 2021; Lai & Wong, 2020). Additionally, hotels should reassess promotions to encourage customer return, present the full resumption of services to restore confidence, update customer databases, and consider rebranding market strategies (Margherita & Heikkila, 2021; Pavlatos et al., 2020).

2.3. Government support in the tourism industry

Based on the public interest theory (Kahn, 1988; Spulber, 1989) claims the role of regulation in correcting market failures and developing economic performance, the government can issue support in terms of either bulk policies supporting all industries or specific policies supporting particular businesses.

To mitigate financial-related risks, government support can increase working capital and reduce business burdens through measures such as tax payment extensions, low-interest loans with long repayment periods, VAT reductions (Pavlatos et al., 2020), tax benefits (Lai & Wong, 2020), and capacity-building programs (Kato & Charoenrat, 2018). For operation-related risks, the government can improve working conditions by providing official guidelines, operational standards (Kato & Charoenrat, 2018), free consultations on building standards, safety inspections, and rescue plans (Niininen, 2013). To address employee-related risks, the government can offer free training to enhance job-related skills (Niininen, 2013), particularly during and after crises (Pappas, 2018). Employee subsidies during crises can also help reduce labour costs (Lai & Wong, 2020; Pavlatos et al., 2020), and tax reductions can secure employee positions, welfare, and benefits (Bruhn, 2020; Kato & Charoenrat, 2018; Tse et al., 2006). To reduce customer-related risks, the government can provide subsidies for those affected by crises

3. Methodology

3.1. Mixed method: Explanatory Sequential Design

This study employed a mixed methods research design, combining quantitative and qualitative approaches to provide a comprehensive understanding of the research outcomes (Johnson et al., 2007). Specifically, it used an explanatory sequential design with two phases: the quantitative phase, which surveyed the hotel industry to gather data and generate initial insights, and the qualitative phase, which involved in-depth interviews to explore underlying reasons and enhance the contextual understanding of the quantitative findings (Wisdom & Creswell, 2013).

3.2. Sample size

The quantitative phase focused on upscale hotels in Phuket, as these establishments are more likely to prioritize service quality and have crisis management strategies, unlike lower-tier hotels that may face budget and manpower constraints (Chan et al., 2021; Pavlatos et al., 2020). With no official hotel rating system in Thailand, 241 four- and five-star hotels in Phuket were identified via TripAdvisor, a leading public tourist information website (TripAdvisor, n.d.). Using an online statistical calculator (Creative Research Systems, 2021), the sample size was set at 148 hotels, based on a 5% margin of error and a 95% confidence interval. To avoid bias and incomplete data, three managers from each hotel were surveyed (Creswell, 2018).

In the second phase, purposive sampling is used to select participants based on criteria aligned with the research objectives (Teddie & Yu, 2007; Cooper & Schindler, 2014). The selection targets top management positions in four- and five-star hotels in Phuket, such as general managers, hotel managers, resort managers, and directors, as these roles are expected to offer valuable insights relevant to the study. Unlike quantitative research, qualitative research does not require a fixed sample size but instead seeks to gather new insights, with the number of participants determined by the saturation point (Silverman, 2016).

3.3. Data collection and analysis

Before actual data collection, the questionnaire received ethical approval from the university's ethical committee. A pilot test with 51 managers from upscale hotels showed strong internal consistency, with all questions scoring Cronbach's alpha above 0.70. To ensure sample integrity, participants from the pilot test were excluded from the main study. Regarding the actual data collection, in the first stage, quantitative data was collected via questionnaires based

significantly impacted the relationship between risk impacts and the effectiveness of crisis management, as shown in Table 2. The results demonstrated a significant moderation effect of government support on this relationship ($\beta = -0.117$, $t = 1.860$, $p = 0.031$).

Table 2: Significance of moderation effects

Relationship	β	SE	T-value	p-values	Sig.
(GOV x RISK) -> ECM	-0.117	0.063	1.860	0.031	***
GOV -> ECM	0.373	0.048	7.733	0.000	***
RISK -> ECM	0.004	0.073	0.056	0.477	

*** = Significant at $p < 0.05$

Therefore, the hypothesis (H1) was accepted, indicating that government support moderated the relationship between risk impacts and the effectiveness of crisis management in an inverse manner, as shown by the negative coefficient. This suggests that as government support increases, the relationship between risk impacts and crisis management effectiveness weakens. Slope analysis, as illustrated in Figure 2, confirms the nature of this moderation effect. At low levels of government support, there is a strong positive relationship between risk impacts and crisis management effectiveness, meaning that higher risk impacts improve crisis management. However, at high levels of government support, the relationship turns negative, meaning higher risk impacts reduce the effectiveness of crisis management when government support is strong.

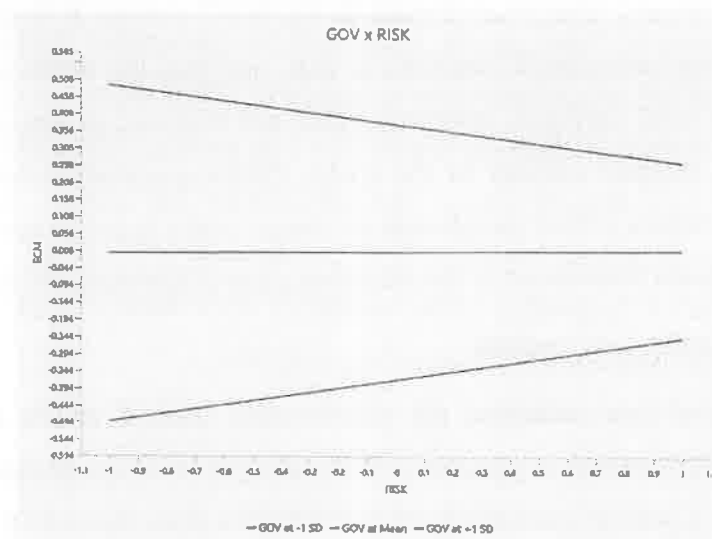


Figure 2: Slope analysis of government support on the risk impact and effectiveness of crisis management

Table 4: The themes of the little moderation effect of government support.

Codes/ Keywords	Respondents	Themes
Not trusting the sufficiency of the support	R1, R2, R5, R6, R8, R9, R10, R11, R13	Unreliable supports
The limited budget of Phuket supports	R2, R11, R14	
Unmatched training	R1, R2, R5, R6, R8, R9, R10, R11, R12, R13, R15	
No adequate collaborations	R5, R6, R8, R9, R10, R11, R13, R15	
Reactive approach and slow responses	R6, R7, R8, R9, R12, R13	
Non-matched tourism campaign in Phuket	R1, R2, R6, R10, R11, R12, R13, R15	Industry collaboration
Strong associations within the industry	R1, R3, R6, R7, R8, R15	
Mutual support and training within the association	R1, R3, R6, R7, R8, R15	Self-managed crisis management
Risk awareness and implementation of crisis management	R1, R2, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15	
Laws requirements	R3, R6, R7, R9, R10, R11, R12, R14, R15	
Having effective specific training	R6, R9, R10, R11, R12, R13, R14, R15	
Less public services required	R6, R10, R11, R13, R14	
Standard of the hotels	R3, R6, R10, R11, R13, R14, R15	

Table 5: The themes of the moderation effect of government support.

Codes/ Keywords	Respondents	Themes
Public securities (road, lighting, and signs)	R7, R12, R13	Security improvement
Fulfilment crisis management (accidents and emergency protocols)	R1, R3, R12	
Professional training (Fire safety and techniques, life-saving procedures)	R7, R12	
Infrastructure development (electricity and water)	R12	
Crises that are beyond the control of the hotels	R1, R2, R3, R7, R8, R9, R12, R13	Confidence increasing
Facilitating and accommodating public services and emergency	R1, R3, R7, R8, R9, R12, R13	
Subsidies and financial support to employees and customers	R7, R8, R9, R12,	
Free training	R8	Cost saving
Lack of department (training department, loss and prevention department)	R8	
Limited financial and manpower in crisis management	R8	

the industry. However, the findings distinguished the moderation effects of government support among Phuket hotels into two different levels: typical moderation and little moderation.

Table 6: Moderation effect of the government support

Level of the moderation effect	Themes
Little moderation	▪ Unreliable supports ▪ Industry collaboration ▪ Self-managed crisis management
Moderation	▪ Security improvement ▪ Confidence increasing ▪ Cost saving

Most standalone hotels in Phuket find government support to have minimal impact on effective crisis management due to its lack of specificity, limited resources, and inefficient implementation. Also, bureaucratic delays and unclear guidelines further limit its effectiveness and accessibility. As a result, industry associations such as the Thai Hotels Association and Phuket Hotel Association were formed to promote collaboration, knowledge sharing, and training, particularly during crises like COVID-19. Additionally, many hotels rely on self-managed crisis strategies due to the vulnerability of Phuket's tourism industry to external factors and the independent crisis management standards of international.

On the other hand, most local and standalone hotels reported that government support positively moderates their crisis management effectiveness in three key areas: security improvement, confidence increase, and cost savings. The most significant benefit is boosting confidence, especially in handling risks beyond the hotel's control. Financial support, such as employee subsidies, helps maintain operations and customer satisfaction during crises, aiding business survival. Additionally, collaboration with public services during emergencies improves crisis response, enabling confident decision-making and adaptation. Moreover, government support enhances security by enforcing safety guidelines and protocols for employees and guests, such as fire protocols, emergency evacuations, and surveillance systems, which promote a safe environment and increase confidence in safety standards. Free government training programs in areas like emergency response and disaster preparedness further enhance staff skills while reducing hotel training costs.

consistently delivered to the industry, may negatively affect the industry instead. Using explanatory sequential research design, the quantitative survey reveals that government support moderates crisis management effectiveness in relation to risk impacts. Follow-up interviews provide deeper insights, showing varying levels of government support's impact across different hotels. This research contributes to hospitality crisis management theory and offers practical insights for policymakers to improve Phuket's tourism sector, which is a strategically important tourist destination within Thailand.

5.5. Limitations of this study

This study has limitations that provide room for future research. First, the findings may not be broadly applicable beyond Phuket due to its unique island tourism characteristics. However, the framework could be relevant for similar destinations such as Samui or Phi-Phi Islands, and future studies should extend research to these areas. Second, data collected during the post-COVID recovery may have limited the sample pool, as many hotels had not fully resumed operations. Future research should broaden the sample for a more comprehensive view of crisis management. Third, as government support was significant during recovery, future studies should re-examine this issue once Phuket's tourism fully recovers to better evaluate the impact of government assistance on crisis management.

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