

# **A Study of SHA Plus Business Adoption of Social Media Using TOE Framework and Its Impact on Non-Financial Performance: An Empirical Study of Foodservice Sector in Chonburi Province, Thailand**

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**Abstract** This study aims to investigate the TOE factors that positively influence social media adoption in SHA Plus businesses in the food service sector and examine the impact of social media adoption on non-financial performance. The study used a questionnaire survey to collect data from 300 Thai SHA Plus restaurants and used regression analysis for hypothesis testing. The findings suggest that technological, organizational, and environmental contexts are significant TOE factors that positively affect social media adoption in SHA Plus businesses. Moreover, after the implementation of social media, all non-financial performance factors, including innovativeness, competitive advantage, and customer satisfaction, are relatively significant in shaping the sustainable performance of the SHA Plus business. The study contributes to the literature on business practices and crisis management, providing practical implications for business owners and policymakers to adopt innovative practices and generate sustainability in SHA Plus non-financial performance. By identifying the critical TOE factors that influence social media adoption and the non-financial performance outcomes associated with social media adoption, this study can help SHA Plus businesses in the food service sector enhance their success in the business world.

**Keywords** Business management; Business performance; Innovation adoption; Technology management; TOE adoption

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## Introduction

COVID-19 has caused an economic shock across various sectors, leading to uncertainty and new business challenges (Hasanat et al., 2020). The hospitality and tourism industries have been particularly hard hit, with widespread devastation observed (World Health Organization, 2022). For example, some restaurants had to close and stop serving customers (Bartik et al., 2020). In the aftermath of COVID-19, enterprises in the hospitality sector, especially the restaurant sector, have had to adapt their operations and develop strategic measures (Im et al., 2021; Thorgren & Williams, 2020). In response, Thailand initiated a project called The Amazing Thailand Safety and Health Administration (SHA) for service industries, including the food service sector, to establish safety standards (The Amazing Thailand Safety and Health Administration, 2021). SHA Plus is an upgraded version with stricter hygiene practices. Nowadays, most restaurants use social media to engage with customers, strengthen relationships, and provide essential information on health protection and online ordering (Widyasari & Soesanto, 2021; Papadopoulos et al., 2020). Businesses can adopt digital technology exploitation, cost reduction[ plans, and crisis management strategies to increase revenue (Guo et al., 2020).

Previous studies have examined the adoption of IT innovation in various industries; however, they did not explore the subsequent phase or the outcomes after adopting social media. The current study aims to bridge this gap by introducing the concept of business performance, specifically focusing on SHA Plus business performance following the implementation of social media. This study employs a logical research model of TOE (Technological, Organizational, and Environmental contexts) to investigate the factors that drive SHA Plus business owners to adopt social media. Additionally, the researcher incorporates non-financial performance to evaluate SHA Plus business performance after adopting social media. The study particularly emphasizes non-financial performance, comprising three key elements: innovativeness, competitive advantage, and customer satisfaction.

The objective of this investigation is twofold: (1) to investigate the crucial TOE factors, namely technological, organizational, and environmental contexts, that exert a favorable impact on the adoption of social media by SHA Plus businesses in the food service sector; and (2) to examine the crucial elements of non-financial performance, including innovativeness, competitive advantage, and customer satisfaction, which are associated with the sustainable performance of SHA Plus businesses in the food service sector after the adoption of social media. This study focuses on investigating the business goals and performance of SHA Plus businesses in the food service sector using social media platforms as a component of their marketing strategy. Furthermore, there has been no prior investigation of these factors in previous studies, specifically their impact on social media adoption and the subsequent results of SHA Plus non-financial performance.

## Literature review and research hypotheses

### *SHA and SHA plus*

The Tourism Authority of Thailand (TAT) initiated The Amazing Thailand Safety and Health Administration (SHA) project to establish safety standards for service industries, encompassing travel agencies, restaurants, hotels, transportation, health, beauty, and entertainment (The Amazing Thailand Safety and Health Administration, 2021). Businesses that meet the SHA safety and health standards receive an SHA certificate, which aids in reducing the transmission of COVID-19. SHA Plus is an upgraded version of SHA that requires businesses to adhere to stricter criteria, including staff vaccination, emergency solutions, and SHA certification. This, in turn, helps businesses regain customer trust and confidence in utilizing their services (The Amazing Thailand Safety and Health Administration, 2021).

### ***The technological, organizational, and environmental contexts***

The TOE Framework measures IT adoption, which impacts an organization's choices (Hwang et al., 2016). First, the technological context relates to the availability of valuable and innovative technologies that improve organizational performance and productivity (Matikiti et al., 2018). This context encompasses three characteristics: relative advantage, complexity, and compatibility (Rogers, 2003). Relative advantage is the extent to which organizations consider innovation superior to current technology (Chong & Olesen, 2017). Complexity refers to the difficulty of applying innovation and technology to businesses (Wu & Chuang, 2009). Compatibility is the congruity of innovation with an individual's life trajectory, pre-existing values, prior experiences, and needs (Tahar et al., 2020). Pateli et al.'s (2020) study on social media adoption by organizations in the hospitality sector revealed that the technological context is the foremost predictor of the power dynamic impacting adoption. Second, the organizational context, including management, company size, and employees, influences innovation adoption within a business (Maduku et al., 2016). This study emphasizes the importance of top-level management support and employee skills in social media and technology. Top management support is crucial for providing resources and promoting organizational learning for successful adoption (Lin, 2014). Employee skills in social media and technology help facilitate the adoption of new technology and innovation. Top management support and employee skills are critical factors that affect social media integration into business practices (Dahnii et al., 2014; Fitriati & Mulyani, 2015). Third, the environmental context refers to the external environment and is the main driving force for innovation adoption (Lu et al., 2015). Two significant factors influence the adoption of new technology: competitive pressure and governmental encouragement (Chau et al., 2020). Competitive pressure from competitors compels businesses to adopt social media and other innovative technologies (Oliveira et al., 2014). Government regulations can encourage or prohibit businesses from adopting social media and technology (Awa et al., 2017). A previous study by Chiu et al. (2017) claimed that the TOE concept mainly influences enterprises' adoption of broadband mobile applications.

### ***Social media adoption***

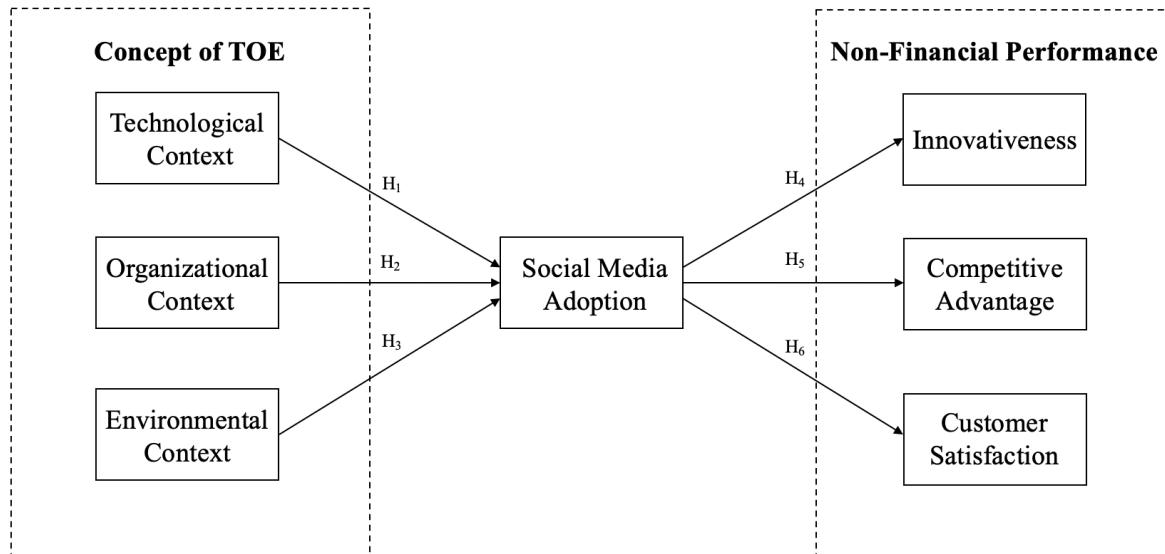
Social media enables users to create, share, and exchange diverse content types in virtual communities (Alshehri, 2019). Businesses utilize social media for customer attraction and retention, feedback collection, and effective communication. Competitors' adoption of social media can stimulate businesses to embrace it, and an organization's level of social media awareness significantly influences its adoption (Shen, 2015). Furthermore, social media has enhanced business performance and financial sustainability (Praveena & Thomas, 2014). Rahman et al. (2020) demonstrated that adopting social media contributes to increased financial sustainability in firms. Mangold and Smith (2011) suggested that businesses can improve their performance by using social media to engage with customers on social networking platforms.

This study investigates the factors driving SHA Plus business owners to adopt social media and assesses the non-financial performance of these businesses post-adoption. The study adopts the Technological, Organizational, and Environmental (TOE) framework to create a coherent research model. Drawing from existing literature and relevant knowledge, the researcher has chosen the TOE framework as the key research model to study the adoption of innovative technology by SHA Plus businesses operating in the food service sector, specifically focusing on social media. Notably, there needs to be more research in the context of SHA Plus businesses in the food service sector. As a result, the following research hypotheses have been formulated:

H1: Technological context positively influences social media adoption by SHA Plus businesses in the food service sector.

H2: Organizational context positively influences social media adoption by SHA Plus businesses in the food service sector.

H3: Environmental context positively influences social media adoption in the food service sector.



**Figure 1** Conceptual framework

#### ***Business performance (Financial and non-financial)***

Measuring a business's performance helps identify the strength of its operations (Mahmudova & Kovács, 2018). Business performance indicators are financial and non-financial (Maes et al., 2005; Saad & Patel, 2006). Financial indicators focus on the business's success in terms of financial-related factors, such as sales, profit, return on investment, and more (Maes et al., 2005). In contrast, non-financial indicators evaluate a company's performance using metrics unrelated to finances. These indicators primarily encompass customer satisfaction, competitive advantage, and innovativeness (Samir, 2020).

First, innovativeness represents companies' creative approaches to transforming new opportunities into practices that drive ongoing business improvement (Allahar, 2019; Lichtenhaller, 2020). A study by Adam and Alarifi (2021) on SMEs' innovation practices indicated that implementing innovation practices leads to improved SME performance. Second, competitive advantage arises from a company's strategic choices that allow it to seize market opportunities (Friesenbichler & Reinstaller, 2022). Companies that enhance value and benefits for their customers may establish a sustainable competitive advantage in the market (Agustia et al., 2020). Research by Farida and Setiawan (2022) demonstrated that effective implementation of new tactics contributes to an increased competitive advantage. Third, customer satisfaction measures the degree of customer contentment with a company's products or services (Mitchev & Nuangjamnong, 2021). Customer satisfaction results from a cumulative experience with the buying process over time and recent interactions (Kotler & Armstrong, 2010). Dwivedi et al. (2021) found that adopting social media in B2B operations enhances customer satisfaction.

A comprehensive literature examination found no prior studies investigating the relationship between social media adoption in the food service sector with SHA Plus certification and non-financial performance. Thus, this study aims to bridge this research gap and shed light on this context.

In this study, the researchers have chosen 'non- financial performance' and its three-dimensional constructs of innovativeness, competitive advantage, and customer satisfaction as integral components of the research model. As a result, the following research hypotheses are proposed:

H4: Social media adoption by SHA Plus businesses in the food service sector positively influences innovativeness.

H5: Social media adoption by SHA Plus businesses in the food service sector positively influences competitive advantage.

H6: Social media adoption by SHA Plus businesses in the food service sector positively influences customer satisfaction.

## Research methodology

### Questionnaire design

The researcher has created a survey questionnaire to obtain responses from Thai SHA Plus restaurant owners in Chonburi province, Thailand. The survey questionnaire was structured into eight segments: the demographic profile, technological context, organizational context, environmental context, social media adoption, innovativeness, competitive advantage, and customer satisfaction. In addition, three qualified experts in business and management have evaluated all of the questions' content validity (IOC: Indexes of Item-Objective Congruence). Content experts found the survey questionnaire to have content validity. The participants were directed to express their concurrence or disagreement with each statement using a five-point Likert scale, from 1, "strongly disagree," to 5, "strongly agree."

### Data collection

The researcher used a questionnaire survey as a research instrument to gather data from 300 Thai SHA Plus restaurants in Chonburi province, Thailand. This survey was conducted from October 2022 to November 2022. The researcher requested permission from the restaurant owners to conduct the on- site questionnaire survey. In addition, respondents are entitled to decline to answer the questionnaire or withdraw from the survey at any point.

### Population and sampling information

The researcher determined the appropriate sample size by utilizing Yamane's (1973) formula with a confidence level of 95% and a precision level 0.05. This formula is used to find the sample size from Thai SHA Plus in the food service sector. The data of SHA Plus businesses in the food service sector is 1,055 (The Amazing Thailand Safety and Health Administration (SHA), 2022).

Calculation,  $n = N / (1 + Ne^2)$

$n = 1,055 / (1 + 1,055(0.05)^2)$

$n = 290.03$

The total sample size,  $n = 290$

**Note:** n = sample size; N = a population size; e = the level of precision (A 95% confidence level or 5% precision level)

### Data analysis

This study evaluated the construct's reliability and validity using Structural Equation Modeling (SEM). Furthermore, regression analysis has been employed to analyze the hypotheses to get the results of this study's hypothesis tests.

## Research findings

### Characteristics of respondents

Table 1 presents the fundamental features of the 300 participants, which include gender, age, educational attainment, job position, and the number of employees. A sample of 300 respondents contained 63.67% female and 36.33% male respondents. The respondents were mostly 40 – 49 years old (34.33%). The highest percentage of education level was Bachelor's Degree (64%). Most of them were the owners of the business (49%). For the number of employees, most Thai SHA Plus (SHA+) restaurants in this study hired 50 – 100 employees (55%).

**Table 1** Characteristics of respondents

Classification	Frequency	Percentage (%)
<b>Gender</b>		
Male	109	36.33
Female	191	63.67
<b>Age (Years old)</b>		
Under 18	0	0
18-29	28	9.34
30-39	64	21.33
40-49	103	34.33
50-59	66	22.00
60-69	39	13.00
70 or older	0	0
<b>Education level</b>		
High school or lower	0	0
Bachelor's Degree	192	64.00
Master's Degree	83	27.67
Doctoral Degree	25	8.33
<b>Position</b>		
Owner	147	49.00
Executive	86	28.67
Manager	61	20.33
Others	6	2.00
<b>Number of employees</b>		
Below 50	78	26.00
50 – 100	165	55.00
100 – 200	53	17.67
200 – 300	4	1.33
More than 300	0	0

### Reliabilities and validities of measurement scales

Confirmatory factor analysis and descriptive analysis were employed to evaluate the reliability and validity of all measurement scales. The results of these analyses are presented in Tables 2 and 3, respectively. Table 2 shows that CFA produced a well-fitting model, as indicated by the values of the fit indices. The NFI, NNFI, RFI, and CFI all exceeded 0.90. The RMSEA and RMR (all in the acceptable range) did not exceed 0.08. All scale items have loadings ranging from 0.65 to 0.93, statistically significant at 0.01. This indicates that all measures have acceptable convergent validity.

Table 3 displays Cronbach's alpha coefficients (ranging from 0.821 to 0.921) and composite reliabilities (ranging from 0.840 to 0.937) for all constructs. These values indicate that each construct surpasses the acceptable reliability threshold of 0.70. All the AVEs values are higher than the commonly accepted cutoff value of 0.5 (ranging from 0.643 to 0.936). In addition, adequate reliabilities are demonstrated by all the measures. Finally, all diagonal elements representing the square root of AVEs are greater than any corresponding row or column entry, indicating that each construct is distinct. Hence, the discriminant validities of all measures are confirmed.

**Table 2** Measurement scale items and CFA results

Latent variables	Observed variables	SLC (t-value)
<b>Technological context</b>	1. Using social media helps my business obtain accurate information. 2. It offers an efficient way of managing products and services. 3. It is easy to use. 4. It is easy to integrate with existing processes. 5. Using social media is compatible with our business operations.	0.79 (16.43) 0.75 (15.14) 0.78 (16.08) 0.81 (17.05) 0.82 (17.13)
<b>Organizational context</b>	1. The owner(s) are aware of social media's benefits. 2. The owner(s) support the adoption of social media. 3. Organizational competency leads to the easiness of adoption. 4. This competency leads to the usefulness of adoption.	0.82 (17.32) 0.65 (12.81) 0.75 (15.52) 0.70 (14.17)
<b>Environmental context</b>	1. Competition in the market is a factor in my decision to adopt social media. 2. I know that my rivals already use social media. 3. Customers' requirements indicate that a business needs to adopt social media. 4. Customers' behaviors indicate that a business needs to have social media. 5. Government has policies encouraging companies to adopt technologies. 6. The governmental agencies provide services toward e-commerce adoption.	0.75 (14.97) 0.75 (14.98) 0.65 (12.31) 0.84 (17.54) 0.70 (13.55) 0.65 (12.49)
<b>Social media adoption</b>	1. I intend to continue using social media in my business. 2. The idea of social media adoption is considered as a wise one. 3. Social media adoption brings joy to my business. 4. Social media helps my business to operate better in advertising and marketing. 5. Social media provides new opportunities and enhances productivity.	0.68 (12.61) 0.70 (13.36) 0.74 (14.12) 0.67 (12.50) 0.65 (12.05)
<b>Innovativeness</b>	1. After the adoption of social media, my employees have the capacity to generate new ideas. 2. My employees are able to absorb new ideas.	0.69 (13.26) 0.80 (16.27)

Latent variables	Observed variables	SLC ( <i>t</i> -value)
Competitive advantage	3. My employees are able to share ideas into new products and/or systems.	0.93 (21.23)
	4. My business can easily provide new information to customers.	0.85 (17.98)
	5. My business can easily approach new domestic target groups.	0.75 (15.11)
	1. After the adoption of social media, it helps to increase the speed of response to customers.	0.76 (15.34)
	2. It helps to generate new processes.	0.81 (16.75)
Customer satisfaction	3. It helps to improve existing processes.	0.82 (17.55)
	4. It helps to increase the ability to outperform the competition.	0.82 (17.46)
	5. It allows the business owner to generate higher benefits.	0.86 (18.59)
	1. The adoption of social media helps us enhance customer retention.	0.90 (19.89)
	2. My business is fast in adopting the latest technology.	0.88 (19.61)
	3. My business can deal with customers' suggestions or complaints in a timely manner.	0.83 (17.96)
	4. The use of social media to keep customers informed the new information and boost customer satisfaction.	0.77 (15.79)
	5. Customers are satisfied with the engagement on social media.	0.79 (16.22)

**Note:**  $\chi^2 = 1273.52$ ;  $df = 520$ ;  $\chi^2/df = 2.45$ ; NFI = 0.95; NNFI = 0.97; CFI = 0.97; RFI = 0.95; RMSEA = 0.070; SRMR = 0.052; SLC: standardized loading coefficient

**Table 3** Descriptive analysis, correlations, reliabilities, and discriminant validities of measurements

Model constructs	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) Technological context	<b>0.921<sup>a</sup></b>						
(2) Organizational context	0.907 <sup>b</sup>	<b>0.861</b>					
(3) Environmental context	0.819	0.855	<b>0.924</b>				
(4) Social media adoption	0.592	0.562	0.517	<b>0.802</b>			
(5) Innovativeness	0.690	0.676	0.675	0.495	<b>0.882</b>		
(6) Competitive advantage	0.271	0.228	0.189	0.606	0.179	<b>0.954</b>	
(7) Customer satisfaction	0.302	0.262	0.245	0.641	0.209	0.920	<b>0.967</b>
Cronbach's alpha ( $\alpha$ )	0.893	0.829	0.873	0.817	0.899	0.911	0.921
Composite reliability (CR)	0.914	0.920	0.888	0.840	0.891	0.931	0.937
AVE	0.849	0.741	0.854	0.643	0.778	0.910	0.936

**Note:** <sup>a</sup>Diagonal elements (in bold) represent the square root of the AVE; <sup>b</sup>Off-diagonal elements (including the lower triangle of the matrix) represent the standardized correlations among constructs

### The results of research hypothesis testing

Table 4 illustrates the results of the research hypothesis testing. Regression analysis examined the relationship between independent variables and their respective dependent variables.

Technological context positively influences social media adoption by SHA Plus businesses in the food service sector ( $\beta = 0.592$ ,  $t = 12.691$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H1.

Organizational context also positively influences social media adoption ( $\beta = 0.562$ ,  $t = 11.721$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H2.

Environmental context positively influences social media adoption ( $\beta = 0.517$ ,  $t = 10.426$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H3.

Social media adoption positively influences innovativeness ( $\beta = 0.495$ ,  $t = 9.823$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H4.

Social media adoption positively influences competitive advantage ( $\beta = 0.606$ ,  $t = 13.141$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H5.

Social media adoption positively influences customer satisfaction ( $\beta = 0.641$ ,  $t = 14.415$ ) at the 0.001 significance level.  $R^2$  is greater than 0.1, with a p-value of 0.000, and the F-statistic is significant. This fully supports H6.

**Table 4** The results of the research hypothesis testing

Hypothesis	R <sup>2</sup>	Adjusted R <sup>2</sup>	t-value	F-value	p-value	Beta ( $\beta$ )	VIF
H1	0.351	0.349	12.691	161.049	0.000***	0.592	1.000
H2	0.316	0.313	11.721	137.374	0.000***	0.562	1.000
H3	0.267	0.265	10.426	108.693	0.000***	0.517	1.000
H4	0.245	0.242	9.823	96.493	0.000***	0.495	1.000
H5	0.367	0.365	13.141	172.674	0.000***	0.606	1.000
H6	0.411	0.409	14.415	207.805	0.000***	0.641	1.000

**Note:** \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

## Discussion

This study employs a logical research model based on the Technological-Organizational-Environmental (TOE) framework to investigate the factors influencing SHA Plus business owners' adoption of social media. Furthermore, it integrates the concept of non-financial business performance, focusing on innovativeness, competitive advantage, and customer satisfaction after the adoption of social media. The discussion here highlights the key findings related to the TOE framework's correlation with social media adoption and SHA Plus non-financial performance.

### TOE factors influencing social media adoption

First, this study delves into the significant TOE factors affecting the adoption of social media. Empirical findings confirm that the Technological context positively influences social media adoption by SHA Plus businesses in the food service sector (*Supporting H1*). Given the increasing online presence of SHA Plus businesses, adopting innovative practices is essential to enhance performance (Chandra & Kumar, 2018).

The results also demonstrate that Organizational context positively influences social media adoption by SHA Plus businesses in the food service sector (*Supporting H2*). In preparation for innovation adoption, owners, managers, and employees in the food service sector are actively gearing

up to embrace these innovations (Maduku et al., 2016). It is consistent with prior studies emphasizing the crucial role of top management support and employees' information technology skills in facilitating technology adoption (Lin, 2014; Fitriati & Mulyani, 2015).

Furthermore, the study reveals that Environmental context positively influences social media adoption in the food service sector (*Supporting H3*). With mounting competition and changing market dynamics, businesses rapidly adapt to social media and related technologies. The Thai government's efforts to boost internet and mobile internet penetration further contribute to the favorable environment for social media adoption in the food service sector.

### **Effects of social media adoption on non-financial performance**

The second facet of this study examines non-financial performance elements: innovativeness, competitive advantage, and customer satisfaction, associated with the sustainable performance of SHA Plus businesses in the food service sector post-social media adoption. Empirical findings endorse the positive impact of social media adoption on Innovativeness (*Supporting H4*). After social media adoption, businesses exhibit increased creativity, efficiently target new customer segments, and promptly disseminate information through novel platforms, thus contributing to enhancing non-financial performance indicators. Additionally, Sha Plus businesses in the food service sector can adapt to different innovations, further improving their non-financial performance. These results align with the findings of Adam and Alarifi (2021), emphasizing that embracing innovation results in enhanced business performance.

Likewise, social media adoption positively influences Competitive advantage (*Supporting H5*). The adoption of social media empowers businesses in the food service sector by granting them a competitive edge, resulting in increased profitability and enhanced responsiveness to customer needs. It allows businesses to outperform their competitors, leading to higher profits and benefits and accelerating their responsiveness to customers. These findings align with prior research conducted by Farida and Setiawan (2022), emphasizing that the effective implementation of innovation contributes to an improved competitive edge. Additionally, adopting social media further bolsters a business's competitive advantage, ultimately enhancing non-financial outcomes, as supported by Falahatgar et al. (2022).

Finally, social media adoption enhances Customer satisfaction. Social media adoption by SHA Plus businesses in the food service sector positively impacts Customer satisfaction (*Supporting H6*). This adoption allows the food service sector to improve customer retention by efficiently addressing customer feedback and concerns, ensuring timely and attentive responses, and keeping customers informed about new developments to enhance overall customer satisfaction. These findings are consistent with a prior study by Dwivedi et al. (2021), which highlights how adopting social media can improve customer satisfaction in the business. Furthermore, social media adoption contributes to non-financial performance, aiding businesses in developing enhanced business strategies, as indicated by Werdani and Djoko (2018).

## **Conclusions**

In conclusion, this study presents several noteworthy contributions to social media adoption and its impact on business performance, particularly within SHA Plus businesses in the food service sector. First, this study effectively employs the TOE framework to analyze social media adoption by SHA Plus businesses comprehensively. This approach provides valuable insights into the adoption process. It identifies key factors that influence businesses' decisions in this regard, thereby contributing to the broader literature on social media and its impact on business performance. Second, this research delivers empirical evidence highlighting the positive influence of social media adoption on non-financial performance. By shedding light on the relationship between social media and overall business

performance, this study significantly contributes to the existing literature. Furthermore, this study delves into the factors influencing social media adoption among SHA Plus businesses in the food service sector. This nuanced understanding of the adoption process can provide valuable guidance for these businesses. Lastly, this study's contextualization within the unique Thai food service sector offers insights into the industry's specific challenges and opportunities. These insights can have implications for similar sectors, both regionally and globally. These contributions hold value for researchers and SHA Plus businesses, policymakers, and government sectors. They offer insights that can be harnessed to strengthen business resilience, enhance crisis management, and foster innovative practices essential for thriving in today's competitive environment.

Moreover, the findings allow us to offer specific recommendations tailored to SHA Plus businesses, entrepreneurs, and policymakers.

For *SHA Plus businesses* in the food service sector, embracing social media as part of their marketing and customer engagement strategies is crucial. This includes cultivating a strong online presence, responding promptly to customer inquiries and feedback, and ensuring customers are well-informed about the latest developments and safety measures. Additionally, investing in training programs to enhance employees' social media skills can be instrumental in this endeavor.

*Entrepreneurs* entering the food service sector, particularly in the context of SHA Plus certification, should recognize the strategic importance of adopting social media. Embracing innovative practices and staying attuned to technological advancements is key to gaining a competitive edge and positioning themselves for success in a competitive environment.

*Policymakers and government sectors* can further support the food service industry by promoting initiatives to improve internet and mobile internet penetration. These measures create an environment conducive to social media adoption. Providing resources and incentives to adopt social media strategies effectively, especially for small and medium-sized enterprises, can be vital.

In conclusion, these recommendations are designed to empower SHA Plus businesses, entrepreneurs, and policymakers. By leveraging the insights from this study, they can enhance business resilience, navigate crises effectively, and embrace innovation to thrive in today's fiercely competitive business landscape.

### **Limitations and future research directions**

The researcher acknowledges two limitations and presents recommendations for potential areas of future research. Firstly, it is essential to note that the survey was limited to Chonburi province, Thailand. While the findings offer valuable insights into the context of SHA Plus businesses in this region, expanding the geographical scope beyond Chonburi to include various provinces and other countries is warranted. This expansion would yield a broader perspective and a more comprehensive understanding of social media adoption and its outcomes in diverse regional and cultural settings.

Additionally, this study predominantly focused on non-financial performance as a measure of business success. However, it is important to recognize that business performance is multifaceted. To gain a more comprehensive understanding, future research could delve into specific aspects of financial performance, such as sales growth, return on investment, and profitability. Moreover, exploring additional variables like technology readiness and employee competencies can contribute to a deeper knowledge base. These considerations address the study's limitations and lay the foundation for more robust and comprehensive research in the future, enriching our understanding of the impact of social media adoption on business performance.

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