

THE COMPETITIVENESS DEVELOPMENT OF HEALTHY FOOD ORGANIZATIONAL IN THE NEW NORMAL

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ABSTRACT

The effect of coronavirus-2019 pandemic had changed people lifestyles in terms of consumption and behavior. Healthy food is one of the choices that help consumers staying healthy and increasing immunity. Therefore, the business in healthy food is more competitive. The objectives of this research were to 1) study the level of competitiveness of healthy food organizations; 2) study the influence of transformational leadership, employee engagement, innovation, and knowledge management that affects the competitiveness of the healthy food organization; and 3) create guidelines for improving the competitiveness of the healthy food organization in the new normal. This research employed a mixed research methodology combining a quantitative and qualitative research methods. In quantitative research method, the stratified random sampling was employed in this study. The strata were healthy food business entrepreneurs in the metropolitan area and in vicinities. The sample size consisted of 360 people, it was calculated by 20 times of the observed variable. The questionnaires were distributed and data were analyzed by structural equation model. In the qualitative research method, the structured interviews were conducted with 20 key informants. The sample informants were 1) five government executives related to the food industry; 2) five private sector executives involved in the food industry; 3) five entrepreneurs or healthy food organization executives; and 4) five healthy food consumers. The research finding shows that 1) the competitiveness of the healthy food organization was at a high level. 2) transformational leadership, knowledge management, employee engagement and innovation had a significant positive influence on the competitiveness of healthy food organizations at the 0.01 level of significance, and 3) guidelines for the developing the competitiveness of healthy food organizations in the new normal era, consisting of (1) the leaders of healthy food organizations should increase their knowledge and ability in order to keep up with the changes in time; (2) to promote and support knowledge management, and intrinsic knowledge to the operations; (3) create employee participation to increase employee engagement in the organization; (4) implement the innovations of goods production process or healthy food products to make the goods or products outstanding; (5) research and development to create a variety of new goods or products with standardized quality and environmental friendliness; and (6) develop marketing strategies, healthy food market analysis, and consumer demand to increase market share. The results of this research could be the information to support both the public and private sectors in the policy making process or the direction of healthy food business development to be competitive at both national and international levels.

Keyword: Competence/ Competition / Healthy food / New Normal

THE BACKGROUND AND IMPORTANCE OF THE PROBLEM

The coronavirus 2019 outbreak has affected the social, economic, public health and health of the world's population. This causes the lifestyle to change abruptly by social distancing, working from home, working remotely Online or Internet discussions and meetings. People need to live and behave in accordance with the new normal (Di Renzo et al, 2020). Changes in consumption habits to stay healthy. Survive the great pandemic, people are increasingly consuming healthy foods during the COVID-19 pandemic to boost their health and support the immune system (Food and Agriculture Organization of the United Nations, 2020).

Changes in consumer behavior in the new normal have resulted in health food products being greater demand in the market. Consumers are becoming aware and aware of the side effects of drug use and chemical products. As a result, consumers are turning to preventive health care, resulting in the expansion of the healthy food market (Golijan & Dimitrijevic, 2018).

Thai consumers have a changing dietary habit and a greater emphasis on healthy food. Thailand's health food market is functional food and drink, naturally healthy food, vitamins, dietary supplements and herbal products. At 2020, the health food market was valued at US\$6.511 million, or approximately BAHT 200 billion. Growth increased by 2.8 percent and will increase to \$9.197 million, or approximately Baht 275 billion. At 2025, supported by the expansion of urban society. As a result, the number of middle-class consumers who are the main consumers in the health food group has increased (Thai State Online, 2021). The health food business is more competitive.

The competitiveness of the organization enters the competitiveness that requires speed (Speed-based Competition) instead of the scale-based competition (Brzozowski, 2011). Gaining asset network that requires greater importance to consumers (consumption base), especially in niche markets. Key factors that reflect competitiveness are seen by the ability of personnel to generate employee productivity that meets or exceeds customer demands and differential product to maintain and increase market share. Finally, to generate a high level of profitability for the organization. From production with cost reduction that maintains the quality of the product. Therefore, competitive development is required for all organizations to try to develop themselves to a level of competitive advantage because it helps the organization survive and can stand in a sustainable targeted market. Competitiveness is the key to achieving your organization's ability to achieve your goals, and be able to maintain competitiveness in the midst of changes in the environment. And consumer behavior is changing rapidly. Especially the consumption habits of the middle class (Atanassova, Doukovska, Kacprzyk, Sotirova, Radeva & Vassilev, 2018).

The current consumption of healthy foods is greater. As a result, the health food business is constantly expanding in an increasing number of entrepreneurs. A variety of products, including quality and price. These factors result in competition for market advantage. If health food organizations have higher competitiveness, they will have a greater advantage. Therefore, improving the competitiveness of the organization is important. Indicators that reflect competitiveness, including corporate profits, ability to reduce costs, product differences, employee productivity and market share. However, the development of the competitiveness of the organization has several factors involved: Corporate Leadership, Employee Engagement, Innovation and Knowledge Management.

LITERATURE REVIEWS

Competitiveness: As economic change occurs rapidly, along with more complex customer demands and opening up new markets increases pressure on organizations to be competitive and try to build higher capacity. Competitiveness can be divided into 3 levels: nationally, industrial and organizational (International Institute for Management, 2003). If a manufacturer has higher productivity resources than other manufacturers, it will produce higher returns even if the price of output is the same. The role of entrepreneurs is an important factor in the competitiveness of the business (Schwab, 2010) The competitive strategy is to cope for the benefit of the organization. Competition in the industry that produces goods or services consists of 5 factors: 1) the entry of new competitors, 2) the threat of substitutions, 3) the bargaining power of buyers, 4) the bargaining power of suppliers, and 5) competition between existing competitors (Porter, 1985). Competitiveness starting with the business, having the ability to create quality products or services. Efficient delivery to business agility and cost management (Rosenzweig & Roth, 2004). And reflects competitiveness, including 1) superior efficiency, 2) quality, 3) innovation, and 4) customer responsiveness. (Hill & Jones, 2009).

Transformational Leadership: Influence the changing attitudes of members of the organization, build engagement and key corporate strategies. This is related to the influence on the follower, thus being a factor associated with the competitiveness of the organization (Nuseir, 2010). It encourages competitive advantage and has a positive relationship with the treatment of employees. Organizational effectiveness and in-house motivation (Yamin, 2020). The change leadership model has a significant influence on the development of competitive advantages that place greater emphasis on quality product innovation. (Devie, Samuel & Siagian, 2021). Leadership is a key factor in building an advantage over competitors, and change leaders are those who see the future situation of the organization positively, contributing primarily

to improving employee self-confidence (Cameron & Quinn, 2005). Help employees realize their potential, communication, mission and vision. Engaging employees in their work to meet their needs is the success of the organization (Peterson et al., 2009). Able to make timely decisions Set directions, plans, provide feedback, and provide resources to personnel to perform tasks successfully. Leaders are expected to have the ability to understand their customers and provide high-quality products or efficient services, plan and allocate resources, such as assets, core organizational capabilities, Knowledge and processes to achieve specific goals of the organization effectively and effectively (Claude, 2018).

Employee Engagement: Employee engagement drives business success, promoting and maintaining the organization's capabilities. Building employee loyalty improves the performance of the organization, builds the competitiveness of the organization. Employee engagement affects the productivity of employees that can increase the competitive advantage of the organization, with new work from concept developers. Organizations should formulate strategies to improve employee engagement in order to achieve consistently higher productivity (Ifeanyi & Ugochukwu, 2018). It is the driving force and maximum productivity drive, the best ideas and commitment of employees lead to the success of the organization and also significantly affect the efficiency of the organization (Mercer, 2007). Improving customer service quality, long-term satisfaction and finances, Valuable efforts and doing what is important to the organization gives the organization a competitive advantage. Ensuring employees affect the effectiveness and growth of the organization. And if the level of employee engagement is low Employee, motivation is also low (Pillay, 2018). Employees are dedicated and involved in the organization, resulting in higher productivity (Budriene & Diskiene, 2020).

Innovation: In competitive conditions, it is necessary and accepted by business organizations to have the ability to innovate. Outside the conventional thinking boundaries (Mensah & Acquah, 2015). Innovation capabilities affect sustainable competitiveness. Innovation will be an important tool for building the competitive advantage of the business and building a growth business by bringing knowledge, expertise and intellectual property to create economic and social benefits (Esichaikul, 2015). It is the source of business growth and the ability to maintain a competitive advantage. Contributes to the development and relationship with other parts. This leads to a long-term advantage in running the organization (Yuan-Duen & Huan-Ming, 2008). Drive organizations to develop to gain competitive advantage. Innovative organizations can be reflected through product sales, services, managing their own businesses and more. In addition to innovation, it is essential to develop and enhance many other skills that enable successful organizational management (Obradovic & Obradovic, 2016). Innovation uses knowledge to create something of new economic value for changing minds, things and better corporate processes or services (Simpson, Siguaw & Enz, 2006).

Knowledge Management: It is a process that enables employees and organizations to continuously evolve. Competitiveness comes from two integrations: resource-based understanding and knowledge firm. The organization will seek to create a knowledge-based competitive advantage to interact with competitors, and knowledge becomes an important resource management (Nonaka, 1994). Knowledge creation of knowledge exchange is a matter that will allow the organization to survive in the midst of an all-round competition. Knowledge creation leads to competitive advantages, as well as the introduction of innovation to help compete (Hislop, 2018). It is necessary to place a full emphasis on building employee engagement amidst high competition, to achieve knowledge management while employees face challenges (Josefy, Kuban, Ireland, & Hitt, 2015). Knowledge management is considered to be the development of the organization of intangible assets of the Company. The company's economic and manufacturing levels depend on brain power, human capital and invisible capabilities rather than physical property. Competitiveness depends on the capabilities of intangible assets based on knowledge management (Rahimli, 2012). Organizations with increased knowledge affect superior competitiveness because it is difficult for other organizations to plagiarize, because knowledge is an intangible asset, it is not a good asset. Therefore, organizations must constantly seek new knowledge as well as properly manage knowledge and use it effectively to deliver something better to their customers than their competitors (Grandy & Wicks, 2008).

RESEARCH OBJECTIVES

1. To study the competitiveness level of health food organizations.

2. To study the influence of transformational leadership factors, employee engagement, innovation and knowledge management that affect the competitiveness of healthy food organizations.
3. To create guidelines for improving the competitiveness of health food organizations in the new normal.

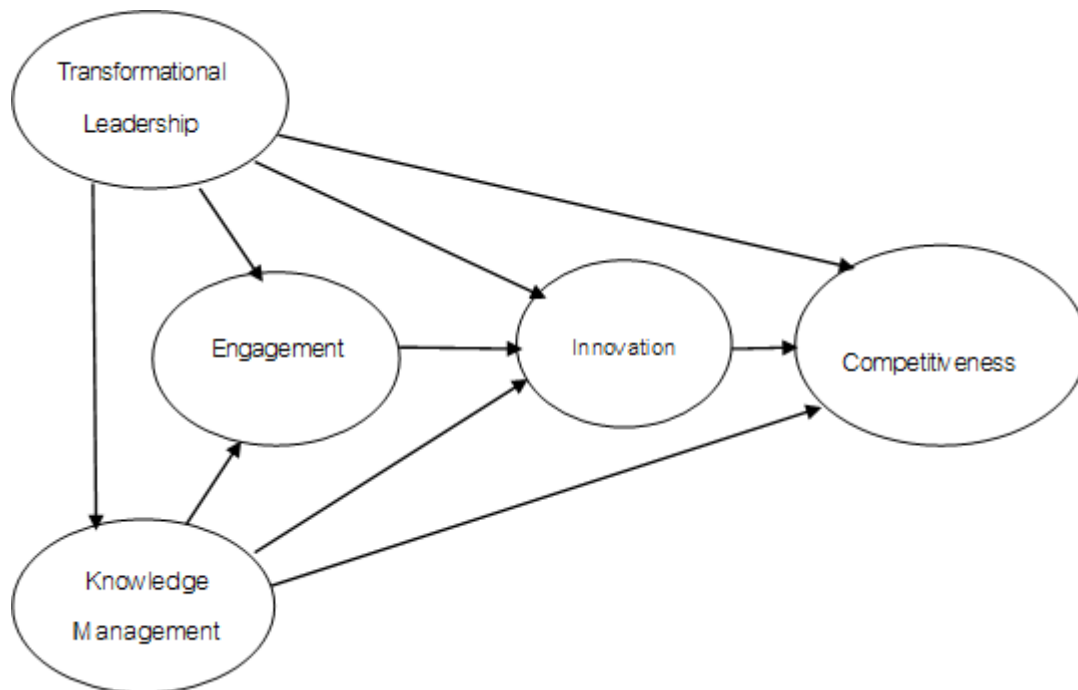
RESEARCH HYPOTHESIS

1. Transformational leadership, employee engagement, innovation and knowledge management affect the competitiveness of healthy food organizations.
2. Transformational leadership, employee engagement and innovation affect knowledge management
3. Transformational leadership and employee engagement affects innovation.
4. Transformational leadership affects employee engagement.

RESEARCH CONCEPTUAL FRAMEWORK

According to the review, Researchers determined factors that influence the competitiveness of healthy food organizations. In the new normal, transformational leadership (TRAN), employee engagement (ENGA) innovation (INNO) and knowledge management (KNOW).

Conceptual Framework



RESEARCH METHODS

This research is a combination of quantitative and qualitative research.

Quantitative Research: The samples are entrepreneurs/executives of health food organizations with 1 year or more experience in Bangkok and metropolitan areas. Sampling based on probability, Stratified random sampling for 360 people

The instrument is a 90-point 5-level estimate query. Check the quality of the instrument by determining the IOC value, finding that the entire IOC value is .98 and the entire sentiment value is .980, analyzing data using descriptive statistics and analyzing structural equation models.

Qualitative Research: The key contributors are 1) public and private executives involved in the food industry, including 5 persons each, totaling 10 persons 2) health food organization entrepreneurs, including 5 persons and 3) healthy food consumers, including, including 5 persons, totaling 20 persons. The instrument is a structured interview, 12 open-ended questions. The IOC value of the question is between 0.80-1.00 data analysis by analyzing the content, the arrangement of actions on the data.

SUMMARY

1. Priority of competitiveness, knowledge management and innovation are at the highest levels respectively. Transformational leadership and employee engagement are high, respectively, Show Table 1.

Table 1 Average, Standard Deviation, and Level of Studied Factors

Factors	\bar{X}	S.D.	Level
Competitiveness	4.31	0.38	highest
Transformational Leadership	4.08	0.57	high
Employee Engagement	4.06	0.58	high
Knowledge Management	4.25	0.44	highest
Innovation	4.22	0.43	highest

2. Influence of transformational leadership, employee engagement, knowledge management and innovations that affect the competitiveness of healthy food organizations. It was found that transformational leadership knowledge management, employee engagement, and innovation directly influence the competitiveness of healthy food organizations. Statistically significant at .01 (influence is 0.83**, 0.51**, 0.42** and 0.34**), respectively. Show by Figure 1 and Table 2.

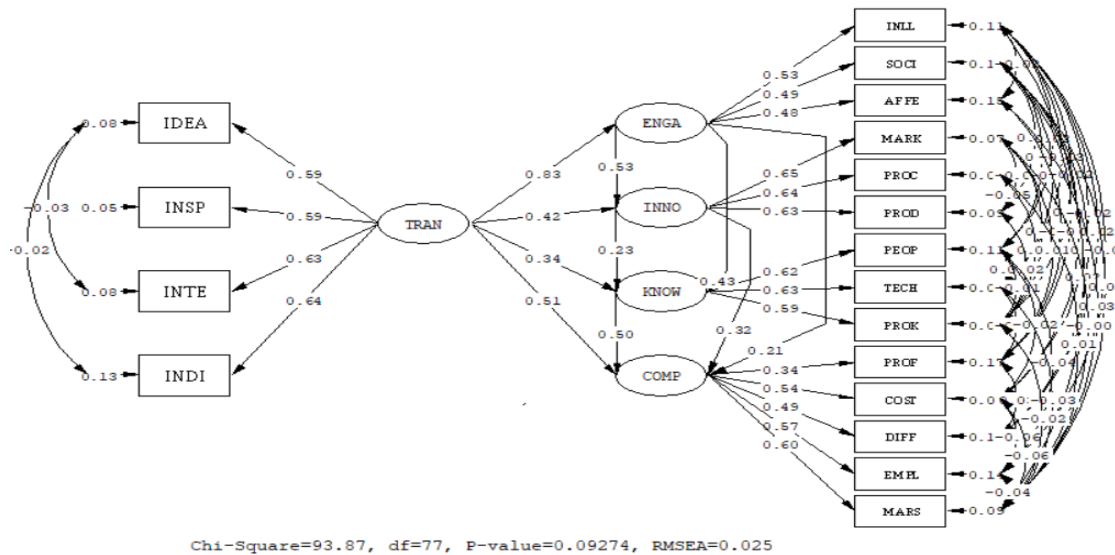


Figure 1 Alternative relationship structure model (Estimates)

Table 2 Hypothesis Test Results

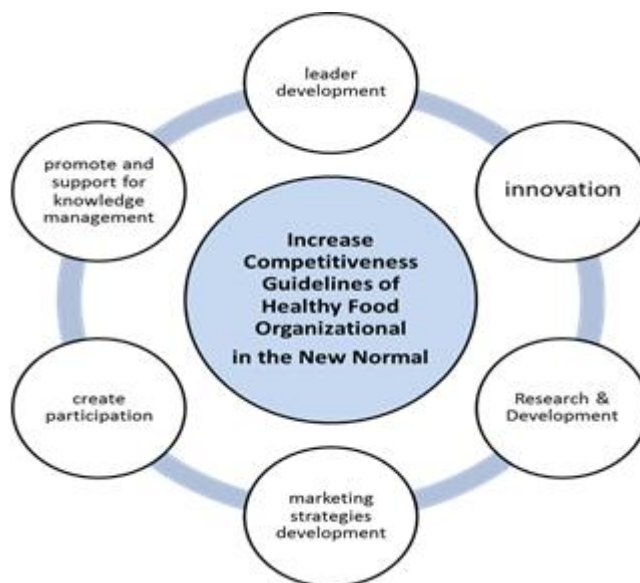
Research Hypothesis	Path Coefficient	t Statistics	Result
1. Transformational leadership directly affects competitiveness. (TRAN --> COMP)	0.83**	15.35	support
2. Employee engagement directly affects competitiveness (ENGA --> COMP)	0.42**	6.30	support
3. Innovation directly affects competitiveness. (INNO -> COMP)	0.34**	5.45	support
4. Knowledge management directly affects competitiveness. (KNOW --> COMP)	0.51**	6.04	support

** p value ≤ 0.01

3. Guidelines for increasing the competitiveness of health food organizations in the new normal are as follows: 1) leadership development (L), to be knowledgeable, ability, Be a good leader, be honest, strong, make quick decisions, dare to change, have a business model, create collaboration and build a network 2) promote and support for knowledge management (K), Apply knowledge available in the organization to perform tasks, build knowledge about healthy foods and knowledge transfer 3) create participation (P) to increase employee engagement in the organization and develop employees to be more knowledgeable and talented 4) apply innovation (I) in the production process of healthy products or products to make a product stand out, reduce duration, maintain the freshness of the product, increase product or product quality, reduce workflows and resources 5) research & development (R&D), creating a variety of new products or products high quality and environmentally friendly adds choice to consumers Strengthen the organization and build trust with consumers and 6) develop marketing strategies development (M) by continuously analyzing the food, health and consumer demand markets.

It can offer guidelines for increasing the competitiveness of healthy food organizations in the new normal era (L-K-P-I-R&D-M), as pictured.

Guidelines for increasing the competitiveness of healthy food organizations in a new normal



Discuss results

Transformational leadership has a positive influence on the competitiveness of healthy food organizations, because of the health food business that determines the direction, the goal, the competitive strategy of the organization is the leader. It is necessary to be knowledgeable, ability, acceptable, and rapid adaptation to changes made, to lead healthy food organizations to survive the 2019 coronavirus outbreak. Leaders with Transformational leadership can quickly respond to changes in situations. The importance of Transformational leadership as those who drive organizations toward innovation and competitiveness, Outstanding leadership has a real impact on governance, stimulation and organizational management and people towards creating more creativity and innovation (Aragón-Correa, García-Morales & Córdón-Pozo, 2007). Transformation leaders manage the knowledge of the organization through creation, allocation and utilization of both individual and group levels that measure 3 aspects affect the organization's empowerment (Bryant 2003). And transformational leadership is effective through the use of ideological influence, inspiring, cognitive stimulation and taking into account individuality, making progress, increase the level and competitive advantages of the organization (AlOwais, 2019). Therefore, transformational leadership is important and influences the competitiveness of health food organizations in the new normal.

Knowledge management has a positive influence on the competitiveness of healthy food organizations. Explain that business operations need to be driven by the knowledge available in the organization and knowledge of personnel used in the operation. Knowledge is an important asset and has the value of an organization, but it is not tangible, so it requires a knowledge management system so that it can be used effectively. If the organization is systematically storing knowledge, it will facilitate

the application of knowledge because knowledge is the fundamental potential to improve productivity that brings continuous and dynamic competition (Jokanović, 2020). Knowledge affects the success or failure of an organization. The ingenuity of sustainable management for overall business success to achieve the best value from the knowledge resources available is therefore very important. Knowledge management affects different organizational outcomes and financial performance. Organizations with a high level of knowledge management promote higher levels of organizational development and competitiveness. Knowledge management also makes the core performance of the organization stronger than ever. This makes the competitive advantage more sustainable (Rahimli, 2012).

Employee engagement has a positive influence on the competitiveness of health food organizations. Explain that health food organizations cannot operate or operate without employees, especially during the current crisis that has severely affected the organization. Food organizations, health and employees need to adapt and jointly overcome the ongoing crisis. Employees are an important part of helping to build competitiveness with the organization. If the employee has a very level of engagement, there will be commitment, exert and increase operational efforts through engagement with colleagues, executives and organizations (Zeidan & Itani, 2020). Having employees who have done what they do best with someone who likes them with a strong sense of mind will make the most profit for the organization (Luthans & Peterson's, 2001). Advanced technology utility studies, employee's skilled, best practices to improve efficiency in the organization. Since the financial crisis in 2008, there have been many major companies. Layoffs on employees result in reduced productivity. It affects the financial performance of many U.S. Organizations (Purcell, 2014). Corporate sustainability is affected by employee engagement, which is a factor that affects the financial performance of the organization (Bersin, 2014).

Innovation has a positive influence on the competitiveness of healthy food organizations. Explain that health food organizations are no different from other organizations that need to strengthen or develop organizations to be more productive. Especially during the coronavirus outbreak 2019, people are aware of and value their health care and more families to prevent infection by trying to build immunity with exercise and eating foods that make them healthy, to be educated. Livelihoods of people in northern Italy During the coronavirus outbreak 2019, people were found to be changing their lifestyle habits, namely increased exercise, reduce or quit smoking, turn around and eat in the plants, Fruits and vegetables purchased directly with farmers and non-toxic (Di Renzo et al., 2020). The elderly and women's groups are living healthier lives. By eating fresh, clean, more fruits and vegetables (Riyanto et al., 2021). Changing people's dining lifestyle, this is an opportunity for entrepreneurs bring more innovation. Because innovation improves the competitiveness of the organization (Esichaikul, 2015). It is an important tool that creates opportunities for innovating and creating new markets (Kuhn & Marisck, 2010). This can affect the operation of small and medium-sized businesses in terms of sales revenue, market share efficient operation and customer loyalty (Mbizi, Hove, Thondhlana & Kakawa, 2013) Enable better marketing operations Increase market share and create new markets (Mensah & Acquah, 2015). It reflects the importance of innovation affecting the competitiveness of healthy food organizations in the new normal.

RECOMMENDATIONS

1. Policy's Recommendations

1.1 Public and private executives involved in the health food industry should promote and support the development of health food entrepreneurship by providing training courses or seminars to give entrepreneurs the opportunity to meet, exchange information with each other.

1.2 The government should formulate a new market search strategy, such as giving health food entrepreneurs the opportunity to meet foreign investors to find ways to export health food products abroad.

1.3 The government should support and assist the private sector in establishing more food research and development centers throughout the region to provide health food entrepreneurs with greater access to research and development assistance for health food products or products.

1.4 The government and private sectors encourage health food organizations to bring more innovation to their business operations.

2. Management's Recommendations

2.1 Entrepreneurs should develop themselves to be knowledgeable, Versatility of competence. Including lifelong learning, to be able to lead the organization to compete in difficult situations.

2.2 Health food organization operators should focus on building engagement by encouraging employees to participate in the operation. Decisions at the level that can be made, to create a greater sense of ownership and engagement with employees.

2.3 Health food organization operators should be aware and focused on managing knowledge in the organization, especially creating new knowledge, exchange and use of knowledge in the operation to improve the competitiveness of the organization.

2.4 Entrepreneurs should implement innovations to help reduce resource consumption, especially personnel and duration, and increase the competitiveness of the organization.

3. Academic's Recommendations

3.1 Executives or entrepreneurs should focus on market research on healthy foods to know the rapidly changing direction and trends in consumer demand.

3.2 Executives and entrepreneurs should build partnerships. Network or exchange of academic learning to create new knowledge related to healthy foods.

4. Recommendations for the next research

4.1 Success Factors of New Product Development: A Case Study of Healthy Foods In the new normal.

4.2 Desirable performance elements of health food entrepreneurs for sustainable competition in the new normal.

4.3 Success factors of adoption of innovation in health food organizations.

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