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The Effect of the CEO's Entrepreneurship on Corporate Performance in the Restaurant Industry

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Abstract

The purpose of this paper is to analyze entrepreneurship and to find out the impact of CEOs in the restaurant industry on corporate performance when they have entrepreneurship. Entrepreneurs need entrepreneurship to take risks and jump into the market to generate profits. Entrepreneurship is not limited to the abilities or resources held, but it is not limited to the ability or resources held, and entrepreneurship to act means the spirit to take uncertainty and preempt opportunities through innovative activities [1]. In this study, the CEO's entrepreneurship was set as an independent variable and corporate performance as a dependent variable. By applying and analyzing how the CEO's entrepreneurship affects corporate performance in the restaurant industry, the importance of entrepreneurship in the restaurant industry and the impact relationship on corporate performance are analyzed. To this end, 100 CEOs working in the restaurant industry will be surveyed using the Likert 5-point scale[2]. And an empirical analysis will be conducted through the SPSS program[3]. Entrepreneurship is a spirit that can take risks and seize opportunities through bold challenges to generate profits. Therefore, it has been confirmed that it affects corporate performance as a key factor for improving corporate performance, and from related studies, the entrepreneurship of the CEO of the restaurant industry is expected to have a positive (+) effect on corporate performance.

keywords : CEO of franchise headquarters, Restaurant industry, Entrepreneurship, Corporate performance, Innovation

1. Introduction

Since entrepreneurship has a positive impact on corporate growth and the national economy, great interest and research have been conducted on the development of entrepreneurship, performance-related influences and measures to improve entrepreneurship.

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Entrepreneurship is generally understood as "a general term for the spirit, action, or process of creating new values by boldly challenging uncertainty." Drucker emphasized, "The most important factor of success and failure not only in the macro aspect of economic development but also in the micro aspect of corporate management is the existence of entrepreneurs with entrepreneurship[3]." Shane and Venkataraman cited the following three reasons why entrepreneurship should be studied. First, many IT technologies are ultimately realized as products and services, but entrepreneurship is a mechanism for society to convert IT technology into useful products and services, secondly, entrepreneurship finds and mitigates temporary and partial inefficiencies in the economy. They pointed out that "if our knowledge and theories about companies, markets, organizations and other areas of management research lack entrepreneurship, this would be incomplete knowledge and theory".

Traditionally, entrepreneurship research has its roots in manufacturing companies and entrepreneurs, but it is not only necessary for manufacturers, but also for service companies, especially restaurants. Developing a unique and effective operating system by creating a traditional restaurant industry and differentiating service delivery methods is also an entrepreneurial action. In addition, the restaurant industry requires strong entrepreneurship as it has many opportunities to use niche strategies. Therefore, there is a great need for research on entrepreneurship in the food service industry.

2. Main subject

1) Entrepreneurship

Entrepreneurs enter the market to take risks and generate profits

Entrepreneurship is needed to be able to do so. Entrepreneurship refers to the spirit of being able to seize and think about opportunities regardless of resources or abilities that one has and act on them. Entrepreneurship is defined as a spirit of innovative leadership in an enterprising manner, overcoming risks in uncertain situations with a spirit of adventure and challenge that can create new value through various research activities throughout the industry and education world[5].

Discussions on the definition of social entrepreneurship continue, but the common denominator is non-profit, profit and government organizations

Bookshelves are defined in common as activities to solve social objectives and as entrepreneurial tendencies to alleviate social problems and promote social change [6]. It is an important social mechanism that enables economic and social value creation [7]. And entrepreneurship, which requires the development of knowledge and technology, must be clearly distinguished from general entrepreneurship [8]. Unlike general profit-making enterprises and non-profit organizations, social entrepreneurship is an essential requirement for successful start-ups. According to various perspectives on social entrepreneurship, first, it is defined as a person who applies corporate management techniques to solve social problems [9]. Second, it defines a person who creates social change as an entrepreneurial ability and a person who does not give up through new ideas [10].

Table 1. Previous Research

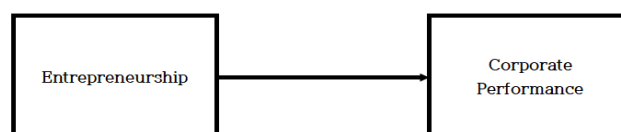
researcher	Subject of study	Entrepreneurship Components
Leadbeater(1997)	non-profit organization/ social activities	- vibrant leadership - creative utilization of limited resources - Maintain long-term customer care

Smallbone & Welter(2001)	a for-profit/non-profit organization	- Job creation, training provision, government Delivering services that you can't do, financial Support, social capital revenue generation, physical Providing resources, preventing social alienation
Shaw, Shaw & Wilson(2002)	a non-profit organization	- Creativity - an entrepreneurial inclination - ethical activities
Sullivan Mort, Weerawardena & Carnegie(2003)	a non-profit organization	- Performing a Social Mission - a balance between social and economic values - Recognizing opportunities for social value creation and utilization - Innovative, enterprising, and risk-taking - Social value orientation
Nicholls(2006)	a for-profit/non-profit organization	- Sociality - Innovation - marketability
Weerawardena & Mort(2006)	a for-profit/non-profit organization	- Innovation - initiative - Risk sensitivity - Social value orientation
배귀희(2011)	a for-profit/non-profit organization	- Innovation - initiative - Risk reduction - a social purpose

3. Method

In this study, we would like to verify the research model to find out how entrepreneurship of CEOs in the restaurant industry affects corporate performance. The entrepreneurship of the CEO who makes up the research model is presented as an independent variable and corporate performance as a dependent variable. The research models proposed and validated in this study are shown in Figure 1 below.

Figure 1. A research model



4. Empirical analysis

1) Variable measurement and questionnaire configuration

In this study, CEO entrepreneurship was set as an independent variable and corporate performance as a dependent variable. In this section, we examine how questionnaires for measurement of each research variable are organized in order to embody operational definitions based on research variable measurements in a theoretical background.

2) Survey design

In this study, CEO entrepreneurship was set as an independent variable and corporate performance as a dependent variable. By analyzing how CEO entrepreneurship affects corporate performance by applying it to the restaurant industry, we would like to analyze the importance of entrepreneurship in the restaurant industry and its impact on corporate performance. To this end, we would like to conduct a survey of 100 CEOs working in the restaurant industry using the Ri-cut 5-point scale and conduct empirical analysis through the SPSS program . The survey design is shown in Table 2 below.

Table 2. Survey design

Target	CEO of the restaurant industry
sample population	CEO of the restaurant industry
sampling method	Determination sampling method
Distribution of questionnaires	Total questionnaire: 100 (100%) Invalid questionnaire: 1 (1%) Important questionnaire used in the final analysis: 99 (99%)
Period of investigation	2023.08.01 ~ 2023.08.15

3) Empirical analysis

(1) Factors and reliability analysis To review the validity of the question items adopted to measure the study variables, a reliability analysis was conducted based on Cronbach's alpha value to confirm internal consistency. When performing a factor analysis, if a particular questionnaire item has a factor load of less than 0.5 or similar across two or more factors, the item was not classified as a specific factor item and was removed from the analysis. All five questions were adopted to investigate entrepreneurship. On the other hand, 81.54 percent explain the concept of entrepreneurship through three factors: a sense of challenge, self-development and problem solving. In addition, the KMO value reported 0.903, indicating that the selection of variables for factor analysis was very good, and Bartlett's test value reported a significant level below 0.001, so it can be judged that the factor analysis model for restaurant start-up education is very appropriate. As a result of conducting a reliability analysis on the question items by factor adopted after the factor analysis, both Cronbach's alpha values reported a high level of reliability above 0.8. The results of entrepreneurship-related factor analysis and reliability analysis are shown in Table 2. As a result of analyzing factors for corporate performance, it was classified as one factor in total. A total of five questions related to corporate performance were adopted. The

KMO values of entrepreneurship and corporate performance were reported as 0.872 and 0.915 respectively, and the selection of variables for factor analysis was excellent. In addition, all Bartlett's test values were reported as significant levels below 0.001, indicating that factor analysis models for enterprise performance and entrepreneurship were very appropriate. As a result of conducting reliability analysis on entrepreneurship and corporate performance-related items adopted after factor analysis, both Crombach's alpha values showed high reliability levels of 0.9 or higher. The results of factor analysis and reliability analysis on entrepreneurship and corporate performance are shown in Table 3.

Table 3. Factor analysis and reliability analysis

A name of a factor	Question	Factor load	An eigenvalue	Distributed Explanatory Power
Entrepreneurial spirit	1. A sense of challenge has been raised.	.942	4.368	64.89%
	2. I felt a need for self-development.	.901		
	3. I was able to carry out my work actively,	.922		
	4. It allowed me to pursue new things.	.943		
	5. I was able to learn various ways to solve the problem.	.922		
KMO 0.872, Bartlett's test of sphericity 1,341.69(p < .001)				
Corporate performance	1. I try to produce results.	.697	2.476	69.83%
	2. I want to contribute to the company.	.756		
	3. I try to make a profit.	.611		
	4. When I get a good item, I even plan it right away.	.697		
	5. If you get a good item, you put it into action immediately.	.659		
KMO 0.915, Bartlett's test of sphericity 824.51(p < .001)				

(2) Impact of CEO entrepreneurship on corporate performance According to a regression analysis that examined the impact of CEO entrepreneurship on corporate performance, the F statistic is 225.384 ($p < .001$), R was 0.631, and crystal R was 0.618 respectively. Entrepreneurship showed a significant positive regression coefficient at 1% level of 1%. This means that the higher the level of awareness (positive), the better entrepreneurship. In addition, in this regression analysis, since all independent variables have a significant impact on the dependent variables, entrepreneurship can be put into regression analysis to verify the effect of the final dependent variable. On the other hand, looking at the relative impact of independent variables on corporate performance, the standardized regression coefficient (t value) was 0.586 ($t=17.248$), 0.482 ($t=13.165$), and 0.381 ($t=10.643$). Therefore, it can be seen that the research hypothesis 1 of this study adopted "CEO's entrepreneurship will have a positive (+) effect on corporate performance." The regression analysis

results on the impact of restaurant start-up education on entrepreneurship are shown in Table 4.

Table 4. The effect of the CEO's entrepreneurship on corporate performance in the restaurant industry

Dependent Variables: Corporate Performance			
An independent variable	Standardized regression coefficient	t value	p value
A sense of challenge	0.482	13.156	.000
Self-development	0.586	17.248	.000
Problem Solving	0.381	10.643	.000
R ² = 0.631, Adj-R ² = 0.618, F = 225.384(p = .000)			

5. Conclusion

The results of this study, which aimed to find out how entrepreneurship of CEOs in the restaurant industry affects corporate performance, are summarized and presented as follows. First, entrepreneurship was found to have a significant positive impact on corporate performance. This means that entrepreneurship is a major decision to play a positive role in enhancing CEO's corporate performance. We believe that the results of this verification have the following practical implications to improve corporate performance. Second, entrepreneurship is the spirit of taking risks and seizing opportunities through bold challenges to generate profits. Therefore, it has been confirmed that it affects corporate performance as a key factor to improve corporate performance, and related studies show that entrepreneurship of CEOs in the restaurant industry affects corporate performance.

As such, research results can suggest that development such as a curriculum is necessary to foster entrepreneurs. Not only is it a personal motivation factor enough to improve the corporate performance of future social CEOs, but it can also serve as an opportunity to recognize the importance of social value creation and lay the foundation for future potential entrepreneurs.

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