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Influence of Organizational Resilience, Human Resource Capability and Financial Capability on Crisis Management of Catering Enterprises

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Abstract

This study investigates the impact of organizational resilience, human resource capability, and financial capability on catering enterprises in Jiangxi, China. It mainly emphasizes on the impact of organizational resilience, human resource capability, and financial capability on the crisis management of catering enterprises in Jiangxi, China. The existing research mainly focuses on the impact of external environment or public health emergencies on enterprise crisis management. This is a quantitative research method using simple random sampling techniques and a questionnaire to collect data from 649 catering enterprise managers in Jiangxi. This study used SPSS 27.0 for descriptive statistical analysis of the collected sample and Smart PLS 4.0 for structural equation modeling and data analysis. The results demonstrate that organizational resilience, human resource capability, and financial capability have a positive and significant relationship with crisis management. In other words, organizational resilience, human resource ability, and financial ability in the company play crucial roles in crisis management.

Keywords: Crisis management, Organization resilience, Human resource capability, Financial capabilities, Catering enterprise

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Introduction

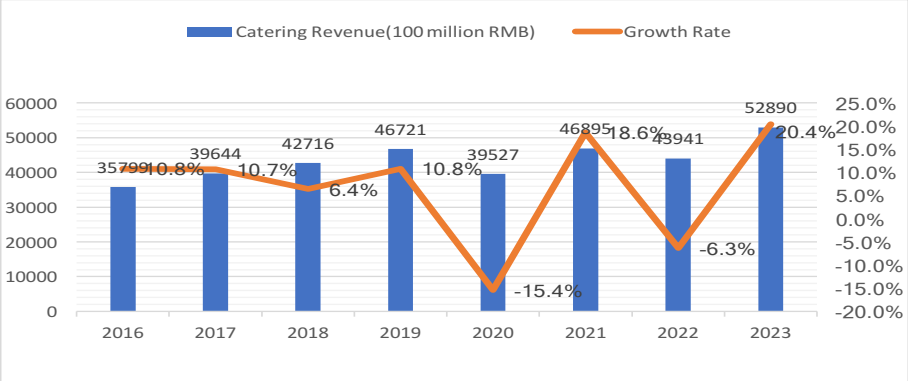
Catering enterprises, as a significant part of the service industry, have always been faced with a changing market and fierce competition; under the impact of global crises and emergencies, catering enterprises need to have excellent crisis management ability to ensure the steady development of business. The purpose of this study is to explore the role of organizational resilience, human resource capability and financial capability in the crisis management of catering enterprises so as to provide more effective crisis-coping strategies for catering enterprises. Crisis management refers to the combination of factors involved in dealing with and reducing the damage caused by a crisis (Chen et al., 2024). It involves

developing effective management plans to prevent crises and minimize business losses. When a business cannot perform core activities, it resumes operations to meet customer needs. (Channa et al., 2019). Catering enterprises in the process of operation but also to face a variety of crisis challenges. For example, the company may be affected by internal factors (human resources, capital, supply chain, food safety, enterprise resilience, etc.), or it may be affected by external factors (government policies, wars, natural disasters, public health, etc.), which will bring crisis to the enterprise (Burhan et al., 2021).

The novel COVID-19 pandemic has caused massive loss of life and severe human suffering across the globe. It is the largest public health crisis in living memory, and it has also caused a major economic crisis, with production stopping and consumer confidence losing in the affected countries (Burhan et al., 2021). Like the tourism industry, the restaurant industry has been hit hard by the current outbreak. While the restaurant industry has previously been negatively impacted by other health-related crises such as SARS, Ebola and Zika, none has had such a widespread and profound impact as the current COVID-19 pandemic. According to the OECD (2020), the global economy will shrink from 2.4% to 2.9%, and unemployment is expected to fall to levels last seen during the 2008 financial crisis. In the wake of the COVID-19 pandemic, some 1.42 million SMEs saw their income drop by 50% (Sustainable Development Policy Institute, 2020). A number of the industry sectors that have been hit the hardest include transportation, entertainment, recreation, restaurants, bars and travel (Burhan et al., 2021).

Chinese catering companies have also been severely affected by the pandemic. According to the National Bureau of Statistics of China, the income of China's catering industry will show a stable development trend before 2020 (Chen et al., 2024; Li et al., 2024). In 2020, the national catering revenue was 395.27 billion RMB, a decrease of 15.4 percent from last year. In 2021, as the novel coronavirus pandemic is gradually brought under control, China's catering industry has recovered to the pre-pandemic level, achieving industry revenue of 4,689.5 billion RMB, an increase of 18.6 percent over the previous year. In 2022, affected again by the pandemic, China's catering industry achieved revenue of 4,394.1 billion RMB, down 6.3% from the previous year. In 2023, due to the full liberalization of the pandemic prevention and control policy, the national consumer market continues to recover, and the catering industry has entered a new period of development, with the national catering revenue of 529 billion RMB, an increase of 20.4% (Figure1).

Figure 1 : Revenue of Chinese catering enterprises from 2016 to 2023



Data source: National Bureau of Statistics, China Business Industry Research Institute

One of the biggest lessons of the COVID-19 pandemic is that speed is of the essence, and an important economic responsibility for a business is to act quickly when it encounters a crisis, as the window of opportunity for a rapidly spreading virus is short. It is not surprising that enterprises are also unprepared, and the blow to enterprises is catastrophic (Jie et al., 2023; Tingfeng et al., 2022; Yao et al., 2024). Of course, predicting every possible emergency is extremely difficult and expensive, but one of the most important lessons to be learned from this pandemic is that future planning and preparedness at all levels must be done well, especially for health-related crises such as the pandemic virus. Crisis management plans must be predictive and forward-looking, which should become a permanent and priority part of strategic and operational decision-making. Whether it is crisis management or strategic and operational implications for ongoing organizations, the range of possible research is broad and deep. In the service sector, there are both professional and community challenges. The world was unprepared for COVID-19, and perhaps we can be better prepared for the next crisis (Carroll, 2021).

Chinese enterprises have adopted various strategies to deal with the pandemic, which have produced different performance results (Pan et al., 2023; Qi et al., 2023; Song et al., 2023). Some companies fail under the weight of disasters, while others turn threats into opportunities and strive for greater survival and growth opportunities by constantly optimizing the company's capabilities. Crisis management researchers believe that the quality of an enterprise's response to a crisis depends on the organization's resilience, human resources capabilities, and financial capabilities (Mousa et al., 2020).

In a volatile and constantly evolving market environment, only agile, flexible, and dynamic organizations are able to survive. Organizations must not only endure uncertain, threatening, and complex conditions but also be capable of thriving within them. Unstable environments create confusion and challenges, and even markets that are traditionally perceived as stable may experience turbulence and revolutionary transformations. Some researchers posit that resilience is a form of capability, defining organizational resilience as the dynamic capacity of an organization to respond to emergencies or crises. This capability enables enterprises to achieve optimal performance in turbulent environments, which is a critical factor influencing their ability to effectively navigate crises such as the pandemic (Bei & Zhang.J, 2022).

Human resource management (HRM) is a crucial component of modern enterprises and organizations. Its importance becomes particularly pronounced during times of crisis, as it plays a significant role in crisis management. The capability of human resources has a profound impact on both individuals and enterprises (Vardarler, P., 2016). In unstable environments, human resource capability is especially vital, and the applicability of this theoretical perspective is rigorously tested in such conditions (Misagh Tasavori, 2021). Among the various resources utilized in crisis management, human resources play a pivotal role. Consequently, an effective human resource management system is a key factor in successful crisis management (Ahmadi et al., 2012). Numerous factors influence crisis management, with human resource capability identified as one of the most critical elements (Chi, 2021).

Financial capability is the foundation that enables enterprises to leverage human resources, develop business operations, expand their scale, dominate the market, and improve overall performance. A lack of strong financial resources is a major constraint on enterprise development (Loke et al., 2015). Financial resources, in turn, play a crucial role

in determining an enterprise's production and operational activities, especially when responding to crises. In recent years, the importance of enhancing financial capability has been increasingly emphasized (Luukkanen et al., 2019). Policymakers have called for the substantial development of financial capacity (Batty et al., 2015). Financial capability serves as a key metric for evaluating the strength of an enterprise, as it is reflected in revenue growth, profit increases, and market share expansion. Capital is the essential resource that every enterprise must possess (Loke et al., 2015). Financial capability encompasses the size of owned capital, the ability to raise capital, and the efficiency with which capital resources are managed. Additionally, financial capability includes access to financial services (Tung, 2022).

The current research literature shows that most existing crisis management studies lack a solid theoretical foundation. Faulkner's (2001) disaster management framework has been applied to tourism crisis management at the macro level (Jiang et al., 2019), but it has rarely been utilized in the context of crisis management for catering enterprises. Henderson and Ng (2004) applied a six-stage framework to examine the Singapore hotel industry's response to SARS during each stage of the health crisis. More recently, signs of framework advancement emerged when Hao et al. (2020) extended it to form a COVID-19 management framework, incorporating pandemic strategy principles at each stage of crisis management. However, empirical research to test and refine such frameworks is still lacking.

As the crisis research literature continues to expand, it becomes increasingly difficult to synthesize the central conclusions from the vast body of literature and identify key areas for further research. The existing literature is characterized by conceptual and theoretical gaps, limited framework testing, and imbalanced research topics. Although significant contributions have been made to the crisis management literature, these studies have largely overlooked crisis management in the tourism and catering industries, as well as in catering enterprises specifically (Leta and Chan, 2021).

Within the catering industry, most research has focused on pre-crisis improvement and resource alignment to withstand crises (Korber and McNaughton, 2018). However, there has been limited exploration of managers' responses in terms of leveraging internal firm resources to ensure operational continuity during disruptions (Doern et al., 2019). Similarly, Martinelli et al. (2018) found that firms with the capability to generate opportunities from their resources were better able to adapt during times of disruption. Despite the existing crisis management literature, the mid-crisis recovery phase has received less attention. Furthermore, the identification and role of key factors, such as organizational resilience, human resources, and financial capability in shaping a firm's response to crises, remains underexplored (Burhan et al., 2021).

As the growth of catering enterprises is occasionally interrupted by crises, effective crisis management and mitigation become increasingly critical. However, the question arises as to whether past solutions remain applicable to contemporary challenges, particularly given the complexity and uncertainty of modern crises. This study addresses the crisis management challenges faced by catering enterprises from a new perspective, integrating four theoretical dimensions: (a) crisis management in catering enterprises, (b) organizational resilience, (c) human resource capability, and (d) financial capability. The study seeks to verify the factors influencing crisis management by examining the interconnectedness of these three key competencies. As far as is known, these established theoretical perspectives have not yet been combined in the field of crisis management within catering enterprises.

Literature Review

Crisis Management

A crisis is an unforeseen and unexpected event that may jeopardize the attainment of strategic objectives, particularly given the limited time available for management to make decisions (Rosenthal, 2003). Similarly, Pauchant and Mitroff (1990) define a crisis as an unexpected disruption capable of threatening an organization's system and, consequently, its existence. Due to the frequent occurrence and significant impact of crises, they have become central to organizational research (Orchiston et al., 2016). From the global financial crisis of 2008 to natural disasters like Hurricane Katrina in 2005, the devastating floods in Pakistan in 2010, the London riots in 2011, and the ongoing conflicts in the Middle East, crises are bewildering in nature, and their effects can endure over time (Burhan et al., 2021).

Crisis management refers to an organization's systematic actions and communications aimed at reducing the likelihood of a crisis, mitigating its impact, and restoring order once a crisis has occurred (Bundy et al., 2017). Crisis management is designed to be a self-sufficient mechanism. Defining crisis management tasks involves outlining goals, objectives, resources, and conditions: identifying the objectives of enterprise crisis management, developing a list of feasible solutions, and ensuring the availability of necessary resources for implementing crisis management, including human, financial, intellectual, technical, production, marketing, and reputational assets (Ostaev et al., 2020).

Resource-Based View Theory

The Resource-Based View (RBV) postulates that an organization's competitive advantage and performance stem from its unique combination of strengths and resources (Donnellan & Rutledge, 2019). According to Resource-Based View (RBV) theory, a catering company's ability to effectively handle a crisis depends on factors like its financial resources, human capital, technological expertise, and organisational processes. According to RBV theory, coping with and emerging from crises requires prioritising one's own strengths. For instance, if a catering company has saved up enough money to weather a crisis, they will be in better shape to continue operating. The same holds true for businesses, having skilled employees enables swift action in the face of unexpected challenges.

Organizational Resilience and Crisis Management

The rapid development of the crisis has led to challenges related to the crisis management and recovery process. The resilience of catering enterprises is crucial, and the adaptability of enterprises will ensure their resilience (Cheer and Lew, 2017). Organizational resilience, therefore, is defined as the ability of an organization to form situational responses in the face of potential existential threats, the ability to cope with disruption/disruption. Since this resilience is a capability and a resource of the enterprise, it can be linked to the resource-based view theory, which will integrate, build and reconfigure internal and external resources and capabilities, so that the enterprise can quickly adapt to the destructive environment and take effective measures to deal with the damage caused by the crisis in a timely and effective manner, so that the catering enterprise can survive in the turbulent environment (Rodrigues et al., 2021).

Organizational resilience is a key factor in an enterprise's readiness to deal with crises. (prezel and doerfel, 2017). It is comprehensive and multi-perspective because it not only strengthens the organization's ability to respond to current crises, but also equips the organization to prevent future crises. A study of small businesses by Parker and Ameen (2018) shows that organizational resilience can help in responding to power sector crises.

Teo et al. (2017) further suggest that a firm's survival in times of crisis depends on its resilience. According to the above research, organizational resilience has a significant impact on crisis management. Therefore, we put forward the following hypothesis:
H1: Organizational resilience has a positive effect on crisis management

Human Resource Capability and Crisis Management
Lengnick-Hall et al. (2011) proposed that enterprises can cope with crises by integrating human resource practices. Human resources are a core competence of enterprises, enabling them to formulate context-specific responses to threats, effectively absorb uncertainty, and engage in enterprise-changing activities that turn threats and surprises into opportunities (Pahi, Hamid, Ahmed and Umrani, 2015). We believe that human resource capabilities can facilitate enterprises to respond effectively to crises. As a result, we formally put forward the following hypothesis:
H2: Human resource capability has a positive effect on crisis management

Financial Capability and Crisis Management
Researchers have defined financial capacity in a variety of ways (Lusardi and Mitchell, 2014; Xiao, 2022). Financial ability is defined as the ability to use financial knowledge and engage in desirable financial behaviors to improve financial health (Xiao et al., 2014), which takes into account that financial knowledge and financial behavior are important components of financial ability. To emphasize the importance of financial knowledge and financial behavior. Therefore, financial capability should be positively correlated with positive financial outcomes and negatively correlated with negative financial outcomes. This theoretical prediction is supported by empirical evidence (Birkenmaier and Fu, 2020; Tharp et al., 2020). Corporate crisis management involves restoring the flow of liquidity generated within its activities, which means implementing more effective financial management to cope with the huge exogenous shock brought about by the crisis (Cowling,2020).
H3: Financial capability has a positive effect on crisis management

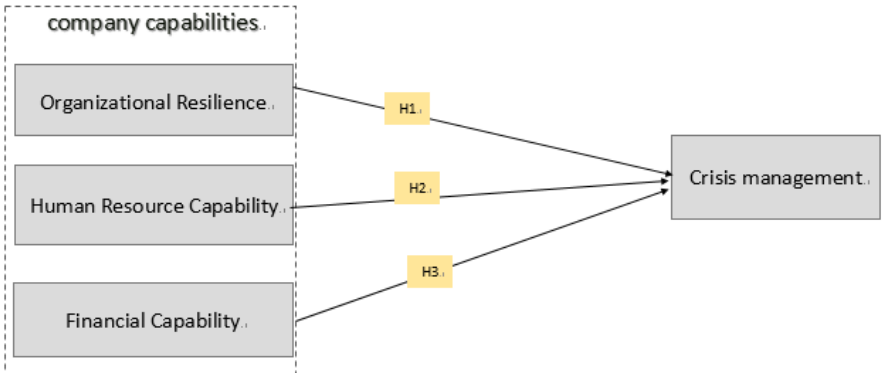


Figure 2: Research framework

Methodology

Sample and Procedure

This study's sample comes from 168 000 catering enterprises in Jiangxi, China, which must be registered in Jiangxi. This study discusses the relationship between organizational flexibility, human resource ability, financial ability, and crisis management in Jiangxi catering enterprises. The respondents are managers of catering enterprises in Jiangxi, China, as they are more familiar with the management and operation of their own companies.

At the end of December 2023, the QCC report shows that there were 168,000 registered catering enterprises in Jiangxi Province. Complete reports and analyses can be extracted from the QCC's official website at qcc.com. Using Krejcie and Morgan's formula (when P=0.5, X2=3.841, e=0.05, N=167962), N= 383.22 (Krejcie, V.Organ,and W. 1970). Thus, the minimum sample size for the present study is 383. This study is quantitative and uses simple random sampling techniques. Simple random sampling is suitable because it ensures that everyone has an equal opportunity to answer the questionnaire and thus become part of the overall sample. This study will be distributed to the managers of catering enterprises in Jiangxi, China, through an electronic questionnaire.

Measurement Scale

In this study, quantitative data were gathered using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5) to assess the variables. The questionnaire consisted of 39 questions, with 7 questions pertaining to demographics and 32 addressing the four primary variables under investigation. The scales employed were adapted from established research. For instance, the crisis management questionnaire was sourced from the work of Tzeng and Yin (2008), while the organizational resilience scale was derived from Kantur's (2015) study. The human resource capability scale was selected from Delmotte, De Winne, et al. (2012), and the financial capability scale was based on Tri's (2023) research. The study selected the most representative questions and modified them to align with the context and reporting format of this research. The reliability of these scales had been confirmed in prior studies, with Cronbach's alpha exceeding 0.7, thus demonstrating their reliability and validity.

Data Analysis

In this study, SPSS 27.0 software was used to filter the data, dealing with missing values, outliers, multicollinearity and normality. Then, Smart PLS 4.0 software was used to analyze the data with structural equation modeling to determine the reliability and validity, and find out the significance of path coefficients and hypothesis testing.

Results

Research Demographics

Table 1 provides a summary of the demographic data. Of the 649-sampled data, the rate of gender is relatively equal at 59.5% for women. In terms of age, people over the age of 51 have the lowest proportion, accounting for 15.2%. The number of people already married is relatively high. The proportion with a bachelor's degree is quite high, accounting for 50%. Managers, administrative staff, and officers accounted for the highest proportion of positions, at 57.6%. Joint-stock enterprises, foreign-funded enterprises and joint ventures accounted for a relatively high proportion of 19.7%, 25.4% and 22%, respectively. The

proportion of respondents with a monthly income of more than 10,000 RMB was the lowest; Catering enterprises account for the largest proportion.

Table1: Demographic Data

Items	Categories	N	Percent (%)	Cumulative Percent (%)
Gender	Female	386	59.476	59.476
	Male	263	40.524	100
Age	Between 18-30 years old	145	22.342	22.342
	Between 31-40 years old	204	31.433	53.775
	Between 41-50 years old	201	30.971	84.746
	51 and above 51years old	99	15.254	100
Marital	Single	113	17.411	17.411
	Married	536	82.589	100
Education	High School	28	4.314	4.314
	Junior college	178	27.427	31.741
	Bachelor's Degree	326	50.231	81.972
	Master's Degree	70	10.786	92.758
	Doctor's Degree	43	6.626	99.384
	Other	4	0.616	100
Occupation	Researcher	68	10.478	10.478
	Clerk	70	10.786	21.263
	Server or seller	63	9.707	30.971
	Manager, Administrative staff or Officer	374	57.627	88.598
	Business Owner	74	11.402	100
Company	Joint-equity enterprise	128	19.723	19.723
	Foreign-owned enterprise	165	25.424	45.146
	Joint venture enterprise	143	22.034	67.18
	Private enterprise	86	13.251	80.431
	State-owned enterprise	77	11.864	92.296
	Others	50	7.704	100
income	Below RMB 4000	81	12.481	12.481
	Between RMB 4001 – RMB6000	177	27.273	39.753
	Between RMB6001 – RMB8000	215	33.128	72.881
	Between RMB8001 – RMB10000	120	18.49	91.371
	Above RMB10000	56	8.629	100
size	Large	310	47.766	47.766
	Medium	215	33.128	80.894
	Small	124	19.106	100

Descriptive Analysis

In descriptive statistical analysis, the average value and standard deviation are generally used to measure the index level of each variable. The higher the average value is, the higher the average level of the sample for this index. The discrete trend is used to describe the degree of dispersion of the data in the data distribution (Sun et al., 2024; Sun, Soh, Roslan, et al., 2022; Yuan et al., 2023). For example, the standard deviation represents the difference of different samples on the same index. By carefully examining the descriptive statistics of the current study, no suspicious patterns were found. The results of the descriptive analysis are shown in Table 2.

Table2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CM1	649	1	5	3.83	1.042
CM2	649	1	5	3.90	1.026
CM3	649	1	5	3.83	1.030
CM4	649	1	5	3.88	1.031
CM5	649	1	5	3.90	1.026
CM6	649	1	5	3.88	1.009
CM7	649	1	5	3.90	1.021
CM8	649	1	5	3.82	0.975
CM9	649	1	5	3.84	0.977
CM10	649	1	5	3.88	0.987
OR1	649	1	5	3.86	1.143
OR2	649	1	5	3.90	1.112
OR3	649	1	5	3.81	1.110
OR4	649	1	5	3.78	1.059
OR5	649	1	5	3.80	1.076
OR6	649	1	5	3.83	1.091
OR7	649	1	5	3.77	1.108
HRC1	649	1	5	3.74	1.144
HRC2	649	1	5	3.78	1.129
HRC3	649	1	5	3.74	1.056
HRC4	649	1	5	3.76	1.085
HRC5	649	1	5	3.69	1.167
HRC6	649	1	5	3.78	1.086
HRC7	649	1	5	3.74	1.086
HRC8	649	1	5	3.72	1.115
HRC9	649	1	5	3.73	1.088
FC1	649	1	5	3.69	1.135
FC2	649	1	5	3.71	1.096
FC3	649	1	5	3.72	1.145
FC4	649	1	5	3.69	1.144
FC5	649	1	5	3.69	1.140
FC6	649	1	5	3.67	1.162

To evaluate normality, skewness and kurtosis are usually used, and if the index values of skewness and kurtosis are greater than -2 and less than 2, they are considered to be normally distributed (Joseph F. et al., 2021; Yong et al., 2024).

In addition to the univariate normality premise, Partial Least Square Structural Equation Modeling (PLS-SEM) requires an understanding of univariate and multivariate normality (Hair et al., 2021). As can be seen from Table 3, both skewness and kurtosis in this study are significant in the multivariate normal distribution test. Therefore, the data is shown to have a fairly normal distribution.

Table 3: Kurtosis and skewness of a variable

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
CM	649.00	1.30	4.90	3.87	0.73	-1.182	0.096	0.765	0.192
OR	649.00	1.14	5.00	3.82	0.85	-1.224	0.096	0.653	0.192
HRC	649.00	1.33	4.89	3.74	0.86	-0.936	0.096	-0.178	0.192
FC	649.00	1.00	5.00	3.70	0.91	-0.972	0.096	-0.047	0.192

Structural Equation Modelling

We used Structural Equation Modeling (SEM) techniques to test the research hypothesis, which uses partial least squares (Ringle et al., 2015). PLS methods perform bootstrap procedures to emphasize the significance level of path coefficients and loads. According to the literature, the PLS path modeling method is divided into two steps, namely, the measurement model and the structure model (Hair et al., 2021).

Assessment of Measurement Model

Before the hypothesis, convergent validity, reliability, and discriminant validity were evaluated. Convergent validity measures the degree of positive correlation with other measures that have the same structure. When using the domain sampling model, indicators of reflective construction are treated as different ways of measuring the same construction. Therefore, items that are indicators of a particular reflective structure should converge or share a high percentage of variance (Hair et al., 2021).

Table 4: Measurement Model， Reliability and Validity Analysis

Variable	Items	Outer Loadings	Cronbach's alpha	Composite reliability	AVE
Crisis Management	CM1	0.728	0.897	0.915	0.518
	CM2	0.722			
	CM3	0.744			
	CM4	0.712			
	CM5	0.720			
	CM6	0.724			
	CM7	0.732			
	CM8	0.700			
	CM9	0.702			
	CM10	0.710			
Organizational Resilience	OR1	0.777	0.887	0.912	0.596
	OR2	0.775			
	OR3	0.761			
	OR4	0.758			
	OR5	0.748			
	OR6	0.783			
	OR7	0.801			
Human recour capability	HRC1	0.790	0.92	0.934	0.611
	HRC2	0.788			
	HRC3	0.769			
	HRC4	0.764			
	HRC5	0.804			
	HRC6	0.783			
	HRC7	0.763			
	HRC8	0.785			
	HRC9	0.788			
Financial capability	FC1	0.800	0.887	0.914	0.639
	FC2	0.798			
	FC3	0.799			
	FC4	0.773			
	FC5	0.823			
	FC6	0.802			

In this study, the article 32 items have been retained because their factor loading exceeds the threshold value of 0.7. Table 4 shows that the Cronbach's alpha value of the measurement model in this study is greater than 0.7, and the composite reliability value is greater than 0.8. In addition, all structures have high reliability, with AVE values greater than the threshold of 0.50, indicating that the measurement model does not have reliability and validity problems (Hair et al., 2021).

The Fornell-Larcker criterion is a measure of discriminant validity that compares the square root of the mean-variance of each extracted structure with the correlation of all other structures in the model. The logic of the Fournell-Laqueur method is based on the idea that a structure differs more from its associated indicators than from any other structure. According to the Fornell-Larcker criterion, the square root of AVE for each structure should be higher than the highest correlation that the structure has with any other structure in the model (Hair et al., 2021). As can be seen from Table 5, the correlation coefficient of each construction is smaller than the square root of the mean-variance extracted by the index, indicating that there is no problem of differential validity.

Table 5: Fornell-Larcker Criteria

	CM	FC	HRC	OR
CM	0.719			
FC	0.408	0.799		
HRC	0.503	0.473	0.782	
OR	0.411	0.378	0.402	0.772

HTMT is a statistical measure used to assess discriminative validity in the field of structural equation modeling, which helps determine whether different constructs differ from one another (Hair et al, 2021). In this case, a lower html value indicates better discriminative validity, which means that the structure is relatively independent. It is clear from Table 6 that the HTMT ratios for all variables are below the generally accepted threshold of 0.85, indicating good discriminative validity between these structures and that the structural differences are large enough that there is no multicollinearity problem.

Table 6: Heterotrait-Monotrait Ratio (HTMT)

	CM	FC	HRC	OR
CM				
FC	0.453			
HRC	0.549	0.523		
OR	0.455	0.427	0.445	

Assessment of Structural Model

Collinearity statistics (VIF)

To evaluate the collinearity problem, we will use the same measurement methods that evaluate formative measurement models (i.e. tolerances and VIF values). We need to examine each set of predictive structures for each part of the structural model. Similar to evaluating formative measurement models, the VIF value in the predictor structure should be below 5, and preferably below 3, to ensure that collinearity does not materially affect the structural model estimates. If VIF indicates a critical level of collinearity, one should consider eliminating constructs, merging predictors into a single construct, or creating higher-order constructs to deal with collinearity problems.

The results in Table 7 show that the VIF values of each group in this study's structural model are all less than 3, indicating that there is no collinearity problem in the data.

Table 7: Collinearity in the Structural Model (VIF)

	CM	FC	HRC	OR
CM				
FC	1.363			
HRC	1.393			
OR	1.262			

Assessment of the Path Coefficient

When we run the PLS-SEM algorithm, we get an estimate of the relationship between the structural models (i.e., the path coefficient), which represents the relationship between the structural assumptions. The value of the path coefficient is approximately between -1 and +1, with a positive value of the estimated path coefficient indicating a positive correlation and a negative value indicating a negative correlation. In general, the P-value is mainly used to measure the significance level of the relationship. Whether the path coefficient is significant depends on the standard error obtained by bootstrap. When the empirical T-value is greater than the critical value, we consider the coefficient to be statistically significant under a certain error probability (i.e. significance level). Most researchers use P-values to assess the level of significance. When the significance level is assumed to be 5%, the P-value must be less than 0.05 to conclude that the relationship under consideration is significant at the 5% level (Joseph F. et al., 2021; Mohammadi, 2019).

According to the results in Table 8, the first path coefficient is 0.211, P< 0.05, indicating a significant positive correlation between organizational resilience and crisis management. The second coefficient is 0.338, P< 0.05, indicating that there is a significant positive correlation between human resource capability and crisis management. The third coefficient is 0.168, P < 0.05, indicating a significant positive correlation between financial capability and crisis management. Therefore, it can be concluded that the research hypotheses H1, H2 and H3 are completely valid.

Assessment of the Level of R Square (R2)

After evaluating the structural model, we focus on evaluating the explanatory power of the model. The explanatory power of a model is related to its ability to fit the data at hand by quantifying the strength of the association shown by the PLS path model (Shmueli et al., 2016). The most used measure of the explanatory power of a structural model is the coefficient of determination (R^2) value, which is calculated from the square correlation between the actual and predicted values of a particular endogenous structure. This coefficient represents the combined effect of exogenous latent variables on endogenous latent variables. R2 is the square of the actual value and the predicted value, so it contains all the data used for the model estimate, and it represents a measure of predictive power within the sample. Table 9 shows the R2 values of the hypothetical relationships in our proposed model and the adjusted R2 values. The R2 value ranges from 0 to 1, and the higher the R2 value, the better the prediction accuracy of the model (Hair et al, 2021).

Table 8: Path Coefficients and Hypothesis Testing

	Path coefficient	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
OR -> CM(H1)	0.211	0.045	4.705	0	Supported
HRC -> CM(H2)	0.338	0.045	7.562	0	Supported
FC -> CM（H3）	0.168	0.046	3.696	0	Supported

Table 9: R-Square and Adjusted R-Square

	R-square	R-square adjusted
CM	0.325	0.322

Assessment of the Effect Size (R^2)

The R^2 value can also be used to quantify the strength of the structural model relationship by the f^2 effect size. Unlike the path coefficient, which is generated by the regression of an endogenous structure to its predecessor structure, the f^2 effect size represents the change in the value of R^2 when a particular predecessor structure is omitted from the model. If the omission of a structure results in a significant decrease in the R^2 value of the endogenous structure, the previous structure has a substantial effect. The guiding principle for evaluating f^2 is that 0.02, 0.15, and 0.35 represent small, medium, and large effects of exogenous potential variables, respectively. An effect size of less than 0.02 indicates no measurable effect (Cohen, 1988).

Table 10 shows the effect sizes of this study. The effect size between financial ability and crisis management is 0.031, indicating that the effect size is small. The largest effect size in this study is the relationship between human resource capability and crisis management, with a value of 0.122, showing a moderate effect size (Mohammadi et al., 2017, 2021; Sun, Soh, Mohammadi et al., 2022). The effect size between organizational resilience and crisis management was 0.052, indicating a small to moderate effect size.

Table 10: Assessment of the Effect Size (f^2)

	CM	FC	HRC	OR
CM				
FC	0.031			
HRC	0.122			
OR	0.052			

Assessment of the Predictive Relevance (Q^2)

Evaluating structural equation models' predictive power is a key step in ensuring that researchers make reliable decisions. Prediction ability refers to a model's prediction effect on future or unknown data, which is directly related to the model's benefit and reliability in practical application (Danks, Ray, & Shmueli, 2021).

Table11：Assessment prediction effect

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
CM1	0.174	0.949	0.756	0.961	0.768
CM2	0.146	0.949	0.764	0.969	0.779
CM3	0.197	0.924	0.747	0.941	0.758
CM4	0.149	0.952	0.765	0.975	0.781
CM5	0.204	0.916	0.732	0.94	0.754
CM6	0.161	0.925	0.742	0.942	0.760
CM7	0.155	0.939	0.748	0.954	0.754
CM8	0.128	0.912	0.735	0.929	0.751
CM9	0.104	0.925	0.744	0.937	0.753
CM10	0.179	0.895	0.720	0.898	0.721

In SEM, the predictive power of the model can be evaluated by using Q^2. We focus our analysis on the model CM key target structure and treat RMSE as the default measure to explain the prediction error of structural indicators (Hair et al, 2021). The results from Table 11 show that the PLS path model is superior to most naïve benchmarks, because the RMSE

values generated by PLS-SEM analysis are all smaller than those generated by the naïve LM benchmark model, and this model has high predictive power.

Discussion

The main objective of the study has been to investigate the influence of catering SMEs' capabilities on crisis management in Jiangxi Province. A total of 649 managers from different-scale catering enterprises in Jiangxi, China, participated in the survey, covering different ages, positions and educational backgrounds. In this study, SPSS27.0 and SmartPLS4.0 software is mainly used for data statistical analysis. The results of the analysis demonstrate that organizational flexibility, human resource ability and financial ability have significant positive effects on the crisis management of catering enterprises in Jiangxi Province. Among the three factors mentioned above, Human Resource Capability has the highest influence on crisis management.

It is found that there is a significant positive correlation between organizational resilience and crisis management. This finding also emphasized the relationship between organizational resilience and crisis management, and the results also support the positive correlation between organizational resilience and crisis management. Aligned with the previous research, catering enterprises are encouraged to enhance organizational resilience to face crises and turn them into opportunities (Rodrigues et al., 2021). In order for catering enterprises to survive and thrive in the uncertain, threatening and complex market environment, only enterprises with strong organizational resilience can do it. Because resilient enterprises are more capable of coping with various crises and volatile market environments, they can quickly adjust according to changes in the market, integrate various internal and external resources, formulate effective crisis management plans, implement various countermeasures, and let enterprises successfully survive the crisis.

This finding is also consistent with previous research Channa et al. (2019), which emphasizes that human resource capability is an important factor in crisis management, and the results also support the significant positive correlation between human resource capability and crisis management.

Similarly, the study found a significant positive correlation between financial competence and crisis management. Although this finding has not been found to complete the same literature support, similar to the previous research results (Tri, 2023), there is a significant positive correlation between financial capability and enterprise competitiveness. The financial ability of enterprises is mainly reflected in the ability to ensure that the funds mobilized by enterprises can meet the capital needs of enterprise activities. It is manifested in the scale of funds, the ability to effectively mobilize and use funds, and the financial management ability of enterprises. Good financial ability of enterprises can improve the competitiveness of enterprises, but also an important factor for enterprises to cope with the crisis.

Contributions to theory and practice

This study makes several important contributions to the field of organizational and crisis management. First, it provides valuable theoretical contributions by applying the resource-based view (RBV) theory to examine the relationship between key capacity factors—such as organizational flexibility, human resource capability, and financial capability—and crisis management in catering enterprises in Jiangxi, China. Doing so not only broadens the scope of RBV theory to include a less-explored sector but also deepens its relevance in crisis contexts, demonstrating how these capacity factors influence an organization's ability to

manage and overcome crises. This is particularly important for industries like catering, where crisis response can directly impact business survival and long-term resilience.

Second, the study significantly expands the empirical research on crisis management, addressing an existing gap in literature. While much of the crisis management research has traditionally focused on industries such as tourism, very little has explored its applications in the catering sector. This study specifically addresses this oversight by focusing on the catering industry in Jiangxi Province, providing a unique and critical perspective on how these enterprises manage crises in a region with its own socio-economic dynamics.

Finally, the research establishes a comprehensive theoretical framework that can serve as a foundation for future investigations in the field of crisis management. The findings not only contribute to a better understanding of crisis management in catering enterprises but also offer practical insights for managers and policymakers in similar sectors. This framework will provide a robust theoretical basis for future studies and guide more targeted research efforts, ultimately advancing the field of organizational resilience and crisis response.

Limitations and future research

First, it focuses solely on three influencing factors, including organizational resilience, human resource capability, and financial capability, without considering other potential determinants of crisis management. Second, the study's sample is restricted to catering enterprises in Jiangxi, limiting the generalizability of the results. Future studies can explore additional capabilities, such as leadership and technological capacity, that may impact crisis management and broaden the domain of the study to include different industries and regions to enhance generalizability. Moreover, future researchers can incorporate diverse respondent groups, such as employees and external partners, to gain a more comprehensive understanding of crisis management dynamics. Testing the model of the study in other East Asia regions and internationally can enhance the generalizability of the findings as well.

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