

Risk Management of Quick Service Restaurants in the New Normal

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Abstract – The general blow-up of the COVID-19 pandemic has conveyed the world to a halt causing critical disturbances in the worldwide economy. The global pandemic negatively changed the situation of international travel in just one snap, which greatly affected the Hospitality and Tourism industry. In quick-service restaurants, COVID-19 changed considerably and how local restaurants and foodservice companies react. This study is crucially important in the Quick Service Restaurants in the cities of Batangas province for the assurance of employees. Hence, this study aims to evaluate the Plan, Preparedness, and Prevention of quick restaurant services. The researchers used descriptive research among 315 respondents of quick-service restaurants. It was found out that Risk Management of the Quick Service Restaurants amidst Covid-19 is effective. As for Planning, quick service restaurants are equipped with different plans to pursue their operations. For Preparedness, it is agreeable that quick-service restaurants are prepared with the things that are in need to successfully continue their operations. It is also seen that quick-service restaurants are doing all the necessary. Finally, quick service restaurants are adapting well to the New Normal.

Keywords – adaptation, planning, prevention, quick service restaurants, risk management, covid.

INTRODUCTION

The general blow-up of the COVID-19 pandemic has conveyed the world to a halt causing critical disturbances in the worldwide economy. Universally, the ascending of revealed COVID-19 positive cases does not indicate subsiding. Accordingly, most nations have shut their borders, air terminals, and lodgings and actualized limitations on mass social events, land travel, and related administrations. As a result of the limitations on travel, a suspension for international tourism has been almost totally implied, domestic tourism was also affected by a lot of lockdowns and restrictions done in a lot of countries. The global pandemic negatively changed the situation of international travel in just one snap, which greatly affected the hospitality and hospitality industry, making it the worst affected of all major economic sectors. Without a doubt, the tourism and hospitality sector are one of the major sources of livelihood opportunities, governmental funds, and currency exchange with foreign countries earnings regardless of the country is developed or is developing, thus it is regarded imperative to discover and streamline new approaches for the tourism industry to recuperate amidst the COVID-19 pandemic.

As stated by Bhattacharya [1], With the spread of COVID-19 and the fear and confusion it brings to consumers, fast food restaurants need to move quickly and strategically to put in place security measures for their clients and staff, in particular, to reduce long-term contacts. While the pandemic started almost a year, the way customers get

their food has changed considerably and how local restaurants and foodservice companies react. Incalculable damage may occur in just a little mistake that's why restaurants need to find ways on how they can prevent the spread of this virus. We need to think out of the box the best remedy or solution for this situation and be prepared for the worse.

There is no doubt that the foodservice industry and hospitality industry as a whole is the most affected by the current situation right now. However, several restaurateurs changed their market model easily to create options and pandemic-friendly food choices for their clients. As a result, take-out and delivery opportunities have expanded, not only from short-service or casual restaurants but also from high-end restaurants. And it is essential to prioritize safety when choosing what and where to eat. Ensuring customers acknowledge safety concerns and take action to cope with the situation. These actions include exchanging information on new protocols, such as creating a dedicated food safety team. Other examples could include more thorough maintenance practices, greater frequency of hand-washing between workers, and upgrading staff training materials. Restaurants have adopted strict health and safety guidelines to protect their employees and employers – from sourcing, planning, and operation and most especially their customers.

In this challenging time, it is important to come up with a solution that will benefit not only the company but also the customers and with that, we can provide the assistance they need, appreciate & remember.

Around the globe, COVID-19 circumstance is developing every day. In the QSR business, cafés are working indefatigably to keep on serving clients using drive-through, conveyance, as well as takeout. In the previous few months, Quick Service Restaurants have encountered fast and emotional changes as purchaser spend moved online because of the COVID-19 pandemic. QSR deals endured a top dog at the beginning of the pandemic, however consistently expanded as customers adjusted to the circumstance and realized what exercises were protected. While deals in this channel have improved, the upswing has accompanied huge changes in visitor conduct. As the circumstance keeps on unfurling, by what means can QSRs best plan for and change by these new customer propensities that are probably going to be a long haul.

The new propensities we're seeing offer important knowledge into how QSRs can best serve the current requirements of the COVID-19 buyer. Its reasonable customers need to eat out, however, their interests in doing so will probably stay for years to come. Indeed, even as more places return, a few urban areas are now restricting admittance to bars and indoor eating because of an ascent in COVID-19 cases. QSRs will need to keep focusing on and obliging buyers who are looking to limit their openness to the infection and ensure their families.

To understand whether tourists travel to a destination with high safety and security during the COVID-19 outbreak, there is a need to predict their future experiential intentions. Many tourists inquire if it is safe to travel during the COVID-19 outbreak. Gössling et al. [2] proposed that the COVID-19 pandemic is an unknowable risk. However, it is unsure that traveling during the COVID-19 outbreak is entirely risk-free, regardless of age, health, or tourist destinations [3]. Tourists need to know the most recent safety and security condition of destinations by accessing the website of the government in a country [4]. Berrada [5] suggests that proficiencies designed for and by tourists are social constructions stemming from a continuous process of learning and creative cooperation between the numerous tourism stakeholders.

While against a backdrop of heightened vulnerability brought by the pandemic, coming up with concrete planning, preparedness, and prevention schemes must be undertaken to avert the worst effects and to facilitate recovery, emphasizing tourism's demonstrated resiliency and adaptability. This vital approach includes the implementation of various precautionary measures by the set standards of the World Health Organization alongside other public and private implementing bodies. In the Philippines, the Guest Handling Policy is as a rule carefully executed which incorporates the proper wearing of facemask, requiring guests to complete a Health Declaration Form upon check-in, encouragement of online payment upon booking, checking of body temperature at the hotel entrances which to be done by a qualified health or medical staff or trained hotel personnel, disinfection of shoes using sanitizing mats

provided at the entrances, observance of physical distancing measures, hand hygiene, and respiratory etiquette, posting of information materials on proper handwashing and respiratory etiquette, proper use of face mask, emergency contact numbers, informing of the management policies on room occupancy, dining, and use of public areas. This is to ensure safety and reduce the risk of infection.

Premeditated Preparedness and Response Plan for COVID-19 aims to hinder and end transmission, avoid outbreak and postpone spread; give improved consideration to all patients, particularly people that are prone to sickness; decrease the outcome of the pandemic on health organizations, social administrations, and economic activity. The outbreak transmission of the virus may lead to interference of basic services in the communities unless tested firms' continuity plans are set up. Adapt and actualize national cross-sectoral emergency preparedness business continuity plans, where existing to COVID-19. Also, work with UN Offices and different accomplices to distinguish and support the continuation of serious functions, assets, basic workforce [6].

The study evaluated the risk management of the quick service restaurants in the new normal in the cities of Batangas province such as Batangas City, Lipa City, and Tanauan City. In addition, this study will be beneficial to the QSR of the province as this study will help them to enhance their capabilities and know the proper way to handle the situation with this COVID-19 pandemic. Knowing the right plan, preparedness and prevention will reduce contamination and infection in the provinces, particularly in quick-service restaurants. Also, following the Government Protocols will improve the safety of the QSR. This study will have an impact on the community in this time of pandemic by giving the QSR the knowledge. This includes planning, adaptation, and trials of the scheme.

OBJECTIVES OF THE STUDY

This research intends to evaluate the plan, preparedness, and prevention of quick restaurant services. More specifically, aims to describe the firmographic profile of the respondents in terms of years in operation, their location, seating capacity, and size of business; assess the Risk Management of the QSR amidst Covid-19 in terms of planning, preparedness, and prevention; to determine the adaption mechanism of QSR to the New Normal; test the significant difference on the responses when grouped according to profile; test the relationship between risk management and adaptation mechanism.

METHODS

Research Design

This study is intended to gather data regarding the firmographic profile of the Quick Service Restaurants in Batangas City, Lipa City, and Tanauan. The researchers used descriptive research to help them present, analyze, evaluate and interpret the correlation between the respondents' profile

and their Risk Management in terms of Planning, Preparedness, and Prevention with regards to their business operations while adapting to the "New Normal". The researchers used the said design because such enables the researchers to systematically describe a situation of interest if it was materialized factually or accurately.

Respondents of the Study

The target participants were employees, managers, or owners of Quick Service Restaurants around Batangas City, Lipa City, and Tanuan who are personally involved in corporate social responsibility activities. The respondents used to consist of a workforce from the Food and Beverage Industry mainly on Quick Service Restaurants. The employees have enough knowledge and experience that will greatly contribute to this study. Descriptive questionnaires were used for the survey respondents. 315 respondents were used as a sample-based of the Raosoft Sample Size Calculator with the confidence of 95% and marginal error of 5%. Stratified Random Sampling was also used wherein 105 quick-service restaurants employees were given a questionnaire for each city.

Data Gathering Instrument

The instrument of the study was properly utilized through a self-made questionnaire as a primary tool in gathering data. The instrument used in the research will be answered through an online survey. These chosen instruments will be used in the collection of data to test the objective of the research study being conducted.

The questionnaire was composed of two (2) parts: Part I of the questionnaire covers the firmographic profile of the respondents that include their business information such as years in operation, their location, seating capacity, and size of business.

Part II is to assess the level of risk management that focuses on four (4) areas: assess the Risk Management of Quick Service Restaurants amidst Covid-19 in terms of planning, preparedness, and prevention; to determine the adaption mechanism of quick-service restaurants to the New Normal; to test the significant difference on the responses when grouped according to profile, and to test the relationship between risk management and adaptation mechanism. The Likert's 4-point scale was used with the following values: "Strongly Disagree", "Disagree", "Agree" and "Strongly Agree" to get the result of the assessment. The instrument is convenient for both researchers and respondents because QR Codes were used to directly open the online survey. The set of the questionnaire was formally validated by experts in the field of tourism and hospitality as well as research experts.

A KR-20 / Cronbach Alpha test was done to measure the reliability and assurance of the questionnaire and undergone pilot testing. It is revealed in the summary that the questionnaire is good enough for the data gathering procedure. The results were: Planning (0.907) referred to as "Excellent"; Preparedness (0.893) referred to as "Good";

Prevention (0.893) referred to as "Good"; Adaptation to the New Normal (0.895) referred to as "Good".

Data Gathering Procedure

A permission letter was sent to the respective managers, employees, and/or owners of quick-service restaurants to officially seek permission in performing the analysis. Questionnaires were forwarded through emails or other social media channels of every Quick Service Restaurant and were managed by the researcher after approval has been granted by their management.

Data Analysis

To perform data analysis, the following statistical tools were used. Frequency and percentage distribution were used to describe the firmographic profile of the respondents. Weighted means and ranking were used to assess the 3P's of Quick Service Restaurants and adaptation to the New Normal. The result of the Shapiro-Wilk Test revealed that p-values of the major variables are less than 0.05 which means that the data set is not normally distributed. Therefore, the Mann-Whitney U test for two groups and the Kruskal Wallis test for three groups were used as part of the non-parametric tests to determine the significant differences. Likewise, Spearman rho was used to determine the significant relationship between the two variables. In addition, all data were treated using statistical software known as PASW version 23 to further interpret the result of the study using an alpha level of 0.05.

Ethical Considerations

The personal and private data given by the respondent was treated with the utmost confidentiality and was not revealed in any part of the study. The respondent was informed of the purpose of this study through the permission letter that is given before the data gathering. Those respondents who agreed to participate will reflect on the results of the survey. The respondents also have the right to stop answering the survey if in any case, they felt uncomfortable in the middle of answering the survey.

RESULTS AND DISCUSSION

Table 1 depicts the firmographic profile of quick-service restaurants in terms of seating capacity, years of operation, and business size. In terms of seating capacity, 21-40 individuals have the highest frequency of 134 or a percentage of 42.50. Followed by 20 individuals and below with a frequency of 74 or a percentage of 23.50. Next is 61-80 individuals with a frequency of 64 or a percentage of 20.30. Then 81 individuals and above with a frequency of 30 or a percentage of 9.50 and 41-60 individuals got the least frequency of 13 with a percentage of 4.10. While 21-40 individuals and below got the highest frequency because It is important to follow the allowed seating capacity of a restaurant so that they can cater all and there will be no problem with seats no guest standing and no overcrowding.

Table 1. Firmographic Profile of the Business

Seating Capacity	f	(%)
20 individuals and below	74	23.50
21 – 40 individuals	134	42.50
41 – 60 individuals	13	4.10
61 – 80 individuals	64	20.30
81 individuals and above	30	9.50
Years of Operation		
5 years and below	151	47.90
6 – 10 years	106	33.70
11 – 15 years	35	11.10
20 years and above	23	7.30
Business Size		
Micro Enterprise (10 employees and below)	78	24.80
Small Enterprise (10 – 49 employees)	146	46.30
Medium-sized Enterprise (50 –249 employees)	45	14.30
Large Enterprise (250 employees or more)	46	14.60

In addition, this will also minimize or avoid unexpected situations that may harm the customers. If everyone is aware of the number of allowed customers in an establishment, they can lessen the interactions and adequate physical distancing can be maximized. Strategies are essential during this time for the sake of everyone's safety. Since this virus is something that we need to take seriously, so lots of adjustments are important to mitigate the virus.

According to Dube et. al. [7], as more countries partly loosen up lockdowns, restaurants need to adjust their sitting arrangements like minimizing the capacity of customers in a restaurant to provide consumers with a sense of security and convenience especially during this time to prevent the spread of the virus.

As reported by Gursoy & Chi [8] to make sure that the health and security of staff, customers, as well as the willingness to patronize their businesses, hospitality firms should make significant improvements to their operations in the COVID-19. There are lots of adjustments that a restaurant did to continue its operation since covid is still present, decreasing the capacity of customers in a restaurant will be helpful to reduce interactions.

For years of operations, 5 years and below got the highest frequency of 151 and a percentage of 47.90. This followed by 6-10 years with a frequency of 106 and a percentage of 33.70. Next is 11-15 years with a frequency of 35 and a percentage of 11.10. Lastly, 20 years and above got the least frequency of 23 and a percentage of 7.30.

In the years of operation, 5 years and below got the highest frequency. This says that most businesses are in the early years of operation and most of them are new in the industry. For them to become successful they need to exert efforts like planning well for the growth of their business. They need to focus on what our customers need for us to satisfy them like providing them a good place that will make them relax, serving quality food, and a lot more.

As stated by Ukorebi [9] providing the strategies for the fast-food business will make their services longer than 5 years. When the business is growing and surviving it will become profitable by contributing to the prosperity of the

owners, employees, communities, and the government. This will surely be beneficial to the businesses and the individuals as they are implemented on the findings from the study.

Running a business for more than 20 years is difficult to achieve that's why few establishments reach this far. Since they have been in business for a long time, strategies for a company to be successful are essential. Restaurants need to prioritize safety, especially for the food handlers so that customers will continue to support and patronize that restaurant. There are lots of challenges they may face and they need to balance and manage them so that the business will not face bankruptcy.

As stated by Al-kandari et al. [10] the continuous food safety training for the food handlers should become mandatory to strengthen the food handlers in the areas that seem to be lacking training should not only focus on the theoretical aspects of the knowledge, but also to the practical and foster of the positive attitudes towards the food safety and to promote good food safety practices.

For business size, Small Enterprise (10-49 employees and below) has the highest frequency of 146 and got the percentage of 46.30. Followed by Micro Enterprise (10 employees and below) with a frequency of 78 and got the percentage of 24.80. The next one is a large enterprise with 250 employees or more with a frequency of 46 and a percentage of 14.60. And medium-sized enterprise 50-249 employees or more got the least frequency of 45 with a percentage of 14.30.

The data shows that the highest frequency can be seen in small enterprises that can carry 10-49 employees. It has a frequency of 146 with a percentage of 46.30. Small Enterprises Businesses are fast and very progressive to develop. Many investors start up a small business enterprise to achieve their own financial goals and easily expand their businesses. In addition, Small Enterprises also requires only small capital to establish compared to a large enterprise.

As stated by Kunday et al. [11] the quick expansion of Small enterprises is emerging. They are striving to increase the needs of their product with their goods and services.

Medium-sized Enterprise, however, has the least frequency of 45, carrying 50-249 employees with 14.30%. Medium-sized companies are faced with several challenges having without proper plans and the right execution of the business. It is most likely to decrease the demand of putting up a medium-size company and have a major issue of business failure. Management needs to be equipped with proper strategies to sustain.

According to Yoshino et al. [12], lack of finance is vitally important to fill up the success of the company. Limited and unavailability of financial management destroys the business. Insufficient use of information triggers the slow development of a medium enterprise.

Table 2.1. 3P's of Quick Service Restaurants in terms of Planning

Indicators	WM	VI	R
1. Meetings and forums about the company's business operations with regards to Covid – 19 were conducted.	3.70	SA	6
2. Series of employee training on health and safety practices were organized to equip them before the resumption of operation.	3.89	SA	1
3. The company has constructed Operational Plans (plans for the day-to-day activities of the business).	3.79	SA	4
4. The company has constructed Strategic Plans (plans which involve long-term decisions for the business).	3.83	SA	2
5. The company has constructed Tactical Plans (plans which involve short-term decisions for the business).	3.65	SA	8
6. The company has constructed Contingency Plans (plans which are used when unexpected situations arise).	3.72	SA	5
7. The Plans are distributed and well-discussed among the employees of the business.	3.80	SA	3
8. The company conducted different simulations in conducting the plans to make sure that they are effective.	3.67	SA	7
Composite Mean	3.76	SA	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 2.1 depicts the 3P's of Tourism and hospitality enterprise in terms of planning. The composite mean of 3.76 indicates that the respondents strongly agreed on the above indicators.

All items were positively assessed as strongly agree and series of employee training on health and safety practices were organized to equip them before the resumption of operation acquired the top-weighted mean score of 3.89. Followed by the company have constructed Strategic Plans, plans which involve long-term decisions for the business (3.83), and Plans are distributed and well-discussed among the employees of the business (3.80).

Companies are aware of the threats and the possibilities of COVID-19 they are ready in many ways, and they take actions to mitigate the virus. They execute protocols and a strong approach that will benefit not only the company but also the employees and customers, which is important to prioritize. We have an invisible enemy and the only thing that we can do is protect ourselves through different safety practices.

Nowadays, companies are implementing several practices for employees engagement like online sharing in maintaining health and hygiene, webinars with companies experts, anxiety and stress webinars, online engagement practices for family, virtual development, and learning, employees online acknowledgment & recognition, virtual classrooms training modules, virtual guidance for meditation and exercise, new skill training live session, online books & courses [13]. This kind of practice helps employees to boost their morale and to feel committed and motivated to the organization during this tough time due to covid19. In addition, according to Buenaobra et.al. [14] lockdown was removed a few months later after modified quarantines were raised, companies continue their operations but with restrictions and limitations, especially to the firms or businesses that gather many people. Facemask and face shield are now required of all the employees and customers for safety measures.

However, items such as meetings and forums about the company's business operations with regards to Covid – 19 were conducted (3.70), the company conducted different simulations in conducting the plans to make sure that they are effective (3.67) and the company has constructed Tactical Plans (plans which involve short-term decisions for the business) (3.65) got the lowest rank and rated the least.

Even though it obtained the lowest rank doesn't mean that they are not focused on it their decision is based on what they experience and how companies distribute the action plan to their respective managers then to the employees. They are least prioritized because companies Tactical plans are not yet polished, that is why they are having a hard time identifying the steps that they will apply. They pay more attention to the most vital. All that is listed in the table are essential for a company to prioritize most especially during this time. While preparation mechanisms suited to companies have been difficult to identify, implementation has been slow. As a result, to support departmental managers to innovate formal tactical planning processes and to improve current ones, further research on companies' tactical planning processes is required. Our aim is therefore to assess the opportunities for tactical planning in every company [15].

Table 2.2 shows the 3P's of the tourism and hospitality industry in terms of preparedness, with a composite mean of 3.73 and a verbal interpretation of strongly agree. Indicators that got the highest ranking strongly agree because employees are well-versed with the safety protocols being implemented to prevent COVID-19 infections in preparation works with a verbal interpretation with a weighted mean of 3.83. The result is followed by the organization that keeps up to date with the latest news and protocols from official authorities by the new normal guidelines, which have a weighted mean of 3.81 and a verbal interpretation of strongly agree. Then followed by the company is prepared with the right resources and equipment in conducting the daily activities of the business with the verbal interpretation with the weighted mean of 3.78 then, the company is provided with Personal Protective Equipment to use during the daily operations with the verbal interpretation with the weighted mean of 3.77.

All team members and colleagues need to be informed of the safety protocols. Follow every step to prevent the spread of the virus. Ensuring the safety of guests and employees should be the topmost priority. The current situation implies that it is important that employees have their health in the maximum state to perform well in the job because employees are the ones who make the company grows and keep it on its feet to stand as a company.

Table 2.2. 3P's of Quick Service Restaurants in terms of Preparedness

Indicators	WM	VI	R
1. The company is prepared with the right resources and equipment in conducting the daily activities of the business.	3.78	SA	3
2. The company is provided with Personal Protective Equipment to use during daily operations.	3.77	SA	4
3. The employees are well-versed with the safety protocols being implemented to prevent infections in preparation for work.	3.83	SA	1
4. The employees have undergone rapid testing or swab testing in preparation for work.	3.54	SA	8
5. The company made renovations or modifications on the business site to fit the "New Normal".	3.72	SA	6
6. The employees attended different pieces of training in handling the workplace in compliance with the "New Normal".	3.61	SA	7
7. The company practices the new standard sanitation processes from point of entry up to the exit of people in the facility.	3.75	SA	5
8. The company stays updated with the current news and protocols from official authorities (e.g. WHO, DOH) in line with the 'new normal' guidelines.	3.81	SA	2
Composite Mean	3.73	SA	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

The study of Tomasevic et al. [16] gives significant knowledge into the reaction of sanitation frameworks during the primary months of the pandemic. Staff mindfulness and cleanliness are the two most significant ascribes in fighting COVID-19, contradicted to temperature checking of laborers in food foundations and well-being conventions from the World Health Organization, perceived as traits with restricted notability and significance. Organizations affirmed the execution of more prohibitive cleanliness methods during the pandemic and the requirement for buying more extra close-to-home defensive gear. Retailers were recognized as the food inventory network connect generally influenced by the pandemic rather than food storerooms positioned as least influenced. During this difficult period, all organizations announced that sanitation has not been undermined at any second. It is critical to take note that not exactly a portion of the food organizations had reported any crisis plans related to pandemics and medical problems set up.

Meanwhile, workers with the lowest rank have undergone rapid testing or swab testing in preparation for work, with a weighted mean of 3.54 for verbal interpretation. The workers then attended various training in managing the workplace by the "New Normal," with a verbal interpretation of 3.61 and a weighted mean of 3.72. As a result, the organization made renovations or improvements on the

business site to suit the new normal function. Followed by the practices in the new normal sanitation process, from the point of entry to the exit of people in the facility, resulting in a verbal interpretation with a weighted mean of 3.75.

Employees must undergo rapid testing or swab testing before proceeding to work. The company should have the responsibility to cover the expenses for the safety precautions that need and to ensure the protection of the employees. It is essential to secure the safety of the employees to proceed with the operation of the business. Also, to have the organization in this pandemic season. Securing the strength of the representatives is the most extreme need of the company.

According to Basu [17], it is important to guarantee the right screening of COVID-19 cases for early acknowledgment and control of the source, to separate patients under doubt of disease, and to apply the suggested precautionary measures. Instruments for quick evaluation of medical care offices for their readiness in focusing on the security of medical care laborers need improvement and approval in Indian well-being settings. Examination dependent on such an instrument would give quick input to clinic executives regarding their well-being framework inadequacies.

Table 2.3. 3P's of Quick Service Restaurants in terms of Prevention

Indicators	WM	VI	R
1. The contact tracing in determining the possible Covid-19 carriers is effective.	3.53	SA	6
2. Seating capacity of the establishment is limited to ensure social distancing among guests.	3.77	SA	2.5
3. The Thermal Scanners are very accurate and are checked regularly.	3.77	SA	2.6
4. Proper hygiene and hand sanitation of staff/colleagues are strictly implemented.	3.85	SA	1
5. Glass, acrylic, or plastic barriers on guest contact sections such as cashier, front desk, and dining area are installed to prevent the spread of the virus among both staff and guests.	3.69	SA	4
6. Healthy lifestyle through exercise and taking supplements is being practiced by all employees to boost their immune system.	3.62	SA	5
Composite Mean	3.70	SA	

Legend: 3.50 – 4.00 = Strongly Agree (SA); 2.50 – 3.49 = Agree (A); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 2.3 Presents the 3P's of Tourism and Hospitality Enterprise in terms of Prevention. The examinee is contented with favor in terms of prevention of having the composite mean of 3.70. It indicates that the respondents strongly agreed on the above-mentioned indicators. The

indicator that got the highest rank is the use of the proper hygiene and the use of hand sanitation of the staff/colleagues is strictly implemented with a weighted mean of 3.85 followed by the Seating capacity of the establishment is limited to ensure social distancing among guests with the

weighted mean of 3.77 and ranked 2.5. Next in line is Thermal Scanners are very accurate and are checked regularly with a weighted mean of 3.77 and ranked 2.6.

Proper hygiene and hand sanitation of staff/colleagues are strictly enforced because it is one of the most important things that we need to do to avoid the spread of viruses. This is very important to introduce successively. Hands should be washed with water and an alcohol-based hand rub or cleanser, and the nose and mouth should be covered with a flexed elbow or disposable tissue.

As supported by Shahbaz et al. [18] the foodservice and retail sectors should ensure good sanitation, the use of alcohol sanitizers and disinfectants, and the practice of social distancing at workstations and when engaging with customers. Businesses, on the other hand, should be vigilant in monitoring the temperatures of their employees and incoming guests to identify any sick individuals and prevent the spread of the Coronavirus.

Meanwhile, the indicator that got the lowest rank the indicators with the lowest rank is the healthy lifestyle through the exercise and taking supplements is being practiced by all the employees to boost their immune system with a weighted mean of 3.62 Followed by the use of Contact tracing in determining the possible Covid-19 carriers is effective 3.53 got the lowest rank and rated as least.

Though the use of contact tracing in determining the possible Covid-19 carriers is effective it obtained the lowest rank because a lot of customers may not be filling up and not taking the contact tracing forms seriously when going to the restaurants. Successful contact tracing only happens when they are told to do so and usually, they do not have the urge to do it even when not instructed to do so. However, it is important to trace the people through contact tracing so that the company can easily contact the person who may be infected with the virus. The data on the contact tracing forms will be of help most especially in tracking the persons that might have been infected by the virus. Although people nowadays are not taking these contact tracing forms seriously, the government and private entities should find a way to instill and make the people fill out the contact tracing forms most especially on those establishments that does not have any contact tracing personnel upon entering the premises. As supported by Juneau et al. [19], continuously stipulating effective contact tracing will surely slow down, but not stop the spread of the virus. Inefficient tracing may not contribute meaningfully to the control of COVID-19. They should be implementing set rules for them to easily define who's infected by the virus. In addition, the authorities should conduct different pieces of training on how we are going to track the people who are infected by the virus.

Table 3. Adaptation Mechanism of Quick Service Restaurants to the New Normal

	Yes		No	
	f	%	F	%
1. Are the employees satisfied with the “ <i>new normal</i> ” system in line with services?	293	93.0	22	7.0
2. Are the facilities of the company improved for use in the “ <i>new normal</i> ”?	300	95.2	15	4.8
3. Are the employees know when it comes to safety protocols?	314	99.7	1	.3
4. Can the company ensure the safety of the guests with all the protocols set in place?	314	99.7	1	.3
5. Are the employees applying the protocols set in place for the safety of both guests and the employees?	313	99.4	2	.6
6. Are there any digitalization to avoid contact in cash transactions and promote innovative operations?	295	93.7	20	6.3
7. Are there any adjustments on the marketing strategies of the business given that there had been no operations for the past months?	315	100.0		

As shown in table 3 the highest frequency is 315 or a percentage of 100.0 which indicates that all of the respondents answered yes as they are adjusting on the marketing strategies of the business given that there had been no operations for the past months.

All the respondents answered yes regarding that the operation of the establishment has an adjustment on the marketing strategy after months of no operation. The COVID-19 has resulted from significant changes to marketing and promotional strategies for the business. It forces the firms to re-evaluate their strategy about current and future advertising for the continuous stream of income

According to World Health Organization [6], to limit the contact of COVID-19 majority of the restaurants have implemented some new marketing strategy which is to adopt delivery and carryout to their services. On the other hand, it will lessen the contact of using extra hands. The staff happens to meet cars in the parking lot. They must cautiously prepare and pack the orders of the customers and include any extras – napkins, condiments, or cutlery. If customers were

inside the restaurants, it would be more assessable for them to provide it. But, once they have left, these items that have been mentioned are now out of reach. Single-use containers, condiments, and other supplies say that their costs affect every restaurant business. A shortage of staff has significantly affected nearly all of the working locations. Some restaurants are operating with 50% capacity, and still have a hard time finding enough employees to work.

However, table 3 also shows that the least frequency of those who answered yes is 293 or equivalent to the percentage of 93.0 that belongs to the employees who are satisfied with the new normal system in line with the services.

On the other hand, the situation of the employees and managers at this time is severe. The respondents are executioners of the new protocols of the business. Employees make sure that the company's vision and mission are being implemented for customers. They might not be the face of the business, but they are the assets that keep the business well-functioning.

The World Health Organization [6] implies that in this time of the pandemic, one of the most difficult mentalities to this industry is "work through the pain, work long hours" most especially if it is one of the staff's main incomes. Additionally, hat before the pandemic. Working while sick is a routine in the industry most especially in restaurants, a nonstop working culture, job insecurity, and lack of health assurance and paid sick leave. Most of the staff members stand over operations restaurants where they occurred to be employed in the spring of 2020. In the time off of clear federal and state government obligations, they have had flexible experiences from workplace to workplace as they consider the advantages and disadvantages of returning to dining rooms and kitchens. For high-risk staff, these decisions are life and death.

Table 4. Differences of Responses on 3P's of Quick Service Restaurants when Grouped According to Profile

Seating Capacity	U / χ^2_c	p-value	I
Planning	20.172	0.000	HS
Preparedness	10.891	0.028	S
Prevention	40.866	0.000	HS
Years of Operation			
Planning	12.288	0.006	S
Preparedness	12.115	0.007	S
Prevention	9.628	0.022	S
Business Size			
Planning	60.279	0.000	HS
Preparedness	15.784	0.001	HS
Prevention	49.862	0.000	HS

Legend: Significant at p -value < 0.05, Highly Significant (HS) Significant (S)

Table 4 presents the comparison of responses on 3P's of Quick Service Restaurants when grouped according to firmographic profile. It was observed that there was a significant difference when grouped according to seating capacity, years of operation, and business size. This means that there was a significant difference observed and based on the pairwise comparison, it was found out that that business with a seating capacity of 81 individuals and above has a greater assessment on the 3P's of Quick Service Restaurants.

Since having a higher capacity of individuals is equivalent to higher risks in quick-service restaurants, it is also most likely for them to be extreme in observing Planning, Preparedness, and Prevention. In every restaurant, this should be the main priority most especially in the time of a global pandemic. It is also very likely to happen that the consumers will put their trust in the quick service restaurants that offer high occupancy because the chance is higher than it is a big company, and the safety and security are ensured.

According to Motoc [20] Large Scale restaurant has less limit in crises management that means they are more able in possessing a lot of requirements and has more experience in crises management. They are seen as entities who are most likely successful when there are unexpected events and challenges for the restaurant. Which results in more increase in the volume of customers and expenditures.

As to years of operation, those who are operating 20 years and above have greater assessment also and those whose business size is categorized under Small Enterprise (10 – 49 employees) have greater assessment also on the 3P's of Quick Service Restaurants.

Given the fact that these restaurants have been on service for 20 years and above, it was already tested by time and has faced a lot of challenges over the years. This also implies that it will have better assessment Planning, Preparedness, and Prevention because they already know their ways when handling different problems like this.

As stated by Dedeoğlu and Boğan [21] restaurants were able to persuade more customers because they are abiding and adopting the necessary health and safety measures. Moreover, because they have been on service for a long time they have already established an image or branding which also is a factor that contributes to a better assessment of Planning, Preparedness, and Prevention of quick-service restaurants.

Small enterprises are motivated to push through with their businesses despite the ongoing global adversities. More compact due to the small number of staff and employees, communication is clearer, and barriers are not much present. To perform greatly, communication should be good and clear with everyone.

Tackled on the study by Mahajan [22]. Small Enterprises have the urge to be more competitive, develop and of course to change and adjust their operations to adapt to the New Normal. The adaptation to New Normal includes continuous education of procedures to protect everyone, sanitation and its different methods, and analysis of respective emergency and disaster plans. Through this Small Enterprises can go through this New Normal.

Table 5. Relationship Between 3P's of Tourism and Hospitality and Adaptation Mechanism of QSR

	U / χ^2_c	p-value	Interpretation
Planning	-0.162**	0.004	S
Preparedness	-0.143*	0.011	S
Prevention	-0.218**	0.000	HS

Legend: Significant at p -value < 0.05, Highly Significant (HS) Significant (S)

Table 5 displays the association between 3P's of tourism and hospitality enterprise and the adaption mechanism of QSR to the New Normal. It was observed that the obtained rho-values indicate a weak indirect correlation however the resulted p-values were greater than 0.05 alpha level. This means that there is a significant relationship exists and implies that the better the assessment on 3P's, the more the adoption of QSR to the new normal.

If the Quick Service Restaurants are practicing good Planning, Preparedness, and Prevention to COVID – 19 virus, it is most likely that they can easily adapt to the challenges of the new normal. The 3P's of Quick Services Restaurants is just the bare minimum requirement to have great operations. Now in the time of the pandemic, there are

more guidelines which include having strict protocols on the safety and security of the customers which means that everyone is forced to adapt.

Singh et. al [23], argued that continuous development is having adjustments on service for the customers to have a better assessment on the restaurant which increases expenditure. Moreover, having innovative ideas, plans, and strategies is essential to enhance the service of a restaurant to furtherly meet the needs and wants of the customers. If this happens, it means that the restaurant is adapting well to the current situation and the pulse of the customers.

CONCLUSION AND RECOMMENDATION

Majority of the respondents are operating for 5 years and below. There was also an equal number of respondents on the Batangas City, Lipa City, and Tanuan. For the seating capacity, the majority of the respondents can carry 21 – 40 individuals, and most of the businesses are Small Enterprise.

Risk Management of the Quick Service Restaurants amidst Covid-19 is effective. As for Planning, Quick Service Restaurants are equipped with different plans to pursue their operations. For Preparedness, it is agreeable that quick-service restaurants are prepared with the things that are in need to successfully continue their operations despite the global pandemic. It is also seen that quick-service restaurants are doing all the necessary actions to prevent the transfer of the COVID – 19. Lastly, quick service restaurants are adapting well to the New Normal they did a lot of adjustments on the business operations to best fit the needs of the New Normal.

There was a significant difference when grouped according to seating capacity, years of operation, and business size-based. Businesses with a seating capacity of 81 individuals and above, operating in 20 years and above and categorized under Small Enterprise have greater assessments on the 3P's of Quick Service Restaurants.

There is a significant relationship between risk management and adaptation to the new normal. This implies that the better the assessment on 3P's, the more that the Quick Service Restaurants are adapting to the new normal.

For Restaurant Businesses, they may continue to improve their 3P's (Planning, Prevention, and Preparedness) as well as their Adaptation to the New Normal. Having contingency measures is also a must for unexpected occurrences. The effects of the COVID – 19 is ever-changing and there is a need to adjust from time to time. The Restaurant Managers, may always come up with the best strategies and plans to pursue a safe and secure environment for all the employees and customers. For Restaurant Employee, they may keep themselves healthy and safe to continue in giving the safest and best service to their customers. For Local Government, they may always monitor the restaurants to ensure that they are safe environments for the employees and customers. Future researchers, may adjust and expound this study for

further development and to fit the future situations brought upon by the COVID – 19 pandemic.

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