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**SYNERGISTIC EFFECT OF RESPONSIVE, PROACTIVE MARKET
ORIENTATION AND ORGANIZATIONAL CULTURE AND ITS IMPACT
ON HOTEL OVERALL BUSINESS PERFORMANCE IN THAILAND**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**Thesis Submitted to the
School of Business Management
Universiti Utara Malaysia
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

This study attempts to examine the impact of responsive and proactive market orientations on hotel overall business performance in Thailand based on resource based view theory. The study also aims at determining the moderating effect of organizational culture on the relationship between responsive market orientation, proactive market orientation and hotel overall business performance. Hotel overall business performance was measured by subjective performance in terms of financial and non-financial performance. The research framework was developed and twelve hypotheses were posited and tested. This research employs quantitative method through questionnaire survey. The population of this study consists of four and five star hotels in Thailand. The data for the study were obtained from survey responses of 265 top managers of four and five star hotels with the response rate of 49 percent. The data were analysed using the Statistical Package for Social Science. Linear and hierarchical regression analyses were used as appropriate statistical tools to test the hypotheses. The results show that there is positive significant relationship between the responsive and the proactive market orientation on the hotel overall business performance. The finding of this study also reveals that there is significant moderating effect of the organizational culture on the relationship between the responsive market orientation and the hotel overall business performance. The moderating effect of the organizational culture on the relationship between the proactive market orientation and the hotel overall business performance of this study is also found significant. This study indicated that organization focusing on customer latent and express needs with organizational culture form business strategies would increase their performance. Overall, the findings of the present study provide partial support of the resource base view theory. Theoretical implication and practical implication of the study as well as suggestions for future research are also discussed in this study.

Keywords: responsive market orientation, proactive market orientation, rganizational culture, business performance

ABSTRAK

Kajian ini bertujuan untuk menyelidik kesan orientasi pasaran responsif dan orientasi pasaran proaktif terhadap prestasi keseluruhan urus niaga perhotelan di Thailand berdasarkan teori pandangan berasaskan sumber. Kajian ini juga bertujuan untuk menentukan kesan pengantara budaya organisasi ke atas hubungan antara orientasi pasaran responsif, orientasi pasaran yang proaktif dan prestasi keseluruhan urus niaga perhotelan. Prestasi keseluruhan urus niaga perhotelan ini diukur berdasarkan prestasi subjektif dari segi prestasi kewangan dan bukan kewangan. Kajian ini menggunakan kaedah kuantitatif melalui tinjauan soal selidik. Populasi kajian terdiri daripada hotel empat bintang dan hotel lima bintang di Thailand. Data untuk kajian ini diperolehi daripada maklum balas tinjauan terhadap 265 pengurus hotel empat bintang dan hotel lima bintang dengan kadar maklum balas sebanyak 49 peratus. Analisis linear dan regresi hierarki digunakan sebagai alat statistik yang sesuai untuk menguji hipotesis. Dapatan kajian menunjukkan bahawa terdapat hubungan positif yang signifikan antara orientasi pasaran responsif dan orientasi pasaran proaktif terhadap prestasi keseluruhan urus niaga perhotelan. Dapatan kajian juga menunjukkan kesan pengantara budaya organisasi yang signifikan terhadap hubungan di antara orientasi pasaran responsif dengan prestasi keseluruhan urus niaga perhotelan. Kesan pengantara budaya organisasi terhadap hubungan di antara orientasi pasaran proaktif dengan prestasi keseluruhan urus niaga perhotelan juga didapati signifikan. Kajian ini menunjukkan bahawa organisasi yang memberi tumpuan kepada keperluan pelanggan yang terpendam dan nyata dengan budaya organisasi membentuk strategi perniagaan yang akan meningkatkan prestasi organisasi mereka. Secara keseluruhan, dapatan kajian ini menyokong sebahagian daripada teori pandangan berasaskan sumber. Implikasi teori dan implikasi praktikal kajian serta cadangan kajian lanjutan turut dibincangkan dalam kajian ini.

Kata kunci: Orientasi pasaran responsif, orientasi pasaran proaktif, budaya organisasi, prestasi keseluruhan

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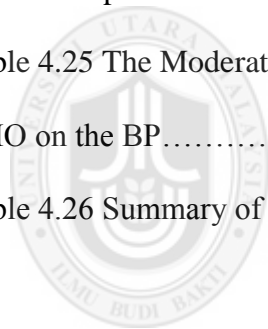


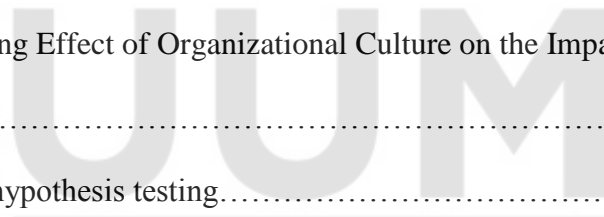
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LIST OF ABBREVIATIONS

ADAP	Adaptability
BP	Business Performance
CON	Consistency
DOCM	Denison Organizational Culture Model
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
INV	Involvement
IOC	Item-Objective Congruence index
MIS	Mission
MO	Market Orientation
OC	Organizational Culture
PMO	Proactive Market Orientation
RBV	Resource Based View Theory
RMO	Responsive Market Orientation
ROA	Return On Assets
ROI	Return On Investment
ROS	Return On Sales
SPSS	Statistical Package for Social Science
TAT	Tourism Authority of Thailand
THA	Thai Hotels Association
VIF	Variance Inflation

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter consists of seven sections, starting with the background of the study which is focused on the service sector and description of the Thailand hotel industry situation as well as its related problem. Next are the statement of problem, research questions, research objectives, the significance of the study, the scope of the study, and the definition of the key terms.

1.2 Background of the study

The service sector created by tourism is extremely important to Thailand as it is the most significant part of the country's economy. Thailand's government places a strong emphasis on tourism, and wants Thailand to be an appealing destination for years to come, especially for foreign clientele. As a result, Thailand wants its tourism administration to be unified so as to aid the country's economic growth (Sirinard, 2012).

However, a competitive tendency is commonly found in the industry; this causes the businesses to be increasingly aggressive towards one another. The situation results in overall poorer performance making the businesses being more vulnerable to internal and external difficulties. In turn, the economy becomes more exposed to crises (Office of the Prime Minister, 2011). This is particularly true in the hotel and lodgings sector of the economy, which is the focus of this study.

The hotel and lodgings sector of the service industry has experienced many difficulties in recent years. The hotel industry grew more quickly than its market, flooding the market with an oversupply of lodging capacity (Office of the Prime Minister, 2011). This saturated market cannot maintain normal price adjustments, preventing the businesses from reaching their planned profits (Sirinard, 2012). Recent political restlessness, economic disasters, social problems, natural disasters, and crime also have parts in hurting this sector of the economy (Office of the Prime Minister, 2011).

The particular cause of the pain to the lodging industry was the Red Shirt Protest in 2009—an event that so hurt not just the lodging portion of Thailand’s businesses but also its gross domestic product. The protest stemmed from the problems of Thailand’s political conflicts. Visitors looking forward to coming to Thailand became too agitated and uncomfortable to make a trip to Thailand—their dream destination—as a consequence of the risk factor of political circumstances, and possible riots. Those actually came stayed only for a short period of time. As a result, Thailand experienced the worst growth rate in its gross domestic product in 5 years. This upset everyone in Thailand (Office of the National Economic and Social Development Board, 2010).

Almost ten years ago, the growth volatility of the hotel industry in Thailand, especially in Bangkok, was shown to be negative and growth potential was lower than it should be. This is because the businesses have to face the undesirable events occurring almost every year. Since the coup in 2006 together with the world economic crisis in 2008 (Hamburger Crisis), financial tight situation of countries around the world had taken place (Sarut, 2011). Also the flood crisis in Bangkok

toward the end of 2011 as well as the uncertainty political turmoil occurred during 2013 - 2014, were the two other incidents having impact on the business success, although they were only short-term ones. However, due to the frequency of the particular political factors, it was impact to the occupancy rate in the hotel for the foreign tourists decreased. By reason of competitive pricing and marketing effect, the undesirable results of the hotel business performance and tourism could not be avoided. And 4-stars and 5-stars hotel much affected by the occupancy rate decreased, because of the higher costs of operation (Jiraporn, 2014). In this circumstance, the number of international tourist arrivals to Thailand and tourism receipts in 2007 - 2014 is shown in Table 1.1 below.

Table 1.1
The International Tourist Arrivals to Thailand at all Immigration Checkpoints in 2007 to 2014

Year	International Tourist		Tourism Receipts from International Tourist	
	Number of Arrivals	% Δ	Amount (Mil.Baht)	% Δ
2007	14,464,228	4.65	547,781.81	13.57
2008	14,584,220	0.83	574,520.52	4.88
2009	14,149,841	-2.98	510,255.05	-11.19
2010	15,936,400	12.63	592,794.09	16.18
2011	19,230,470	20.67	776,217.20	30.94
2012	22,353,903	16.24	983,928.36	26.76
2013	26,546,725	18.76	1,207,145.82	22.69
2014	24,779,768	-6.66	1,147,653.49	-4.93

Source : Immigration Bureau, Police Department, 2015

From Table 1.1 above, it is shows that the number and receipts from the international tourists in Thailand is growing volatility which was difficult to predict in the past

eight years' time considering the details shown in this table which indicates the number of tourists visiting Thailand in 2007 to 2009, the period during which a foreign tourists taking a trip to Thailand became inconstant. This was steadily caused by the global financial crisis (Hamburger Crisis) that occurred in the United States of America. Then in the last two months of 2013 to 2014 occurred the political crisis in Thailand which affected the number of foreign tourists and which impacted the tourism industry and also its related businesses. For this reason, it inevitably affected the hotel and accommodation as well (Office of Small and Medium Enterprises, 2014).

The effects that occurred with the hotel and the accommodation, especially occupancy rates of 4 stars and 5 stars hotels, were reduced owing to these external environmental factors (Office of Small and Medium Enterprises, 2014). The occupancy rate always fluctuates in the same way with the number of foreign tourists traveling to Thailand. (See Table 1.1)

1.3 Problem Statement

As mentioned in the previous section that tourism is important to Thailand. It creates the highest incomes among service merchandise, aside from generating continuity businesses, such as souvenir shops, restaurants, hotel and lodging businesses (National tourism board, 2011). Foreign tourists are especially significant as they bring foreign income to the country, allowing outside income to be dispersed into Thailand's economy, aiding the country's economic development.

Currently, however, the tourist market is unstable and vulnerable. The incidence during the last eight years has particularly proved the point as many crises happened

to Thailand and thus jeopardized its economy. Moreover, this limited the market's ability to expand and took on new opportunities. The number of tourists and their confidence levels has particularly plunged, mainly during the many crises. (National Tourism Development Plan of 2012 - 2016). In 2007, the number of foreign tourists was 14, 464, 228, or 4.65% up from the previous year. Nevertheless, this growth rate slowed in 2008 to a mere 0.83%, that is, the number of tourist fell in the following year by -2.98% resulting from the violent political conflicts of 2009's Coup. After that, in 2010, the situation looked brighter as the number of the tourists increased again. (Department of Tourism, 2006 - 2011). However, during the last two month of 2013 to 2014 the political crisis once again took place by the protest of People's Democratic Reform Committee. As a result, the number of tourists changed and caused unpredictable impact to tourism industry and the related businesses; hotel and accommodation were directly impacted (Bank of Thailand, 2015).

A lack of customer confidence is not the only factor hurting Thailand's economy though. The world has been undergoing an economic crisis since the stock market crash in 2008. World's currencies have become unstable, particularly the European Euro, the US Dollar, and the Australian Dollar. With the Euro fluctuating between 15 - 25 percent and the dollar at 10 - 15 percent, foreign clients are having more trouble affording to make a vacation to Thailand. This, thus, means the businesses having fewer customers—with a loss of approximately 15 percent in hotel occupancy rates and hence performance returns decreasing by 15 - 20 percent. Thailand's cross domestic product itself decreased from 45, 052 million baht to 38, 099 million baht from its first to second quarter in 2010 with a loss of 15.4 percent (Office of the National Economic and Social Development Board, Office of the Prime Minister).

The key factor in this loss was the strength of the Thai baht comparing to other world currencies (Thai Ministry of Finance, 2011).

The above mentioned facts showed that many crises were occurring. Hotel and accommodation were most affected compared to other business as a result of the number of tourists during the crisis which affected the occupancy rate; and finally it had a direct impact on the hotel performance (Office of the National Economic and Social Development Board, 2014). Bank of Thailand (2014) reported occupancy in Thailand hotels during 2007 to 2014 as being volatile; and sometimes lower than the normal average (60% - 70%). This was particularly during the economic crisis and political catastrophe or natural disaster. The details about the occupancy rate are shown in Table 1.2 below.

Table 1.2
The Occupancy Rate in Thailand Hotel in 2007 to 2014

Year	Average Occupancy	
	Rate	% Δ
	Percent (%)	
2007	60.57	-4.29
2008	56.18	-4.39
2009	49.22	-6.96
2010	50.20	0.99
2011	57.38	7.17
2012	60.84	3.46
2013	64.86	4.02
2014	55.87	-8.99

Source : Bank of Thailand, 2015

The above table shows occupancy rates being fluctuated in the same direction with that of the number of international tourist arrival in Thailand and the influence from

the external crisis. During 2007 and 2009, the global financial crisis had impact on the occupancy rate, which made it fall steadily until 2010. After that, in 2011, the crisis became improved and thus the occupancy rates were growing up. Nevertheless, since the last two months of 2013 through to 2014, the political crisis began to affect occupancy rates once again, with the rates being reduced to the lowest level in eight years. Occupancy rates became volatile and difficult to predict; also, their oversupply caused the competition intensified (Bank of Thailand, 2015). As a consequence, the hotel business was in a high competition situation (Research Unit Land and House Bank, 2014). Furthermore, the fluctuating occupancy rate caused many hotels to close down during the crisis as a result of a lack of planning and adapting their strategies to cope with these fluctuations (The Office of Small and Medium Enterprises, 2014).

As mentioned above, it was the impact of external factors that affects to tourism industry and also directly impact to hotel industry too. Because of the number of tourist directly related to the number of occupancy rate in the hotel. The reason is all of tourists, especially foreign tourists who arrivals Thailand need to find accommodation for their trip. Thus, the number of tourist reduce was directly impact to the hotel business performance (Real Estate Information Center. Government Housing Bank. 2009).

As the result, during the crisis, there were 3 hotels in the group of 4-5 stars in Songkhla Province closed down and 9 hotels in the group of 4-5 stars sold to foreign investors. Due to the impact of external factors in particular Politics and crime. The 4-5 stars hotel that sold to foreign investors are 1 hotel in Phetchaburi Province, 4 hotels in Prachuap Khiri Khan Province and 4 hotels in Phuket Province (Real Estate Information Center. Government Housing Bank. 2009).

Nevertheless, external crises were not the only factor causing pain to Thailand's hotel industry. Labor had been a continual challenge for the hotel administration too. This is as revealed by the 2009 study conducted by the Office of Small and Medium Enterprise Promotion. The workforce employed in this sector often lack language skills and workplace loyalty. Without loyalty, workers normally tend to seek only their own benefit and create high turnover rates (Office of Small and Medium Enterprise Promotion 2010). Hiring and training employees take time and money (Research Department, Bangkok Bank. 2013). As such, it can be considered a company's loss when highly skilled employees whom the company has invested both time and money in training but later attracted by company's competitors where they can earn higher salaries with more fringe benefits.

The problems within the organization that the hotel business currently encounters in Thailand are not just those concerning the employees lacking of working skills, language and low organizational loyalty. According to the study, however, conducted by Department of Industrial Promotion Ministry of Industry, Thailand, (2010) it is revealed that there still are many problems come upon in the organization. Such interior problems as the lack of liquidity, investment, cost of operation, procurement, increase in the turnover, ability to make profit, and marketing, are quite common; mostly still Responsive Market Orientation and marketing plan are applied, which rarely be successful. In addition, they make use of the market promotion which does not match the needs and wants of customers. This is, especially, the marketing strategy which is made use of during the low season does not as succeed as it should due to the fact that it fails to study the genuine needs of the customers.

From the aforementioned problems taking place within and outside the organization as experienced by the hotel business in Thailand, there are unavoidable effects upon the hotel performance. The possible solution to the impact is to start with problem within the organization; the internal resources of the organization are the ones being able to be controlled by the organization as it occurs within the organization itself. As regards the factors arose outside the organization, this refers to those that cannot be controlled (Turner 2013). In case of hotel business in Thailand, there is 14 per cent of the hotels in the country that has to close their business resulting from the mentioned problems—both the external and internal difficulties. And one of the important problems having effect on the performance of the hotel business is the lack of a serious study of real needs and wants of customers (Office of Small and Medium Enterprise, 2014).

Searching and identifying for the actual needs and wants of customers and have they fulfilled are accepted by academicsthat can potential upgrade organization performance. Appipha-Adu and Ranchod (1998) say market orientation “is the heart of the theory and practice of marketing management and believed to be the foundation for a firm’s competitive strategy.” The two authors further elaborate that by utilizing market orientation, organizations can potentially upgrade their performance applying the technique of identifying customer needs and wants.

Because of a business cannot control the external world; this is why they must look within themselves to find the tools and means of thriving in any difficult situation. And one such valuable internal resource is Market Orientation (Appipha-Adu and Ranchod, 1998). This tool aids them in operating their businesses more productively

(Kotler 2011, Levitt 1960, and Webster 1988). The productivity stems from the organization having clearer ideas and better guidance to fulfilling customer needs (Jaworski and Kohli 1993). This, in turn, helps managers monitor external and internal elements as they make use of the Market Orientation Concept (Tomášková, 2005).

Accordingly, the aim of this study is to make a revisit to the impact of the market orientation on business performance of the Thailand hotel sector, especially in 4 and 5 stars hotel. In order to fill the gap of research in the area of hotel business in Thailand as the result of study by Office of small and medium Enterprise (2014) showed that hotel business in Thailand still lack of serious study about real needs and wants of customer. And Tomaskova (2005) Jaworski and Kohli, (1993) guidance the manager to make use of the Market orientation to fulfilling customer needs and wants. So, market orientation and hotel business performance considered to be the main points of this study.

As mentioned earlier, in spite of the fact that the responsive and proactive market orientations become the commentary in marketing theory to influence the organizational performance, previous studies neglect examining the impact of those two concepts together in enhancing business performance, and, as stated by Narver, Slater and MacLachlan 2004; Atuahene-Gima, Slater and Olson; Tsai, Chou and Kuo 2008; Milferner 2009; Voola and O'Cass 2010, not much empirical research makes use of the two models of market orientation (Narver and MacLachlan, 2004). This is especially in hotel industry. Moreover, Tan, Min, Liu and Zhiying (2014) point out that the effect of responsive and proactive market orientation on business performance is still not clear. With the study aiming to diminish the literature gaps

applying the effect of both proactive and responsive market orientation on business performance, the knowledge pertaining to the influence can be more broadened.

Thus, this is all why it is needed that Thailand's hotel business must make a thorough study about market orientation; the business needs to really understand both expressed needs and latent needs, with the objective to manage the intangible resource like the market orientation for building up capabilities of organization. And the building up of capabilities, it is a part of RBV should apply in the organization that helps the organization get competition advantage. (Grant, 1991 and Eisenhardt and Martin 2002). Even if market orientation is an intangible resource, the one that does not exist as a physical thing, but, Barney (1991) accepts that market orientation is valuable to the organization as it enhances the abilities of organizations to identify the current and latent needs of customers as well as satisfactorily fulfilling them. Market orientation, is an intangible resource in hotels and market orientation is a resource that potential to building up capability in the hotels. And also capability is parts of RBV that can make the hotels get the competitive advantage.

As previously stated, the market orientation has been recognized by scholars as one of the tools within the organization to help executives create competitive advantage and support the improvement of business performance (Carbonell and Rodriguez Escudero, 2010; Kirca, 2011; Sharma, 2012; Julian, Mohamad, Ahmed, and Sefnedi, 2014; Hammond and Rothwel, 2014; Kelson, 2014). However, as is noted by these researchers: Zhang & Duan, 2010; Bodlai, 2010; Suharyono et al., 2014; Ghanavati, 2014, the relationship is not yet obvious.

The significance of Market Orientation in businesses and its positive effect on performances are realized and confirmed by several studies, including Appiah-Adu, Fyal, Singh (2000); Sin, Tse (2000); Leisen, Lilly, Winsor (2002), Matsuno, and Mentzer & Wzsomer (2002). Nonetheless, there were a lot of studies, such as those conducted by Han et al., (1998); Langerak et al., (2004); Jimenez and Jimenez, (2008); Merlo and Auh, (2009), which do not directly state positive effect on a market orientation regarding business performance. Also as the one being wrapped up by Langerak (2003) who states that there is no apparent proof if market orientation actually has influence upon business performance. Nonetheless, as a whole, as revealed in relation to Ellis (2006) who carries out a quantitative statistical analysis of as many as 56 studies in 28 countries that there is a connection of market orientation and performance—the market orientation is a determinant of company performance despite the quite weak relationship.

What is more, it needs to be clarified through the role of other factors that help boost the connection. In this regards, a study conducted by Nafie, Nimran, Musadieg and Suydi (2014) argues that the internal factors within the organization have a significant impact on the organizational performance. In addition, it is found in various studies that culture in organizations is key internal factors having effects upon the organizational performance aside from encouraging the performance with its superior type (Slater, Olson and Finnengan, 2011; Shah et al., 2011, Mujeeb and Ahmad, 2011). This can be key to success as a company can use it to control the internal factor, such as labor gaining loyalty and adjustability from its employees so that a company can have a significant key to improving its business performance (Willmott 1993). What's more, Schalk, (2008) notes that these internal factors are a

very important moderator and may have a great affect on the business performance measures.

Although the relationship between MO and business performance having been picked up and emphasized as well as being discussed in this research literature, an empirical study to give reasons for making use of responsive and proactive market orientation so as to produce better results than others is failed to bring into light (Atuahene-Gima et al. (2005). Therefore, a moderator variable in the relationship between MO and business performance is added, as suggested in the preceding research, to help better explain that responsive and proactive market orientation increase the business performance (Zhang & Duan, 2010; Bodlai, 2010; Suharyono et al., 2014; Ghanavati, 2014).

In this context, market orientation and organizational culture, as one of the important internal factors, has been proven their impact on organizational performance as mentioned above. Nevertheless, there is few empirical studies that integrate these constructs in a single model (Kara et al. 2004; Rathert et al. 2009), and thus it is needed that more studies are to make as the empirical investigation in hotel sector is called for (Webster and Sundaram, 2005). To serve as part of the purposes for the study so that related gaps in the literature will be decreased, the moderator role of organization culture in the relationship among responsive, proactive market orientation, and business performance, is therefore scrutinized.

Based on the aforementioned practical issues and existing theoretical gaps, this empirical study has investigated the synergistic effect of Market Orientation (Responsive and Proactive) on hotel business performance and its moderated impact

by organizational culture in the hotel in Thailand. In doing so, it should answer the following questions:

1.4 Research Questions

1. Does responsive market orientation affect Thailand hotel business performance?
2. Does proactive market orientation affect Thailand hotel business performance?
3. Does organizational culture moderate the effect between responsive market orientation and hotel business performance?
4. Does organizational culture moderate the effect between proactive market orientation and hotel business performance?

1.5 Research Objectives

The objectives of this research are to investigate the relationships or the influence of four main variables, that is, responsive market orientation, proactive market orientation, organizational culture, and business performance in large size hotels in Thailand. For this reason, the objectives, which are based on the research questions above, intend to search for the following answers:

1. To examine the relationship between Responsive Market Orientation and hotel Business Performance in Thailand.
2. To examine the relationship between Proactive Market Orientation and hotel Business Performance in Thailand.
3. To investigate the relationship between responsive market orientation and hotel Business performance being moderated by organizational culture attributes.
4. To investigate the relationship between proactive market orientation and hotel Business performance being moderated by organizational culture attributes.

1.6 Scope of the study

The study focuses on the relationship among four main variables: responsive market orientation, proactive market orientation, organizational culture and business performance of the four-star and five-star hotels in Thailand. The responsive market orientation to be used in this study is proposed by Narver, Slater and MacLachlan (2004). The Proactive market orientation is made up as suggested by several studies (Raji Srinivasan, Gary, Lilien & Arvind Rangaswamy, 2005; Naver et al. 2004). In addition, organizational culture's dimensions to be used in this study are involvement, consistency, adaptability, and mission as offered by Denison and Mishra (1995) and Fey and Denison (2003).

The main objective of this study was examining base on the data collected from the four stars and five stars hotel in Thailand. Furthermore, the present study employee a quantitative cross-sectional research design, in which the questionnaire was the main tool for data collection.

The relationships of the variables under investigation were considered from the perspective of top manager of the four stars and five stars hotel, where the sample was limited to the senior executives, director of marketing, director of sale, marketing manager and sale manager of the organization as they would be in a better position to know about the marketing plain, organization plan, decision making process, organizational policies and their business performance.

1.7 Definition of Key Terms

This section presents the definition of the variables and some other important terms under investigation by the current study as follows:

1.7.1 Responsive Market orientation

A responsive or reactive market orientation is a business's attempt to understand and to satisfy customer's expressed needs which the customer is aware and, therefore, can express (Narver, Slater & MacLachlan 2004). (Kohli and Jaworski 1990)

1.7.2 Proactive market orientation

A proactive market orientation is defined as "an attempt to understand and satisfy customers' latent needs" (Narver, Slater & MacLachlan, 2004).

1.7.3 Latent needs

Latent needs are the needs of customers especially when they are unconscious or unexpressed, this kind of need is a key to the fulfillment of customers; it exists in every customer (Naver et al. 2004).

1.7.4 Organizational Culture

Organizational culture is defined as the contributed merits and behaviors leading to the specific social and psychological surroundings of organizations. It is also functioning conventions and management manners (Denison, 2006). This is as prevailing patterns of values, attitudes, beliefs, assumptions, expectations, activities, interactions, norms, and sentiments in any organization (Quinn, 1988).

1.7.4 Business Performance

Business Performance Measurement is a tool that helps managers monitor their organization performance as a tool of specific activities controls. It is to be used for

forecast the situation both internal and external organization. Business performance helps monitoring and predicting behavior in relation to their goals to make decisions within the time frame required, to adjust the orientation of the company and/or behavior (Bititci *et al.* 2002) and to measure business performance being measured by financial measuring and non-financial measuring.

1.7.5 Occupancy Rate

The occupancy rate is the ratio between the number of rooms sold in each month and the number of hotel rooms. The occupancy rate is calculated by the percentage of rooms sold divided by the number of days of stay in that month and multiplied by the number of rooms available at the hotel. (Research Department, Bangkok Bank. 2013)

1.8 Significance of the Study

The study will provide the in-depth knowledge on the nature of responsive market orientation and proactive market orientation practiced in large-sized hotels in Thailand as well as the moderating effect of the organizational culture towards hotel overall business performance. The outcome value of this study arises from examining the effect of the responsive market orientation, proactive market orientation, and organizational culture on the hotel overall business performance in one model. The theoretical and practical value of this study is to be discussed in the following paragraphs.

The results of examining this study contribute to the body of knowledge and narrowing the existing theoretical gap in the literature, where the outcome of the present study confirms the relationship between responsive market orientation, proactive market orientation and hotel business performance in Thailand with

confirm a positive relationship. This is consistent with a previous study that found a positive relationship between the responsive market orientation and business performance as well as the relationship between the proactive market orientation and business performance. The findings supported and answered questions about the relationship of such studies indicated a relationship in a context of being more specific. It is effective for the marketing orientation of the hotel business.

This study will highlight the important of responsive market orientation and proactive market orientation in the four stars and five stars hotel. Thus, this study attempts to show the relationship between responsive market orientation and proactive market orientation which will be reflected in the large size hotel in Thailand. In this respect, it is expected that the result of this examination will help narrow the theoretical gap as well as making a clearer understanding which will benefit in the hotel business context.

And the results of this study will be important in the decision-making process on the market orientation of executives in large size hotels in a competitive environment and the external environment which is constantly changing and difficult to predict. In addition, the study examines the influence of organizational culture as a moderating effect on the relationship of both the responsive market orientation and proactive market orientation with business performance of large size hotels.

Furthermore, the present study affirms to the managers that this relationship can be achieved and captured more clearly through the relationship in enhancing and

building significant aspects in the organization such as marketing management or marketing plan that try to respond the express need and latent need of the customers. Subsequently, it is hoped that this study will be widely beneficial for hotel executives, business operators, the Thai government, in the contribution of knowledge and understanding and thus creating the capabilities of the organization through market orientation and organizational culture—the two internal factors that need to be emphasized in the organization management.

1.9 Organization of the Thesis

This thesis is divided into five chapters as follows:

Chapter one is the introduction which specifies the background of the study, the problem statement, the research questions, the research objectives, the significance of the study, the scope of the study, and the definition of terms.

Chapter two contains a review of the literature related to the business performance, the market orientation, and the organizational culture. In addition, this chapter discusses the relationship between market orientation and resource-based view theory (RBV).

Chapter three explains the frame work of this study and methodology of the study, specifically, the methods of obtaining and analyzing the data. This chapter also discusses the data collection, techniques of data analysis and hypothesis testing.

Chapter four describes the data analysis; then followed by the results of various analyses. The findings of the relationship of variables are also explained in this Chapter.

Chapter five includes the discussions, suggestions and implication of this study— both theoretical and practical implications. Elaboration on the main findings and the influence they have on the relationships among variables will also be made in this chapter. Furthermore, this chapter provides the limitations and future research directions.

1.10 Summary

This chapter presents the background of study, the hotel industry, problem statements, research questions, and research objectives. The justification for the study is also presented in this chapter. Also included in this chapter are: brief explanations of how this study becomes significant for academics and companies, new contributions, the scope of the study, the definition of key terms, the presentation of the research structure to meet the main objectives, and the overall structure of the five chapters of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This dissertation aims to determine the relationships between the responsive market orientation, the proactive market orientation and the business performance of four stars and five stars hotels in Thailand. It also examines how the three key factors are influenced by organizational cultures.

This chapter underlines the literature reviews. It is organized into several sections. The reviews of the service sector in Thailand Economic, hotel business in Thailand Economic and market orientation in the service sector in Thailand economy. This chapter also reviews the literature related to responsive and proactive market orientation as a general concept, the organizational cultures and the business performance are presented in the first to the seventh section respectively. The chapter concludes with the summary of the discussions in this chapter.

2.2An Overview of the Service sector in Thailand Economic

Thailand has a mixed economy, a system that many countries around the world as the most commonly used. That is, the government can engage in economic activity in many parts of the country. However, economic activity is mostly privately owned, there are competed in the manufacturing, service and sales system based on free trade system. Current, Thailand government policy to support and promote domestic investment seriously, both in the production development in order to import substitution and export development, aims to encourage investment in the private

sector increased. The tourism and hospitality industry is one of importance industry that can help stimulate the economy of the country. (The Tourism Authority of Thailand. 2558) And also the services sector with high potential include; hotel business and restaurants. (Office of the National Economic and Social Development, 2010).

Although Thailand's economy in the past. (Except during the crisis years of 1997 to 1998). It grew at an average of about 5 percent per year until the national income per capital (GNP per Capital) in 2014 to around 196,240 baht, or about 6,041 dollars per person per year, the country has shifted as an upper middle-income country, but in eight years, the economic slowdown and volatile. The average growth slowing from 5.7 percent to 3.2 percent per year during The ninth National Economic and Social Development Plan, Which is lower than the potential of the economy and a lower level to make it out of the trap middle-income countries within a reasonable time. One of the main causes of the slowdown in overall investment continues. As can be seen from Ratio of total investment to gross domestic product (GDP), down from 41.3 percent in the years from 1991 to 1996 was 25.5 percent during the year 2000-2014. In addition, compared with other countries in the region. The rate of growth of investment of Thailand, on average, during the years 2000 - 2014 was approximately 4.9 percent lower than Singapore and Malaysia, which have a high level of development than Thailand. (Directions of The twelfth National Economic and Social development plan).

To achieve, progress through the trap middle-income countries to countries with a high income. Thailand has set a vision plan for the twelfth national economic development and social development, which is still a continuation of the vision plan

of eleventh national economic and social development. The principles and framework of the plan adopted and applied the philosophy of sufficiency economy, with a focus on people-centered development and participatory development, based on balanced, sustainable. The vision of twelfth national economic and social development plan need to focus on the direction of development towards a transitional Thailand. From a middle-income to countries with higher incomes, stable, and sustainable society coexist happily, and contribute to achieving long-term vision "stable, prosperous, sustainable," of the country (The twelfth National Economic and social development plan).

Mentioned above, tourism and services industry as one of the country's major source of income. By the year 2014 statistics indicate that foreign tourists travel in one year at a total of 11.65 million, 56.52 per cent are tourists from countries in the region ASEAN and East Asia (as most Malaysians 11.97 per cent) from 24.29 per cent in Europe and North and South America combined, from 7.02 per cent (Tourism Authority of Thailand, 2015).

In order to powered the country from a middle-income to high-income countries. The Thailand government has restructured the manufacturing sector by accelerating the development of the transportation system to achieve a network linked by land, sea and air to accelerate the development of large berth to accommodate for the growth of marine tourism. Amend laws related to traveling and traveling promotion to modern, cover and control traveling activities. Formulation and preparation legislation to raise the standard of tourism of Thailand up and internationally to support the development of tourism compete at the international level as well as promote the development of tourism cluster in the area. Supports the development of tourism in

the area are linked to the physical culture, lifestyle, and tourism activities as well as promoting linkages of tourism in the ASEAN region. Both, bordering countries and countries with transportation network linking together to achieve holistic development all of the system (Department of Tourism Thailand, 2015).

In order to develop the service sector of the country to achieve its objectives, to be the main field of the production potential and capacity to create high value-added and income. Thailand policy to develop the service sector in the future and focus on development issues as follows ; (Department of Tourism Thailand, 2015).

- The first strategy: Product and Value Creation of Thailand's service sector.
- The second strategic: Platform for Long-term Quality Growth.
- The third strategy: Favorable Investment Climate.
- The four strategic: Income Generation and Quality of Life for Broad-base Development).

2.3 Hotel business in Thailand Economic

Refer to the above strategic development. Thailand focus on the business services sector. The services sector has high potential. In terms of interest and capabilities the ability to compete in regional development, including hotels and restaurants and retail businesses. (Office of the National Economic and Social Development, 2010).

Department of business development, (2014) clarified that as of August 31, 2015. Hotel & Resort has a number of business operations throughout the country amounted to 6,085 organizations, divided into company limited 5,208 organizations revenue was 85.6 percent. Partnership, Limited partnership, Ordinary partnership 859

and public company by 18 percent, 14.1 and 0.3, respectively, registered capital of 319,695 million baht. Categorized into a company limited 293,805 million baht, representing a 92 percent, followed by limited partnership/Ordinary partnership of 6,861 million baht and public company 19,029 million baht, representing 2 and 6 percent respectively.

Table 2.1
Number of corporate and capital of hotels and resorts (by area)
Unit: Number of Organization: Million Baht

Area	Total		Ratio (%)	
	Number (Organization)	Registered Capital	Number (Organization)	Capital
Bangkok	1,528	194,061	25	61
Central	375	11,421	6	3
East	939	16,130	16	5
North East	445	9,286	7	3
North	639	19,283	11	6
South	1,669	60,877	27	19
West	492	8,637	8	3
Total	6,085	31,695	100	100

Source: Ministry of Commerce (2014)

Table 2.1 shows that hotels and resorts in Thailand with the registration. Up to 27 percent is in the South. Followed by Bangkok and the East 25 and 16 percent, respectively, considering the value of the capital, hotel in Bangkok with registered capital worth up to 61 percent, followed by the South and the North, 19 percent and 6 percent respectively.

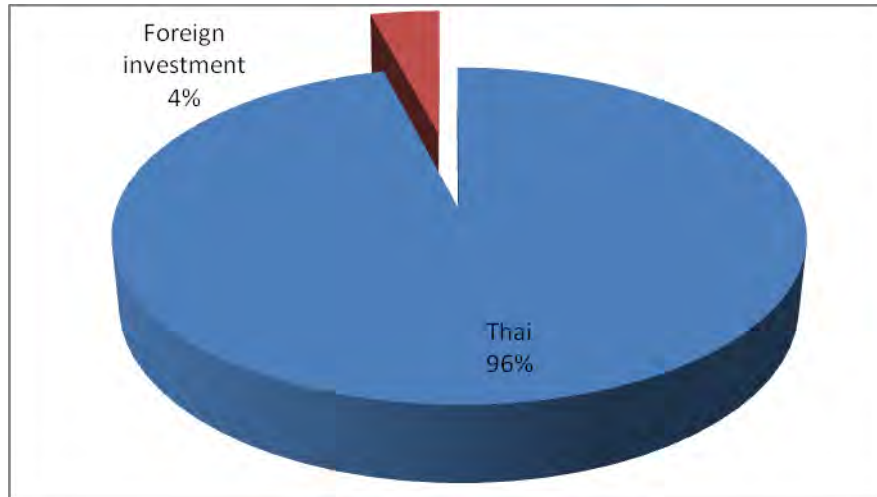


Figure 2.1
Investment in the hotel business in Thailand
 Source: Ministry of commerce (2014).

Figure 2.1 shows the investment in the hotel business totaled 319,695 million baht into Thai Nationality 308,028 million baht, representing 96 percent and foreign 11,667 million baht, equivalent to 4 percent.

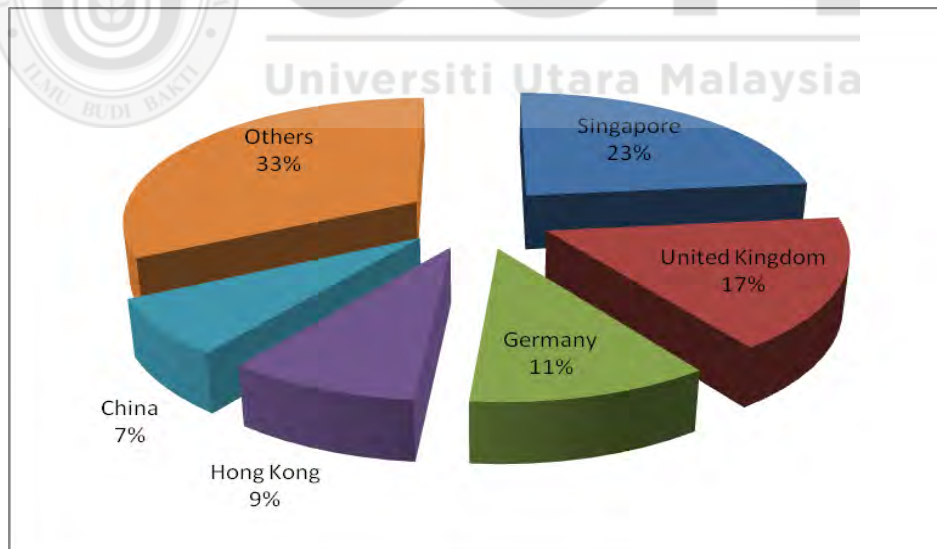


Figure 2.2
Foreign investment in the hotel business in Thailand
 Source : Ministry of commerce (2014)

From the chart above found the countries that joined the investment in Thailand hotel industry as follow; Singapore, 2,719 million Baht or 23 percent, followed by Britain 1,977 million Baht, representing 17 percent and Germans 1,303 Baht or 11 percent. Foreign investment in hotel industry in Thailand, affect the economic growth of the country. Nimal (2011) Noted that, in order to keep the economy grew 7-8 percent per year must be invested within the country, including all industries to 35-40 percent of gross domestic product (GDP) with is a savings within the country there are not enough or because of local investors may not be able to compete with big companies from abroad (Sevil, Bilge, & Mahmut, 2012).The foreign investment in hotel industry complements the internal resistance of the missing. Which, the foreign investment in hotel industry, it is not just an importance source of capital. But also promote domestic investment and promote job creation and contribute to the transfer of new technologies from its investment. However, the expansion of the economy still needs to rely on the other side of the country, such as human resources marketing knowledge, economic freedom, trade policy, the country's infrastructure and economic stability, etc. (The Secretariat of the House of Representative, 2014).

2.3.1 Thailand Hotel rating

Department of Tourism Ministry of Tourism and Sports (2014) has defined threshold levels of a hotel in Thailand into five levels (1 Star - 5 Stars). The criteria and indicators are consistent with international standards. The criteria and indicators use for hotel rating included 12 sections, 45 contains and 499 indicators as follows and also see more detail in Appendix C.

Section 1. Location, Building, Environment and parking.

- 1.1 Location and travel.
- 1.2 Badge or symbol.
- 1.3 Environment and buildings.
- 1.4 Parking and Transportation Services.

Section 2. reception hall, public toilets. Elevators and walkways inside the building.

- 2.1 Reception hall.
- 2.2 Public Restrooms (Reception hall)
- 2.3 Elevator (where buildings taller than four floors).
- 2.4 The main thoroughfare of the building staff and baggage.

Section 3. rooms Standard (including walking, balcony and bathroom).

- 3.1 Corridor outside the room or balcony (all floors).
- 3.2 Size of the room
- 3.3 Height of the room
- 3.4 Elements Room
- 3.5 Furniture in the room
- 3.6 Equipment Room
- 3.7 Use of in-room
- 3.8 Bathrooms

Section 4. Room Suite and Executive Floor.

- 4.1 In Suite (With security components, decorative furniture, appliances of the rooms and bathrooms than Standard).
- 4.2 The service for Executive Floor

Section 5. Restaurant, coffee shop, bar and kitchen.

5.1 Restaurant

5.2 Café

5.3 bar

5.4 Kitchen

5.5 bathrooms, dining (Not the case with the reception hall) must have an element of safety, hygiene and sanitary than toilet. Lobby area

Section 6. Recreational options. And swimming pool

6.1Swimming pool

6.2 Bathrooms for leisure there are elements of safety, hygiene and sanitary than toilet area, a reception hall.

Section 7. The Services Business Conference and Business Center.

7.1 Meeting room.

7.2 Rest room for conference room (Not the case with the reception hall), there is an element of safety, hygiene and sanitary than toilet. A reception hall.

7.3 Business center.

Section 8. Personnel and services.

8.1 Employees at all levels.

8.2 The Doorman, Porter.

8.3 Group Check in, Rooming the Guest, Check out process.

8.4 Guest Service Group.

8.5 The House Keeping (Turndown Service).

8.6 The breakfast buffet.

8.7 The restaurant.

Section 9. Security In general

9.1 Fire safety system.

9.2 General Security.

Section 10. Environmental and community resources and support services.

10.1 Environmental Resources and energy.

10.2 Community, social and human rights.

10.3 Support Services.

10.3.1 Laundry.

10.3.2 Waste.

10.3.3 Store.

Section 11. Section of the staff.

11.1 The support service.

11.2 Welfare promotes.

Section 12. Other features.

12.1 Activity.

12.2 Recognition of individuals and external organization recognition.

12.3 Supplement benefits for employees.

2.4 Business Performance

Business performance is how well a business performs. Currently, there are two ways to judge the performance of a business, objectively and subjectively. Objective performance is determined by indicators such as finances, capacity utilization, profitability, and market shares. Subjective performance deals with customer and employee based measurements instead. These include service quality, customer satisfaction, and employee satisfaction

Many companies, either unwilling or unable to provide financial data, Objective data, naturally, are often difficult to obtain (Fiorito and LaForge 1986; Sapienza, Smith, and Gannon 1988; Covin, Prescott, and Slevin 1990). Deng (1994), for instance, failed in many attempts made to objectively appraise return on invested assets as a result of “competitive sensitivity or because the information was collected at the depth of a recession and many respondents were reluctant to admit to negative returns.” Pelham and Wilson (1996) state that private businesses are unwilling to provide their confidential information. Encountered with these types of obstacles, researchers consider obtaining higher response rates with subjective measures are likely to be much better.

2.4.1 Business Performance Measurement

Performance efficiency comprises two factors, objective and subjective performance. The former includes financial measures or market-based measures. These measures are capacity utilization, profitability, and market shares. The latter is subjective performance. It covers customer and employee-based measures, consisting of service quality, customer satisfaction, and employee satisfaction.

According to Narver and Slater (1990), it is indicated that organizations must form and keep long-term relationship with customers so as to increase its lasting performance. Organizations are required to stay close to customers, give priority to their customers and define the business purpose as the creation and retention of satisfied customers. Consequently, those organizations that lay emphasis on their customers are more inclined to achieve superior long-run competitive advantage and profitability (Day, 1994).

What is more, an organization must have another associated goal, especially the service one. This said goal is to make the organization's employees satisfied. Employees' satisfaction can be expressed through their loyalty and enthusiasm for the commitment to quality of work for their organization as well as to their colleagues. This is as Kohli and Jaworski (1990) who noted that customers' loyalty bring about profitability and revenue growth. If employees feel highly satisfactory, the most excellent services can be handed over to the organization's customers. Of course, the customers' contentment is not just bounced back to the organization; the organization fame will spread to other potential customers. By this, which is called "word of mouth", business will be nurtured more and better. Thus, a basic suggestion for marketing concept is superior subjective performance. It is a prerequisite for superior objective performance. Jaworski and Kohli (1993) have analyzed the relationship between market orientation and the performance of objective and subjective measures. He found that market orientation is not associated with objective measure of performance but is positively relationship to that of subjective measures.

Sinclair and Zairi (1995) state that any particular measures to use need to be linked with the interest of the stakeholders. However, there are many criticisms on previous performance measures focusing on management control systems and financial indicators. Such measures are cost accounting and profitability (Chakravarthy, 1986; Gomes et al., 2004; Sinclair & Zairi, 1995; Venkatraman & Ramanujam, 1986). This business performance concept was disparaged on account of its narrowness in perspectives, focusing on only fulfilling the economic goals of the organization

(Venkatraman & Ramanujam, 1986) and thus excludes the transformation processes within the organization (Charavarthi, 1986). Moreover, this traditional accounting/financial measurement system encourages short-term thinking (Gomes et al., 2004; Kaplan, 1983), ignoring customer and their needs (Gomes et al., 2004) and being unable to guarantee excellence (Chakravarthy, 1986).

Consequently, a broader conceptualization of business performance focusing on non-financial indicators or operational performance, for example, market-share, new product introduction, and technological efficiency, need to be taken into account in developing business performance measures (Sinclair & Zairi, 1995; Venkatraman & Ramanujam, 1986).

The organizational performance measures as mentioned in the previous study can be categorized into two main groups: financial performance and non-financial performance.

2.4.2 Non financial and Financial Performance Measures

Consequently, managers are often encouraged to evaluate business performance through general non financial measures that can reflect more-specific financial measures (Walleet al., 2004). Non financial measures can be an effective way to examine business performance, as they allow comparison across firms and contexts, such as industry type, time horizons, cultures or economic conditions (Song et al., 2005). When non financial measures are employed, managers can use the relative performance of their industry as a benchmark when providing a response (Dawes, 1999). Financial performance measures, in contrast, can vary based on industry and can obscure the relationship between independent variables and business performance

(as a dependent variable) (Dawes, 1999). Moreover, the objective data available to the researcher may not be compatible with the intended level of analysis (Wall et al., 2004); in these cases, non financial data can be a good alternative if the measures focus on the firm's current condition (for example, Kim, 2006; Kim, 2006).

According to Cooper (1979), it is difficult to bring out the meaning of financial data. Nonetheless financial data is accurately reported by assuming respondents together with the information may be brought out in the various ways. As Covin and Slevin (1989) exemplified the report of low profits or even losses in growth-oriented businesses may not necessarily illustrate poor performance. This could be occurring because of significant spending on product and market development.

Dawes (1999) stated that profitability which is an example of the financial performance measures may not be an actual signal of a company's health. Furthermore a business unsuccessfully collects the payment from its customer may face with the liquidity problems till written off as a bad debt which would not be reflected in the objective profit measures. Because of this matter, the non financial measures are more likely to better deal with.

According to Pelham and Wilson (1996) because of the differing standards of agreeable performance, non financial performance assessments are not capable of being compared with distinct industries and situations. Meanwhile, the financial measures of performance are under the influence of the industry-specific factors (Miller and Toulouse 1986). Consequently, there has been an inappropriate result in directly comparing absolute measures for companies in the distinct industries. Nevertheless, according to Dess and Robinson (1984); Slater and Narver

(1994), non financial measures eventually reveal the positive correlation with non financial measures of performance due to the represented reliable alternative.

Concerning with Venkatraman and Ramanajam (1986) the non financial measures are defined as the moderate alternative for an unavailable secondary-source data. There have been several studies conducted to investigate the effect of the market orientation on organizational performance such as the study by Dess and Robinson (1984). They considered the non financial performance measures as practicable non financial substitutes for financial easures.

Regarding Sinclair & Zairi, (1995); Venkatraman & Ramanujam, (1986), there have been a broader approach of business performance which concentrates on non-financial indicators and operational performance, for instance, market-share, new product introduction, and technological efficiency. That is, it should be taken into account in order to improve performance measurements.

Since both of the highly competitiveness in business environment and the requirement to connect organization's strategy with performance have brought about an adopting multiple-dimensional business performance measurements, as well as financial and non-financial performance indicators. As mentioned above, a more inclusive understanding of organization's performance can be suggested because of the multiple dimensions of performance. (Venkatraman & Ramanujam, 1986).

Moreover, non financial measurements are becoming increasingly important to businesses. Most Japanese companies emphasize customer and employee satisfaction as well as service quality. Some scholars state that customers should be satisfied and

maintained. (Day, 1994; Day and Wensley, 1988; Drucker, 1954; Hooley et al., 1990; Kotler, 1997). According to Narver and Slater (1990), organizations must form and keep lasting relationships with customers to increase its long term performance. Organizations are required to stay close to customers, give priority to their customers and define the business purpose as the creation and retention of satisfied customers. Consequently, those organizations that lay emphasis on their customers are more inclined to achieve superior long-run competitive advantage and profitability (Day, 1994).

What is more, an organization must have an associated goal, especially a service one. This said goal is to make the organization's employees satisfied. Employees' satisfaction can be expressed through their loyalty, enthusiasm, and commitment to the quality of their work for their organization as well as to their colleagues. Happy enthusiastic employees tend to give excellent service to the organization's customers. This in turn brings about customer loyalty. Kohli and Jaworski (1990) noted that customers' loyalty bring about profitability and revenue growth. Of course, the customers' contentment is not just bounced back to the organization in customer loyalty alone; the organization fame will spread to other potential customer through "word of mouth." By this "word of mouth," businesses will receive more customers.

Thus, a basic suggestion for the marketing concept is superior non financial performance. It is a prerequisite for superior financial performance. Jaworski and Kohli (1993) have analyzed the relationship between market orientation and the performance of financial and non financial measures. He found that market orientation is not directly associated with financial measure of performance but is positively connected to that of non financial measures.

Table 2.2

Differences between Non financial and Financial Measure in Business Performance

Differentiation Aspect	Non financial Measures	Financial Measures
Indicators	Focus on overall performance	Focus on actual financial indicators
Measurement standard	Key informants are asked to rate performance relative to their competitors (and/or industry)	Key informants should provide absolute financial data (for example, AUD profit per employee)
Scale anchors	Scales range from “very poor” to “very good”, or “worst in industry” to “best in dustry” etc.	Scales are not used

Source: Adapted from Dawes (1999), Wall et al. (2004) and Kim (2006b)

The table 2.2 shows the differences of non financial and financial measure in business performance as follow; the indicators of non financial measure generally focus on overall performance of the organization. Key informants are asked to rate performance relative to their competitors need to consider as a measurement standard. And the scale anchors range forexample “very poor” to “very good” or “worst” to “best in dustry”. On the other hand, financial measures focus on actual financial indicators and measurement standard has to focus on key informants should provide absolute financial data. And scales are not use for financial measures.

Table 2.3

Summary of Major studies on Market orientation and Business Performance with Non financial Measure.

Author(s) of the Study	Performance Measures	Findings: Nature of Relationship
Naver and Slater, 1990.	Non financial assesement of ROA for self and Compared to competitors.	Positive relationship.
Despende et al. 1993.	Non financial evaluation of profit, size, market Share and growth compared to largest competitor.	Positive relationship for subjective measure but not Relationship for objective measure.
Jaworski and Kohli, 1993.	Non financial measure-overall performance	Positive relationship
Slater and Narver, 1993.	Non financial evaluation of return on assets and Sales growth relative to competitors.	Positive relationship with sales growth but not profit.
Deng and Dart, 1994.	Non financial evaluation including financial Performance, Liquidity, sales volume.	Positive relationship.
Slater and Narver, 1994.	Non financial evaluation of ROA relative to competitors	Positive relationship
Pelham and Wilson, 1996.	Non financial evaluation of business position Relative to expectations.	Positive relationship
Pitt et al. 1996	Non financial evaluation of return on capital And sales growth.	Positive relationship
Slater and Narver, 1996.	Non financial evaluation of ROA, sales growth And new product success, relative to competitors.	Positive relationship.
Balakrishnan, 1996.	Non financial evaluation of relative profits, Satisfaction with profit, customer retention And repeats business.	Positive relationship
Avlonitis and Goundaries, 1997.	Non financial evaluation of profit, turnover, ROI and market share.	Positive relationship

Deshpande and Farley, 1998.	Non financial evaluation of sales growth, customer retention, return on investment, return on sales.	Positive relationship
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Table 2.3 shows the previous study that used non financial measurement. The non financial measurement explained by respondent's evaluated their organizational performance base on their subjective measure with overall performance of organization. Non financial measurement does not focus on actual financial indicators or absolute financial data. Generally indicators of non financial measurement used in previous also showed in the table 2.3 concluded; ROA for self and compared to competitors, the evaluation of profit, size, market share and growth compared to largest competitor, the evaluation of return on assets and sale growth relative to competitors, financial performance, liquidity, sale volume, business position relative to expectations, return on capital, new product success etc. And most of the previous study in the table 2.3 found positive relationship between the variables of their study by used non financial measurement.

Table 2.4

Summary of Major studies on Market orientation and Business Performance with Financial Measure.

Author(s) of the Study	Performance Measures	Findings: Nature of Relationship
Esslemont and levis, 1991.	Financial evaluation, ROI, and chang in ROI	No relationship
Ruekert, 1992.	ROI with high level companies	Positive relationship
Diamantopoulos and Hart, 1993	Financial measure, Sales growth and average profit margin Compared to industry average.	Positive relationship
Jaworski and Kohli 1993.	Financial measure, market share.	Negative relationship
Tse, 1998.	Financial data supplied by external Organization	No relationship.
Han, et al. 1998.	Financial Performance, net income growth And return on asset.	Positive relationship.
Hajipour and Ghanavati 2011.	Financial Performance	Suported
Charles, Joel and Samwel 2012	ROS, ROA, ROI	Relationship

Table 2.4 shows the previous study that used financial measurement. The non financial measurement explained by respondent's evaluated their organizational performance base on their actual financial indicators or absolute financial data. Generally indicators of financial measurement used in previous also showed in the table 2.4 concluded; ROI, and chang in ROI, ROI with high level mompanies, sale growth and average profit margin compared to industry average, market share, financial data supplied by external organization, financial performance, net income growth, return on asset etc. And most of the previous study in the table 2.4 found some

positive relationship and some no relationship between the variables of their study by used financial measurement.

Both measurements of performance; non financial and financial are appropriate for use in marketing research in order to measures business performance, but this study focused primarily on non financial measures. These are the manager's perceived business performance on the indicators of sale growth, sale volume, market share, occupancy rate, return on investment, profit, service quality, customer satisfaction and turnover rate. They will be measured by using a Likert scale questionnaire. This kind of measure is understandable and easier to get the information back from the respondents.

2.5 Market Orientation

The origin of market orientation was one of the most vital keys to the development of marketing concepts. Dating back to the 1950s, there were two seminal studies conducted by Kohli and Jaworski (1990) and Narver and Slater (1990) leading to the establishment of empirical foundations for the marketing concept (Gray and Hooley 2002). Most previous studies mainly focused on the definitions of the marketing concept while neglecting the issues relating to its measurement (Kohli and Jaworski 1990; Esteban et al 2002). Although the market concept had a great impact on academic and business world, there had not been sufficient empirical support to the idea that having the marketing concept could boost organizational performance (Day 1994; Pulendran, Speed and Widing 2000). At the beginning of the 1990s, the two

seminal studies were conducted by Kohli and Jaworski (1990). They found market orientation to be a behavior and Narver and Slater (1990) stated that the market orientation is an immutable part of the culture in organizations. This has become the foundation for a large portion of market orientation research (Noble, Sinha, and Kumar 2002). Although both studies are closely connected in terms of underlying constructs and concepts, each also brings about different perspectives.

There are two perspectives of market orientation with no absolute answer. The first perspective is organizational culture, and the second is organization behavior (Avlonitis and Gounaris 1997; Homburg and Pflesser 2000, Langerak 2003; Noble et al. 2002; Gainer and Padanyi 2005). This perspective agrees that the degree of market orientation in a firm is a matter of choice and resource allocation (Ruekert 1992;

Noble et al. 2002) Market orientation can be fulfilled by appropriate resource allocation and single-mindedness (Ruekert 1992). In contrast, the term market orientation being considered as organizational culture is profoundly rooted within the organization and also a fundamental feature of the organization by the cultural perspective (Narver and Slater 1990; Noble et al. 2002; Kirca et al. 2005). This study is following the second perspective that says market orientation is an organizational behavior and utilizes indicators related to this perspective.

Recently, Lafferty and Hult (2001) made an overview of marketing orientation perspectives that went beyond organizational perspective and behavior perspective, and they found more approaches to the conception of market orientation which

include: organizational decision making perspective, market intelligence perspective, strategic focus perspective and customer orientation perspective. Furthermore, each perspective proved to be an interesting venue for study and development for the market orientation concept.

By the late 1980s, the terms market orientation and marketing concept were interchangeably being used by many scholars (Siguaw, Simpson and Baker 1998). Based on this practice, Kohli and Jaworski (1990) defined market orientation as the implementation of the marketing concept. In addition, market orientation is behaviorally comprehended. Behavioral perspective outlines market orientation focusing on unique behaviors concerning the creation and spread of market intelligence and its reaction. The behavioral perspective believes that market orientation provides an integrating emphasis on great attempts and effective performance of employees and departments within the organization. Consequently, the finest performance is satisfactorily initiated (Kohli and Jaworski 1990).

Kohli and Jaworski (1990) examined the literature on marketing concept and identified the three “pillars:” (1) customer focus, (2) coordinated marketing, and 3) profitability. They mentioned that even though philosophy is acknowledged in literature through the marketing concept, philosophy has unsurely been implemented by definite activities. Market orientation is made of two fundamental sets of behaviors. The responsive market orientation is the first set of it. This term is also named as customer-led by Salter and Narver (1998) or as customer compelled by Day (1999).

Responsive market orientation enables organization to realize, understand and satisfy the expressed needs of customers. So far, that has concentrated on empirical analysis by utilizing the market orientation. Responsive or reactive market orientation is expressed as business endeavor to understand and satisfy the expressed needs of customers. Therefore, they can express their potential needs. Reactive market orientation can be categorized into three main dimensions. They are to lead customers, to fulfill expressed needs and to serve market preferences (Narver, Slater, and MacLachlan 2004).

The second one is “proactive” market orientation. Within this set, the latent needs of customers are realized, understood and satisfied. So far, the satisfaction of latent needs has been theoretically commented in terms of its market orientation analysis rather than its systematic empirical analysis (Kohli and Jaworski 1990; Narver and Salater 1990; Slater and Narver 1995). Unlike the responsive one, proactive market orientation focuses on attempting to realize and fulfill the latent needs of customers (Narver, Slater and MacLachlan 2004) proactive market can be categorized into five main dimensions: the firm’s strategic emphasis on marketing, the firm's entrepreneurial culture, organizational slack, the firm’s strategic flexibility and latent needs achievement (Raji Srinivasan, Gary L. Lilien and Arvind Rangaswamy. 2002. and Naver et al. 2004)

Therefore, the scholars then conducted interviews to get more transparent idea of the construct’s domain. The field interviews proved that both customer and competitor

orientations are the focus of customers, and coordination was used to actively deal with market intelligence. However, profitability was observed as an outcome rather than an element of market orientation. They argued that this view was consistent with Levitt's (1996) view that strongly opposed the viewing of profitability as a component of market orientation.

2.5.1 Consequences of Market orientation

Market orientation initiates best values to customers. Therefore, it is regarded as the beginning of sustainable competitive advantage for organizations (Narver and Slater 1990; Slater and Narver 1994b; Slater and Narver 2000). Narver and Slater (1990) studied the effects of market orientation on business profitability. The managers selected 113 strategic business units in an organization to be interviewed. They used relative return on assets as a measurement for business performance. Market orientation is believed to be vital ingredients for profit generation in commodity and non-commodity businesses. Furthermore, it is shown that the higher the degree of market orientation, the more the profitability. Subsequently, Slater and Narver (1994a) included growth and new product success as the two key indicators in their model. It is shown that market orientation has positive relation to sales growth and new future product. In their recent work, Slater and Narver (2000) found that market orientation is positively related to business profitability when measured by the return on investment (ROI). They concluded that becoming and remaining market oriented is crucial for the company future.

Kohli and Jaworki (1990), in their first attempt to conceptualize market orientation and its applications, interviewed 62 managers in diverse functions and organizations. The results advised that market orientation has added performance value to organizations in terms of return on investment (ROI), profitability, sale volume, market shares and sales growth. Market orientation also has a positive effect on employees. They concluded that market orientation results in job satisfaction and organization commitment of employees.

Jaworski and Kohli (1993) carried out another study concerning the antecedents and consequences of market orientation by selecting two set of samples (sample 1:222 SBUs; sample 2: 230 SBUs). The subjective measures including overall performance of management opinion against key competitors and the objective measures including market shares are taken into account. The market orientation has an impact on the overall business performance. However, the market orientation is related to business performance only when the overall performance is evaluated by subjective measures. Market orientation is not connected to performance if it is measured by objective measures, market shares. Jaworski and Kohli (1993) illustrated that market shares aren't necessarily appropriate indicators of performance. Secondly, the effect of market share on performance may not be captured in a cross-sectional study.

The market orientation is also true in the service sector which this study focuses on. Orvis (1996) has found that the performance of retail stores in the US have been

affected by market orientation. The results showed that the higher market orientation measures are implemented, the higher levels of retail store performance there will be.

Although the United States is the original country where this field of research was conducted, these studies have also been used as replicas in other countries as well. These include the UK (Greenley 1995; Diamantopoulos and Hart 1993), UK and Malta (Pitt, Caruana, and Berthon 1996), Australia (Pulendran 1996; Atuahene-gima 1996; Caruana et al 1999), Saudi Arabia (Bhuain 1998), Japan and India (Deshpande and Farley 1999), Germany (Fritz 1996), and Ghana (Appiah-Adu 1998). However, the mixed results have been generated. Non-US studies often show a weak or insignificant relationship between market orientation and business performance (Diamantopoulos and Hart, 1993; Greenley, 1995 Appiah-Adu, 1998).

Research was conducted in the UK by Greenley (1995). He developed an empirical study of 240 UK firms in an attempt to examine a relationship between market orientation and performance measured by the return on investment, new product success and sale growth. Market Orientation was found to have no influence on the return on investment, new product success rate or sales growth.

Appiah-Adu (1998) conducted research on the relationship between market orientation and organizational performance in Ghana. It is concluded that market orientation does not have a direct impact on the sales growth or return on investment.

Another study was done by Diamantopoulos and Hart (1993). They interviewed 87 Managing Directors of UK manufacturing firms across 7 industries. The results show a weak association between the market orientation and business performance. The authors argued that the relationship between market orientation and business performance is specific to various moderating influences. What might these influences be? Possibly because organizational culture. This is a good spot to tie together business performance, market orientation, and organizational culture.

2.5.2 Responsive or reactive Market Orientation

Responsive market orientation is a business behavior in which the firm attempts to understand and to satisfy customer's expressed needs. Responsive market orientation is concerned with current customers and satisfying their immediate unmet needs (Narver, Slater and MacLachlan 2004). The sort of behaviors, or actions, indicative of a responsive market orientation include (1) Firms constantly monitoring their level of commitment and orientation to serving customer needs. (2) Firms freely communicating information about their successful and unsuccessful customer experiences across all business functions. (3) The firm's strategy for competitive advantage is based on their understanding of customer needs. (4) Firms measuring customer satisfaction systematically and frequently. (5) Firms being more customer-focused than their competitors. (6) Firms believing that their business exists primarily to serve customers. (7) Data on customer satisfaction being disseminated at all levels within the firm on a regular basis. (Narver, Slater and MacLachlan, 2004).

Responsive market orientation can be grouped into three main dimensions: customer led, fulfill expressed needs and serving market preferences (Narver, Slater, and MacLachlan

Drucker recommends that any business should lay emphasis on its customers because they are fundamental sources for the survival of the organizations. Organizations must not only provide customersthe best services possible but also take the customers into consideration. In other words, providing customers withservice does not always guarantee success in business if organizations do not take care of the customers very well as well. In the past, such an idea of marketing was not widely implemented because businesses just aimed to satisfy the current needs of customers without giving much importance to their future needs. Therefore, this marketing orientation concept is called reactive (Autuahene-Gima, Slater, and Olson 2005; Narvar, Slater, and MacLachlan 2004)

According to services sector, the market orientation idea tends to be a significant for the previous reasons. That is, it plays an important role of services in today's global economy and marketing. Additionally, the services are determined as a sector which is rapidly growing and well exceeds 50% of GDP in developed economies (Zeithammel, Bittner, 1996). Besides this, services are considered to be a significant tool to enhance and differentiate the products offers in manufacturing businesses. Furthermore, Gorenroos (2000) stated that in services, the range of view and content of the marketing approach is more complex and complicated. Besides this, Vargo and Lusch (2004) pointed out that intangible resources will be concentrated on by new

outstanding characteristic aspects in marketing. Some of their basic proposals of new outstanding characteristic in marketing are centered toward services.

However, Day (1994) claims that market-driven enterprises play such significant roles in making business successful. They enable manufacturers to understand the current needs of the market and the potential of the organizations. The responsive market orientation focuses on the expressed current needs of customers. This is considered the traditional notion of market orientation.

The traditional responsive market orientation not only tries to understand and satisfy the present expressed needs of the customers, but also tries to satisfy them immediately (Narver, Slater and MacLachlan 2004). There are some outstanding criteria to understand the responsive market orientation

1 Corporations always control the level of their commitment and orientation to meeting the customer needs.

2 Corporations should share all the related information of customer feedbacks both negative and positive across all business functions.

3 The understanding of customer needs results in the competitive advantage of corporations.

4 Corporations take systematic and frequent evaluation of customer satisfaction into consideration.

5 Corporations must focus on their customers rather than their competitors.

6 Serving customers is the chief goal of corporation existence.

7 Customer satisfaction data must regularly be made available to all levels within the corporations (Narver, Slater and MacLachlan 2004).

Refer to Barney (1990), noted that MO is an important resource that makes it a competitive advantage. In the same line with Narvey et al., (2000) mentioned numerous research found the relationship between RMO and BP. So, organizations have more investment to the implementation of the traditional RMO. But RMO become the conventional marketing management, in the long term, competitors can emulate.

Simply fulfilling customer's needs is no longer adequate in today's market as competitors are listening and responding to customers as well. Expressed needs are easy for anyone to fulfill, therefore, reactive businesses can only compete through price competition to achieve a higher perceived value for price.

To meet the customers' demands, both expressed needs and latent ones, is needed to help accelerate Thailand's hotel business. From the study carried out by the Department of Industrial Promotion Ministry of Industry, Thailand, (2010), it is revealed that most Thai hotel businesses are still applying responsive market orientation. This operating concept placing importance only on the expressed needs while the study of the hotel customers' latent needs includes the search for customers' unexpressed needs, or unconscious needs (Narver, Slater, and MacLachlan, 2004). To fulfill the customers' expressed needs, according to the concept of responsive market orientation, is what already carried out by nearly all hotel

businesses in Thailand. But, the attempt to seek and satisfy the unexpressed needs according to the concept of proactive market orientation is challenging and presenting valuable things and rareness to the customers; and, at the same time, it is considered the inimitable service. This is in accord with Kotler (2012) who states that “if companies know what customers want and need and focus on these aspects when developing their marketing plan, they will realize exceptional execution and achievement while gaining a majority of their target market”.

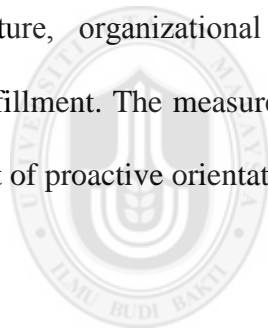
Hence, organizations should have more investment to the implementation of the traditional RMO. Moreover, RMO become one of the importance factors in marketing management for long run in organization and lead to meet the competitive advantage in this time.

2.5.3 Proactive Market Orientation

Narver, Slater, and MacLachlan (2004) described proactive market orientation as an organizational behavior of attempting to understand and to satisfy customer's latent needs (unexpressed, unconscious). Proactive market orientation is concerned with meeting the future needs of current or new customers. The sort of behaviors, or actions, indicative of a proactive market orientation include (1) Firms helping their customers anticipate developments in their markets (2) Firms continuously trying to discover additional needs of their customers of which they are unaware (3) Firms extrapolating key trends to gain insight into what their customers will need in the future (4) The firm's new products and services incorporating solutions to potential

customer needs (5) Firms searching for opportunities in areas where customers have a difficult time expressing their needs (6) Firms brainstorming on how customers use their products and services (7) Firms innovating even at the risk of making their existing products obsolete (8) Firms working closely with lead users who try to recognize customer needs months or even years before the majority of the market may recognize them (Narver, Slater and MacLachlan 2004).

There for the key components of proactive market orientation in this study comprise five components: the firm's strategic emphasis on marketing, its entrepreneurial culture, organizational slack, the firm's strategic flexibility and latent needs fulfillment. The measurement of proactive market orientation from the first empirical test of proactive orientation, Narver, Slater, and MacLachlan (2004) is summarized.



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Researches show that organizations that have a proactive orientation by adding to customer's needs as their main ingredient in the product/service component have a far better chance of success than those who merely respond to the needs (Kotter and Heskett 1992).

Therefore, the organizational should manage or pay attention on PMO because of leading to successful in organization, especially in hotel's service need to understand on customer need for making customers have satisfaction. For above reason the organizational will have the competitive advantage.

2.5.4 Proactive Market Orientation and Responsive Market Orientation in Marketing Science.

In accordance with Narver, Slater, and MacLachlan (2000, 2004), the market orientation composes of two perspective. These are reactive and proactive orientation. The reactive or responsive orientation concentrates on revealing the customers' need. While the proactive orientation pays attention on the potential needs of customers. The organizations that have a potential to divine their customers' need can enhance themselves in the future as well. As stated in Atuahene- Gima, Slater, and Olson (2005); Narver and MacLachlan (2004), the development in the market orientation aspect currently require the deeply understanding of both responsive/reactive and proactive orientations.

Proactive marketing might be understood as the driving capability of businesses (Teece, Pisano and Shuen 1997). This is done by organizing, managing and planning the use of organizational resources such as marketing plan and investments. This is also involved in the adaptation to be relevant with the external changes of organizations such as recessions.

There are three main similarities of proactive market orientation and organization traits market orientation. They are market orientation (Jaworski and Kohli 1990; Kohli and Jaworski 1993), competitor orientation (Slater and Narver 1994) and strategic flexibility (Grewal and Tansuhaj 2001; Sanchez 1995).

Jaworski and Kohli (1990) identify the meaning of market orientation as organizational capability or market intelligence to carry out their customers' need. Furthermore, every department within organizations is also involved in the gathering of market intelligence. Regarding Deshpandé, Farley and Webster 1993; Jaworski and Kohli 1990; Kohli and Jaworski 1993; Slater and Narver (1994), the accumulation, evaluation and clarification of intelligence which linked to present and future needs of customers are focused on their study. Besides, the organizations are also required to respond to the received information.

However, there has still been an overlap in scopes between proactive marketing and responsive market orientation. This is because both of them involve organizational environment. Although they share overlapping characteristics, they also differ in three

elements. First, unlike the traditional market orientation, proactive marketing considers recession as opportunities, for example, whenever there is a crisis caused by the environment, opportunities tend to come along. Second, proactive marketing views a crisis as opportunities to initiate contingency strategies to be relevant to it while traditional market orientation views a crisis as obstacles. Third, competition among competitors (Slater and Narver 1994; Gatignon and Xuereb 1997) is similarly viewed as learning opportunities and utilization opportunities of organization capabilities in competing with competitors.

Concerning Srinivasan, Lilien and Rangaswamy (2002), the proactive market orientation is classified into four main aspects. The marketing strategic significance of organizations, its entrepreneurial culture, organizational slack, and the strategic flexibility of organizations are included in these four key aspects. Additionally all related literature is considered by Narver and Slater (1990). It describes about the aspects of proactive market orientation, similarly, cited in Narver et.al. (2002,2004), the proactive market orientation is clarified as the demanding task of organization to encounter and satisfy the potential needs of customers. It is the great opportunity to offer good values to customers, even though, they are unaware of their hidden needs (Narver, Slater, and MacLachlan 2004). Even though the responsive/reactive market orientation can be used to operate the organization successfully, they can take more advantage of the proactive market orientation for the organizational and competitive benefits (Jaworski, Kohli and Sahay 2000).

In Naver et al. (2004) study, they pointed out that the potential needs are the needs of customers that occurred when they are unconscious. This kind of need is defined as the key to the fulfillment of customers. Due to Oliver (1997), he has suggested three conceptual interpretations for the role of satisfaction and motivation. As mentioned above, the classic need satisfaction model, classic motivation model, and hierarchical motivation model (1997) are also included in these three concepts.

Whenever people do not have basic things that they need or want, there will be the need which is influential or important and powerful. Consequently the classic need satisfaction model is demonstrated. This type of needs is fundamental which uses a motivation for ordinary individual to fulfill their needs. In order to have the product or service satisfaction, basically, customers incline to have higher expectation towards the products or services provided by the organizations. In accordance with Oliver (1997), customers anticipate to benefit the best products and services although those products or services may not be similar to what they actually expected. Much like Slater (2001), the organizations are considered to have an extremely understanding in customers' need; both expressed and unexpressed.

It is found that latent needs do exist in every customer, and they are not difficult to discover. These needs can be found by studying and observing the customers. Then, try to satisfy or fulfill their needs as well as help them resolve problems (Narver et al. 2004). In order to discover the latent needs of customers, the organizations must try to make use of proactive activities to meet their current latent needs rather than creating

or changing their interests (Narver et al. 2000).The following list characterizes the behaviors of proactive market orientation:

- 1 Companies help their customers to foresee the improvement in their markets.
- 2 Companies constantly attempt to discover additional needs of their customers of which they are unconscious of.
- 3 Companies analyze key trends for the future needs of buyers.
- 4 Companies make sure their products or services can meet the needs of potential customers.
- 5 Companies have opportunities and time to gain real expressions of customer needs.
- 6 Companies must have full understanding on how customers use their products and services.
- 7 Companies never stop innovating new products without being afraid of making the existing products left unsold or outdated.
- 8 Companies spend time to lead buyers close in order to discover their needs.

(Narver, Slater and MacLachlan 2004).

In summary, there are five key ingredients of proactive market orientation. They are the firm's strategic emphasis on marketing, its entrepreneurial culture, organizational slack, the firm's strategic flexibility and latent needs fulfillment. The measurement of proactive market orientation is resulted by the first empirical test of proactive market orientation (Narver, Slater, and MacLachlan, 2004).

2.6 Market Orientation and Business Performance

The relationships between market orientation and business performance have been analyzed by several researchers. It has been conceptually found that the influence of market orientation on business performance depends on environmental factors (Narver and Slater, 1990; Gima, 1995). Research shows that market orientation is less likely to have impact on performance in certain environmental conditions, including conditions in which there is a very strong demand (Day and Wensley, 1988; Bisp, 1999). In such an environment, companies have no need to orient themselves towards the market.

Previously, many researchers have done research on this relationship as well. It is viewed that marketing concept is caused by market orientation. Market orientation brings about more productivity (Piercy et al, 2002). In consonance with Vorhies and Morgan (2003), the implementation is specified as an important part to pay more attention particularly on the competitiveness and performance of the Company. Based on MO, it has been accepted as a major factor which has been studied widely in the context about how to corporate executives. In order to complete the development and competitiveness, Olson Slater and Hult (2005); Vijande, Sanzo Perez, Alvarez Gonzalez and Casielles (2005) coincided that it is important to develop a higher performance by concentrating on learning , understanding Mo and using it as a competitive strategy. As Kohli and Jaworski (1990) suggested that effective market orientation of organizations should include the previous overall performance. Since the external factors such as weaker economy, greater market instability and fierce competition, the relationship is become lower.

Kohli and Jaworski (1990) have proposed that effective market orientation of organizations should be that of overall performance. The relationship is moderated by external factors such as weaker economy, greater market instability and fierce competition. The surroundings of organizations also affect the level of market orientation. Consequently, more competition and dynamic environment within organizations cause higher levels of market orientation.

The study of customer needs and wants the both express needs and latent needs always important for all business. Because of customer is always important for them, particularly in the current business competition situation of the all-the-time-changing environment, the company needs to understand the customers' needs and fulfill them. In this regards, customers' needs have been classified into two kinds of needs. This includes express needs and latent needs. Perhaps it is no longer adequate just to satisfy the needs of customers depending on the response to the requirements as expressed by them. Currently, it is quite recognizable that to meet the customers' requirements is regards as observing the principles of market orientation. In recent years, the literature on market directions, thus, emphasizes the distinguishing significance of two complementary models of market orientation, that is, responsive and proactive. Narver, Slater, and Mac Lachlan (2004) give a note that all firms have a combination of both responsive and proactive orientations. If the businesses are to increase their understanding of these orientations and how they work, they can accordingly monitor the levels of each orientation and possibly increase their performance. However,

overly reactive businesses tend to lose their leadership and competitive advantage by being too customer-driven and trying to satisfy all the needs the customers express (Christenson and Bower 1996)

Although, studies of the relationship between Market orientation and Business performance still get the attention of the researchers. Because of the previous study still unclear about this relationship (Ghanavati, 2014).

As shown in Table 2.5 the finding in research literatures in the field of market orientation still have inconclusive finding. Jaworski and Kohli, (1993); Slater and Naver, (1994); Pulendran (1996); and Pitt et al, (1996) found the positive and significant on the relationship of market orientation and business performance. However, Ellis, (2006); Diamantopoulos and Hart, (1993) and Greenley, (1995) found weak association relationship between market orientation and business performance. On the other hand some studies found no relationship or not significant relationship between market orientation and business performance (Dawes, 2000; Langerak, 2003). So, this study aims to find out and confirm the relationship between market orientation and business performance in which needs further verification (Zhang & Duan, 2010; Bodlai, 2010; Suharyono et al., 2014; Ghanavati, 2014).

Table 2.5

Summary of Empirical Studies of Market Orientation and Performance

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Jaworski and Kohli (1993)	USA	222 SBU in 115 companies 230 Companies	-Market share -Management's opinion on overall performance.	Positive
Diamantopoulos and Hart (1993)	UK	87 companies	-Relative sales growth -Relative profit margin	Weak association
Slater and Naver (1994)	USA	107 SBUs in two companies	-Relative return on investment -Sale growth -New product success	Positive
Greenley (1995)	UK	240 companies	-Return on investment -New product success -Sales growth	Weak association
Pulendran (1996)	Australia	105 SBUs	-Management opinion on overall performance -Relative return on investment -Relative sales level	Positive
Pitt et al (1996)	UK and Malta	161 firms in UK 196 firms in Malta	-Relative return on equity -Relative sales growth	Positive in both UK and Malta
Dawes (2000)	South Australia	93 Multi-Firms	Profitability	Not significant

Table 2.5 (continued)

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Matsuno & Mentzer (2000)	USA	364 Manufacturing companies	-ROI -Market share -Sales growth -Percentage of new product to total sales	Positive
Pelham (2000)	USA	235 Small medium-sized manufacturing firms	-Marketing/ Sales effectiveness -Growth/share & profitability	Positive
Pulendran, Speed & Widing (2000)	Australia	105 Multi-industry	-Overall business performance	Positive
Harris & Ogbonna (2001)	UK	322 Multi industry Medium and large firms	-Customer Satisfaction -Sales growth -Market share -Competitive advantage -Sales volume	Positive
Hult & Ketchen Jr. (2001)	USA	181 Large multinational corporation	-ROI -Income Stock price	Positive
Cadogan, Diamantopoulos & Siguaw (2002)	USA	206 Mix firms	-Export sales growth -Satisfaction -Overall performance	Positive
Noble, Sinha & Kumar (2002)	USA	36 Retailers	-ROA -ROS	Positive

Table 2.5 (continued)

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Langerak, Hultink & Robben (2004)	Holland	126 Multi-firms	-New product performance -Market level, financial, customer acceptance & product level -Organizational performance : Sales growth, profitability, new product success, sales share new products, market share, ROI or IRR	Not significant
Sin, et al. (2004)	Hong Kong & China	Mix Firms 266 in Hong Kong 210 in China	-Sales growth -Customer retention -Return on investment -Market share	Positive
Singh (2004)	UK	93 Machine tool industry	-Return on Investment -Sales growth -Market share -New product success -Customer retention -Global presence	Positive to ROI, Sales growth, Market share, new product success, customer retention and global presence. Not significantly to overall performance of companies.

Table 2.5 (continued)

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Kara et.al, (2005)	USA	153 Small-sized service retailers	-Profit Goal Achievement -Sales Goal Achievement -ROI Achievement	Positive
Yoon & Lee (2005)	Korea	110 Multi-firms	-Customer satisfaction level -Customer value -Customer retention -Customer acquisition -Revenue growth Rate Market share	Positive
Vytlačil (2010)	U.S.	100 Employee U.S. manufacturing	Subjective Performance	Only customer orientation Positively
Keelson (2012)	Ghana	24 Companies	- Profitability - Return on investment - Investment - Sale Growth - Employees' commitment - Customer satisfaction - Customer retension	Significant relationship
Wang Chen and Chen (2012)	Taiwan	588 Hotels	- Customer performace - Financial performance	Possitively affects

Table 2.5 (continued)

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Dashtmir (2014)	Iran	346 member of manufacturing organizations	<ul style="list-style-type: none"> - Functional costs - Customer service - Productivity levels - Productivity levels. 	Not significant
Hussin, Thaheer, Badrillah, Harun and Nasir (2014)	Malaysia	73 Contractors	<ul style="list-style-type: none"> - Average Net Income - Work Value Received - Number of Contract Received - Number of Contract Renewed 	No relationship
Shehu and Mahmood (2014)	Nigeria	320 SMEs	<ul style="list-style-type: none"> - Product sales - Wider market - Increase in employees - Increase in customers - Customer complaint 	- No significant
Hilman and Kaliappen (2014)	Malaysia	475 Three stars hotel and above	<ul style="list-style-type: none"> - ROI - Market share - Sales growth - Customer perspective - Internal process perspective - Learning and growth perspective 	Significant and positively
Nur, Surachman, Salim and Djumahir (2014)	Indonesia	103 Printing Industry	<ul style="list-style-type: none"> - Business Strategy - Capability Management 	Significant

Table 2.5 (continued)

Author(s)	Country	Sample	Performance Measure	Market Orientation/ Performance Relationship
Didonet, Frega, Toaldo and Diaz (2014)	Bracil	327 SMEs	- Net Profit - Market Share - Market Performance	Positively affects
Wang (2015)	Taiwan	300 Small and traditional manufacturing firms.	- R&D inputs - Patent counts - Counts of new product announcements	Significant and positive
Mensah and Issau (2015)	Ghana	346 SMEs	- Sale growth - Profit level - Job creation - Customer satisfaction	Positively related

From previous literatures above have show the advantage of RMO and PMO to Business performance. However, the finding of these relationship still inconclusive finding. Many literatures show there are positive significant on the relationship between RMO, PMO and business performance (Goldman & Grinstein, 2010; Julian et al., 2014). But some literature found that RMO and PMO do not directly positive effect on the business performance (Han et al., 1998; Langerak et al., 2004; Jimenez & Jimenez, 2008; Merlo & Auh, 2009). And studied by Langerak (2003) found that there is no relationship between them. Hence, this study examined the relationship between RMO, PMO and business performance to fill the gaps from previously finding in this area.

2.7 Organizational Culture

In the 1980s, organizational culture initially captivated the attention of many researchers (Willmott, 1993; Schumacher, 1997) and the interest in organizational culture has dramatically mushroomed over the last 20 years (Sorensen, 2002). Organizational culture is interpreted as the fundamentally patterned assumptions that are invented, discovered, or developed by a group of people as they learn to tackle the problems of external adaptation and internal integration (Schein 1985). Barney (1986) interpreted organizational culture as "a complex set of values, beliefs, assumptions and symbols that explain how a firm conducts its business".

There are seven fundamental features representing the organizational culture (O'Reilly, Chatman, and Caldwell 1991). These characteristics include the organization's attitude towards innovation and risk taking, management's orientation towards outcomes and results, orientations towards employee satisfaction and the use of teams, the degree of aggressiveness and competitiveness among employees, and the firm's orientation towards stability rather than growth (O'Reilly, Chatman, and Caldwell 1991).

As mentioned early Organization culture can also be examined in terms of shared feelings and the norms of behavior. Additionally, researchers have noted that strong cultures have mighty power. Kotter and Heskett (1992) propose that cultures can lead intelligent people to walk in concert off a cliff. So, Scott (1987) hypothesized that

strong cultures contributes many advantages to the organization and they include the ability to maintain employee commitment to something larger than self, the provision of guidelines by which organizational members can choose suitable actions, and the creation of sources of meaning and identification for the organizational participants.

However, the relevance of organizational culture has still been questioned in terms of an empirical study of Hofstede, Neuijen, Ohayv and Sanders (1990). It was found that culture has often been thought of as a “fad” among managers, consultants, and academics. These researchers ultimately believed that organizational culture has resulted in on organizational theories (Hofsted, et al., 1990). One of the fundamental challenges concerning organizational culture is the considerable varieties in the definitions of organizational culture.

Nonetheless, organizational culture has been uncovered by Kanter (1983) and Ouchi (1981) as a crucial means in strengthening the performance of organizations through acquiring greater loyalty and flexibility from employees. That most contemporary organization considers organizational culture as a vital element of good performance was theorized by Alvesson (2002).

However, cultural of each organization are differences from opinion forming this might has affect on the link between market and performance measure (Schalk, 2008). Thus organization culture can be considered as an important moderately factor that

affect the relationship between market orientation and business performance (Gudlaugsson, 2005).

Organization culture can be briefly defined as management style and operational practices. It is a system of shared norms and beliefs, both of which are likely to influence management structures of the organization. Organizational culture, as mentioned in this study, will be measured with four items of the dimension model (2001) namely: involvement, consistency, adaptability, and mission. Following are the aspects of organizational culture in detail:

In agreement with Lawer, 1996; Likert, (1961), Involvement being related to a part taking in organizations' activities and events specified as an effective strategy which is created in an organization to proffer authority to offer authority to its executive staff, to stimulate and to drive its employees to boost towards its desired goal. The staffs at all level in the organizations, whichever position they hold, for example, chief executives, department managers, or common staffs are involved in the success and all had the sense of ownership. With this perception, Katzenbach, 1993; Spreitzer, (1995) stated that it will relate the job under staffs' responsibility together with the organization's aspiration. Davenport, 1993; Saffold, (1988) examined the consistency as one of effective qualities to make a solidified organization culture; gradually, stability, cooperation, and integration. These will be brought about within the organization. Furthermore, according to Block (1991), behavioral norms are determined as the key value in both the leaders and followers, if they are firmly

embedded. Although there have been the difference in staffs' perspective consisted in some degree in the organization, any desirable goal of organization can easily be completed. According to Senge, (1990), consistency is originated from the general attitude based on the stability and internal integration. Kanter (1986) mentioned adaptability is seemingly contradictory in that the least responsive organization inclines to be a well-integrated one. Moreover, there has been some evidence illustrated that both of internal integration and external adaptation do not go together. Nevertheless, an organization can make appropriate adaptations through its experience gained from the customers, the mistakes. More importantly, its capacity to recognize what should be changed for a better (Nadler, 1998; Senge, 1990; Stalk, 1988). Whenever the mission has already been created in the organization meaning that organization can be helped to urge effective aim included the purpose and direction by mission. Additionally, Mintzberg, (1987), (1994); Ohmae, (1982); Hamel & Prahalad, (1994) pointed out that the organization can be helped to identify clearly its goals and objectives to project into the future by the mission, if it has already established. Hence, if the organization's basic mission changes, other changes in the organizational culture will arise.

2.7.1 The Denison Organizational Culture Model (DOCM)

Researches conducted on the effectiveness of organizational culture have been considered as the origin of the Denison Organizational Culture Model (Denison, 1984; 1990; Denison & Mishra, 1995; Denison & Fey, 2003; Denison, Haaland, & Goelzer,

2004; Denison, Leif & Ward, 2004; Denison, Janovics, Young & Cho, 2006). The model consists of four main organization-cultural characteristics including involvement, consistency, adaptability, and mission. Therefore, they are named as cultural traits. The three culture indices are employed to assess each particular characteristic. In addition, five survey questions are employed to measure their individual standards.

Denison's perspective

Over the past 15 years, Denison and his colleagues have collected the information from more than 3,000 organizations and 100,000 respondents (Denison, 1984, 1990; Denison & Mishra, 1989, 1995; Denison & Fey, 2003; Denison, Haaland & Goelzer 2003, 2004; Denison, Lief & Ward, 2004). The theory of organizational culture theory is interpreted as a connection to organizational effectiveness as illustrated in figure 2.1 below:

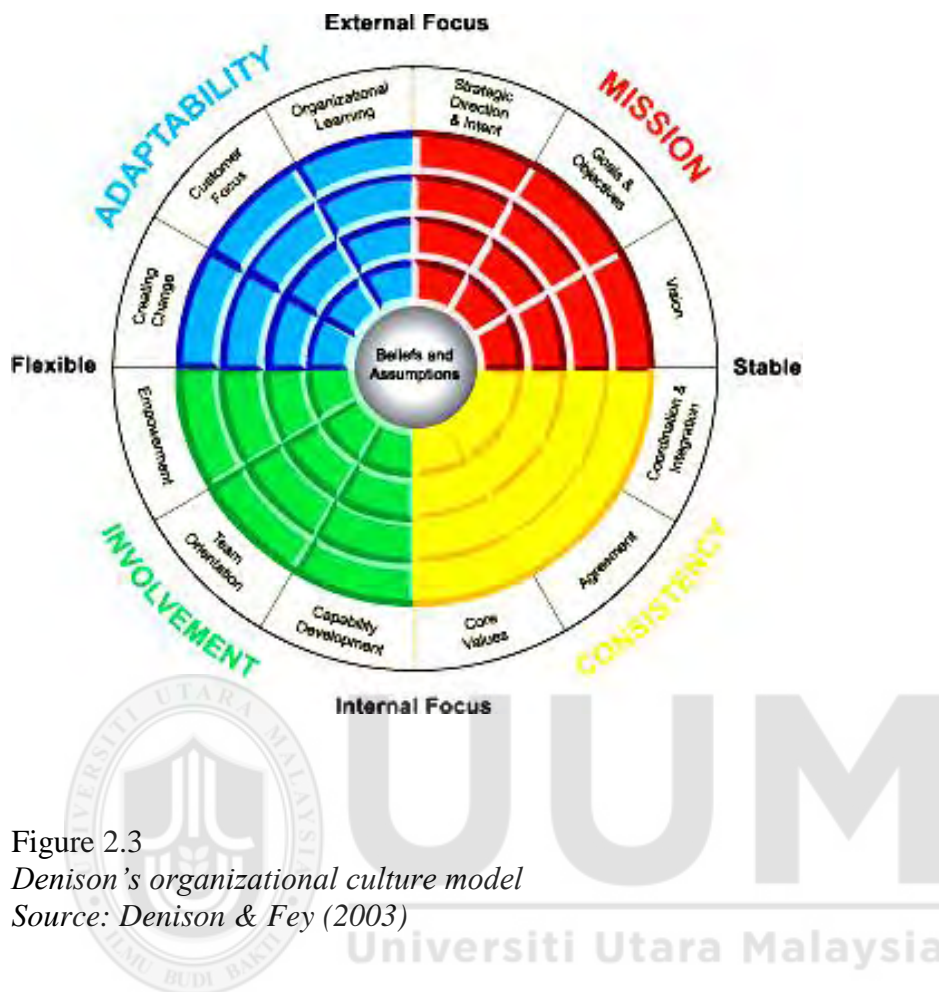


Figure 2.3
 Denison's organizational culture model
 Source: Denison & Fey (2003)

The basic belief and assumptions of organizations are the essence in Denison's organizational culture model. There are four crucial cultural characteristics in this model including involvement, adaptability, mission and consistency. Each feature is sub-categorized into three smaller area totaling twelve cultural divisions (Denison & Fey, 2003). The four traits and twelve cultural indices are comprehended under separate headings (Denison, 2001).

2.7.1.1 Involvement

This cultural feature serves the management to tell the level of involvement of employees. If the level of involvement among employees is high, it indicates that the organizations can potentially develop the competence of employees at all levels. In addition, all employees are equipped with a sense of ownership, responsibility and loyalty toward their organization. There are all together three culture standards under the involvement feature as mentioned below (Denison, 2001).

(1) Empowerment: with high levels of empowerment, employees feel that they belong to their organizations. This leads them to have the authority, initiative, and ability to competently concentrate on their own work. Therefore, employees are committed to their assigned responsibilities because they have fully developed a sense of ownership and responsibility possible for their organization (Denison, 2001).

(2) Team orientation: considering one of the organizational crucial values, the ideas are applied to get the work done and the employees' feelings of mutual accountability. Any team-oriented organizations rely on team effort to deal with their everyday undertakings (Denison, 2001).

(3) Capability development: development of employees' expertise can be the most effective way to help an organization maintain its competitive advantage and meet ongoing business needs. Any organizations, therefore, must initiate the capability development plan—the plan of continuous resource investment. (Denison, 2001).

2.7.1.2 Consistency

It is stated that effective organizations are those with a strong and solid internal culture. The high quality of consistency together with conformity and consensus can, with no trouble, attain the mutual commitment or agreement of employees at all levels. This is clearly observed especially when they have different opinions towards critical process of decision making. Consistency is further split into three culture indices as briefly specified below (Denison, 2001).

(1) Core values: If a set of the same values is actually shared by all the organizational members, it means a sense of organizational identity is formed and a set of expectations is clearly implemented among these members (Denison, 2001).

(2) Agreement: when this situation occurs, it is a sign revealing how easily the organizational members are more likely to agree with crucial subjects. The agreements include the underlying level of agreement and the ability to resolve the present differences (Denison, 2001).

(3) Coordination and integration: An organization with good skills of coordination and integration is the one with capabilities to bring people from different departments and expertise to work together with harmony and the same ultimate objectives for the organizational success. This is done with no need for the organization's functional boundaries to get involved to make the work done (Denison, 2001).

2.7.1.3 Adaptability

Adaptability is the ability of organizations to change or be changed to suit any changed circumstances. This quality enables organization to adjust to any signals caused by external situations such as customer demands. The organizational capacity to adapt and to decipher those signals in all particulars into internal behavioral changes is a real need as this ability helps increase its survival and development possibilities. In the model, the following three indices are used to evaluate the trait (Denison, 2001):

- (1) Creating change: To effectively meet changing needs is a must for organizations. They have to establish a strong capability to generate apposite change when situations are called for. This changeability is a sign of organizations' well understanding of their business settings, quick reaction to carry out for any present movements, and any likely future happenings (Denison, 2001).
- (2) Customer focus: Naturally an organization puts its best effort into getting to know its customers; the quicker and better its reaction brought to the current needs of customers, the better it can confidently foresee the needs of them in the future. The orientation of customer satisfactions shows how much the organization is driven by the anxiety to gratify its customers (Denison, 2001).

Customer focus is a main gateway to business accomplishment. In order to really reach customer focus, an entire organization has to give priority to its customers, not just frontline service staff. Effective marketing activities such as a new product planning, marketing campaigns and after-sales services should be carried out for

customers. The same customer-focused vision must be employed in every department and by every employee. The mentioned factors are facilitated and aided by good customer relationship management and maintaining customer relationship programs.

(3) Organizational learning: Organizations need to invest—spending time and money as well as effort—if it wants to turn any business environment into opportunities. This can intentionally be done by taking risks, learning from mistakes, encouraging innovation and conducting training for its employees in order that it can acquire new knowledge and developing capabilities (Denison, 2001).

2.7.1.4 Mission

To determine a clear sense of vision, strategic direction, goals and objectives, mission is employed by organizations. It also helps companies to realize whether their employees clearly understand and equally follow the mission so that they can refer to it as their business blueprint. The three following indexes are used as strategic measures in this feature (Denison, 2001):

(1) Vision: this standard is referred to as the view agreed for the future stated in the organization. Vision is the core values that provide guidance and direction for both organization and its employees (Denison, 2001).

(2) Strategic direction and intent: A purpose of the organization can be transmitted through these two characteristics. Organizational members will be helped to clearly understand and specify the way for their business success (Denison, 2001).

(3) Goals and objectives: organizations need to clearly establish the goals and objectives relevant to their mission, vision and strategy. This leads employees to have

clearly stated directions on their work (Denison, 2001). Denison stressed that the four main elements are focused on different aspects of culture and functions of culture. Consistency and mission leads to stability while involvement and adaptability brings about change. Culture is realized as focusing on internal organization dynamics when consistency and involvement are implemented whereas it is realized as addressing the organizational connection to its external surroundings when mission and adaptability are implemented (Denison & Mishra, 1995).

2.7.2 The Organizational Culture in Business sector

Organizational culture, according to Rosenberg, 2005; Zhang & Tansuhaj, 2007, has some connections with the techniques companies handle their employees and at the same time seeking reasons why each employee acts in a certain way in his or her work environment. In the same way, organizational culture can be referred to as a structure of an organization starting from assumptions, beliefs, and values of members (Cooper, Densten, Gray, & Sarros, 2005). Employees' shared beliefs and expectations of their work performance reflect this organizational culture (Cartwright & Cooper, 1993). Schein (1992) mentioned that organizational culture includes two characteristics: objective and subjective. The first involves company location, artifacts, and environmental setting and the latter entails beliefs and shared organizational values (Schein, 1992). Still, organization's cultural elements of definition and measurement are not yet settled among researchers—most of them. (Behery & Paton, 2008).

However, earlier studies agreed that culture has a help with employees' adaptation and their placement in the organizational structure (Alston & Tippett, 2009). In an organizational general environment, culture can be described as members' beliefs and expectations (Schein, 1992). Cultural norms, as specified by Balthazard, Cooke, and Potter (2006), have effects on organizational employees' performance. Organizational culture is grouped into three aspects. They are cultural direction, cultural intensity, and cultural integration (Cooke & Rousseau, 1988). Culture direction is the one showing the specific styles of thinking, behaving, and feeling adopted by an organization so that its success and realization will be set as goals. Culture intensity refers to as the extent to which organizational members commit to one particular system over others (Alavi, Kayworth, & Leidner, 2006; Cuong & Swierczek, 2008).

Culture integration portrays the extent to which organizational divisions share a common culture (Alaranta & Henningson, 2008; Freeland, 2005; Lai & Lee, 2007). Likewise, Yilmaz and Ergun (2008) recognized these four cultural traits: involvement, adaptability, consistency, and mission. Yilmaz and Ergun's study conclusions revealed that the four traits of culture yield a positive effect on an organization's performance. Integration of the abovementioned four culture characteristics may provide help to organizations to achieve superior performance over an imbalanced combination of the factors (Denison, Haaland, & Goelzer, 2004; Effects of Organizational Culture, 2002; Mitleton-Kelly, 2006; Yilmaz & Ergun, 2008). As early as 1980s, the relationships between organizational culture and organizational performance became so interesting that many researchers started studying them (Chew & Sharma, 2005; Cooke &

Rousseau, 1988; DeHilal, Wetzel, & Ferreira, 2009; Dounis, 2008). The study results put forward the fact that organizational culture provides the factors to help determine organizational performance (Chew & Sharma, 2005; Pike, 2006; Schein, 1992). Schein (1992) disagrees; he states that culture is among the factors influencing work performance in organizations. Jing and Graham's (2008) empirical study results, nevertheless, point to the fact that cultural values have a significant influence on economic development., Chew and Sharma (2005), in their recent study of personnel management and effects of culture on organizations, have a conclusion stating that strategic personnel management has a positive relationship with financial performance. Culture integration as well as employee commitment and the positive relationship of human resource management as well as performance have connection with that of organizational activities (Tyler, Stanley, & Brady, 2006). Chew and Sharman's study results reveal that adequate integration of an organization's leadership value profile, say some 30 strategic human resource management, may enhance a high level of financial performance. Sharman's argument, in particular, is supported by Luna-Arocas and Camps (2008) who clarified that organizational human resource culture has a direct positive relationship on performance.

Various definitions of culture being examined by Kroeber (1963) and here are three new cross-definitions of culture are resulted: (1) culture is shared by a group of people; (2) culture is learned; and (3) culture is passed from generation to generation. From these broad elements of culture a definition of organizational culture can be arrived as a deep, complex, and rich subject. Nevertheless, some erudite researchers

are on the move to develop a more sensible definition to yield better accepted concept of organizational culture that facilitates studies of the formation and functioning of the organizational culture. This is, as stated by Schein (1985); Martin (1992); and Smircich (1983), mainly because the assumptions of culture and organization originated with different disciplines- anthropology and sociology.

Between the approaches of the two disciplines there is an important difference: in the sociology approach (modernist/ functionalist perspective, in specific), organizations are viewed as having cultures; whereas in the anthropological approach, organizations are viewed as being culture (Hatch 1997). A direct implication of these different culture conceptualizations is that the first approach views culture as a variable, and the latter views it as a metaphor (Smircich 1983).

Smircich classified the metaphoristic approach in three categories, organizational cognition, symbols and meanings; psychodynamic category, which shared points of those categories, concludes that culture is not something an organization “has” but what it is.

In addition, culture, as a metaphor, is a lens for studying organizational life as a whole. In this standpoint, therefore, culture is a “pattern of development reflected in a society’s system of knowledge, ideology, values, laws, and day to day rituals” (Morgan 1998).

In contrast, culture examined as a variable to the eyes of the modernist/functionalist (which falls into the sociological approach), it is a manageable concept. Through this viewpoint—culture as a metaphor perspective—it can be forced to change overtime. What is more, culture can be measured and separated from other organizational variables to be used to forecast outcomes (Hatch1993; Smirmich 1983). The modernist/functionalist paradigm, in corporate business sense, can be viewed from the two viewpoints.

Through the first viewpoint, culture is based upon classical management theory, in which organizations are seen as mechanical processes. Under this viewpoint, external environment and industry characteristics are agents shaping organizational processes and its performance. Perceiving organizations as adaptive processes to their environment, the existence of the perception of a unique organizational culture is declined to accept by this standpoint. It, however, recognizes the effects of national or industry culture on an organization. Hence, for the classical management theory, the term “organizational culture” refers to the national or industry culture (Smirmich 1983).

As a result, national or industry culture characterizes core beliefs and values only within their organizations.

2.8 Organizational Culture and Business Performance

This section provides the literature related to the relationship between OC and BP. There are arguments and justifications of the relationship between these two variables as follows:

It is Petigrew (1979) who first was first put the concept of organizational culture forward in paper “Research on Organizational Culture.” This was later published in the Administrative Science Quarterly; later on, the studies on dimensions, levels and characteristics of organizational culture from different viewpoints were conducted by different scholars studied. Hofstede broke culture up into four dimensions. This comprises individualism and collectivism, power distance, uncertainty avoidance as well as masculinity and femininity. Schein (1992) distinguished three levels of culture including explicit behavior and signs, shared values as well as implied basic hypothesis. As for Denision (1995), organizational culture is grouped into four characteristics. They are participatory, consistency, adaptability and mission.

Organizational culture is considered one of the most well-known aspects for organizational success. By recognizing the concept, it maximizes the number of conjectural perspectives (Martin, 1992).The concept is also utilized by organizational disciplines (Harris and Ogbonna, 1999). The extensive recognition of organizational culture and interest in it can be observed by the arguments in organizational cultures. This leads to superior organizational financial performance. Many academics and

practitioners, for instance, Deal and Kennedy, (1981); Denison, (1990); Kotter and Heskett, (1992); Ouchi, (1981); Pascale and Athos, (1981); and Peters and Waterman, (1982) disagree with this. According to them, when the degree of cultural values is fully shared and more reinforced plays such an important role in organizational performance.

In order to gain competitive advantage, the connection between the organizational culture and its performance should be taken into account (Scholz, 1987). Krefting and Frost (1985); Krefting and Frost (1985) point out that an organization is able to generate advantageous strategies for competition by setting its own limit so that individual interaction can be facilitated or information processing scope is appropriately limited. Nevertheless, there still are some controversies. Good consequences resulting from an organization's common values can better predict the workers' interactions in selecting more appropriate strategic administration. This is all to lessen the ranges of undesirable impacts (Ogbonna, 1993). Also, as importance is placed on the organizational culture, and as it is uniquely notable, this type of culture has effectively turned into a potentially powerful source that can gain the upperhand over any of the organization's competitors (Johnson, 1992; Prahalad and Bettis, 1986)

The term "organizational performance" relates to the outcome from culture integration, which involves effective sets of values, beliefs and behaviors (Rose, Kumar, Abdullah, & Ling, 2008). There is disagreement among researchers if culture integration has any effect on organizational performance (Chow & Liu, 2007;

Collins & Smith, 2006; Terranova, 2007; Xenikou & Simosi, 2006). There is evidence that organizations that manage effectively change and culture integration is liable to positively affect organizational performance. The process of mergers and acquisitions exposes the new organization to multiple cultural challenges. Some authors have argued that culture has a positive linkage to performance (Cambra-Fierro, Polo-Redondo, & Wilson, 2008; Chen, 2008; Weinzimmer, Franczak, & Michel, 2008).

The importance of culture and its performance, according to some recent studies, are applied as a variable for research purposes (Chen, 2008; Rose et al., 2008; Weinzimmer et al., 2008; Zhu & Huang, 2007). Culture, according to the research carried out by Rose et al. (2008), certainly has effect on productivity advancement, employees' commitment, and performance. Similarly, in their review, Weinzimmer et al. (2008) depicted the entirely integrated organizational culture as performance prediction at different levels. There are other features that have some impact upon performance; among these aspect are high operating costs (Paliwal, 2007), the change process (Pollitt, 2007; Risher, 2007), and tasks implementation (Sull, 2007; 31 Urgan, 2007; Zollo & Meier, 2008). In addition, the developing organizational culture boosts the performance outcomes of total quality management (Joiner, 2007). Recognizing the importance of organization culture, Weinzimmer et al. (2008) advocated the conduct of more research on integrating organizational behavior and strategy perspectives on culture with relationship to performance. He himself proposed that consistent research results on the culture performance link may help leaders and managers to integrate culture attributes that influence organizational performance.

Smith (2008), after mentioning the culture influence on performance, noted that organizations are successful if culture is successfully integrated into the work environment. Culture-integrated organizations might yield high financial returns, satisfied employees, and high organizational performance (Cervantes, 2008; LaHuis & Avis, 2007; Pickett, 2005).

Unsurprisingly, many organizations have linked culture and performance to augment their performance effects (Hennart & Zeng, 2005; Weinzimmer et al., 2008; Yilmaz & Ergun, 2008). It may be true that organizational culture enhance organizational performance, culture might yield no results in some other aspects of organizational settings (Rose et al., 2008; Schraeder & Simpson, 2006). Researchers undertake organizational culture research, with the assumption that organizational cultures might help improve organizational performance (Peloza & Papania, 2008; Weinzimmer et al., 2008). Three types of culture orientations predicting organizational performance effectiveness, as explained by Xenikou and Simosi (2006), are: humanistic orientation, achievement orientation, and adaptive orientation.

In 1990, many researchers examined the connections between organization culture and performance capability. Due to these kinds of studies, Gordon and Diomaso (1992) and Dension (1990) called attention to the positive interconnection of the previous two components-- the connection in which each has its own condition. As briefly referred by these researchers, particularly, the culture would actually be connected to superior performance when the culture could adapt to any changes which resulted from

environmental changes. The culture must not only be normally good and be extensively made use of; furthermore, it must have the unique qualities. More than that it has to be so exceptional good, no other organizations are able to imitate the one being employed by an organization. Nevertheless, Hopft, et al. (1992); Lewis, (1994); Lim, (1995); Ray, (1986); Willmot, (1993) characterized that the relationship between the organization culture and the performance capability were not quite significant. According to Barney, (1986) the kind of culture being able to form a theory and generate any advantages depends on value, rarity, limitability, and sustainability consisted in the culture based on the deduction about resource-based view of competitive advantage. One of the latest qualitative papers on the connection between organization culture and performance efficiency was conducted with 34 American companies by Denison (1984). The study has been conducted throughout the consecutive 5 years, moreover, the form of organization culture together with their efficiency strategy were used by these business. Then, it was followed up and brought into consideration. The information about the returning in their investment and sales volume was collected in order to evaluate the overall operation. The information about perceptions of work organization and participation in decision making was also gathered. There has been an existed connection between effectiveness in financial performance and organization culture although some of the effectiveness indicators exposed different strength of the relationship having between the relationship of the culture and performance efficiency. While supervisory leadership was linked to the short-term financial performance and decision making. On the other hand, work design has shown some connection with long term financial performance.

In the analysis made of the relationship between organization culture and performance effectiveness by Marcoulides and Heck (1993), data from 26 organizations were collected. They presented an organization culture model applying these latent variables as estimators: organizational structure, organizational values, task organization, climate, and individual values; and beliefs. In the meanwhile, capital, market, and financial indicators as their measuring tools for the organizational performance. The findings showed that all latent variables employed in measure of the organizational culture had an effect upon their performance effectiveness, work attitudes and task organization activities. They were the most significant variables of all.

One of the extensively well-recognized studies on the linkage between the culture and performance effectiveness is the paper carried out by Kotter and Hesdett (1992). Data from as many as 207 corporations, spending 5 years' time, were collected; a variety of measures of culture were used apart from the companies' long term economic performance data. At first, the objectives were stipulated that the relationship between the well-built culture and the long-term performance effectiveness would be investigated. Despite quite a low level of relationship between the strong culture and long-term performance effectiveness was found, later, after closely investigated, it revealed that organization culture apposite to market environment was more beneficial to the companies' performance effective.

Literature on organizational culture is great in variety and number. The noteworthiness of the information found by many of the researchers is the linkage between the culture and performance efficiency in organizations. In spite of the fact that there are some comments made by some scholars on this connection, there is sufficient evidence to conclude that the organizational culture do connect with the organizational performance efficiency.

There were some other research findings relating to the relationship between OC and BP, for example, the work of Xenikuo and Simosi (2006), which examined transformational leadership, culture and BP, using a sample of three hundred employees in large financial companies in Greece. It was indicated as a finding that OC had a direct effect on overall BP. Shahet al., (2011) carried out a survey on the influential role of the culture on leadership effectiveness and organizational performance in Pakistan; significant and positive relationship between culture and performance was found. Similarly, Slater, Olson and Finnengan (2011) made a survey of business strategy, culture, and performance applying a sample of senior marketing managers and more than five hundred employees employing the questionnaire as a research instrument. Cultural orientation was found to play a role in creating superior performance, evidencing significant and positive relationship between culture and performance. Project managers; engineers; and executives from seventy six US firms were examined by Yazici (2011) and it revealed as a finding that a clan or group culture facilitated a cohesive, high performing team work environment, which resulted in the improved project and business performance. An empirical test was made

by Mujeeb and Ahmad (2011) on the relationship between components of OC and performance management practices. Significant and positive relationships between elements of OC and performance management practices were reported as the results.

According to Denison (1982 and 1984), who made research on 34 companies, it was learned that the performance results were strongly correlated to the assessment of certain behavioral traits. This database, having been subsequently enlarged to cover as many as 765 organizations (Denison & Mishra, 1995), was still shown to be growing (Mobley, Wang & Fang, 2005). The research results indicated that certain cultural traits, such as adaptability, mission, involvement, and consistency, were significantly related to the business performance results. Comprised in the performance measures were sales growth, return on assets (ROA), quality, profits, employee satisfaction, customer satisfaction, and overall performance. Nevertheless, the effect the four cultural dimensions had on performance varied (Denison & Mishra, 1995). A strong correlation could be seen between profits and cultural traits of mission and consistency, a strong correlation between innovation and the cultural traits of involvement and adaptability as well as the cultural traits adaptability and mission were strong predictors of sales growth. Denison, Haaland and Neale (2002) had further demonstrated a link between the cultural traits and customer satisfaction.

In this context, organizational culture as one of the important and has impact on organizational performance. Many previous studies show there is a positive and significant between organizational culture and business performance. For example,

Shahet al., (2011) carried out a survey in Pakistan and found that culture has significant and positive relationship between culture and performance and has leadership effectiveness and organizational performance. Shakil (2012) adopted an exploratory research to examine the impact of organizational culture (DOCS) on the performance of managements from 60 employees in COMSATS Institute of Information Technology in Pakistan. He found that the involvement dimension is highly correlated with the adaptability and consistency dimension. Gholamzadeh & Yazdanfar (2012) applied Denison's Model which consists of four dimensions to measure a case study of 285 managers and staffs of four chosen companies in Iran. The study determined that mission and consistency dimensions are the most important effects of organizational culture, but the mission is a significant correlation with culture. In addition, the study showed that there is a significant difference between the effects of four dimensions in four companies and cannot find a special form except mission dimension. Moreover, Choonhaklai & Singsuriya (2008) studied the correlation between leadership, organizational culture, and organizational performance from government officials in 146 Thai government agencies. The research findings showed leadership, organizational culture, and organizational performance, were in terms of authority, slightly related at best

Therefore, this study wants to examine the organizational culture's dimension on the relationship between RMO, PMO and business performance to fill the gap of inconclusive finding from previous studies.

2.9 Organizational Culture as a Moderator

Somescholars, for instance, Danish et al. 2012); Ying et al., (209); Alharbi (2012); and Onuma (2014) had studied the effect of organizational culture as a moderator having impact on the relationship between other variables, and involving in the business administration fieldandother perspective. What is more, most of the studies revealed the significant relationship of organizational culture in their frame work. In addition, some of the previous studies illustrated the organizational culture as a moderator with significant finding as detailed in the table 2.6 below:

Table 2.6

The summary of previous study served Organizational Culture as a Moderator.

Author(s)	Country	Sample	Finding
Yiing and Ahamad (2009)	Malaysia	238 Malaysian Students	Significantly related
Nongo and Ikyanyon (2012)	Nigeria	134 employees of 18selected SMEs in Makurdi metropolis.	Involvement and daptability significantly correlated with commitment, while consistency and mission did not correlate
Mohammad Faleh Alharbi (2012)	Saudi Arabia	182 Public hospital	Positive relationship
Kanish et al., (2012)	Pakistan	325 employees and manager in service sectors	Positively moderated
Daryoush et al., (2013)	Malaysia	273 officer	Complement relationship

Table 2.6 (Continued)

Author(s)	Country	Sample	Finding
Ornuma (2014)	Thailand	361 local government officials	The moderating effect of organizational culture was not significant

Furthermore, Organizational culture is defined as the norms of behavior and shared values of common with an organization (Kotter, 2001). It also means a competition, change, and the pressure intensifies for organizations (Cameron & Quinn, 2005). The previous studies found that organizational culture works as a moderator and affects the organizational performance and could be one such factor which accomplishes the organization goals (Tripathi & Tripathi, 2009).

According to Zhang and Duan, (2010); Bodlai, (2010); Suharyono et al. (2014), organizational culture moderated in the relationship between MO and business performance. It explains that RMO and PMO increase the business performance.

However, Ornuma (2014) found that organizational culture dimensions which consist of involvement, consistency, adaptability, and mission do not have any significant moderating effect on the impact of public participation on the perception of service quality of local government officials in Thailand. It may imply that the impact of organizational culture on local government officials' beliefs and attitudes of their performance may differ or may not be powerful enough to predict the model of this study depending on its values, type and intensity of organizational culture.

2.10 Underpinning Theory

2.10.1 Resource Based View Theory (RBV)

The resource-based view (RBV) has become one of the most significant and cited theories in the history of organizational management. The theory is conducted to realize the internal sources of the sustained competitive advantage of the organizations (Kraaijenbrink, et al. 2010). In order to attain sustained competitive advantage, organizations are required to obtain and monitor valuable, rare, inimitable, and no substitute resources and capabilities. In addition, the resources and capabilities should be effectively organized and utilized for the benefits (Barney, 1991, 1994, 2002).

That firms consist of unique bundles of resources has been employed by the resource based view. These bundles are idiosyncratic and thus difficult or costly to replicate in divergent firm environment. Consequently, these bundles of resources may be identified and utilized to accomplish a competitive advantage in the marketplace (Barney 1991).

The organization's resource-based view is formed from two factors; they are resources and capabilities. Grant (1991) and Eisenhardt and Martin (2000) define these two elements as the organizational competitive advantages. Resources and capabilities can be either concrete or abstract, for instance, finances, technologies, knowledge, and human resources (Maijoor and Witteloostuijn, 1996). Capabilities can be associated

with the dynamic routines acquired by the abilities to continuously manage to improve the organization efficiency (Moingeon et al, 1998). Therefore, companies try to make use of their valuable, heterogeneous, rare and inimitable resources to raise up its capabilities to maintain its competitive advantages (Capron and Hulland, 1999).

Resource-based view of the firm (RBV) is one of the beliefs in strategic management. This particular notion starts to get accepted among the marketing men; it is regarded as part of modern-day marketing success. There are some studies to confirm this said belief, for example, Day's (1994), who researched on marketing abilities and Hunt and Morgan (1995; 1996), who studied about competitive advantages. As what stated by these researchers, Barney, Wright, & Ketchen, 2001; Hoopes, Madsen, & Walker, 2003; Henri, 2005, RBV is considered a standard theory in the field of marketing strategy. Currently, it is considered a basic theory in market research

According to what claimed by Brahmana (2007), there are a number of researchers who have proposed characteristics of advantage-generating resources. Such academics are (1) Barney (1991) who recommends that the resource characteristics to yield advantages should comprise 4 factors, that is, value, rareness, inimitability and non-substitutability; (2) Grant (1991) who viewed that levels of durability, transparency, transferability and reliability are essential attributes; (3) Collis and Montgomery (1995) who make out what to include in the resources to create business advantages. They say that these 5 factors should be counted: inimitability, durability, appropriability, substitutability and competitive superiority.

Such resources with valuable, rare, inimitable, and non-substitutable characteristics can lead an organization to a great and sustainable success—the competitive achievement in which it is too complicated to emulate (Barney, 1991).

As mentioned earlier, RBV has influenced recent marketing concepts and been regarded as standard theories in the field of strategy and marketing research. As a result, this study exemplifies an underpinning theory in order to explain the whole of variable in the study framework.

Additionally, there is a close relationship between resource-based view and marketing. This relationship is referred to the way to convert market based sources into customer demands. It can basically define every type of resource. Resources create competitive advantages by adding client values into organizations. Therefore, resourced-based organizations should improve their market activities as untraceable and inimitable abilities against rival enterprises. As a result, they get better opportunities to address their current and potential consumers with genuine resources (Barney and oth., 2001: 629, Srivasta and oth., 2001:777-802)

The continuous repetition of knowledge and skills results in organizational marketing abilities. This helps resolve the related marketing problems and promote the efficiency of the organization (Varhies and Harke, 2000: 148). Through the mentioned good knowledge and professional skills, the integration of physical resources of enterprises

will result in superior marketing abilities (Juga, 1995; 5). According to Meier, (2010) it is noticed that knowledge is the most strategic resource , it brings about an aggregation of the significant knowledge characteristics and at the same time knowledge does reduce the concept of uncertainty of resources in a firm.

On the other hand, Barney (1986) has also noted on the relationship between RBV and organizational culture. It is clarified that organizational culture could become a valuable resource and certain firms may enjoy competitive advantages that are not subjected to imitation. Therefore, this can be the source of sustained superior performance.

What is more, it is Barney (1986) who points out that, firstly, culture should be thought of as a valuable asset, which can support an organization to work out any plan to marketing and sales growth besides lowering the costs and high margins, in addition to helping the organization grow in its financial value. Secondly, culture should be regarded as a rare asset, something with so unusual good and special characteristic that is clearly dissimilar to other cultures of any organizations. Finally, culture, should be a feature that can never be simulated.

According to Brahmana (2007), it is noted that, the resource-based view, the difference of performance among firms determined by the advantage-creating resources a firm have. And market orientation is one of the resources that meet Barney's (1991) criteria of advantage-creating resource. Market orientation enhances the abilities of organizations to identify the current and latent needs of customers as

well as satisfactorily fulfill them. It enables organizations to identify fundamental behaviors to create superior customer values. As a result, market orientation can originate continuous and superior performance for the organizations.

2.11 Summary

This chapter provides an extensive review of the literature on these market orientations: reactive and proactive, organizational culture, and organizational performance. Also provided in the chapter are a review on the historical development of market orientation, consequences of market orientation, market orientation theory, reactive or responsive market orientation, and proactive market orientation theory, integration of responsive and proactive market orientation, market orientation and organizational performance. What is more, this chapter scrutinizes the history of organizational culture, organizational culture theory, organizational culture dimensions, the Denison organizational culture model (DOCM), the management of organizational culture, organizational culture and performance. In addition, discussion on organizational performance literature is made. The literature review carried out in Chapter Three provides a foundation for the theoretical framework of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Based on the research background discussed earlier in the literature review chapter, this chapter presents the conceptual framework of the study and research methodology. The concentration is placed on the investigation of the relationship of the four key variables: RMO, PMO, OC, and BP. The following sections are divided into seven main sections. The first is the conceptual framework and the overall relationship between RMO, PMO, OC, as well as BP. The second section focuses on the statement of hypothesis. The third section describes the research design. The fourth section focuses on the operational definition. The fifth section describes the measurements instruments. The sixth section describes the method and strategy of data collection for the study. Finally, the seventh section discusses the techniques of data analysis adopted in this study.

3.2 Conceptual Framework

According to the literature review provided in chapter two, it is cleared that the framework, which is derived from the review on the theories, concepts, and the elements as entailed in the RMO and PMO and moderate by OC on BP. Figure 3.1 illustrates these relationships as below.

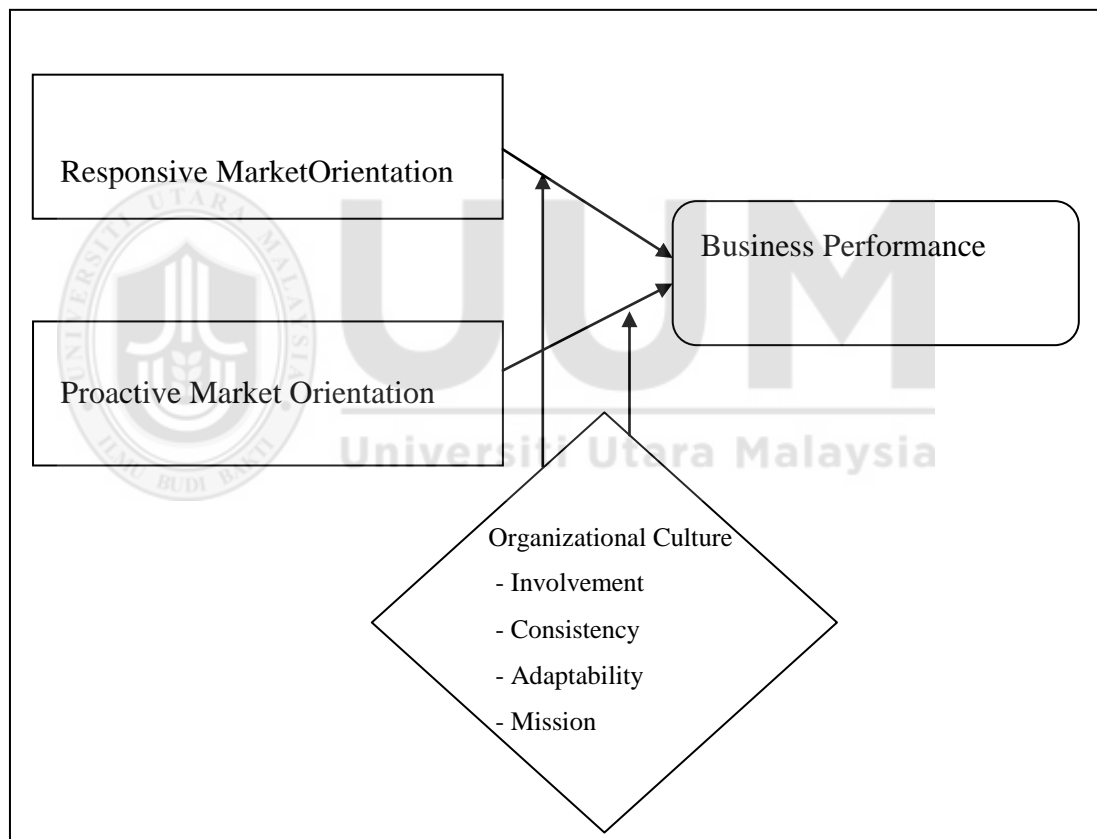


Figure 3.1
Conceptual framework

This model, if viewed as the overall framework for the analysis, shows the relationship between RMO, PMO, OC and BP. While the independent variable in this framework

represents RMO and PMO, the dependent variable is BP. OCe serves as the moderator variable between RMO and PMO and BP in this framework.

Market orientation in this framework comprises two essential sets. The first is RMO in which business attempts are to discover, understand, and satisfy the customers' expressed needs (Narver, Slater, and MacLachlan, 2004). Narver, Slater, and MacLachlan (2004) group the RMO into three main dimensions: customer led, fulfill expressed needs, and serving market preferences. The second set of market orientation is PMO in which business attempts to discover, to understand, and to satisfy the latent needs of customers are carried out (Narver, Slater & MacLachlan, 2004). Up till now, some theoretical comments on the analyses of market orientation made about the satisfaction of latent needs are offered by some researchers such as Kohli and Jaworski (1990), Naver and Slater (1990), Slater and Narver (1995), even though no systematic empirical analysis practically yields. PMO, as stated by Raji Srinivasan, Gary L. Lilien, and Arvind Rangaswamy (2002) and Naver, et al. (2004), can be grouped into five main dimensions, which are the firm's strategic marketing emphasis, the entrepreneurial culture, the organizational slack, the strategic flexibility, and the latent needs fulfillment.

Thus, in order to examine the effect the market orientation has on the business performance, the RMO and PMO will serve as independent variables. Naver, Slater, and MacLachlan (2002, 2004) noted that any firms having a combination of RMO and

PMO, the firms have positioned themselves to understand and monitor the levels of both RMO and PMO; also, they may have superior performance.

As previously mentioned, marketing concept is a philosophy indicated as a key to accomplish the goals of organization and more effective than competitors in integrating marketing activities in determining and satisfying the needs and wants of target markets. (Kotler, 1997). Furthermore, Porter, (1985) stated that having the previous normal performance, firms should construct sustainable competitive advantage of superior value to their customers. Correspondingly, ökten and mcom (2008) determined MO as a major sustainable competitive advantage that firms can construct.

It is stated by Seinman (2000) that MO has been a major issue brought into marketing research since 1990 resulting from the research of Kohli and Jaworski (1990) and Narver and Slater (1993). Consequently, the new marketing concept and MO have become the main management aspiration—to achieve their executive ambition. In general, as what Conrad (1999) concludes that researchers themselves have taken the MO as part of the factors influencing the executive performance. In fact, there are numerous articles such as those written by Narver and Slater (1990), Jaworski and Kohli (1993) present positive evidence of relationships between MO and BP.

Willmott (1993) found that OC was an important means of enhancing BP through securing greater commitment and flexibility from employees. Additional notes made

by Alvesson (2002) state that OC started to draw widespread attention from researchers in the 1980 and that interest has exploded in the past 20 years (Willmott, 1993 and Schumacher, 1997). Furthermore, researchers have also mentioned the power of cultures, especially if being strong types, as Kotter and Heskett (1992) who bravely affirm: “They can lead intelligent people to walk in concert off a cliff” Scott (1987) provides further explanation that among several benefits the strong cultures make available for the organization are the ability to keep up employees’ commitment to something larger than self, the provision of guidelines from which appropriate activities can be chosen by organizational members, and the creation of sources of meaning and identification for the organizational participants. Nevertheless, a lack of empirical investigates on the culture of service firms is still found in the service sector. (Webster & Sundaram, 2005)

The relationship between OC and MO has become an interest and it has been continuously studied, among researchers with well-known and accepted work are Denison (1990), Kotter and Heskett, (1992), Sörensen (2002), Denison, Haaland, and Goelzer (2004), Gainer and Pandanyi (2005), Xenikou and Simosi (2006), Skerlavaj et al. (2007). Kotter and Heskett (1992). Personnel strengthened with OC can also be, as mentioned in Denison’s research findings (1984), very helpful and supportive assets to the organization itself.

The above two aspects are propped up by Laforet (2008) who states that OC and MO are intimately related. However, the first persons are Desphandé, Farley and Webster

(1993), who actually stipulates that MO plan, is strongly allied with company culture, if its goal is closely followed, the feasible and fruitful advantage will be achievable.

Typically, with this OC goes the entire workforce, including its executive; and if this is so, it is well responsive to its customer demand; whether the company's products or services would be processed or available to satisfactorily meet the needs of its consumers. With this in mind, the organization can be comfortably survived in the competitive world.

3.3 Hypothesis Development

The hypotheses, presented in this part are identified with the relationship between the variables as follows:

3.3.1 Responsive market orientation and hotel business performance.

This section provides the literature related to the relationship between RMO and BP. There are arguments and justifications of the relationship between these two variables as follows:

Most of the studies, as those made by Deshpande and Farley (1998); Jawoski and Kohli (1993); and Slater and Narver (1994), agreed that implementing MO led to a better organizational performance. The positive role of MO in the firm was also widely supported, (Jaworski and Kohli, 1993; Chang and Chen, 1998). It was reported to have both financial and non-financial consequences for the firm (Langerak, 2003).

And MO had been shown to have positive consequences for the profitability of the firm (Matear et al., 2002; Langerak, 2001).

Narver& Slater, (1994), subsequently, had reacted to the criticism made on their work and thus the concept and construct of MO were further developed. While the original version of RMO covered only expressed needs of customers, the new variant included latent needs, i.e. opportunities for customer value of which the customers were unaware. The difference between RMO and PMO was made recognized to discover and to satisfy the latent needs of customer's referred to "lead" them. With the widespread research on RMO and its relationship to firm performance, businesses were increasingly investing in being MO in the traditional notion of RMO. Consequently, as RMO becomes common, in the long run, competitors could imitate it (Narver et al., 2000).

A meta-analysis of MO research by Ellis (2006) included 56 studies with almost 15,000 companies in 28 countries; it was based on the MARKOR scaled by Kohli, Jaworski& Kumar (1993) or the MKTOR, which in turn scaled by Narver& Slater (1990). For measuring performance, the studies were analyzed using ROA, sales growth, new product success, market share, new product performance, brand awareness, customer satisfaction or customer loyalty. The results of the meta-analysis indicated that "a true, positive link between MO and performance existed in all regions" (Ellis, 2006: 1096), with the variation in the business performance associated with MO becoming less than 7 percent.

Moreover, a meta-analysis carried out in 23 countries in five different continents suggested that the relationship between MO and firm performance was positive and

consistent (Cano et al., 2004). However, previous conceptualizations had viewed MO primarily as a RMO, attempting only to understand customers' expressed needs and satisfying them (e.g. Kohli and Jaworski, 1990; Narver and Slater, 1990). The fact that RMO had some positive and significant connection with sales growth, customer retention, market share, ROI, and global performance on Service industries was stated by Sin et al. (2002) in Hong Kong. This was similar to Canoa, Carrillatb and Jaramillo (2004), Bodlaj (2010), Bodlag, Coenders and Zabkar (2012), Chao, Feng and Li (2014) Jaada, Gambo (2014), Nur et al. (2014) whose study results showed that the relationship between market orientation and business performance was particularly strong with the subjective scale. Nevertheless, there was a strong support for a positive relationship between RMO and firm performance. The discussion above leads to the formulation of the following hypotheses.

H1. Responsive market orientation is positively associated with hotel business performance.

3.3.2 Proactive market orientation and hotel business performance.

This section provides the literature connected to the relationship between PMO and business performance. Arguments and justifications of the relationship between these two variables are presented as follows:

The RBV Theory had clarified the relationship between MO and BP. As stated in Barney (2001), MO could be defined as a source of competitive advantage, market orientation placed as a capability. It was valuable and also made firms to better support its own target markets. In order to develop and maintain a competitive advantage, Narver et al. (2004), hence, claimed that companies had to dramatically complement RMO with PMO. Additionally, PMO businesses tended to scan the markets more extensively to comprehend and find out latent needs as well as respond with new solutions than the ones emphasizing RMO (Day, 1994). Moreover, it could be worked integrally with lead customers (Leonard-Barton, 1995). Since there were more sophisticated market-sensing and connecting processes involving in PMOas implicated in PMO which opposed to RMO, Voola and O’Cass (2014) claimed that the firms that employed PMO seemed to understand not only the expressed needs but also the latent needs of the customers. These allowed businesses to reveal a new market opportunities as well as conducting marketing experiments so that improvement of their marketing strategies was possible (Atuahene-Gima et al., 2005), apart from all of that which affected customer value and firm performance. More than that, Voola and O’Cass (2010) also discovered that PMO had strongly affected on BP. With respect to the majority of empirical researches, the studies affirmed a positive relationship between PMO and business performance (Narver& Slater, 1990; Jaworski&Kohli, 1993; Hult et al., 2004; Gabrijan et al., 2005; Milfelneretal., 2008b; Gonzalez-Benito et al., 2009). More importantly, overall business performance; profits, sales, market share, perceived quality, customer loyalty and customer satisfaction were all affected by a

market orientation. This was as stated by Kirca, Jayachandran and Bearden (2005).

And for this reason, following are the hypotheses:

H2. Proactive market orientation is positive associated with hotel business performance.

3.3.3 Organizational culture moderts on the relationship between RMO and hotel businessperformance

This section provides the literature related to the relationship between organizational culture and responsive market orientation and business performance. There are arguments and justifications of the relationship between these three variables as follows:

As mentioned in the literature chapter, Day (1994) claims that market-driven enterprises play such significant roles in making business successful. They enable manufacturers to understand the current needs of the market and the potential of the organizations. The RMO focuses on the expressed current needs of customers. This is considered the traditional notion of MO. Bodlaj (2010) suggests that RMO has a direct impact on business performance.

The traditional RMO not only tries to understand and satisfy the present expressed needs of the customers, but also tries to satisfy them immediately (Narver, Slater and

MacLachlan 2004). However, as is noted by these researchers: Zhang & Duan, 2010; Bodlai, 2010; Suharyono et al., 2014; Ghanavati, 2014, these relationship is not yet obvious. What is more, it needs to be clarified through the role of other factors that help boost the connection. In this regards, a study conducted by Nafie, Nimran, Musadieq and Suydi (2014) argues that the internal factors within the organization have a significant impact on the organizational performance. In addition, it is found in various studies that culture in organizations is key internal factors having effects upon the organizational performance aside from encouraging the performance with its superior type (Slater, Olson and Finnengan, 2011; Shah et al., 2011, Mujeeb and Ahmad, 2011). This can be a key to success as a company can use this to control internal factor, such as labor gaining loyalty and adjustability from its employees gives a company a significant key to improving its business performance (Willmott 1993). Moreover, Schalk, (2008) noted that these internal factors are a very important moderator and may have a great affect on the business performance measures.

Ahmad (2012) indicated a significant and positive relationship between culture and performance in Pakistan. Lopez, Manuel and Ordas (2004) studied of one hundred and ninety five Spanish companies and found a positive relationship between OC and performance. Similarly, Slater et al., (2011) in their study used a sample of senior marketing managers with five hundred and above employee. They found a significant and positive relationship between culture and performance. However, the effect that the four cultural dimensions have on performance varies (Denison & Mishra, 1995). A strong correlation can be seen between profits and the cultural traits of mission and consistency, a strong correlation between innovation and the cultural traits of

involvement and adaptability, and the cultural traits adaptability and mission are strong predictors of sales growth. Denison, Haaland and Neale (2002) have furthermore demonstrated a link between the cultural traits and customer satisfaction. Coffey (2010) state that mission consistency adaptability is significant influence on organization performance.

In this context, RMO and OC including involvement, adaptability, mission, and consistency, as one of the important internal factors, has been proven their impact on business performance as mentioned above. So, these considerations suggest the following hypotheses:

H3. Organizational culture dimensions attributes moderate on the relationship between the responsive market orientation and hotel business performance

H3a. Involvement attributes moderate on the relationship between the responsive market orientation and hotel business performance.

H3b. Consistency attributes moderate on the relationship between the responsive market orientation and hotel business performance.

H3c. Adaptability attributes moderate on the relationship between the responsive market orientation and hotel business performance.

H3d. Mission attributes moderate on the relationship between the responsive market orientation and hotel business performance.

3.3.4 Organizational Culture moderates on the relationship between Proactive market orientation and hotel business performance

This section provides the literature related to the relationship between organizational culture and proactive market orientation and business performance. There are arguments and justifications of the relationship between these three variables as follows:

Leonard-Barton (1995) argued that owing to the more sophisticated market sensing and linking processes involved in PMO. Pervious studies argue that firms adopting PMO are more likely to understand not only the expressed needs but the latent needs of the customers, allowing firms, for example, to uncover new market opportunities and to undertake market experiments to improve marketing strategies (Atuahene-Gima et al., 2005), all of which affect customer value and firm performance.

Moreover, Deshpande and Farley (2004) studied on organizational culture, market orientation in term of RMO, innovativeness, and firm performance in China. They found significant differences across countries in the means of all of the variables under study. Hajipour and Ghanavati (2011), studied in Iranian industry and the result show that the classical route among corporate culture, market orientation in term of RMO and financial performance was significant and positive.

Although the relationship between MO and business performance having been picked up and emphasized as well as being discussed in this research literature, an empirical

study to give reasons for making use of PMO to produce better results (Atuahene-Gima et al. (2005). Bodlaj (2010) suggests that PMO has a direct impact business performance.

Mujeeb and Ahmad (2011) reported significant and positive relationship between elements of OC and performance management practices. Research by Denison (1982, 1984) on 34 companies has shown that the performance results were strongly correlated to the assessment of certain behavioral traits. This database has subsequently been enlarged to include 765 organizations (Denison & Mishra, 1995) and is still growing (Mobley, Wang & Fang, 2005). These research results show that certain cultural traits, such as adaptability, mission, involvement, and consistency, were significantly related to the business performance results. Performance measures consisted of sales growth, return on assets (ROA), quality, profits, employee satisfaction, customer satisfaction, and overall performance. Therefore, a moderator variable in the relationship between MO and business performance is added, as suggested in the preceding research, to help better explain that PMO increase the business performance (Zhang & Duan, 2010; Bodlai, 2010; Suharyono et al., 2014; Ghanavati, 2014).

As mentioned earlier, market orientation and organizational culture including involvement, adaptability, mission, and consistency, as one of the important internal factors, has been proven their impact on organizational performance as mentioned above. Nevertheless, there is few empirical studies that integrate these constructs in a

single model (Kara et al. 2004; Rathert et al. 2009), and, still in need of research as it lacks empirical investigation in hotel sector (Webster and Sundaram, 2005).

To serve as part of the purposes of the study so that related gap in the literature will be decreased, the moderator role of organization culture in the relationship among responsive, proactive market orientation, and business performance is therefore scrutinized. As same as previous study that serve an organizational culture as a moderator, because of organizational culture can be assess through management style and operational practices. In turn organization's culture as a system of shared norms and beliefs tend to influence management structures. So, in order to see the rule of organizational culture in the success of the organization. It was decided to use it as a moderator (Tripathi & Tripathi, 2009). Moreover, Schalk, (2008) noted that these internal factors are a very important moderator and may have a great affect on the business performance measures.

Based on the aforementioned practical issues and existing theoretical gaps, this empirical study has investigated the synergistic effect of Market Orientation (Responsive and Proactive) on hotel business performance and its moderated impactby organizational culture in the hotel in Thailand. To do so, the hypotheses as following:

H4. Organizational culture dimensions attributes moderate on the relationship between the proactive market orientation and hotel business performance.

H4a. Involvement attributes moderate on the relationship between the proactive market orientation and hotel business performance.

H4b. Consistency attributes moderate on the relationship between the proactive market orientation and hotel business performance.

H4c. Adaptability attributes moderate on the relationship between the proactive market orientation and hotel business performance.

H4d. Mission attributes moderate on the relationship between the proactive market orientation and hotel business performance.

These above two hypotheses postulate organizational culture as moderator in the relationship between responsive and proactive market orientation and business performance. Corollary hypotheses were derived from the fourth main hypotheses of the study based on four main components of organizational culture: adaptability, mission, consistency and involvement.

3.4 Research Design

Research design refers to, as what Sproull (1995) stated, a research conducted plan in which it normally requires aspects to be investigated and procedures to be used. This is very much like the research design description specified by Zikmund (1991), who explains that it is a strategy identifying both the means and methods of data collection and data analysis. Therefore, it is undoubtedly clear that a good research design must have at least two basic purposes: to provide answers to questions and to control variance. By and large, if the hope is to conduct smoothly and successfully, a master plan for research has to be designed to facilitate the researcher in answering his or her research questions validly, objectively, accurately and as economically as possible (Kerlinger & Lee, 2000).

Research design can be categorized into many different types to specifically serve different purposes. Bryman and Bell (2003) classify research methods into five types: experimental design, cross-sectional or social survey design, longitudinal design, case study design, and comparative design. As for the experimental design, often touted as the most thorough and exact types of all designs, it is needed to control the independent variable to decide if it really has an influence on the dependent variable. The subjects in this type of designs are likely to be allocated to one of two or even more experimental groups, each representing different types or levels of the independent variable. There is, then, an establishment of relationships.

The third research method, the longitudinal design, is a distinct type of research designs in that it is classically used to discover changes in organizations. By this method, a sample is surveyed and observation and then carried out repeatedly taking quite long periods of time. Also, this method takes a lot of funds. It is accepted that longitudinal design is of little used in business and management research.

A case study forms the fourth method design. It is based on the detailed and intense investigation of a single individual case or event. This research method may associate with qualitative research. In a case study, the case or a situation or an event, is an object of concerns in which researchers aim to provide an in-depth elucidation.

A comparative design is the last type of research method. As a general rule, this is a research design using more or less identical methods of two or more contrasting cases. (Sriprasert, 2007).

Sekaran (2003) stated that there are three types of research normally used in the literature; they are exploratory study, descriptive study, and hypothesis testing. The first is carried out to explore a problem the information about which is not clearly defined. Initial work to understand the situational phenomena before developing a model is needed for this research (Sekaran, 2003). In descriptive study, characteristics of the population or the phenomenon of the study have to be emphasized (Zikmund, 2000). The last one, Hypothesis testing, further description into the features of

relationship existed among the variables being scrutinized has to be made (Sekaran, 2003).

According to Creswell (2003) mentioned that it is important for researchers need to indicate whether the survey will be cross-sectional, with the data collected at one point in time, or whether it will be longitudinal, with the data collected over time. However, De Vaus (2001) noted that many researchers in the field of social sciences have chosen to use cross-sectional design more than any other design. And also Sekaran, (2010) stated that a study can be undertaken in which data are gathered just once, in order to answer a research question such studies are called one-shot or cross-sectional studies.

The paradigm of this research is based on the positivism which concerns with principles, empirical knowledge, cause effect, and generalizability, and interpretivism which relates to what the respondents think about, their ideas, and the meanings that are important to them.

A quantitative research design is used in this study. Quantitative method research provides tools that measure concepts, planning, design phases and deals with issues concerning population and sampling (Cavana, Delahaye, & Sekaran, 2001; Hair, Money, Samouel & Page, 2007). Added to this, a quantitative research method uses a deductive model when examining the variables relationship and accepts or rejects the relationship (Cavana *et.al*, 2001). Quantitative research is a well-known research method in Market Orientation studies (Sin et al., 2004; Ellis, 2005; Kara et al., 2005;

Yoon & Lee, 2005; Vytacil, 2010). The quantitative method is used as it can provide a high level of measurement precision and statistical power (Matveev, 2002).

So, in this study the cross-sectional design is chosen, in order to collecting data just once, from the large size hotels in Thailand. And this one point in the time data collection as a cross-sectional design is sufficient to answer research questions in the study (Sekaran, 2010)

3.5 Sampling Method

Sampling is that procedural process of selecting items from the population so that the sample main features can be generalized to the overall population (Cavana *et al.* 2001) also according to (Cavana *et al.* 2001) sampling involves both design choice and sample size decision.

This study was employed total population sampling use probability sampling. Choosing four and five stars hotel is a type of homogeneous individual technique, which is choose to examine the population that have a particular set of 4 stars and 5 stars on Hotel in Thailand.

Morover, the multistage sampling technique was used in this study and it include (1) stratified random sampling technique, this was adopted by taking samples from different stratum (identifiable groups), subgroups, etc. however, the subgroup identified in this study was hotel in Thailand, sub-sectors as a result of the fact that it ensures an even and proportional representation of specific group nonetheless in this

case selection of individuals will be from the hotelstrata list (Blacks, 1999). (2)The simple random sampling technique used for hotel selection in each sub-sectors (four stars and five stars hotel), in simple random sampling technique each hotel population has an equal chance of being selected in the sample (Malhotra, 2004).

This study focuses on responsive market orientation, proactive market orientation on the business performance and moderate by organizational culture (involvement, consistency, adaptability and mission) on four stars and five stars hotel in Thailand. Thereby the samples of this study comprises with Marketing Manager and Director of Marketing in four stars and five stars hotel in order to ensure that key informants feedback is obtained who have good knowledge or are responsible for managing the four stars and five stars hotel in Thailand. In this study, questionnaire was distributed to senior management level, such as, Marketing Manager & Sales Director. Include marketing director in Hotel in order to ensure that key informants feedback is obtained. These respondents have good knowledge or are responsible for managing on the Hotel

3.5.1 Population

Population was defined by Cavana *et al.* (2001) as the entire group of people events or things that the researchers desires to investigate. The target population of present study is the entire group of four stars and five stars hotel in Thailand.

Moreover, there were three reasons to make a study on market orientation applying the population groups of 4 - 5 star hotels in Thailand. These three reasons were relating to

Thailand economy, society and the research gap in the field of market orientation, to be stated as follows:

The first reason, the country's economic need, is that the investment for 4 - 5 star hotels, which are quite large hotels, does not attract much attention for domestic investors as they are likely to have limited capital. Consequently, overseas investment support is needed. The overseas investment proportion in hotel business in Thailand, as reported by Ministry of Commerce (2014), is 4% in total. Almost all the investment is made to the 4 - 5 star hotels located in chief tourist attractions in Thailand. The most significant foreign venture capitalists are those from Singapore, England, and Germany, respectively. The monetary asset being purchased in these two levels of hotels requires a great amount of money; the hotel industry, hence, attracts foreign investment into Thailand, at quite a high proportion (Thai Ministry of commerce, 2014). This is consistent with Thailand's policy which emphasizes and supports foreign direct investments (World Bank, 2012). Accordingly, hotel entrepreneurs in the country should have possessed some body of knowledge on management of 4 and 5 star hotels, in particular, which is regarding the market orientation, the specific market strategies to help improve performance of the organization and the important factors to have impact on the ability in competition (Julian, Mohamad, Ahmed, and Sefnedi, 2014). This competitive ability is an essential factor that the overseas investors employ in making decision to invest in Thailand (Watcharee, Sa-ard, Boonruang&Wongtheera, 2015).

As earlier mentioned, the overseas investment in the hotel industry, especially in the 4 and 5 star hotels, aside from attracting important investors from foreign countries, this sector investment also helps increase employment, income distribution, technological knowledge as well as knowledge transfer (The Secretariat of the House of Representative, Thailand (2014).

The second reason, in 4 and 5 star hotels, which are large business enterprises with all outstanding aspects of standardized services, may they be accommodations, conference rooms, banquet rooms, entertainment zones, fitness areas, restaurants, or souvenir shops, as all-inclusive services, need to have apposite, luxurious areas with enough and highly qualified personnel. Moreover, this level of hotels has to offer all around the clock services; personnel's working hours of many departments need to split into 3 shifts, 8 hours a work shift. As a result, there is a lot of employment to properly support the services provided in this size of hotels (National Statistics Office, Thailand, 2014). The employment and the distribution of income have good impact upon the country's economy and society as well as the Gross Domestic Product (GDP) (Office of the National Economic and Social Development, Thailand, 2010). Nonetheless, there still are problems in the hotel industry. Personnel normally lack appropriate working knowledge and skills and have quite low loyalty toward their organizations (Office of Small and Medium Enterprise, Thailand, 2014).

The third reason, the hotel industry, by and large, may have good effect toward the country's economy and society; still, it experiences difficulties, internal and external, which affect the business performance.

According to Tourism Authority of Thailand (TAT) and Thai Hotels Association (THA) (2011) reported there are 1,642 four stars and five stars hotels in Thailand. (See table 3.1)

Table 3.1
Number of four stars and five stars hotel in Thailand

Hotelsub-sectors	No. of Hotel
Four stars hotel	1,159
Five stars hotel	483
Total	1,642

Source: Tourism Authority of Thailand (TAT) and Thai Hotels Association (THA) (2011)

Table 3.1 shows the population of this study that consists of all four and five stars hotel in Thailand, Base on the Thai Hotel Association (THA) hotel standard. The sampling frame for the study includes the hotel name listed by Tourism Authority of Thailand (TAT) and Thai Hotels Association (THA) in 2011. A total of 1,642 hotels are listed. Given the amount of this population size, the sample size that is taken into consideration in this study is 310 based on a table provided by Krejcie and Morgan (1970) to warrant good decision model.

Stratified random sampling is using in this study, Sakarna and Bougie, (2010) categories the stratified random sampling method as a probability sampling technique. They point out that a sample, in a stratified random sampling method, is identifiable subgroups of elements within the population that may be expected to have different parameters on a variable of interest to the researcher. Leedy and Ormord (2005) also note that stratified random sampling is normally used for stratified population. In this study stratified random sampling is used for stratified all hotel in Thailand, base on hotel name list conducted by Thai hotel association, (2011) and Tourism Authority of Thailand, (2011). That all hotels need to stratify to be five-star, four-stare, three-stare, two-star and one-star. After that, simple random sampling is using for next step in order to select the sample in this study, including four-star and five-star hotels, as Sakarn and Bougie, (2010) mention that once the population has been stratified in some meaningful way, a sample of members from each stratum can be drawn using either a simple random sampling or a systematic sampling procedure.

3.5.2 Sample Size

As mentioned before, Tourism Authority of Thailand (TAT) and Thai Hotels Association (THA) (2011) there are 1,642 four stars and five stars hotels in Thailand. Therefore, population between 1,600 to 1,700 as shown in Table 3.2. This study selected 311 to represent as the sampling size (Krejcie & Morgan, 1970).

Table 3.2
Determining Sample Size of a Given Population

Population	Sample Size
1200	291
1300	297
1400	302
1500	306
1600	310
1700	313
1800	317
1900	320
2000	322
2200	327

Source: Krejcie & Morgan (1970)

To determine the sample size, the researcher used the table by Krejcie and Morgan (1970) as well as many previous researches in the field of marketing (Mensah and Issau, 2015. Shehu and Mahmood, 2014. Ahimbisibwe, Ntayi and Ngoma, 2013. Keelson, 2012. Singh and Mahmood, 2013) were generally accepted and appropriate to use table of krejcie and Morgan (1997) to decide the sample size. And this study is 311 to represent the entire population of four stars and five stars in Thailand. According to Hair, Black, Babin, Anderson, & Tatham (2006), the results that are derived from a large sample could be generalized to the whole population.

Table 3.3

The calculate method of sample size of the study.

Step and method	Calculate method
The first Step;	
The differ of population from the Krejcie and Morgan table (Base on the rank of population of this study 1,642 hotels)	$1,700 - 1,600 = 100$ Hotels
The differ of sample size from Krejcie and Morgan table by the rank of 1,700 and 1,600	$313 - 310 = 3$ Samples
The second Step;	
Base on the population 1,642 of this study and 1,600 in the Krejcie & Morgan table.	
The differ is	$1,642 - 1,600 = 42$ Hotels
The third Step;	
Calculate by the rule of three in arithmetic as follow;	
	The sample size 100 Hotel = 3 samples
	If 42 Hotels = $\frac{3 \times 42}{100} = 1.26$ samples
	But sample size 1.26 \approx 1 sample
	Thus, sample size $310 + 1 = 311$ samples

Table 3.3 explained the method of sample size calculated in this study. Referred to the table 3.2 the determining sample size of a given population by Krejcie & Morgan, (1970) show the rank of population and sample size that used for the selecting the sample size in the studies. The population of this study is 1,642 four stars and five stars hotels in Thailand. The number of population 1,642 hotels is between 1,600 and 1,700 hotels so, the number of sample size also between 310 and 313 samples. Therefore, table 3.3 showed three steps of sample size calculated methods as follow.

The first step, calculated the differed number of population and number of sample in the rank of population 1,600 – 1,700 hotels and there are 100 hotels ($1,700-1,600 = 100$) and there are 3 samples ($313-310=3$) differed found.

The second step, calculated the differed number of the population 1,642 hotels of this study and 1,600 hotels in the Krejcie & Morgan table. Because of the population number 1,600 hotels became the base of population 1,642 hotels in this study. So, the population number differed found of these number is 42 hotels ($1,642-1,600=42$).

The third step, calculated by the rule of three in arithmetic by calculated number of population differed between 1,700 – 1,600 equal 100 ($1700-1600=100$) compared to the differed of sample size between 313-310 is 3 ($313-310=3$). So, the first equation is 100 hotels = 3 samples. Then, set the second equation is 42 hotels = $(3 \times 42) / 100 = 1.26$ samples. But the sample size 1.26 estimated to be 1 sample ($1.26 \approx 1$). So, the sample size of the base 1,600 equal 310 plus 1 sample from the arithmetic calculated equal 311 samples ($310 + 1=311$). Thus 311 samples size was use in this study.

However, Salkind (1997) propose oversampling of 40-50% to compensate for lost questionnaires and uncooperative subjects. Furthermore, Fowler (2002) reported that surveys are distributed through the mail attain lower responses rate, the mail surveys often report 5% to 20% response rate. This study used mail survey, thus, researchers took into consideration the non-response rate of 80% and selected 560 respondents.

3.5.3 Sampling Frame

The sampling for this stage was based on the four stars and five stars hotel. The list of hotels made up the sample was obtained from Tourism Authority of Thailand (TAT) and Thai Hotels Association (THA) (2011). The total number of the four stars and five stars hotel in Thailand of 1,642 organizations which was divided into two sub-sectors (four stars and five stars hotel). This procedure is called stratified sampling, which is the most probable sampling design as the stratification provides the researchers more information with a given sample size (Sekaran, 2003). Table 3.4 shown represents the number of hotel in Thailand of each sub-sector.

Table 3.4
The Proportionate Sampling of Hotel in Each Sub-Sectors

HotelSub-sectors	No. of Hotel	Percentage of sampling (%)	proportionate sampling of Hotel
Four stars hotel	1,159	70	392
Five stars hotel	483	30	168
Total	1,642	100	560

Based on Table 3.4, the proportionate sampling for the four stars was 392 hotels out of 1,159 and 168 hotels out of 483 for the five stars hotel sub-sectors, respectively. Simple random sampling was conducted by picking out the names of the four and five stars hotel written on pieces of paper, each hotel in a population has an equal chance of inclusion in the sample (Stewart *et al.*, 2009).

3.6 Questionnaire Design

Hair *et al.* (2006) defined questionnaire as research instrument measurement to obtain of primary data that can be measured. Therefore, measurement of the latent construct developed in the research model should accurately represent the research concept and

instruments in the selection of the appropriate multivariate method analysis. The questionnaire was designed in line with the objective, problems and hypotheses of the study, to measure the effects of independent variables on responsive market orientation, proactive market orientation to the dependent variable that is hotel business performance and impact by organizational culture serve as a moderator. The measurement of construct was adopted and/or modified from the previous studies. The sixteen-page questionnaire consisted of a cover letter explaining the study, purpose of the questionnaire and a statement guaranteeing confidentiality of the respondents. The questionnaire was divided into six sections (Section A-F): section A consisted of personal background such as gender, age, position, and experience measured on normal and ordinal scales. Section B consisted hotel background such as number of employees, range of annual sales turnover, type of ownership and hotel star rating. Section C to D questions that measured the responsive market orientation and proactive market orientation of the hotel. Section E was designed to measure the extent of organization culture practices in the hotel and section F consisted current perceived business performance. A sample of the questionnaire can be in Appendix C for English and Thai version in the same page.

According to Sekaran (2003), questionnaires have always been an efficient way of collecting data in primary research; in addition questionnaires must fulfill one condition of the researcher knowing exactly what is required and how to measure the variables of interest or else, the study will become less effective.

To ensure content validity, the questionnaire was translated via a procedure of double-back translation since the instruments were adopted from the Western literature (Brislin, 1980). First the English version was translated into the Thai language by a faculty member, and later the Thai version was re-translated into the English language by a different faculty member (see Appendix E). In relation to the content and wording of the questions, they were designed to be short, simple and comprehensible to avoid ambiguity (Kassim, 2001).

In addition, seven academics are Assoc.Prof.Dr. Pensri Jaroenwanit, Khonkaen University, Assoc.Prof.Dr. Rawiporn Koojaroenpaisan, Cheangmai University, Assoc.Prof.Dr. Nak Gulid, Srinakarinwirot University, Asst.Prof.Dr. Siwarit Pongsakornrungsilp, Walailak University, Asst.Prof.Dr. Nit Hathaivaseawong Suksri, Surathani Rajabhat University, Asst.Prof.Dr. Nuntasaree Sukato, Dhurakij Pundit University and Dr. Leela Taingsoongnern, Dhurakij Pundit University had agreed to expert for content validation in the questionnaire design (see Appendix B). This questionnaire design on consistent between the measurement instrument and research objective, hypothesis and conceptual frame work in this study and also the wording and understandability of the questions and the covering letter, the setting out of the questionnaire, and the time estimates to complete the answers. The result of content validity revealed the (item-objective congruence index : IOC) of each question was more than 0.5, which except some statements in which the wording had to be improved and sequences of the words needed to be changed for minimize translation and cross-cultural misinterpretation. Consequently, the IOC of each question was more

than 0.5 which shows good content validity (Chawanakrasaesin, Rukskul, Ratanawilai, 2011). In addition, the results suggested only minor changes, which still remained the original number of questionnaire items. The Appendix C presents the research questionnaire in Thai and English in the same page. In order to support both Thai and non Thai respondents felt more comfortable when answering the questionnaire, accompanied by a cover letter to the respondents.

3.7 Scale of Variables

In this study, the Likert scale was used to measure the responses since this scale is widely used in social science and has been extensively tested in social science (Garland, 1991). However, there is no clear rule that indicates the suitable number that should be used (one to five-point Likert scales or one to seven-point Likert scales).

The questionnaire contains measures and items on responsive market orientation, proactive market orientation and organizational culture. Basically, with Likert scale, the questionnaire ask respondent's personal attitude towards their organizational responsive market orientation, proactive market orientation, organizational culture and business performance.

3.8 Measurement of Variables

The questionnaire used in this study was first designed in English. However, Thai is the national language, which is understood by all Thais. So, it needs to translate the questionnaire into Thai. To enhance the validity of the translation, the questionnaire

will translated into Thai and then translate back into English by two different English lecturers.

The questionnaire of this study employs the scaling type of response format. The scales referred to measurement instruments are the collections of items combined into a composite score, and intended to reveal levels of theoretical variables not readily observable by direct means. The Likert scale is one of the most popular types of scale used. The Likert scale is widely used in instruments measuring opinion, beliefs, and attitudes, with an odd or an even number of response options accompanying each statement. The response options should be worded so as to have roughly equal intervals with respect to agreements (DeVellis, 2003)

Several literature studies had suggested that the optimal scale should fall between 4-7 points (Krosnick & Fabrigar, 1997; Asters, 1974; McKelvie, 1978). It was argued that lesser points may compromise the information gathered. On the other hand, greater points may compromise the clarity of meaning (Krosnick & Fabrigar, 1977). According to Krosnick and Fabrigar (1997), the scale between 5 to 7 points was found to be more reliable and valid than shorter or longer scales. Some studies found that the six-point scale was the most reliable compare to other points (Birkett, 1986; Komorita & Craham, 1965; Mohtar 2009)

The measure of this study was trying to avoid the mid-point or point-neutral. Which leading to a questionnaire answered by the simplicity of the respondents. The answer

by the mid-point of respondents which less effort and without wasting effort on the reasons for the choice. The main reason for this measure, do not use the midpoint by the arguments of Krosnick (1991), says a study on the behavior or satisfaction to be quite a burden of respondents who have a high willingness, so should be looking for a way to measure that avoids too much effort, while still high responsible of the answer. As mentioned by Krosnik and Fabrigar (1997), said the mid-point could lead to a decrease in the quality measurement.

3.8.1 Measures of Responsive Market Orientation (RMO)

This study measures on the extent of 4 stars and 5 stars hotel current organization RMO practice. Nine items used to measure the RMO are adapted from Narver, Slater, and MacLachlan, (2004); Cromer, (2008) on a 6-point Likert-type scale (from 1=strongly disagree to 6 = strongly agree).

Table 3.5
Responsive Market Orientation

No.	Items
1	Out hotel constantly monitors our orientation to serving customers' needs
2	Every department in our hotel is integrated to serve the needs of our target markets
3	Out hotel freely communicates information about our successful customer experiences across all business functions
4	We share information on how to achieve the objective of customer satisfying
5	We have used customers' need e.g. from survey to set our competitive strategy
6	Our business strategies are driven by our belief that we can create greater value for our customers

Table 3.5 (Continued)

No.	Items
7	Our hotel measure customers' satisfaction and dissatisfaction systematically e.g. from customer survey.
8	Our hotel puts effort into competitive advantages by the emphasis on customer orientation
9	Data on customer satisfaction are disseminated at all levels in this business unit

Sources: MacLachlan, (2004); Cromer, (2008)

3.8.2 Measures of Proactive Market Orientation (PMO)

This study measures on the extent of 4 stars and 5 stars hotel current organization PMO practice. Twenty two items used to measure the PMO are adapted from Narver, Slater, and MacLachlan (2004); Srinivasan, Lilien and Rangaswamy, (2002); and Cromer, (2008) on a 6-point Likert-type scale (from 1=strongly disagree to 6 = strongly agree).

Table 3.6
Proactive Market Orientation

No.	Items
1	Out marketing capabilities provide us with a key advantage over our competitors
2	Marketing plays a very critical role in the achievement of our hotel objectives
3	Top management view marketing to be critical to the success of our hotel
4	Our customers will be fully satisfied by our superior services over the competitors
5	Our hotel is very often the first business to introduce new products/services, administrative techniques etc.
6	The top managers of this hotel believe that bold strategies are required to achieve our business objectives
7	When confronted with uncertainty, our hotel typically adopts an aggressive posture to exploit potential opportunities
8	In general, the top managers of this hotel have a strong inclination for high risk projects (with chances of high rates of return)
9	Our hotel can sufficiently allocate funds for its services

Table 3.6 (continued)

No.	Items
10	Our hotel can sufficiently allocate funds for its marketing management
11	Due to its adequate required resources, our hotel does not have difficulty in implementing business plan
12	Our hotel regularly shares investments and costs across business activities
13	Our hotel services to drive benefits from operating in a diversity of market environments
14	Our strategy emphasizes exploiting opportunities arising due to variability in the environment
15	Our strategy reflects high level of flexibility in management e.g. flexibility in managing political, economic, and financial risks
16	Our hotel continuously try to discover additional needs of our customers of which they are unaware
17	Our hotel incorporate solutions to unarticulated customer needs in our products and services
18	Our hotel brainstorms on how customers use our products and services
19	Our hotel innovates even at the risk of making our own products and services obsolete
20	Our hotel searches for opportunities in areas where customers have a difficult time expressing their needs
21	Our hotel works closely with lead customer who try to recognize customer needs before the majority of the markets may recognize them
22	Our hotel extrapolates key trends to gain insight into what customer in a current market will need in the future

Sources: Narver, Slater, and MacLachlan (2004); Srinivasan, Lilien and Rangaswamy, (2002); and Cromer, (2008)

3.8.3 Measures of Organizational Culture (OC)

This study measures on the extent of 4 stars and 5 stars hotel current Organization Culture practice. Thirty eight items used to measure the OC are adapted from Denison model, (2006); and Hee-Jae Cho, (2000) on a 6-point Likert-type scale (from 1=strongly disagree to 6 = strongly agree).

Table 3.7
Organizational Culture

No.	Items
1	Most employees in our hotel are highly involved in their work
2	In our hotel the information is widely shared so that everyone can get the information he or she needs when it's needed
3	Our business planning is ongoing plans
4	Our business planning involves everyone in the process to some degree
5	Cooperation across different parts of our hotel is actively encouraged
6	In our hotel, employees always work as a team
7	Work is organized so that each person can see the relationship between his or her job and the goals of the hotel
8	The authority in our hotel is delegated so that employees can act on their own work
9	There is continuous investment in the skills of hotel employees e.g. in the training program
10	The competencies of employees in the hotel are viewed as an important source of competitive advantage
11	The leaders and managers in our hotel "practice what they preach"
12	There is a clear set of a value that governs the way our hotel do business
13	There is a consistent set of a value that governs the way our hotel do business
14	When disagreements occur, we work hard to achieve "win-win" solutions
15	In our hotel, it is easy to reach consensus, even on difficult issues
16	In our hotel never got trouble reaching agreement on key issues
17	Our hotel approach to doing business is very consistent and predictable
18	Employees from different parts of the hotel share a common perspective
19	It is easy to coordinate projects across different parts of our hotel
20	The way things are done is very flexible and easy to change in our hotel
21	New and improved ways to do work are continually adopted in our hotel
22	Different parts of the hotel often cooperate to create change
23	Customer comments and recommendations often lead to changes in our hotel
24	All employees in our hotel have a deep understanding of customer wants and needs
25	Our hotel encourages direct contact with customers by our employees
26	Our employees view failure as an opportunity for improvement
27	Innovation and risk taking in our hotel are encouraged and rewarded
28	Learning is an important objective in our day-to-day work
29	Our hotel's strategy leads other organizations to change the way they compete in the industry

Table 3.7 (continued)

No.	Items
30	Our hotel's mission is a clear mission that gives meaning and direction to our work
31	Our hotel's strategy is clear strategies that give procedure to our work for the future
32	Our chief executive sets goals that are ambitious, but realistic
33	We continuously track our progress against our stated goals
34	Our employees understand what needs to be done for us to succeed in the long run
35	Our hotel have a shared vision of what the organization will be like in the future
36	Our chief executives have a long-term viewpoint
37	Our chief executives vision creates excitement for our employees
38	Our chief executives vision creates motivation for our employees

Sources: Denison model, (2006); and Hee-Jae Cho, (2000)

3.8.4 Measures of Business Performance (BP)

This study measures on the extent of 4 stars and 5 stars hotel current perceived Business Performance. Nine items used to measure the BP are adapted from Agarwal, Erramilli and Dev, (2003); and Narver & Slater, (1990) on a 6-point Likert-type scale (from 1=decreased significantly to 6 = increased significantly).

Table 3.8
Business Performance

No.	Items
1	Sales growth (revenue)
2	Sale Volume
3	Market share
4	Occupancy rate
5	Return on investment (ROI)
6	Profit
7	Service quality
8	Customer satisfaction
9	Turnover rate

Sources: Agarwal, Erramilli and Dev, (2003); and Narver & Slater, (1990)

The numerical scale is presented in Table 3.9. The main advantage of a six-point scale is its ability to detect smaller differences from respondents.

Table 3.9
Six-Point Numerical Scale

Scales	Decreased Significantly	Slightly towards Decreased Significantly		Slightly towards Increased Significantly	
Code	DS	SDS		SD	
Items	1	2	3	4	5
Recode	RDS	RSDS		RSD	
Items	6	5	4	3	2
					1

Table 3.9 shows the six-point numerical scale. All positive questions, the code items started with number 1 representing decreased significantly up to number 6 which represents increased significantly. But the negative question (turnover rate) needs to do reverse score coding because of the difference in meaning with other items. Thus, keying data in SPSS need to be recoded. As a result, number 6 represents decreased significantly and number 1 represents increased significantly. The purpose of each instrument, section, number of items, and sources are listed in table 3.10.

Table 3.10
Description of questionnaire

Purpose of questions	Section	No. of items	Sources
Personal background	Section A Question A1-A4	4	Applied from -Grace, (2004) - King-Metters, (2007)
Organizational background	Section B Question B1-B4	4	Applied from -Grace, (2004) -Chambers, (2010)
Responsive Market Orientation	Section C Question C1-C9	9	-Narver, Slater, and MacLachlan. (2004). -Cromer. (2008)
Proactive Market Orientation	Section D Question D1-D22	22	- Proactive Market Orientation Scale (PMO) Narver, Slater, and MacLachlan (2004). - Srinivasan, Lilien and Rangaswamy. (2002) -Cromer. (2008)
Organizational Culture	Section E Question E1-E38	38	-Denison model (2006) -Hee-Jae Cho (2000)

Table 3.10 (continued)

Purpose of questions	Section	No. of items	Sources
Business Performance	Section F Question F1-F9	9	-Agarwal, Erramilli and Dev. (2003) -Narver & Slater, (1990)

3.9 Preliminary test

After the questionnaire was designed and before collecting for the actual data, a questionnaire should be pre-tested to see whether instrument was validate (Cavana et. al, 2001). There were several types of pretest that were carried out in this study such as face validity, content validity and pilot test study.

3.9.1 Pre-test study

Pretesting is the assessment of questions and instruments before the start of a study; an established practice for discovering errors in questions, question sequencing, instruments, skip directions, etc. (Cooper & Schindler, 2006). It is important to pretest the instrument to ensure that the question were understood by the respondents (i.e., there is no ambiguity in the question) and that were no problems with the wording or measurement (Sekaran, 2003).

The pre-test is a process where the value of questions and instruments are tested prior to the actual study; it is an established practice to determine errors in questions, question sequence, instruments, directions, among others (Cooper & Schindler, 2008). This helps to rectify any inadequacies, in time, before administering the instrument orally or through a questionnaire to respondents, and thus reducing biases.

The questionnaire can be tested on a small number of respondents (Cooper & Schindler, 2008). Burn and Bush (1998) recommend 5-10 representative respondents in the pre-test for the identification of questionnaire issues.

In order to ensure the face validity of the instrument, the pre-test study is represented to access reliability of measurement items as discuss in the next section.

The pre-test involved Marketing Manager and Director of Marketing in four stars and five stars were selected as for pre-testing study. Five Marketing Manager and Director of Marketing were selected as the focus group for pre-testing interviewed to test if the respondents were able to access and understand the information requested, to test if, any of the questions asked deemed confusing, and to test if any of the questions caused respondents resistant or hesitated for some reasons. Five Marketing Manager and Director of Marketing were interviewed included two managers from 5 stars hotels (Sri Panwa Phuket Villas, Phuket and Amari Watergate Hotel, Bangkok) and 3 manager from 4 stars hotels (Tawin Lotus Hotel, Nakhon Si Thammarat; The Royal Paradise Hotel & Spa, Phuket; and Pavilion Hotel Songkhla, Songkhla).

The result of pre-testing revealed some statements in which the wording had to be improved and sequences of the words needed to be changed for minimize translation. However the results suggested only minor changes, which still remained the original number of questionnaire items. In addition, it is important to provide Thai translation of each questionnaire statement as Thai respondents felt more comfortable when answering in Thai. Thus, back translation was conducted to ensure accurately i.e. English to Thai and back to English. To sum up, the questionnaire employed in this study was developed from the past research studies, and only minor changes were done to adapt it to four stars and five stars hotel. The research variables were measured by 78 items statement interspersed throughout the measurement instrument, including RMO consisted of nine (9) items with the statement adapted form Narver, et al, (2004) and Cromer (2008), PMO consisted of twenty two (22) items with the statement adapted form Naver et al, (2004); Srinivasan et al, (2002) and Cromer (2008), OC consisted of thirty eight (38) items with the statement adapted form Denison model (2006) and Hee-Jae Cho (2000) and BP consisted of nine (9) items with the statement adapted form Agarwal et al, (2003) and Narver and Slater (1990).

Table 3.11
Reliability Analysis of the Pre-test study

Variables and Dimensions	Number of Items	Cronbach's Alpha
Independent Variable		
Responsive market orientation	9	0.951
Customer led	3	0.829
Fulfill expressed needs	3	0.930
Serving market preferences	3	0.887
Proactive market orientation	22	0.987
Firm strategic emphasis	4	0.877
Entrepreneurial	4	0.928

Table 3.11(continued)

Variables and Dimensions	Number of Items	Cronbach's Alpha
Organizational Slack	3	0.956
The firm's strategic flexibility	4	0.974
Latent needs fulfillment	7	0.980
Moderator Variables		
Organizational culture	38	0.993
Involvement	10	0.993
Consistency	9	0.985
Adaptability	9	0.971
Mission	10	0.991
Dependent Variable		
Business performance	9	0.978

3.10 Data Collection Procedures

Data can be collected in variety of ways, in different settings, and from different sources. Data collection methods include interviews, questionnaires, observation of individuals and events, and other motivational techniques (Sekaran, 2000). Mail questionnaires survey approach is using in this study. The advantage of using mail questionnaire surveys is that they are efficient and relatively inexpensive (Chadwick et al., 1984). Hence, a wide geographical area is cover for this research, which in turn leads to wider generalisability. Moreover, a structure questionnaire due its various advantages. The first advantage, for research of this highly structure approach using questionnaires is the efficient use of time. Second, the questions are standardized with a common and transparent meaning. Lastly, they are ideal for statistical descriptions and are also ideal for asking factual matters (Bechhofer & Paterson, 2000). And also the structured questionnaires provide alternative answers to each question and the respondents simply need to choose the applicable answer. On the other hand, the disadvantage of using this method is the low response rate from the respondents.

However, several strategies can be employed to improve the rate of response (Sekaran, 2003).

After the questionnaire is finalized, 560 questionnaires were mailed distributed to 4 stars and 5 stars hotels. The letter consisted of a brief introduction about the present study and the requirement that participants be Marketing Manager, Sales Director and Marketing director.

Each participate received one set of questionnaire with cover latter attached, explaining the purpose of the study and instructions on how to answer the questionnaire. Questionnaires were returned back to researcher via mail by they were also provided with a pre-addressed and postage-paid envelops so that they could post the questionnaire back to the researcher. The survey questionnaires were sent out to Marketing Manager, Sales Director and Marketing director between Februry, 2012 to August, 2012. Every two weeks, it was followed up by post cards to remind the representative to complete the questionnaires. A total of 560 cases were mailed while 272 case were returned but 265 usable questionnaires, making the response rate of the study received a total number of 265 usable questionnaire representing 47 per cent.

3.11 Analytical Approach

Analytical approach is a analysis steps such as coding the data from the respondent, data screening, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety

of names, in different business, science, and social science domains (Churchill & Lacobucci, 2004; Sekaran, 2000). For this study, the following analyses were conducted: descriptive statistics, data screening, validation analyses and EFA. Data screening is conducted to inspect and clean the data from the outliers, cronbach alpha and composite reliability, assessment univariate and multivariate of normality, multicollinearity (Yau, McFetridge, Chow, Lee, Sin, & Tse, 2000; Narver & Slater, 1990).

3.11.1 Descriptive Statistics

In this study, descriptive statistics will carry out to acquire a feel of the data for the major variables of the study, which take into account the frequency, percentage, mean and standard deviation will use to analyze the respondents' profile as well as the extent of variability in the independent and independent variables, while inferential statistical techniques will employ to draw inferences from sample to the population.

3.11.2 Data Screening

Data screening is the primary step before conducting result analysis. The purpose of data screening is to detect missing values, outlier, normality and validity (Hair, 2007). To validate, the effect of these data characteristics may have no negative effect on the result. Thus, the data screening process must exist. The detail of its process will be discussed below.

3.11.2.1 Missing Data

There are many ways to treat missing data, such as by deleting them, distributing them, and replacing them (Kline, 1998; Tsiriktsis, 2005). The first important step in

the data screening process is identifying the missing data. Treatment of missing data is important as respondents may reject to answer personal questions pertaining to their age position or others. Likewise, lack of knowledge towards a particular topic or question may also make the respondents incapable of answering the questions.

Seven questionnaires out of 272 set were excluded because all sessions in the questionnaire were incompleated, possibly due to the reasons mentioned above. Finally, 265 cases were usable for the data analysis in the next procedure.

3.11.2.2 Multivariate Outlier (Mahalanobis Distance)

The next step after treating the missing responses is examining outliers. Outlier is defined as an observation that deviates so much from other observations as to arouse suspicion that it was generated by a different mechanism (Hawkins, Best & Koney, 2001). There are reasons that cause outliers such as incorrect data entry. The other reason is that observations within the intended population are extreme in their combination of values across the variables (Hair *et al.*, 2006).

Outlier is defined as the observation with combination of characteristics identifiable as distinctly different from the other observation (Hair, 2007). Thus, outlier is a value that lies outside the normal range of the data (Zikmund, 2003). Outliers will distort the usual data values cropping up in most research projects involving data collection (Zimmerman, 1998). For instance, there are several problematic effects of outliers, including bias or distortion of estimates, inflated sums of squareds (which make it unlikely for us to be able to partition sources of variation in the data into meaningful components), distortion of p-values (statistical significance, or lack thereof, can be due

to the presence of a few-or even one-unusual data value), faulty conclusions (it is quite possible to draw false conclusions if you have not looked for indications that there was anything unusual in the data) (Dan, & Ijeoma, 2013).

Multivariate outlier can be detected by calculating Mahalanobis Distance (D^2) measure, a multivariate assessment of each observation across a set of variables. This method measures each observation distance in multidimensional space from the mean center of all observations (Hair *et al.*, 2007). High Mahalanobis Distance represents the observations farther removed from the general distribution of observation in multidimensional space. Therefore, the large Mahalanobis Distance can be identified as an outlier when compared to chi-square distribution of observed variables at alpha of 0.001 of D^2 is more than chi-square value, the case is considered as an outlier and shall be deleted from the data set.

3.11.2.3 Multicollinearity

Multicollinearity is defines as “the extent to which a construct can be explained by the other constructs in the analysis in the analysis” (Hair, *et al.*, 2007). Multicollinearity results are obtained when variable in the analysis are highly correlated (Tabachnick & Fidell, 2001).

Multicollinearity occurs when the two variable are highly correlated; one of them should be eliminated from the analysis. The high correlation means the two variables measure essentially the same thing, so little is lost by eliminating one of them (Borden & Abbott, 2008). Multicollinearity is related to the correlation matrix and it occurs when variables are highly correlated (0.9 and above). Multivariate correlation was

assessed through the residual analysis and the coefficients output. According to Pallant (2001), multicollinearity refers to the condition in which the dependent variables are extremely correlated.

3.11.3 Variance Inflation (VIF)

Variance inflation (VIF) is the severity of multicollinearity in ordinary least squares regression analysis. It provides an index that measures how much the variance of an estimated regression coefficient (the square of the estimate's standard deviation) is increased because of collinearity (Longecker & Ott, 2004).

Furthermore, the variance inflation factor (VIF) and Tolerance was used to analysis the multi-collinearity among the independent variable (Ott & Longecker, 2001). Multi-collinearity problem does not exist when variables in the data set are not highly correlation that the VIF is lesser than 10 and tolerance are all greater than 0.1 which suggest by Ott and Longecker (2001).

3.11.4 Reliability

Reliability is “the consistency of measurement or the degree to which an instrument measures in the same way each time it is used under the same condition with the same subjects” (Nunnally, 1978). Reliability of the instrument reveals the range where the treatment variables confine the construct that is needed to be measured. To achieve the reliability of the instrument employed in this research, the researcher tested the instrument by assessing the Cronbach's alpha value. The reliability was estimated above 0.60, which is acceptable for the purpose of this research. Also, the researcher

used it to test the internal consistency of the measurement instrument and determine the degree of reliability (Hair *et al.*, 2006).

3.11.5 Validation

According to Cavana (2001) “Validity is defined as the evidence that the instrument, technique or used to measure a concept does indeed measure the intended concept”. Validity is a measurement characteristic concerned with the exact nature of its measurement. In other view, what the researcher actually wishes to measure and difference found with a measure tool reflects true difference among participants drawn from a population (Cooper & Schindler, 2006). There are two types of validity: content (face) and construct.

3.11.5.1 Content or Face Validity

Since this study applied some measures of business performance, content validity is a necessary test. According to Hair *et al.* (2007), content validity is similar to face validity where the content of items is consistent with the construct definition, based solely on the researcher’s judgment. Face validity address the concern of whether the questionnaire appears to measure the concepts being investigated (Burns, 1994). The purpose of face validity is whether the target respondents will understand clearly about the questionnaire wording structure.

3.11.5.2 Construct Validity

Access to the construct validity of a measurement model is essential in confirming a measurement model. According to Malhotra and Stanton (2004), the more construct validity employed, the more validity can be established.

3.11.5.2.1 Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) explores the data and provides the researcher with the information about how many factors are needed to best represent the data (Hair et al., 2006). The distinctive feature of EFA is that the factors are derived from statistical results, not from the theory, so they can only be named after the factor analysis is performed. EFA can be conducted without knowing how many factors really exist or which variables belong with which constructs.

Factor analysis was carried out in this study to analyse the underlying structure of the interrelationships among the variables into a set of common underlying dimensions (Hair et al., 1998). By carrying out factor analysis, separate dimensions can be determined and each variable can be identified association with a particular dimension. In determining the internal consistency of the measurement instrument, reliability analysis was performed on the factors or dimensions extracted from the result of the factor analysis.

3.12 Correlation Analysis

Correlation analysis is used to identify association among the major variables under study. Specifically, the analysis identifies the strength and direction of the linear

relationship between two variables. There are three reasons for employing correlation analysis in this study. Firstly the analysis is needed to explore the direction of the relationship between variables. Secondly, it would suggest the most useful explanatory variables that correlate with the dependent variables. Thirdly, correlation analysis is used to determine the presence of multicollinearity, which is a condition that needs to be checked before using multiple regression analysis.

3.13 Statistic Analysis

Analytical approach is an analysis steps such as coding the data from the respondent, data screening, transforming. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains (Churchill & Iacobucci, 2004; Sekaran, 2000).

3.13.1 Linear Regression Analysis

Regression analysis is perhaps the most widely applied data analysis technique for measuring linear relationships between two or more variables. Correlation tells us if a relationship exists between two variables, as well as the overall strength of the relationship, (Hair, 2007)

Linear Regression analysis was used to examine the hypotheses presented in this study. Two sets of linear regression analysis were carried out; first set examined the relationship between independent variables and dependent variable, second analyzed the relationship between moderator variable and independent variables.

3.13.2 Hierarchical Regression Analysis

Hierarchical regression analysis was used to examine the hypotheses presented in this study. One sets of hierarchical regression analysis were carried out; first set examined the relationship between independent variables and dependent variable, second analyzed the relationship between moderator variable and independent variables, and dependent variable moderator variable, , third investigated the relationship between moderator variable and dependent variable, and the last examined the moderating affect of organizational culture on the relationship between independent variables and dependent variable.

3.14 Summary

Based on the literature review and related theories discussed in the previous chapter, this chapter presents an overall conceptual framework and model for the study. The main aim of the study is to investigate the relationship of these three main variables: market orientation (Responsive and Proactive), organizational culture and performance. From the model and discussion on the relationship of the closely connected variables, four main hypotheses were proposed for testing in this chapter. And also describes the research methodology employed in this study.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This study aims to examine the relationship between responsive market orientation, proactive market orientation and hotel business performance in Thailand moderating effect by organizational culture. This chapter presents the research findings based on the data collected from respondents. It is designed to address the findings and the discussion of these findings. It contains reliability analysis, factor analysis, descriptive statistics, correlations, hierarchical multiple regressions analysis which were used to test the study hypotheses. In this chapter, the quantitative results of the study are reported. It discloses all the statistical analysis used to interpret the results and the discussion of these results. The data were analyzed using SPSS version 19.0

4.2 Data Collected

The sample of this study consisted of 560 Marketing Manager and Director of Marketing in four stars and five stars hotel. However, previous studies relate to hotel industry research revealed that the response rate were between 20%-45% (Hilman & Kaliappen, 2014). Furthermore, Fowler (2002) reported that surveys are distributed face-to-face. Generally, the mail surveys often report 5% to 20% response rate. This study used mail survey, thus, researchers took into consideration the non-response rate and selected 560 questionnaires distributed. A total of 271 (49%) questionnaires

were returned. The response rate of 49 percent is significantly higher than the standard of approximately 20% acceptable mail survey response rate (Samat, Ramayah, & Saad, 2006). Seven (7) unusable responses were excluded from the analysis because they did not complete all sections in the questionnaire. Therefore, the total usable response was two hundred and sixty five (265) given a total of 47.00 per cent response rate which considered adequate according to Krejcie & Morgan (1970) and Cohen (1969). As shown in table 4.1 below, summary of response rates.

Table 4.1
Summary of Response Rates

Response	Number
Questionnaire administered	560
Questionnaire Returned	272
Response Rate ($272/560*100$)	49.00%
Incomplete	7
No. of responses useable	265
usable questionnaire Rate ($265/560*100$)	47.00 %

4.3 Characteristics of the Respondents

Background information of the participants was provided in this part of the study. The respondents' characteristics include gender, age, position, time of work; number of employee, annual sales, type of ownership, and hotel star rating are available in the Table 4.2.

The majority of the respondents consisted in this study were female 178 (67.2 percent) and 87 (32.8 percent) were male. This study comprised of 71 (27.2 percent) of the respondents who age between 36-40, 51 (19.2 percent) were between 31-35, and 18.5 percent were between 41-45. There was 43 (16.2 percent) of the respondents who age

were less than or equal to 30. Despite the position, 121 or 45.7 percent of the participations were director of sale and 75 (28.3 percent) were assistant marketing manager, while 43 of the respondents or 16.2 percent were marketing manager.

In term of length of service in the organization, the respondents participated in this study consisted of 25.7 percent who had work with the hotel for 10 years, while 21.5 percent had work with the hotel for only 1 year. There were 11.7 percent of the participants who had work with the organization for 2 years.

In spite of number of employee the hotel who employ employee between 300-450 were found to be the most frequency of 205 or 77.4 percent, meanwhile there were 34 (12.8 percent) of the hotels with hired employee between 451-601. Only 2.3 percent of the hotels that appointed employee between 602-752, while the hotel that employ employee more than 752 were 20 (7.5 percent) of them.

The majority of the hotel that originated more than 152 million of sale each year was found to be the most frequency of 88 or 32.8 percent. There were 26.8 percent of the hotel generated less than 50 million of annual sales, while 23.8 percent of the company created 51 million-less than 101 million of sales per year.

Regarding to the type of ownership, 189 (71.3 percent) of the hotels were managed by fully local and 41 or 15.5 percent were operated by majority local. There were only 3.4 percent of the organizations that controlled by fully foreign and 25 (9.4 percent) of the hotels were administered by majority foreign. Most of the hotel or 194 (73.2 percent)

were rated as four stars hotel and 71 (26.8 percent) of them were rated as five stars hotel. (See Appendix F)

Table 4.2
Characteristics of the Respondents

Item	Descriptive	Frequency	Percentage
Profile of respondents			
Gender	Male	87	32.8
	Female	178	67.2
	Total	265	100
Age	Less than or equal 30	43	16.2
	31-35	51	19.2
	36-40	72	27.2
	41-45	49	18.5
	46-50	21	7.9
	More than or equal 50	29	10.9
	Total	265	100
Position	Director of Sale	121	45.7
	Deputy Director of Sale	2	0.8
	Assistant Director of Sale	16	6.0
	Marketing Manager	43	16.2
	Deputy Marketing Manager	8	3.0
	Assistant Marketing Manager	75	28.3
	Total	265	100
Leigh of work	1 Year	57	21.5
	2 Years	31	11.7
	3 Years	23	8.7
	4 Years	13	4.9
	5 Years	22	8.3
	6 Years	11	4.2
	7 Years	25	9.4

Table 4.2 (continued)

Item	Descriptive	Frequency	Percentage
Leigh of work	8 Years	2	0.8
	9 Years	13	4.9
	10 Years	68	25.7
	Total	265	100
Profile of hotel			
Number of Employee	Between 300-450	205	77.4
	Between 451-601	34	12.8
	Between 602-752	6	2.3
	More than 752	20	7.5
	Total	265	100
Annual Sales	Less than 50 million	71	26.8
	51 million-Less than 101 million	63	23.8
	102 million-152 million	44	16.6
	More than 152 million	87	32.8
	Total	265	100
Type of Ownership	Fully local	190	71.3
	Majoriy local	41	15.5
	Majority foreign	25	9.4
	fully foreign	9	3.4
	Total	265	100
Hotel Star Rating	4 - star	194	73.2
	5- star	71	26.8
	Total	265	100

4.4 Data screening

4.4.1 Response Bias

In order to assess the non-response bias, the T-test was carried out to compare the responses of the early and late respondents. In fact, the data of this study was collected

during the period from 9th of March, 2012 to 10th of August, 2012. Furthermore, even though the questionnaires were mailed to the respondents with the return envelope, many respondents responded only after many reminders and visits. Based on Malhorta, Hall, Shaw and Oppenheim (2006); Yusr (2013), the late respondents could be used in place of non-respondents, primarily because they would not have probably responded if they had not been extensively given follow-up approach. The authors further argued that the non-respondents are supposed to have similar characteristics like the late respondents.

According to Armstrong and Overton (1977) and Kannan, Tan and Handfield (1999), if differences between late and early respondents were found to be significant, they may point out the underlying differences between respondents and non-respondents. This study carried out t-test to test the differences between the first 190 early and the late 75 questionnaires. The test took into account all the variables included in the study. However, the results in Table 4.3 show that there were no significant differences between late and early respondents across all the variables: (See appendix G).

Table 4.3
T-test results for non-response bias

Variables	Testing of equality of variance significance	Testing the equality of means	
		t-value	Significance
Responsive market orientation	.131	.687	.493
Proactive market orientation	.527	1.210	.227
Mission	.565	1.435	.153
Consistency	.609	-1.090	.277
Involvement	.491	1.242	.215
Adaptability	.570	1.665	.097
Organizational Culture	.131	.687	.493
Business performance	.230	1.267	.206

By referring to Table 4.3, it can be noticed that the assumption of the equality of variance of early and late respondents is met. Having equal variances, throughout all the variables, permit, then, to test the equality of means of late and early respondents. The results in Table 4.2 above shows that all values in the significance column are above the required cut off of (0.05), which means there are no significant differences between the two groups (early and late respondents) regarding all the variables under investigation. Thus, it can be confidently concluded that the issue of non-response bias is not present in this study (Pallant, 2005).

4.4.2 Missing Data

Identification of missing data is the first step in the data screening process. Respondents may reject answering some personal information such as their age and position.

As mention earlier, 560 questionnaire surveys were distributed, and 272 cases were returned. Seven out of 276 sets of questionnaires were excluded because the respondents did not answer all items in the questionnaire. Finally, 265 were usable for the data analysis. It was found in this study there were no missing values for all the main observed. (see in Table 4.1).

4.4.3 Outlier Detection and Treatment (Mahalanobis Distance)

Outliers are scores the data that different from the rest of the data (Field, 2009). They can be well below or well above the other scores (Pallant, 2011). The existence of the outliers, if there is, the result obtain from the analysis can be misrepresent (Tabachick & Fidell, 2007). Outliers that arise in a case of one variable is called as univariate outlier; however there are also chances to find the outliers occur in a combination of score between two or more variables, such outliers are called as multivariate outliers (Hair et al., 2010).

To detect the univariate outlier z score was applied. According to Tabachick and Fidell (2007) any cases that exceed the value of ± 3.29 ($p < 0.001$ two tailed test) are considered as univariate outliers. However, from conducting z score there was no

indicator of the outliers. Thus the data was further examined to identify multivariate outliers.

Multivariate outliers can be recognized by performing Mahalanobis distances analysis. Cases emerge with value greater than critical chi-square value of three degrees of freedom at $p < 0.001$ will be eliminated (Tabachnick and Fidell, 2007). To detect multivariate outliers, Mahalanobis Distace (D2) for each univariate was calculated using SPSS. This analysis evaluated a set of observation compared with the center of all observations on a set of variables. The D2 values represented observations farther removed from the general distribution of observation values.

From Table 4.4 below, the maximum value of D2 was 30.258. The D2 measure was then compare with the chi-square value from the number of variable (78 items) used in this study which was found to be 122.348. The observation with Mahalanobis Distance (D2) greater than chi-square (X2) value of 122.348 was considered as multivariate outlier, and therefore, that case is deleted from the data base.

Table 4.4
Outlier Detection and Treatment (Mahalanobis Distance) (n=265)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7360	5.6659	4.5066	.53738	265
Std. Predicted Value	-3.295	2.157	.000	1.000	265
Standard Error of Predicted Value	.047	.210	.094	.032	265
Adjusted Predicted Value	2.7352	5.7467	4.5058	.53766	265
Residual	-1.61997	1.22135	.00000	.60234	265
Std. Residual	-2.659	2.004	.000	.989	265
Stud. Residual	-2.680	2.126	.001	1.004	265

Table 4.4 (continued)

	Minimum	Maximum	Mean	Std. Deviation	N
Deleted Residual	-1.64650	1.37480	.00082	.62174	265
Stud. Deleted Residual	-2.713	2.141	.000	1.007	265
Mahal. Distance	.569	30.258	5.977	5.079	265
Cook's Distance	.000	.082	.005	.009	265
Centered Leverage Value	.002	.115	.023	.019	265

A dependent Variable: ID;X2 (78,P<0.001)= 122.348

4.4.4 Descriptive Statistics of Constructs

Descriptive statistic such as mean and standard deviation was conducted in order to explain the responses for major variables under study. Table 4.5 illustrated the means and standard deviation of the independent and the dependent variables and the full output of SPSS was given in Appendix G. Responses to all items for the study variables were rated on a 6-likert scale (1 = Strongly disagree to 6 = Strongly agree).

As shown in the Table 4.5, RMO was considered moderate (M = 4.75, SD = 0.73). For PMO was considered moderate (M = 4.56, SD = 0.71). In addition, the highest value of organizational culture dimensions is involvement (M = 4.76, SD = 0.76). It means respondents perceived that culture such involvement can help them achieve organizational goals. While the level of business performance was considered moderate (M = 4.43, SD = 0.75). This implies that respondents in this study viewed that discovering, understanding and satisfying in serving market preference because it is important criteria in providing service for their customers such as, manager should measure customer satisfaction and dissatisfaction systematically or hotel put effort into competitive advantages by the emphasis on customer orientation.

Table 4.5
Mean scores and standard deviations for the study variables

Variables	Mean (M)	Standard Deviations (SD)
Independent Variables		
Responsive Market Orientation	4.75	0.73
Proactive Market Orientation	4.56	0.71
Moderating Variable		
Organizational Culture	4.61	0.67
Involvement	4.76	0.76
Consistency	4.50	0.71
Adaptability	4.55	0.72
Mission	4.63	0.76
Dependent Variable		
Business Performance	4.43	0.75

4.4.5 Assessment of Normality

Normality is the most essential assumption in multivariate analysis (Hair et al., 2010). It refers to the shape of the data distribution for an individual study variable and its connection to the normal distribution (Tabachnick & Fidell, 2007; Hair et al., 2010). If the study variables are not normally distributed the resulted of the analysis might be corrupted (Tabachnick & Fidell, 2007).

In order to determine whether the study variables are normal distributed or not, it can be assessed by both graphical and statistical methods (Tabachnick & Fidell, 2007; Field, 2009; Hair et al, 2010; Pallant, 2011). Graphical methods involve approach that picture the distribution of actual data values and compare it with theoretical of a normal distribution (Hair et al., 2010). These graphical methods used in comparing between the actual shape and the theoretical of normality distribution are available in histogram, detrended normal Q-Q Plots, and the normal probability plots (Pallant, 2011).

Even though, the graphical methods present a more dependable procedure, the preparation of objective criteria to determine normality of variables is not available (Park, 2008). This can be resolved by applying the normality statistical tests (Hair et al., 2010). Skewness and kurtosis are used to measure the shape of the distribution (Hair et al., 2010; Field, 2009). The skewness provides an indication of symmetry of the distribution where kurtosis, on the other hand, is used to describe the peakness or flatness of the distribution. If the value of skewness and kurtosis for a factor surplus the range of -1 and 1; the data is presumed to be non-normality distribution (Hair et al., 1998). In addition, a comparison also can be made regarding the level of skewness in the normal distribution by converting the skewness value to z scores, if the values is equal or greater than ± 1.96 ($p < 0.05$) the distribution is assumed to be markedly differ that the normal distribution (Tabachnick & Fidell, 2007).

Hair et al. (2010) also recommended that if the sample size is more than 200 both approaches should be employed. Since this study acquired 265 samples hence it is suitable to utilize both graphical and statistical methods in this study. Table 4.6 provides information of the value of skewness and kurtosis for each variable.

As depicted in the Table 4.6, the value of skewness and kurtosis fell within the range of -1 and 1. The skewness for the variables ranged from -0.083 to -0.242 and kurtosis ranged from -0.153 to -0.289. Beside none of the study variables value indicated the z scores of skewness equal to or greater than ± 1.96 at $p < 0.05$. This can be implied that the assumption of a normal distribution has been met.

The examination of the data using graphical approaches also supported the result above (see Appendix I). The histogram showed that the actual shape of the distribution for the data of all the variables emerged in the normal curve and from the inspection of normal Q-Q plot, the observed value was as well plotted against the expected value of the normal distribution. Moreover, the detrended normal Q-Q plot also illustrated the actual deviation of each observed value was cluster along a horizontal line with a value of zero. Therefore, it can be concludes that all the data of the study variable in this study is met the criteria of the assumption of normality distribution. (Appendix I)

Table 4.6
Normality Test

Variables	Statistic	Skewness	Skewness/SE .Skewness	Kurtosis	Std. Error
		Std. Error		Statistic	
Responsive Market Orientation	-.242	.150	-1.61	-.289	.298
Proactive Market Orientation	-.130	.150	-0.87	-.494	.298
Organizational Culture	-.065	.150	-0.43	-.554	.298
Business Performance	-.083	.150	-0.55	-.153	.298

4.4.6 Multicollinearity

Multicollinearity results when variables in the data set are highly correlation (Tabachnich & Fideel, 2001). The highly correlation means that two set of variables measure the same thing. The impact of multicollinearity can affect data analysis, particularly in term of interpretation of results analysis, so when problem arises, it can be solved by eliminating one of them.

Table 4.7 exhibits the result of multicollinearity test based on the assessment of tolerance and VIF. According to the multivolnearlity test, the result shows that the tolerance value was rang from .324to .574, and variance inflation factor (VIF) value was fallen between 1.742 and 3.089. As a result, the tolerance value was substantially $> .10$, and VIF value was < 10 . This result is acceptable in the sensethat it was free from multicollinearity among the variables in the data set. More details of all linearity and homoscedasticity are shown in Appendix J.

Table 4.7
Multicollinearity Test Based on Assessment of Tolerance and VIF Values

Variable	Tolerance	VIF
RMO	.574	1.742
RPMO	.379	2.641
Misssion	.446	2.242
Conciss	.324	3.089
Invole	.472	2.119
Adap	.417	2.400

*Dependent Variable: Business Performance (BP)

4.5 Reliability Test

A reliability test was performed to measure the suitability and consistency of the instrument by computing its Cronbach's alpha. According to Sekaran and Bougie (2010), if Cronbach's alpha is closer to 1, the internal consistency reliability of the measure is considered high. Sekaran (2003) also recommended that the minimum acceptable reliability should be at or above 0.60 this suggestion was taken into account in order to determine the value of internal consistency of the scale.

Table 4.8 summarized the reliability coefficients of the measure and SPSS output is provided in Appendix K

As presented in the Table 4.8, the Cronbach's alpha value for responsive market orientation overall is 0.91. The proactive market orientation overall is 0.95. Furthermore, the Cronbach's alpha for the dimensions of organizational culture also had good reliability coefficients as ranged from 0.87 to 0.93, and organizational culture is 0.97. The value for business performance is 0.90. The results confirm that the instrument of the variable was deemed reliable as the Cronbach's alpha which according to Sekaran and Bougie (2010) they were considered excellence (see Appendix J).

Table 4.8
Result of Reliability Test

Variables and Dimensions	Number of Items	Cronbach's Alpha
Independent Variable		
Responsive market orientation	9	0.91
Proactive market orientation	22	0.95
Moderator Variables		
Organizational culture	38	0.97
Involvement	10	0.91
Consistency	9	0.87
Adaptability	9	0.89
Mission	10	0.93
Dependent Variable		
Business performance	9	0.90

4.6 Factor Analysis

Exploratory factor analysis (EFA) was conducted using principal component with Varimax rotation on all items measuring the exogenous and endogenous variables. The results of each factor analysis conducted are summarized in the following sections. For exploratory factor analysis (EFA) was conducted using principal component with varimax rotation on all items measuring the exogenous and endogenous variables. The results of each factor analysis conducted are summarized in the factor analysis. The factor analysis conducted on endogenous variables showed the Kaiser-Meyer-Okin value of .880, which exceeded the recommended value of .50 (Hair et al., 1998) or above .60 (Pallant, 2001) and the Barlett's test of sphericity was highly significant ($p = .00$), supporting the factorability of the correlation matrix

According to Hair et al., (2010) factor analysis refers to defining the underlying structure in a data matrix by summarizing the underlying patterns of correlation of closely related items.

However, there are numbers of statistical assumptions that need to be met and decided whether the items of variables are appropriated for analyzing by facto analysis. First the preferably the sample size should be 100 or more (Hair et al., 2010). Second Measure of Sampling Adequacy (MSA) for each item should be above 0.50 (Hair et al., 2006). Next the Kaiser-Meyer-Olkin (KMO) values must be greater than 0.60 (Blakie, 2003). Finally the Barlett's Test of Sphericity should be significant at $p < 0.05$

to ensure the efficiency of the correlations among variables and compliance with the basis of factor analysis (Hair et al., 2010).

This study acquired 265 of return of sample this consistence with the first assumption that the sample size should be 100 or larger. For the rest of the assumptions it presented in the next session

Principle component analysis with varimax rotation was .carried out to ascertain whether the items of the study variables in the measure instrument capture the concept of responsive market orientation, proactive market orientation, organizational culture, and business performance. Hair et al., (2010) suggested that to determine the factors to be extracted the principle component analysis with an Eigenvalue of greater than 1.0 should be taken into account.

The factor loading, the loading of ± 30 , ± 40 , and ± 50 or greater are considered as significant, more important, and very significant (Hair et al., 2010). According to Hair et al, (2010) the items with loading of $\pm .35$ will be interpreted as significant factor.

4.6.1 Factor Analysis of Responsive Market Orientation

The results of the principal component analysis with varimax rotation are displayed in the Table 4.9 and SPSS output is provided in Appendix L.

As shown in the Table 4.9 the result found that the KMO measure of sampling adequacy value for the items is 0.89 and the Barlett's Test of Sphericity's with the

approx Chi-Square value of 1471.266 where $p < 0.00$, implies the appropriateness for factor analysis.

Table 4.9
The result of factor analysis of responsive market orientation

Items	Factors 1
C4 We share information on how to achieve the objective of customer satisfying.	.831
C6 Our business strategies are driven by our belief that we can create greater value for our customers.	.817
C8 Our hotel puts effort into competitive advantages by the emphasis on customer orientation.	.812
C5 We have used customers' needs e.g. from survey to set our competitive strategy.	.794
C9 Data on customer satisfaction are disseminated at all levels in this business unit.	.789
C3 Our hotel freely communicates information about our successful customer experiences across all business functions.	.756
C2 Every department in our hotel is integrated to serve the needs of our target markets.	.728
C1 Our hotel constantly monitors our orientation to serving customers' needs.	.702
C7 Our hotel measure customers' satisfaction and dissatisfaction systematically e.g. from customer survey.	.701
Eigenvalue	5.36
Total variance%	59.53
KMO	0.89
Barlett's Test of Sphericity	1471.27

4.6.2 Factor Analysis of Proactive Market Orientation

Twenty two items were used to measure proactive market orientation. The first result of principal component analysis with varimax rotation revealed that items were cross loading. Thus they were omitted from further factor analysis. The principal component

analysis with varimax rotation was re-run after the removal. The table 4.10 illustrated the result of factor analysis and the SPSS output is available in Appendix L.

As presented in the Table 4.10 the KMO measure was 0.89 with Barlett's Test of Sphericity significant and approx Chi-Square value of 4736.20. This suggested the efficiency of the correlation among variables and compliance with the basis of factor analysis (see Appendix L).

Table 4.10
Factor Analysis of Proactive Market Orientation

Items	Factors 1
D12 Our hotel regularly shares investments and costs across business activities.	.826
D18 Our hotel brainstorms on how customers use our products and services	.806
D 17 Our hotel incorporate solutions to unarticulated customer needs in our products and services	.785
D21 Our hotel works closely with lead customer who try to recognize customer needs before the majority of the markets may recognize them	.771
D16 Our hotel continuously try to discover additional needs of our customers of which they are unaware	.767
D22 Our hotel extrapolates key trends to gain insight into what customer in a current market will need in the future	.765
D14 Our strategy emphasizes exploiting opportunities arising due to variability in the environment	.753
D6 The top managers of this hotel believe that bold strategies are required to achieve our business objectives	.749
D15 Our strategy reflects high level of flexibility in management e.g. flexibility in managing political, economic, and financial risks	.747
D19 Our hotel innovates even at the risk of making our own products and services obsolete	.713
D5 Our hotel is very often the first business to introduce new products/services.	.710

Table 4.10 (continued)

Items	Factors
D20 Our hotel searches for opportunities in areas where customers have a difficult time expressing their needs	.710
D4 Our customers will be fully made satisfied by our superior services over the competitors.	.681
D3 Top managements view marketing to be critical to the success of our hotel	.680
D11 Due to its adequate required resources, our hotel does not have difficulty in implementing business plans.	.675
D13 Our hotel strives to derive benefits from operating in a diversity of market environments.	.672
D7 When confronted with uncertainty, our hotel typically adopts an aggressive posture to exploit potential opportunities.	.670
D10 Our hotel can sufficiently allocate funds for its marketing management	.583
D2 Marketing plays a very critical role in the achievement of our hotel objectives	.575
D8 In general, the top managers of this hotel have a strong inclination for high risk projects	.570
D9 Our hotel can sufficiently allocate funds for its services.	.524
D1 Our marketing capabilities provide us with a key advantage over our competitors	.510
Eigenvalue	10.71
Total variance%	48.69
KMO	.89
Barlett's Test of Sphericity	4736.20

4.6.3 Factor Analysis of Organizational Culture

Thirty eight items were used to measure organizational culture. The results of the principal component analysis with varimax rotation are provided in the Table 4.11.

The information available in the Table 4.11 revealed that the KMO measure of sampling adequacy value for the items was 0.88 and the Barlett's Test of Sphericity was found to be significant (approx Chi-Square 2819.12, $p < 0.001$). Moreover, the

MSA value for each item was ranged from 0.535 to 0.893. This connoted the suitable for factor analysis (see Appendix L).

Factor 1 comprised of 5 items with an eigenvalue of 7.47 and described 43.94 percent of the total variance. The factor loading ranged from 0.604 to 0.917. The 5 items indicated that the organizational culture used to practice in the participants was more likely based on the mission. Thus this factor was named as mission.

As can be seen in the Table 4.11, factor 2 which was named as consistency accounted for 10.71 percent of the total variance with eigenvalue of 1.82. The factor was loaded on nine items and ranged from 0.524 to 0.818, whereas factor 3 consisted of 4 items and explained 10.71 percent of the total variance with an eigenvalue of 1.82. This factor was named as adaptability.

Factor 3 comprised of 3 items with an eigenvalue of 1.26 and described 7.43 percent of the total variance. The factor loading ranged from 0.628 to 0.818. The 35 items indicated that the organizational culture used to practice in the participants was more likely based on the consistency. Thus this factor was named as consistency.

Factor 4 comprised of three items and explained 6.49 percent of the total variance with an eigenvalue of 1.10. This factor ranged from 0.560 to 0.793. The four items pointed out that the organizational culture applied in the hotels were based on involvement, thus this factor is called involvement.

Table 4.11
Results factor analysis of Organizational culture

Items	Factors			
	1	2	3	4
E37. Our chief executives vision creates excitement for our employees.	.917			
E38. Our chief executives vision creates motivation for our employees.	.883			
E36. Our chief executives have a long-term viewpoint	.691			
E4. Our business planning involves everyone in the process to some degree.	.717			
E34. Our employees understand what needs to be done for us to succeed in the long run.	.604			
E8. The authority in our hotel is delegated so that employees can act on their own work.		.818		
E10. The competencies of employees in the hotel are viewed as an important source of competitive advantage.		.791		
E9. There is continuous investment in the skills of hotel employees e.g. in the training program.		.780		
E6. In our hotel, employees always work as a team		.524		
E27. Innovation and risk taking in our hotel are encouraged and rewarded			.818	
E23. Customer comments and recommendations often lead to changes in our hotel			.672	
E28. Learning is an important objective in our day-to-day work			.628	
E17. Our hotel approach to doing business is very consistent and predictable				.793
E16. Our hotel never got trouble reaching agreement on key issues.				.740
E21. New and improved ways to do work are continually adopted in our hotel				.565
E20. The way things are done is very flexible and easy to change in our hotel.				.560
Eigenvalue	7.47	1.82	1.26	1.10
Total variance%	43.94	10.71	7.43	6.49
KMO				0.86
Barlett's Test of Sphericity				2819.12

4.6.4. Factor Analysis of Business Performance

Nine items were used to measure business performance. The result of the principal component analysis with varimax rotation is provided in Table 4.12.

The Table 4.12 revealed that the KMO measure of sampling adequacy value was 0.86 with Barlett's Test Sphericity also found to be significant at approx Chi-Square of 2041.04, $p < 0.001$ which means that the items were appropriate for factor analysis (see Appendix L).

By conducting of principle component analysis on nine items used to measure business performance, the results showed two factors were extracted with 63.16 and 11.89 percent of the total variance.

Table 4.12
Results factor analysis of Business Performance

Items	Factors	
	1	2
F1 Sales growth	.884	
F2 Sales Volume	.873	
F3 Market share	.692	
F4 Occupancy rate	.832	
F5 Return on investment (ROI)	.849	
F6 Profit	.872	
F7 Service quality	.840	
F8 Customer satisfaction	.829	
F9 Turn over		.938
Eigenvalue	5.68	1.07
Total variance%	63.16	11.89
KMO	0.86	
Barlett's Test of Sphericity	2041.04	

The Table 4.13 revealed that the KMO measure of sampling adequacy value was 0.86 with Barlett's Test Sphericity also found to be significant at approx Chi-Square of 2021.68, $p < 0.001$ which means that the items were appropriate for factor analysis. It supported by the result of MSA values for each individual's item with the range from 0.742 to 0.879. One item on business performance was deleted because it belongs to factor loading number 2 (see Appendix L).

By conducting of principle component analysis on eight items used to measure business performance, the results showed two factors were extracted with 70.89 percent of the total variance.

The factor was named as performance and factor loading was ranged from 0.742 to 0.879. The factor explained 70.89 percent of the total variance with an eigenvalue of 5.67.

Table 4.13
Results factor analysis of Business Performance

Items	Factors
	1
F1 Sales growth	.879
F2 Sales Volume	.873
F6 Profit	.870
F5 Return on investment (ROI)	.866
F4 Occupancy rate	.858
F7 Service quality	.822
F8 Customer satisfaction	.817
F3 Market shar	.742
Eigenvalue	5.67
Total variance%	70.89
KMO	0.86
Barlett's Test of Sphericity	2021.68

4.7 Reliability

As presented in the Table 4.14, the reliability value after factor analysis, the Cronbach's alpha value for responsive market orientation is 0.91. The proactive market orientation is 0.95. Furthermore, the Cronbach's alpha for the dimensions of organizational culture also had good reliability coefficients as ranged from 0.83 to 0.90, and organizational culture is 0.91. The value for business performance is 0.94. The results confirm that the instrument of the variable was deemed reliable as the Cronbach's alpha which according to Sekaran and Bougie (2010) they were considered excellence (see Appendix N).

Table 4.14
Result of Reliability Test

Variables and Dimensions	Number of Items	Cronbach's Alpha
Independent Variable		
Responsive market orientation	9	0.91
Proactive market orientation	21	0.95
Moderator Variables		
Organizational culture	16	0.91
Involvement	4	0.70
Consistency	3	0.88
Adaptability	4	0.83
Mission	5	0.90
Dependent Variable		
Business performance	8	0.94

4.8 Correlations Analysis

One of the requirements of linear regression analysis that will be performed in the next step is the correlation analysis. It is used to measure the association, predictability and direction of the linear relationship between two variables (Pallant, 2011). Pearson Product Moment Coefficients (r) was carried out to provide information about the direction, strength, and significance of the inter-correlations of the study variables (Tabachnick&Fidell, 2007).

The association between independent and dependent variables should show at least some relationship (above 0.30 preferably), and this could be established by the correlation coefficients (r) (Pallant, 2011). However, the correlation among predictor variables should not exceed 0.90; if there was, this mean violation of multicollinearity exists (Pallant, 2011).

Table 4.15 provided a summary of the results form correlation analysis and the full SPSS output is prepared in Appendix O.

Table 4.15
Correlation results for study variables

	1	2	3	4	5	6	7	8
Responsive market orientation	1							
Proactive market orientation	.606**	1						
Mission	.204**	.510**	1					
Consistency	.237**	.596**	.705**	1				
Involvement	.243**	.394**	.604**	.640**	1			
Adaptability	.172**	.518**	.591**	.706**	.634**	1		
Organizational culture	.256**	.586**	.869**	.905**	.841**	.795**	1	
Business performance	.527**	.619**	.381**	.356**	.266**	.243**	.377**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

Based on the Table 4.15, the results of correlation among independent variables found to be acceptable which no sign of multicollinearity (0.90), it also can be seen that the responsive market orientations' dimensions including customer led, fulfill expressed needs, and serving market preferences correlated with each other ranging and ranged from $r = 0.615^{**}$ ($P < 0.01$) to 0.712^{**} ($P < 0.01$).

Despite to the table 4.15, it is show that responsive market orientation was correlated with business performance with a correlation coefficient of 0.527^{**} and significant value of $0.00 < 0.05$ and proactive market orientation was correlated with business performance with a correlation coefficient of 0.619^{**} and significant value of $0.00 < 0.05$.

Moreover, Organizational's dimension including mission, consistency, involvement and adaptability correlated with business performance and range from $r = .243^{**}$ ($p < 0.01$) to $.381^{**}$ ($p < 0.01$). Meanwhile, the organizational culture was correlate with business performance at $r = .377^{**}$ ($p < 0.01$).

4.9 Hypotheses Testing

4.9.1 Linear regressions between RMO and BP

The result from table 4.16 shows a correlation coefficient (r) of 0.52 between RMO with Business performance. The coefficient of determination (R^2) is 0.278. It shows that 27.8 % of the total variance in BP can be explained by the relationship between RMO and BP. (see Appendix P)

Table 4.16
Regression Analysis of RMO with BP

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^(a)	.278	.275	.68720

a Predictors: (Constant), RMO

b Dependent Variable: BP

Table 4.17 presents the significance of the RMO had a correlation with the BP. The overall model fit was significant ($F=101.258$, $p<.01$). The Sum of Squares to regression is 47.819 and the residual value is 124.201.

Table 4.17
F test and ANOVA summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	47.819	1	47.819	101.258	.000 ^b
1	Residual	124.201	263	.472		
	Total	172.020	264			

a. Dependent Variable: NBP

b. Predictors: (Constant), NRMO

Table 4.18 presents the results of multiple regressions. The findings show that RMO ($\beta=.591$, $t= 10.063$, $p<0.01$) produced a positive correlation with BP.

Table 4.18
Results of Multiple Regression Analysis.

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.704	.282		6.051	.000
	NRMO	.591	.059	.527	10.063	.000

a. Dependent Variable: NBP

4.9.2 Linear regressions between PMO and BP

Table 4.19 shows a regression (r) of 0.619 between PMO with business performance (BP). The coefficient of determination (R^2) is 0.383. It shows that 38.3 % of the total variance in BP can be explained by the relationship between PMO and BP. (see Appendix P)

Table 4.19
Regression Analysis of PMO with BP

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.383	.381	.63511

a. Predictors: (Constant), NPMO

b. Dependent Variable: NBP

Table 4.20 presents the significance of the PMO had a correlation with the BP. The overall model fit was significant ($F=163.456$, $p<.01$). The Sum of Squares to regression is 65.933 and the residual value is 106.086.

Table 4.20
F test and ANOVA summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.933	1	65.933	163.456	.000 ^b
	Residual	106.086	263	.403		
	Total	172.020	264			

- a. Dependent Variable: NBP
 b. Predictors: (Constant), NPMO

Table 4.21 presents the results of regressions. The findings show that PMO ($\beta = .690$, $t = 12.785$, $p < 0.01$) produced a positive correlation with BP. The results confirm that BP was significantly correlated to PMO. Thus, the second hypothesis (H2) was supported.

Table 4.21
Results of Multiple Regression Analysis.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.368	.249		5.504	.000
	NPMO	.690	.054	.619	12.785	.000

- a. Dependent Variable: NBP

4.10 Hierarchical Multiple Regression Analysis

4.10.1 The moderating effect of Organizational culture (OC) on the relationship between the Responsive Market Orientation (RMO) and Business Performance (BP)

The third research objective of this study is to investigate the relationship between responsive market orientation and business performance being moderated by organizational culture attributes. The third research question of this study is “how does organizational culture moderate the effect between responsive market of orientation and hotel business performance?” The hypothesis H3 that organizational culture, and also H3a, H3b, H3c, and H3d that four organizational culture dimensions moderate the impact of RMO on BP of Hotel in Thailand were tested in order to accomplish this objective.

Hierarchical regression analyses were used to test the proposed hypotheses. This analysis is most appropriate for the current study, as it allows for the assessment of whether or not the relationship between two variables varies according to the level of some third variable (Tabachnik & Fidell, 2007).

This section presented the moderating effect of organizational culture on the impact of RMO on BP. It reveals the hypotheses testing of H3, H3a, H3b, H3c, and H3d presented in chapter three. The hypotheses were displayed again below.

H3: Organizational culture moderates the impact of RMO on BP. And corollary hypotheses are;

H3a: Involvement moderates the impact of RMO on the BP.

H3b: Consistency moderates the impact of RMO and the BP.

H3c: Adaptability moderates the impact of RMO on the BP.

H3d: Mission moderates the impact of RMO on the BP.

This section presents whether organization culture dimensions moderate the impact of RMO on BP. This study focuses on the moderating effect between four organizational culture dimensions which consist of involvement, consistency, adaptability, and mission and RMO in predicting on the BP.

This section describes the hypotheses testing considered in the interaction between the moderator and the independent variable in predicting the dependent variable. In the first step, the independent variable was entered into the regression equation. The second step, the effect of independent variable and moderating variable was entered into the equation predicting the dependent variable. The last step was to deal with the interaction term by multiplying the independent variable and the moderator. The effects of the moderator are tested by the significant effect of the interaction. Bennett (2000) noted that if the interaction term indicates a statistically significant amount of variance in the dependent variable, a moderating effect is presented.

4.10.1.1 The Interaction Effect of Organizational Culture with RMO on the BP

According to hierarchical regression analysis procedures, BP was entered first into regression, followed by the effect of RMO and each of organizational culture, and then interaction terms ($RMO \times$ organizational culture) was entered in order to test the hypotheses H3. Table 4.22 presents the results of hierarchical regression analysis.

This study employed hierarchical regression to analyze to test the hypothesis H3. The results are show in Table 4.22. Hypothesis H3 predicted that the organizational culture moderates the impact of responsive market orientation on the business performance

Table 4.22 shows the results of the hierarchical regression analysis in order to test the hypothesis of this study. In the first step, RMO was entered. The standardized regression coefficient is 0.527** which shows a positive relationship between RMO and BP. The findings found that 27.8% of the variance in BP ($R^2=0.278$). The moderating effect of OC was entered in the second step. It indicated that 34.1% ($R^2=0.341$) of the variance in BP. (see Appendix Q).

The coefficient beta was presented in step 2 is $\beta= 0.259^{**}$, $t= 4.997$. The results found that OC was significant on the BP at the level $p < 0.01$. The last step, the interaction term (RMO*OC) was entered to test the effect on BP. It increases R^2 by about 3.8 %. The interaction term between RMO and OC on the predicting BP was found significant (R^2 change =0.038, $\beta= -1.895^{**}$, $t= -4.021$, $p < 0.01$).

Table 4.22
The moderating effect of Organizational Culture on the Relationship between RMO and BP

Dependent variable	Step 1:Independent variables	Step 2: Moderating variable	Step3: Two-way Interaction
Business performance	RMO($\beta=.527^{**}$, $t=10.063$ $F= 101.258^{**}$ $R^2 = .278^{**}$ R^2 Change = .278** Standard Error = .85 Degree of Freedom (263)	OC ($\beta=.259^{**}$, $t=4.997$) $F= 67.725^{**}$ $R^2 =.341^{**}$ R^2 Change = .063** Standard Error = .82 Degree of Freedom (262)	RMO*OC ($\beta= -1.895^{**}$, $t= -4.021$) $F= 53.154^{**}$ $R^2 =.379^{**}$ R^2 Change = .038** Standard Error = .79 Degree of Freedom (261)

****P < 0.01**

As shown in Figure 4.1, Figure 4.1 the graph indicates the significant interaction between RMO and OC and the effects of this interaction on BP shows that RMO was

strongly related to BP among Hotel organization which belongs to high of organizational culture.

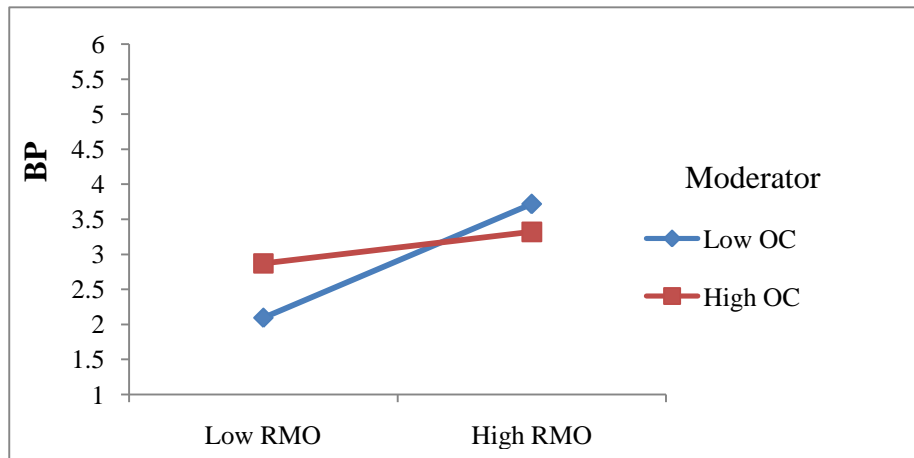


Figure 4.1 the moderating effect of organizational culture on the relationship between RMO and BP

The results confirm that there is a moderating effect of organizational culture moderates the impact of responsive market orientation on the business performance. Thus, the hypothesis H3 was supported.

4.10.1.2 The Interaction effect of Organizational culture dimensions with RMO on the BP

According to hierarchical regression analysis procedures, RMO was entered first into regression, followed by the effect of RMO and each of organizational culture dimensions, and then interaction terms (RMO × OC dimensions) were entered in order to test the hypotheses H3a to H3d. Table 4.23 presents the results of hierarchical regression analysis (see Appendix Q).

Table 4.23

The Moderating Effect of Organizational Culture Dimensions on the Impact of RMO on the BP

Dependent Variable	Step 1 Independent Variable	Step 2 Moderating Variables	Step 3 Two-ways Interaction	
BP	RMO ($\beta=.527^{**}$, $t=10.063$)	Inv ($\beta=-.057$, $t=.800$)	RMO×Inv ($\beta= -2.121^{**}$, $t= -3.229$)	
		Con ($\beta= .139$, $t= 1.666$)	RMO×Con ($\beta= .819$, $t= .859$)	
		Adap ($\beta= -.048$, $t= -.640$)	RMO×Adap ($\beta= .505$, $t= .687$)	
		Mis ($\beta=.251^{**}$, $t= 9.045$)	RMO× Mis ($\beta= -1.104$, $t= -1.630$)	
		$F= 101.258^{**}$	$F= 29.619^{**}$	$F= 20.266^{**}$
		$R^2= .278$	$R^2= .364$	$R^2= .417$
		R^2 Change= .278	R^2 Change= .086	R^2 Change= .053
	Standard Error= .85	Standard Error= .81	Standard Error= .78	
	Degree of Freedom (263)	Degree of Freedom (259)	Degree of Freedom (255)	

**** $p < .01$ * $p < .05$**

4.10.1.2.1 The Interaction effect of Involvement dimension with RMO on BP

Hypothesis H3a predicted that involvement dimension moderates the impact of RMO on the BP Table 4.23 presents the results of hierarchical regression analysis which has been employed to test the hypothesis. In the first step, RMO was entered into equation one. The standardized regression coefficient ($\beta = .527$) shows a positive relationship between RMO and the BP, and 27.8% of the variance in BP ($R^2 = .278$). The moderating variable, involvement (Inv) dimension, was entered in the second step. It accounted for 8.6% (R^2 Change = .086) of the variance in BP. The negative beta of involvement dimension was found not significant ($\beta = -.057$, $t = -.80$, $p > .05$). It indicated that involvement dimension did not effect on BP. In the third step, the interaction term (RMO*Inv) was entered to effect on BP. It increases R^2 by about 5.3% (R^2 Change = .053).

The interaction term between RMO and Involvement on predicting BP was found significant ($\beta = -2.121^{**}$, $t = -3.229$, $p < .01$). This result exposes that there was moderating effect of involvement on the impact of RMO on the perception of BP. Thus, hypothesis H3a was supported.

4.10.1.2.2 The Interacting effect of Consistency dimension with RMO on BP

Hypothesis H3b predicted that consistency dimension moderates the impact of RMO on the BP. In the moderating variable, consistency dimension, was entered at step two. It accounted for 8.6% (R^2 Change = .086) of the variance in BP. The results show the regression coefficient in the step two was found not significant on BP ($\beta = .139$, $t = 1.666$, $p > .05$). It indicates that the consistency dimension had not significant effect on BP. While, the regression coefficient for the interaction term between RMO and Con on predicting BP ($\beta = .819$, $t = .859$, $p > .05$) was found not significant. It indicates that the consistency dimension did not moderate the impact of RMO on the BP. Thus, hypothesis H3b was not supported.

4.10.1.2.3 The Interacting effect of Adaptability dimension with RMO on BP

Hypothesis H3c predicted that adaptability dimension moderates the impact of RMO on the BP. In Table 4.23, the moderating variable, adaptability dimension, was entered at step two. The results show the regression coefficient in step two was not significant on BP ($\beta = -.048$, $t = -.640$, $p > .05$). The regression coefficient for interaction term between RMO and Adapt on predicting BP ($\beta = 0.505$, $t = .687$, $p > .05$) was found not significant. It indicates that adaptability dimension did not moderate the impact of RMO on the BP. Thus, hypothesis H3c was not supported.

4.10.1.2.4 The Interacting effect of Mission dimension with RMO on BP

Hypothesis H3d predicted that mission dimension moderates the impact of RMO on the BP. In Table 4.23, the moderating variable, mission dimension, was entered at step two. The results show the regression coefficient was significant on BP ($\beta = .251^{**}$, $t = 9.045$, $p < .01$). The regression coefficient for interaction term between RMO and Mis on predicting BP ($\beta = -1.104$, $t = -1.630$, $p > .05$) was found not significant. It indicates that the mission dimension did not moderate the impact of RMO on the BP. Thus, hypothesis H3d was not supported.

4.10.2 The moderating effect of Organizational culture (OC) on the relationship between the Proactive Market Orientation (PMO) and Business Performance (BP)

The fourth research objective of this study is to investigate the relationship between **proactive market orientation** and business performance being moderated by organizational culture attributes. The fourth research question of this study is “how does organizational culture moderate the effect between proactive market of orientation and hotel business performance?” The hypothesis H4 that organizational culture, and also H4a, H4b, H4c, and H4d that four organizational culture dimensions moderate the impact of PMO on BP of Hotel in Thailand were tested in order to accomplish this objective.

This section presented the moderating effect of organizational culture on the impact of PMO on BP. It reveals the hypotheses testing of H4, H4a, H4b, H4c, and H4d presented in chapter three. The hypotheses were displayed again below.

H4: Organizational culture moderates the impact of PMO on BP. And corollary hypotheses are;

H4a: Involvement moderates the impact of PMO on the BP.

H4b: Consistency moderates the impact of PMO and the BP.

H4c: Adaptability moderates the impact of PMO on the BP.

H4d: Mission moderates the impact of PMO on the BP.

This section presents whether organization culture dimensions moderate the impact of PMO on BP. This study focuses on the moderating effect between four organizational culture dimensions which consist of involvement, consistency, adaptability, and mission and PMO in predicting on the BP.

4.10.2.1 The Interaction Effect of Organizational Culture with PMO on the BP

Table 4.24 shows the results of the hierarchical regression analysis in order to test the hypothesis of this study. In the first step, PMO was entered. The standardized regression coefficient is 0.619 which shows a positive relationship between PMO and BP. The findings found that 38.3% of the variance in BP ($R^2=0.383$). The moderating effect of OC was entered in the second step. It indicated that 38.4% ($R^2=0.384$) of the variance in BP (see Appendix Q).

The beta coefficient value of the interaction term in step 3 is much different than the one in step 1. It shows a change in the strength of the relationship. That means that organizational cultures weaken the proactive market orientation-business performance.

The coefficient beta was presented in step 2 is $\beta = .022$, $t = .362$. The results found that OC was not significant on the BP. The last step, the interaction term (PMO*OC)

was entered to test the effect on BP. The interaction effect is 41.1% ($R^2=0.411$, $\beta= -1.798$, $t= 3.454$, $p< 0.01$) with R^2 was increase by about 2.7 % R^2 Change = .027). The interaction term between PMO and OC on the predicting BP was found significant. Thus, the hypothesis H4 was supported.

Table 4.24

The moderating effect of Organizational Culture on the Relationship between PMO and BP

Dependent variable	Step 1:Independent variables	Step 2: Moderating variable	Step3: Two-way Interaction
Business performance	PMO($\beta=.619^{**}$, $t=12.785$ $F=163.456^{**}$ $R^2 = .383^{**}$ R^2 Change = .383** Standard Error = .79 Degree of Freedom (263)	OC ($\beta=.022$, $t=.362$) $F= 81.524^{**}$ $R^2 =.384$ R^2 Change = .000 Standard Error = .79 Degree of Freedom (262)	PMO*OC ($\beta= -1.798^{**}$, $t= -3.454$) $F= 60.594^{**}$ $R^2 =.411^{**}$ R^2 Change = .027** Standard Error = .77 Degree of Freedom (261)

****P< 0.01**

Based on the graph shown below, it can be seen that proactive market orientation is more important determinant of business performance for low organizational culture (see Figure 4.2). Figure 4.2 the graph indicates that with high organizational culture, there is stronger relationship between PMO and BP.

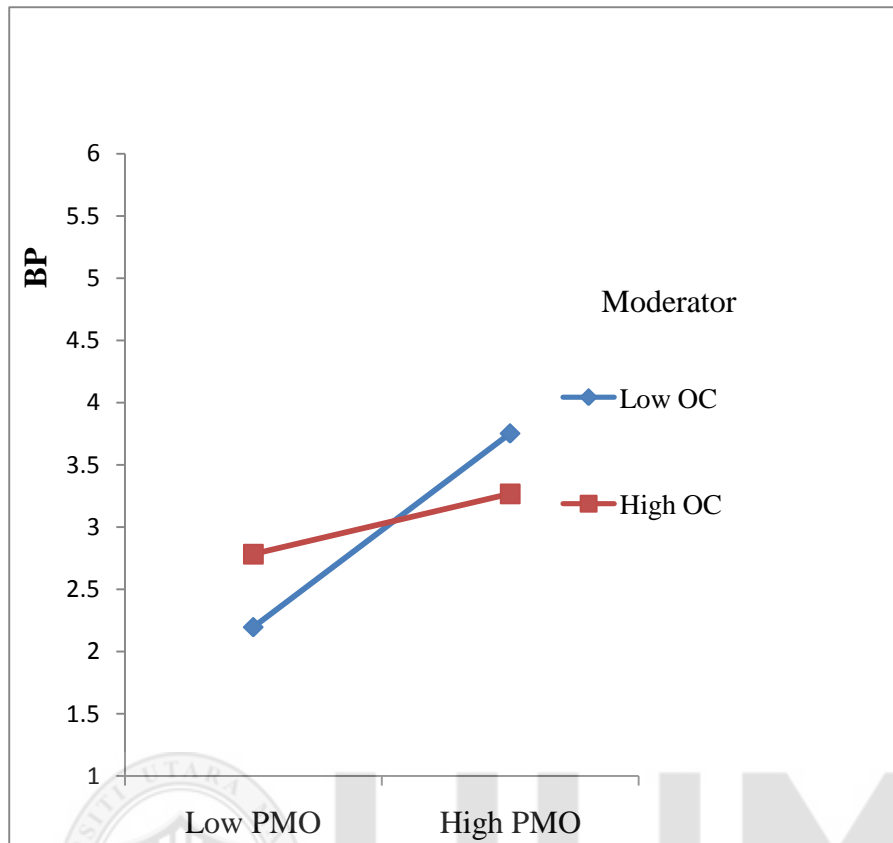


Figure 4.2 the moderating effect of organizational culture on the relationship between PMO and BP

4.10.2.2 The Interacting effect of Organizational culture dimensions with PMO on the BP

According to hierarchical regression analysis procedures, PMO was entered first into regression, followed by the effect of PMO and each of organizational culture dimensions, and then interaction terms (PMO× OC dimensions) were entered in order to test the hypotheses H4a to H4d. Table 4.25 presents the results of hierarchical regression analysis (see Appendix Q).

Table 4.25
The Moderating Effect of Organizational Culture Dimensions on the Impact of PMO on the BP

Dependent Variable	Step 1 Independent Variable	Step 2 Moderating Variables	Step 3 Two-ways Interaction
BP	PMO (β=.619**, t=12.785)	Inv (β=.071, t= 1.049) Con (β= -.045, t= -.536) Adap (β= -.196**, t= -2.693) Mis (β=.161*, t= 2.261)	PMO×Inv (β= -2.626**, t= -3.620) PMO×Con (β= -.858, t= -.867) PMO×Adap (β= 1.661*, t= 2.346) PMO× Mis (β= .491, t= .763)
	F= 163.456**	F= 36.189**	F= 24.609**
	R ² = .383	R ² = .411	R ² = .465
	R ² Change= .383	R ² Change= .028	R ² Change= .054
	Standard Error= .79	Standard Error= .77	Standard Error= .74
	Degree of Freedom (263)	Degree of Freedom (259)	Degree of Freedom (255)

**p<.01 *p<.05

4.10.2.2.1 The Interacting effect of Involvement dimension with PMO on the BP

Hypothesis H4a predicted that involvement dimension moderates the impact of PMO on the BP Table 4.25 presents the results of hierarchical regression analysis which

has been employed to test the hypothesis. In the first step, PMO was entered into equation one. The standardized regression coefficient ($\beta = .619$) shows a positive relationship between PMO and the BP, and 38.3% of the variance in BP ($R^2 = .383$). The moderating variable, involvement (Inv) dimension, was entered in second step. It accounted for 2.8% (R^2 Change = .0028) of the variance in BP. The positive beta of involvement dimension was found not significant ($\beta = .071$, $t = 1.049$, $p > .05$). It indicated that involvement dimension did not effect on BP. In the third step, the interaction term (PMO*Inv) was entered to effect on BP. It increases R^2 by about 2.8% (R^2 Change = .0028).

The interaction term between PMO and Involve on predicting BP was found significant ($\beta = -2.626^{**}$, $t = -3.620$, $p < .01$). This result exposes that there was moderating effect of involvement on the impact of RMO on the perception of BP. Thus, hypothesis H4a was supported.

4.10.1.2.2 The Interacting effect of Consistency dimension with RMO on BP

Hypothesis H4b predicted that consistency dimension moderates the impact of PMO on the BP. In Table 4.25, the moderating variable, consistency dimension, was entered at step two. It accounted for 2.8% (R^2 Change = .028) of the variance in BP. The results show the regression coefficient in the step two was found not significant on BP ($\beta = -.045$, $t = -.536$, $p > .05$). It indicates that the consistency dimension had not significant effect on BP. While, the regression coefficient for the interaction term between PMO and Con on predicting BP ($\beta = -.858$, $t = -.867$, $p > .05$) was found not significant. It indicates that the consistency dimension did not moderate the impact of PMO on the BP. Thus, hypothesis H4b was not supported.

4.10.2.2.3 The Interacting effect of Adaptability dimension with PMO on BP

Hypothesis H4c predicted that adaptability dimension moderates the impact of PMO on the BP. In Table 4.25, moderating variable, adaptability dimension, was entered at step two. The results show the regression coefficient in step two was significant on BP ($\beta = -.196^{**}$, $t = -2.693$, $p < .01$). The regression coefficient for interaction term between RMO and Adapt on predicting BP ($\beta = 1.661^*$, $t = 2.346$, $p < .05$) was found significant. It indicates that adaptability dimension moderate the impact of RMO on the BP. Thus, hypothesis H4c was supported.

4.10.2.2.4 The Interacting effect of Mission dimension with PMO on BP

Hypothesis H5d predicted that mission dimension moderates the impact of PMO on the BP. In Table 4.25, the moderating variable, mission dimension, was entered at step two. The results show the regression coefficient was significant on BP ($\beta = .161^{**}$, $t = 2.261$, $p < .01$). The regression coefficient for interaction term between PMO and Miss on predicting BP ($\beta = .491$, $t = .763$, $p > .05$) was found not significant. It indicates that the mission dimension did not moderate the impact of RMO on the BP. Thus, hypothesis H4d was not supported.

4.11 Summary of hypotheses testing

Table 4.26 presents the summary of hypotheses testing of this study

Table 4.26
Summary of hypotheses testing

Hypothesis	Statement	Supported/ Not supported
H1	Responsive Market orientation is positive associated with business performance.	Supported
H2	Proactive market orientation is positive associated with business performance	Supported
H3	Organizational culture moderate the impact of responsive market orientation on the business performance	Supported
H3a	Involvement moderates the impact of RMO on the BP	Supported
H3b	Consistency moderates the impact of RMO and the BP.	Not supported
H3c	Adaptability moderates the impact of RMO on the BP.	Not supported
H3d	Mission moderates the impact of RMO on the BP.	Not supported
H4	Organizational culture moderate the impact of proactive market orientation on the business performance.	Supported
H4a	Involvement moderates the impact of PMO on the BP	Supported
H4b	Consistency moderates the impact of PMO and the BP.	Not supported
H4c	Adaptability moderates the impact of PMO on the BP.	Supported
H4d	Mission moderates the impact of PMO on the BP.	Not supported

CHAPTER FIVE

Discussion Limitation and Future research

5.1 Introduction

In this chapter presents the findings from the analyses performed in chapter 4. It first provides recapitulation of the study where objectives of the study are reviewed. Then follow by a section on discussion of the findings including the theoretical and practical implications of the findings. Finally, the chapter also concludes with limitation of this study and suggestion for future research.

5.2 Recapitulation of the study

This study was aimed to investigate the influences of responsive market orientation and proactive market orientation on business performance. This study also intends to verify the moderating effect of organizational culture which considered as a key to business success. In order to accomplish the goal, four objectives have been purposed which were 1) to determine the relationship between responsive market orientation and business performance 2) to determine the relationship between proactive market orientation and business performance 3) to investigate the relationship between responsive market orientation and business performance being moderated by organizational culture attributes and 4) to investigate the relationship between proactive market orientation and business performance being moderated by organizational culture attributes.

A quantitative method was employed to collect and analyzing the data. A stratified random sampling was utilized to obtain the information from directors or marketing managers of four and five stars hotel in Thailand. A 310 of questionnaires was distributed and 27% or 270 of respondents were returned. A number of statistical

testes include descriptive, normality, reliability, factor analysis, correlation, multiple regression, and hierarchical multiple regression were used to examine the study hypotheses. SPSS version 19 software was operated to analyze the data.

The results of linear regression analysis indicated that the responsive market orientation explained about 27% of the variance in business performance ($R^2 = .27$, $F = 33.211$, $p < .01$). And the result of proactive market orientation variables explained about 38% of the variance in business performance ($R^2 = .38$, $F = 32.556$, $p < .01$). The results also revealed that all four dimensions of organizational culture provided moderating effects to the relationship between the responsive market orientations and business performance. In addition, the findings, as well, showed that all dimensions of organizational culture indicated the moderating effect on the relationship between the proactive market orientation and business performance.

5.3 Discussion the Research Finding of the Research Objectives

The findings of the current study are provided and discussed following the objectives of this study. As present in Chapter 1 which are:

- 1) To examine the relationship between responsive market orientation and business performance.
- 2) To examine the relationship between proactive market orientation and business performance.
- 3) To investigate the relationship between responsive market orientation and business performance being moderated by organizational culture attributes.
- 4) To investigate the relationship between proactive market orientation and business performance being moderated by organizational culture attributes.

5.3.1 First Objective: To determine the relationship between responsive market orientation and business performance.

In order to achieve the first objective correlation analysis was conducted to search whether the relationship between the responsive market orientation and business performance. Therefore, the first hypothesis was set up to verify and following by linear regression analysis which performed to obtain the result whether responsive market orientation is a predictor of business performance. The findings of correlation analysis indicated that there were relationship between the responsive market orientation and business performance. Linear regression analysis was further carried out to obtain insightful of the information. The outcomes from table 4.11 and 4.12 showed that responsive market orientation contribution with explained about 27.8% of the variance in business performance ($R^2 = .278$, $\beta = .591^{**}$, $t = 10.063$, $p < 0.01$). From table 4.14 found that responsive market orientation was significant with business performance. Therefore it can be implied that H1 is supported. (See table 4.11).

Though, the H1 was partially supported, clearly these findings are considered to be in line with previous research such as Hortono (2013) who examined the relationship between market orientation and family firms' performance in batik industry in Indonesia. He found that responsive market orientation had a positive impact on business performance which contributed to both financial and non-financial performance. Frank and his colleagues (2000) also found the same result in analyzing the effects of market orientation on performance dimensions (sales, market share, share of regular customers, number of employees, success with new product and service) for family firms. They found that share of regular customers and success with new products services were both predicted by responsive market orientation.

Similarly, Abideen and Saleem (2011) studied the impact of market orientation on new product success in Pakistan: with 125 of participant from professional working in the banking and telecom industries, their results reveal that responsive market orientation had positive correlation with new product success. Atuahene-Gima, Slater, and Olson (2005) also discovered the same result that understanding of current customer needs led the business to new combinations and recombination of information and knowledge that enhance product development. Although responsive market orientation seems to have positive relationship with business performance, however, most of previous researches were found to be conducted in manufacturing industries and rarely available in service field. The present study has contributed to this gap by perform this research in hotel organization and found a connection between responsive market orientation and business performance. Besides, from table 4.14 it has shown that customer led is a predictor of the business performances (Sales growth, sales volume, profit, and return on investment, service quality, occupancy rate, customer satisfaction, and market share). As customer led is a short-term philosophy in which organization respond to customers' expressed wants (Slater & Narver, 1998). Firms that continuously track and respond to customer needs can better satisfy their customers and perform at higher levels (Jaworski and Kolhi, 1993). As a result, satisfied customers increase sales and market share through increases purchases, and this in turn enhances business performance (Wang et al., 2012). Because of the interaction and integration, customer-led or customer orientation can be expected to play a vital role in terms of economic success for service companies (Thurau, 2004).

5.3.2 Second Objective: To determine the relationship between proactive market orientation and business performance.

The second research objective of this study was show results of correlation analysis revealed that proactive market orientation are related to business performance. Therefore, the second of research hypothesis was set up to test the relationship between proactive market orientation and business performance. However, when taken into account of linear regression analysis, the finding showed that proactive market orientation that demonstrated significant association with business performance. The finding from table 4.15 and 4.17 showed that responsive market orientation contribution with explained about 38.3% of the variance in business performance ($R^2 = .383$, $\beta=.690$, $t= 12.785$, $F=163.456$, $p < 0.01$). According to the results H2 was supported.

From table 4.18 show the result that the manager in Hotel in Thailand should pay attention on firm's strategic flexibility and latent needs fulfillment to improve their business performance. The outcomes of this study is in agreement with previous research (Voola and O'Cass, 2010; Hartono, 2013; Oleson, 2013; Alrubaiee, 2013) which indicated that organization concerning customer hidden needs and use collected information to form business strategies would increase their performance. Firms that focus on proactive market orientation continues to be innovative and can anticipate of what customer would need and generate new product or service to satisfy that need (Tajeddini&Mueller, 2009). As it was known that the satisfaction of customer needs is more critical for service businesses than other sectors (Tajeddini, 2010). Similar with Atuahene-Gima *et al.*, (2005); Voola and O'Cass, (2010) and Ottum and Mooree, (2014) note that firm adopting PMO are more likely to understand on the latent needs of the customer to improve firm performance.

The finding of this study support the marketing theorists view that service firms who focus their activities on the needs of their customers perform better than those companies that do not (Donavan, Brown, & Mowen, 2004). Besides, hotels which able to identify the customer's concern are capable of magnify their strength and reduce their weakness in offering their products or services (Hilman & Kaliappen, 2014).

5.3.3. Third Objective: To investigate the relationship between responsive market orientation and business performance being moderated by organizational culture attributes.

The third research objective is to investigate the relationship between Responsive market orientation and Business performance and moderated by Organizational culture dimensions (mission, involvement, adaptability, and consistency) within the Hotel in Thailand. Therefore, the third hypothesis was set up to verify the moderating effect of organizational culture on the relationship between Responsive market orientation (customer led, serving market preferences, and fulfill expressed needs) and Business performance.

The results from table 4.22 in the first step that a positive and significant on the relationship between RMO and BP. The findings found that 27.8% of the variance in BP ($R^2=0.278^{**}$, $\beta=.527^{**}$, $t=10.063$, $p<.01$). In the second step for OC was found significant on the BP at 34.1% of the variance ($R^2=.341^{**}$, $\beta=.259^{**}$, $t=4.997$, $p<.01$). The last step with the interaction term between RMO and OC on predicting BP

was found significant and explain 37.9% of the total variance in business performance ($R^2 = .379^{**}$, $\beta = -1.895^{**}$, $t = -4.021$, $p < .01$).

In the last step shown the relationship between responsive market orientations (RMO) with moderating effect of organizational culture (OC) on business performance (BP) was the strongest with R^2 value 37.9% increased 10.1% of variance compare with step 1 (R^2 value 27.8%). The result demonstrated significant moderate correlation between RMO and BP. These finding suggest that the managers who received low OC will receive higher business performance. This result exposes that there is positive significant moderating effect of OC on the relationship between RMO and BP. Thus, the hypothesis H3 was supported.

The findings show that responsive market orientation has a positive and significant relationship with business performance. This finding similarly with Ratanapornsiri (2003), noted that market orientation is related significant to business performance. Therefore, Denison, Janovics, Young, and Cho (2006); Gokus (2008), confirm that organizational should pay attention on RMO especially customer need for more improvement in the business performance. Follow by Day (1994), reveal that RMO including the expressed current needs of customer has significant to success of business performance. Confirm by Sinha and Arora (2012), have done research in India and found that focusing on customer is central to the success of any business.

Moreover, these findings indicate that organizational culture as moderating on the relationship between responsive market orientation and business performance also have a positive and significant relationship. This result is similar with Schalk and

Gudlaugsson (2009) studied in Iceland and Keller and Price (2011); Matzler, Abfalter, Mooradian, and Bailom (2013), found that organizational culture has significant with business performance. Similar with O'Reilly, Caldwell, Chatman and Doerr (2014), study in USA and found that firm's culture is related to broad set of business performance outcome. Moreover, Acar and Acar (2014), found the link between organizational culture strength and performance in Turkish hospital. The result of the H3a, H3b, H3c and H3d will be discussed in details below.

5.3.3.1 Responsive market orientation and Business performance and moderated by Organizational culture dimension (Involvement)

The above hypothesis is accepted, that is involvement moderates relationship between RMO and business performance. This is because the moderating effect is found significant. The researcher was testing H3a and the result as show in the table 4.23 shows that the Involvement moderating effect on RMO and BP ($R^2=.417^{**}$, $\beta=-2.121^{**}$, $t=-3.229$, $p<.01$). Hence, H3a was supported.

This study filled the gap of employee's royalty in Hotel sector that led to less of the Hotel business performance. The Hotel which management their hotel by RMO should focus on organizational culture especially involvement. The result of this study is in the same like with Jones and Kato (2005); Kakavand Shahmoradi and Ahmadi (2014); Daft (2007) and Denison (2001). Kakavand et al., (2014) and Daft (2007) organizational culture especially involvement can enhance organizational performance by encouraging and motivating employees, unifying people around and shaping and guiding employee behaviors. Denison (2001), if the level of involvement among employees is high, it indicates that the organizations can potentially develop the competence of employees at all levels. In addition, all employees are equipped with a sense of ownership, responsibility and loyalty toward their organization.

5.3.3.2 Responsive market orientation and Business performance and moderated by Organizational culture dimension (Consistency)

The study found that that consistency does not moderate on the relationship between RMO and business performance. The finding of this study shows that consistency moderating is not significant related to business performance. Hence, hypothesis 3b was not supported. This study is in the same line with Onuma (2014) found that consistency is not moderate in in the public sectors in Thailand. She found that in the recent time, local governments have many policies and strategies to improve their officials' skills and their working styles to be customer-centered. These results may possibly that consistency does not be the moderating effect on public participation on the perception of service quality. Nongo and Ikyanyon (2012) their study found that consistency did not correlate with commitment. As much as organizations try to maintain a strong culture by being highly consistent, well coordinated, and well integrated, this does not impact significantly on the level of employee commitment. Employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. The key success factor for organizations today is flexibility rather than consistency.

5.3.3.3 Responsive market orientation and Business performance and moderated by Organizational culture dimension (Adaptability)

The study found that that adaptability does not moderate on the relationship between RMO and business performance. The finding of this study shows that consistency moderating is not significant related to business performance. Hence, hypothesis 3c was not supported.

The finding of this study is in the same line with Denison, Haaland and Goelzer (2002) show the ANOVA's for Adaptability are shown, there were no significant differences in mean ratings noted between Canadian stores and any other country. Baron and Tang (2008) study in a large consulting firm and employees in southern China and show that social adaptability did not attain statistical significance. Sirinthon (2010) the results indicate that organizational adaptability competency have indirectly positive impact on organizational performance of hotel business in Thailand.

5.3.3.4 Responsive market orientation and Business performance and moderated by Organizational culture dimension (Mission)

The study found that that mission does not moderate on the relationship between RMO and business performance. The researcher was testing H3d and the result as show in the table 4.23. Hence, H3d was not supported.

The result of this study is in the same like with Kenneth and Bobby (2003); Bart and Baetz (1998); and O'Gorman and Doran (1999) found that mission did not have impact on organizational performance. They concluded that some specific characteristics of mission may be selectively related to higher level of performance. Similar with Dermol (2012) studies of 394 Slovenian companies and find that mission does not significant with company performance.

5.3.4. Fourth Objective: To investigate the relationship between proactive market orientation and business performance being moderated by organizational culture attributes.

The fourth research objective is to investigate the relationship between proactive market orientation and business performance and moderated by Organizational

culture (mission, involvement, adaptability, and consistency) within the Hotel in Thailand. Therefore, the fourth hypothesis was set up to verify on the moderating effect of organizational culture on the relationship between all variables. This finding used hierarchical regression analyzes in order to investigate the interacting effect of organizational culture with PMO on BP. In the current study, the moderating effect was found.

The results from table 4.24 in the first step that a positive and significant on the relationship between PMO and BP. The findings found that 38.3% of the variance in BP ($R^2=.383^{**}$, $\beta=.619^{**}$, $t=12.785$, $p<.01$). In the second step for OC was found not significant on the BP at 38.4% of the variance ($R^2=.384$, $\beta=.022$, $t=.3628$, $p>.05$). In the last step with the interaction term between PMO and OC on predicting BP was found significant and explain 41.1% of the total variance in business performance ($R^2=.411^{**}$, $\beta=-1.798^{**}$, $t=3.454$, $p<.01$).

The finding indicated in table 4.24 show that PMO have positive and strongly significant on BP as in the step 1 ($R^2=38.3\%$). In the second step the finding show that OC has not significant relationship with BP. In the final step OC significant moderate the relationship between PMO and BP ($R^2 = 41.1\%$) but in the inverse direction for increase business performance must be low organizational culture ($\beta= -1.798$). This result exposes that there is significant moderating effect of OC on the impact of PMO and BP. Thus, the hypothesis H4 was supported.

From the finding manager should willingness and focus on PMO and interaction term of OC and PMO for increasing of BP. On the other hand, this study found OC has not impact to BP. For these reasons to achieve the higher business performance the manager

should dedicated on their organizational resources to support the PMO and slightly attention with OC in the organization's administration.

The finding of this study is similar with the previous studies. Teece, Pisano and Shuen, 1997 found the PMO has impact to business performance through organizational resources such as marketing plan and investment. In the same line with Jaworski and Kohli, 1990; Grewal and Tansuhaj 2001 found that PMO has impact to the business performance. Naver *et.al.* 2004 explain PMO as the challenges of organizations to discover and satisfy of customer and lead to the effectiveness of business performance. Bodlaj 2010 studied in Slovenian companies and found that PMO is positively related to business performance. According to Tajeddini and Trueman (2012) found that if employees and managers are open to new ideas in meeting customer needs they are more likely to enhance company performance in the hotel industry. This is shows that the hospitality business managers are required consistently modify and update their portfolio mix to meet the changing needs and wants of their target market segments in order to achieve a sustainable competitive advantage. Similar with Chen (2011) research into the Taiwanese hotel industry, it appears that the Swiss hospitality sector is able to put the customer's interest first in order to achieve long term profitability.

According to Kotter, (2001) organizational culture is defined as the norms of behavior and shared values of common with an organization. It also means a competition, change, and the pressure intensifies for organizations (Cameron & Quinn, 2005). The previous studies found that organizational culture works as a moderator and affects the organizational performance and could be one such factor

which accomplishes the organization goals (Tripathi & Tripathi, 2009). However, the findings indicated in Table 4.24 showed that organizational culture make the difference across the hotel business performance in Thailand. The impact of PMO on BP is related to organizational culture.

However, the results of this study showed that OC was found significant on BP (in Table 4.24). Similar to previous studies on organizational culture, for example, Davidson (2003) noted that the organizational culture significantly influences the employees' ability to serve customers. Denison and Mishra (1995) showed that four different cultural dimensions were related to various criteria of organizational effectiveness. They confirmed that the organizational culture was positively related to organizational performance, both financial and qualitative. Some studies have explored the moderating effect of organizational culture on organizational performance (Tripathi & Tripathi, 2009; Flemming, 2009). Kotler (2003) also noted that changing a corporate culture is often the key to successfully implementing a new strategy.

According to the findings of this study, it was clear that organizational culture has significant moderating effect on the impact of PMO on the hotel business performance. It may imply that the impact of organizational culture on PMO and business performance may have powerful enough to predict the model of this study depending on its values, type and intensity of organizational culture.

This study filled on the gap which the market orientation by focusing on proactive marketing orientation to solve the problems on hotel business performance was decreased. The result from the impact of external situation such as customer

demands. Hence, the organization should focus on organizational culture specially involvement and adaptability. The result of the H4a, H4b, H4c and H4d will be discussed in details below.

5.3.4.1 Proactive market orientation and Business performance and moderated by Organizational culture dimension (Involvement)

Moreover, the researcher was testing H4a, the result as show in table 4.25 shows that Involvement (H4a) is supported moderating effect on PMO and BP ($R^2=.417^{**}$, $\beta = -2.121^{**}$, $t = -3.229$, $p < .01$).

The finding of this study is in the same line with Kakavand et al., (2014) and Denison (2001), is the idea that will encourage a sense of responsibility, ownership, organizational commitment, and loyalty. It is related to three indicators as empowerment, team orientation and capability development. The involvement trait facilitates the organization to achieve internal integration of resources by creating a sense of ownership, responsibility, and employees' commitment.

Similar with Markos and Sridevi (2010) studied in India and found that involvement is stronger predictor of positive organizational performance. Involvement of employees is emotionally attached to their organizational and highly involved in their job with a great enthusiasm for the success of their employer. Denison and Mishra (1995) found that sale growth criteria are best predicted by involvement. Nongo and Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making.

Because of many an external factors impact to the hotels business performance and lead to decrease of their performance. Therefore, organization should attempt to

emphasize on involvement in order to help organization bring various viewpoints to decision making processes that will affect their work, solve organization's problems, and create the competitive advantage on the hotel business performance.

5.3.4.2 Proactive market orientation and Business performance and moderated by Organizational culture dimension (Consistency)

The results indicated that consistency do not moderate on the relationship between PMO and BP since the moderating effect is not significant. This finding showed that consistency cannot affect PMO by creating the business performance which gave not support of hypothesis (H4a). The researcher was testing H4b (Consistency) was not supported. This study in the same line with Onuma (2014) found that consistency does not make the difference across the local governments in Thailand because it may imply that the impact of organizational culture on local government officials' beliefs and attitudes of their performance may differ or may not be powerful enough to predict and it depend on its values, type and intensity of organizational cultural. Deruelle and Fagot (1997) found global trial was no significant effect of stimulus consistency.

5.3.4.3 Proactive market orientation and Business performance and moderated by Organizational culture dimension (Adaptability)

The study found that adaptability and proactive market orientation is significant related to business performance which is in line with hypothesis H4c. The result as show in the table 4.25 shows that the Adaptability (H4c) was supported.

The result of this study was in the same line with Denison (2001) and Kakavand *et al.*, (2014). Kakavand *et al.*, (2014) study in Iran and show the adaptability has significant and positive relationship and improves organizational effectiveness. Denison (2001), notes that organizations must pay attention to adaptability to increase their business performance by creating change, customer focus, and organizational learning mean organization put it best effort into getting to know its customers; the quicker and better its reaction brought to the current needs of customer, the better it can confidently forecast the needs of them in the future. The adaptability trait is focused on the transformation of external changes and customers' expectation into internal changes. Organization's capacity is improved to cope with the external changes and predict an organization's ability to respond to unexpected environmental threats. In addition to response the customer needs and wants, the both express needs and latent needs, Hotel managers need to strongly effort to take emphasize of involvement in their organization to increase Hotel business performance. Daniel, Lief and Ward (2004) adaptability appear to be advantages for family firms.

5.3.4.4 Proactive market orientation and Business performance and moderated by Organizational culture dimension (Mission)

The study found that mission is not moderated on the relationship between proactive market orientation and business performance. The result as show in the table 4.25 shows that the Mission (H4d) was not supported. This study in the same line with Onuma (2014), found that the mission do not moderate on the local government officials in Southern Thailand and do not emphasize on organizational culture and its effect. The explanation may rest on other influential factors of local governments in

Thailand such as laws and regulations of local government, or political factors. Moreover, in the recent time, local governments have many policies and strategies to improve their officials' skills and their working styles to be customer-centered. Daniel et al., (2004) stated that mission did not significant on firm performance of 20 family-owned firms; all data were collected between 1998 and 2003. Nongo and Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employees' identification with the purpose, mission, and goals of the organization does not elicit commitment to the organization.

5.4 Research Implication

This part aims at providing the conclusion and implications of the study recommendations based on the findings of this study. The implications are discussed below.

5.4.1 Theoretical implication

The findings of the current study show that some of the theoretical relationships conceived in the theoretical framework are empirically supported. Specifically, the current study proves the relationship between market orientation and business performance and moderated by organizational culture. Moreover, this research had done on the proactive market orientation and moderated by organizational culture

The study also provides empirical support for the theoretical framework, as illustrated in Chapter 3. The suggestion on market orientation has a relationship with

business performance. Most importantly, the study provides proof concerning the moderating effect of organizational culture concerning significant on the relationship between responsive market orientation, proactive market orientation and business performance.

Furthermore, the study also concurred with the Resource Based view Theory that highlights that responsive market orientation, proactive market orientation is essential for the organization to gain additional resources for competitive advantage and to be sustainable in the marketplace. In other words, this study empirically supported the Resource Based view theory which conceives on that business performance tend to act the way they do and advises on resources in the hotel, that when applied, could get the best results from the business performance due to their organizational culture. The theory is conducted to realize the internal sources of the sustained competitive advantage of the organizations. (Kraaijenbrink, et al. 2010; Rodrigues & Pinho, 2010).

Briefly, the study empirically supports the Resource Based View Theory, that perceived on the market orientation has a significant and positive relationship with business performance (profit, market share, and so on), which, in turn, positively contribute Responsive market orientation and Business performance. As what stated by these researchers, Barney, Wright, & Ketchen, 2001; Hoopes, Madsen, & Walker, 2003; Henri, 2005, RBV is considered a standard theory in the field of marketing strategy. Currently, it is considered a basic theory in market research. According to Barney, Wright and Ketchen, (2001); Srivasta, Fahey and Christensen (2001), there

is a close relationship between resource-based view and marketing. This relationship is referred to the way to convert market based sources into customer demands.

5.4.2 Practical implication

Many contributions in the area of hospitality are brought about in this study. Nowadays there have been many researches in the market orientation. Besides, these studies justified that there is a closely connected between market orientation and business performance. For all that the disagreement or controversial perspective between market orientation and organizational culture has not been stated in the marketing literature. In addition, the proactive market orientation used in this study still has limited in empirical testing. Additionally, proactive market orientation has not received enough theoretical attention yet. Moreover, it has extremely limited in empirical testing and using it in the area of marketing management. Besides, the finding in this study will help to broaden the researcher's range of perception on the market orientation in the service sector, especially in the hospitality. Although, there are many empirical studies having been conducted on market orientation, most of them tend to cover a wide range of many other business industries rather than on service sectors. According to organizational culture, a methodical and practical examination which is particularly conducted in the service sectors has not completed yet. In this study, there has been an explanation about the effect of organizational culture between the relationship of market orientation and business performance in the large size hotels in Thailand. In accordance with O'Cass and Viet Ngo (2005), the underlying tension which is implicated in market orientation and organizational culture needs to be clear up in the marketing literature. Consequently, the relationship between responsive markets orientations as integrated with proactive

market orientation in case of organizational culture affected as a moderator on the organization performance will be described in this study. As illustrated, the Ministry of Tourism and Sport, Board of management and managers of the Hotels in Thailand should pay more attention on this finding. In order to meet with an effective in business performance, they should concentrate on customer led, firm's strategic flexibility, and latent needs fulfillment.

5.5 Limitations and Recommendation for Future study

This study has several limitations. Firstly, this study focuses on the respondents from only on the field of hospitality, especially, Hotel in Thailand. Hence, still have many sectors in Thailand willingness to focus on them in term of marketing.

Secondly, the data of this study was collected by questionnaires from the respondents via mails. The data distribution process and collecting them back had taken a long time. Future research might use some qualitative instruments such as interviews or focused group to gather data from the respondents.

In addition, an important of Hotel performance for future studies should pay attention to Human resources management such as employees' training, organizational royalty, and motivation.

Finally, there is need to examined this model of this study in another file sector, for example, in an education or public sector.

5.6 Conclusion

This study met the objectives to examine the impact of responsive and proactive market orientation on the business performance with the moderating effect of

organizational culture in Hotel section in Thailand. As stated in the first chapter, four objectives were established and also four research questions were address to be answered. In chapter four, these objectives were accomplished as well as the research questions were answered.

This study can filled the gap thatfrom the previous study not found these two concepts (RMO and PMO) were introduced together as variables impact to the hotel business performance. The result of this study found that responsive market orientation and proactive market orientation have a positive impact on the business performance. Moreover, this study presented that the organizational culture moderating effect on the relationship between responsive marketing orientation and business performance and in the same line with organizational culture has moderating effect on the relationship between proactive market orientation and business performance in Hotel section in Thailand.

The results are useful for academic research, government, and other service organizations to understand better, willingness and pay attention on RMO, PMO and organizational culture to improve on the hotel performance in Thailand. The contribution on RBV theory in this study, the researcher found that the conceptual model and relevant previous literatures are in line with the theory and adequately fits the empirical data. It could be concluded that the finding of the research justify the underpinning theory employed.

Moreover, this research results will very much be advantageous to manage any 4 and 5 star hotels in Thailand, especially when concordantly applying them to the marketing policies, marketing concepts, marketing planning, and the building up of organizational culture, which will help benefit the overall business performance of the hotels. However, in the first place, the hotel executive should have considered in what marketing concept his or her organization is placing importance—a responsive market or a proactive market orientation. If details are brought into consideration with the organizational culture as a related variable, even though this research results visibly point to the fact that both concepts can positively affect the performance of the hotel, it is found that there are some facts, which are varied.

The hotels having been repeatedly examined for their policies relating to the market planning, found to be, because of the contextual environments as well as the specific environments of the organization, suitable to carry out the market planning in relation to the responsive market orientation, which emphasizes responding to the customers' explicit needs and desires. The organizations, therefore, should give priority involvement in the hotels. The hypothesis test conducted for this study proves that involvement yields positive relationships between responsive market orientation and hotel overall business performance. Involvement is the indicator of the relationships taken place between the personnel themselves in the organization and the personnel and the organization.

The involvement the personnel have toward their organization is a feeling indicator that they are part of the organization to motivate them to feel that they have power in doing their jobs in line with their duties, having motivation to take responsibility in

the assigned jobs. This is because they fully acknowledge that they are part of the organization, having a sense of belonging and a share of responsibility in their organization (Denison, 2001). This is the nature of empowerment brought about by an organizational culture called involvement. This organizational culture results in capability development of the employees, which is the capability development of human resources within the organization—the most important organizational internal resource according to the resource base view theory. This capability improves the business's performance.

What is more, the involvement the employees have towards their fellow employees or what that is called team orientation, is the thought to help push on the work being operating to become successful resulting from their mutual responsibility together with the attempt to accomplish their jobs.

Empowerment, capability development of employees, and team orientation are components of involvement and which is the organizational culture. Placing importance on involvement together with market execution according to the concept of responsive market orientation emphasizing the response or service provision as to the customers' explicit needs, particularly the services conducted by the employees with the sense of being the affairowners—the services made with responsibility, the ability having been developed, and together with their teamwork aiming to respond to the customers' express needs and desires—helps support the success of the organization under the market execution regarding the concept of responsive market orientation in keeping with the hypothesis is being confirmed in this study. However, hotel's manager should willingness that involvement (empowerment, capability

development of employees, and team orientation) able to occur by encouragement and creativity within an organization. Confirm by Mobarakeh (2011) who studied on the relationship between organizational culture and creativity of managers in Khuzestan physical education organization. He found the positive relationship between organizational culture and creativity of managers in education organization.

In another aspect, for the 4 and 5 star hotels that have revised their concepts and organizations' policies of market execution and found that the organizations are more suitable to carry out their market performance according to proactive market orientation, it is advised that, according to the study outcomes, the organization should conduct market execution in ways that placing importance on the coupled organizational culture, that is, involvement and adaptability. These two organizational cultures that have been confirmed by the test of hypothesis have positive impact of the relationship between proactive market orientation and hotel overall business performance.

As being mentioned earlier, the involvement in the organization is an indicator of the relationships the employees have had among themselves and they have had towards the organizations. It is the organizational culture having effect on market execution as to the responsive market orientation. Besides, the hypothesis test results also confirm that involvement has influence upon market execution. Therefore, whether the hotels conduct market management according to the responsive market orientation or proactive market orientation, it is required to place importance on involvement in the organization, which will result in positive effect to the hotels business performance.

Moreover, the hotels choosing the market execution concept according to the proactive market orientation should prioritize another form of organizational culture, that is, adaptability. The hypothesis test also points to the fact that adaptability has positive impact on the relationship between proactive market orientation and hotel overall business performance.

Adaptability is the organizational capacity that changes or makes improvement as caused by such external factors as customers' demands. Organizations are able to do adjustment, which can impact upon the survival of the organizations themselves. The adaptability as mentioned by Denison (2001) comprises creating change, which refers to the ability of the organization to quickly get adapted to keep pace with any changeability at the present or in the future, and with well-understanding in their own organization. Customer focus is an ingredient of adaptability to which any organization doing market execution according to the proactive market concept must give precedence. The customer focus strategy emphasizes and pays attempt to make known that the customers' demands can happen both in the future and at the present. This conforms to the proactive market orientation concept, which places importance on responding the customers' latent needs. The customer focus, hence, is part of an organizational culture that can access the customers' demands even if the needs are not expressed or the demands are not shown at the present time as the customer focus do not just give priority merely by regular services regularly provided by attendants. Instead, it includes the presentation of the effective marketing activities, organization of new product planning, marketing campaigns and after sale services which should be carried out for customers. Moreover, customer focus should comprise

conveniences as well as good relationship establishment with customers aside from the program to take care of customers. Organizational learning is considered the third component of adaptability. Organizational learning is considered a time and financial investment to adjust organization's surroundings so that they become opportunities under risky situations. This is true with the learning through any failures, provision of training for employees to improve their knowledge and skills. As a study by Mobarakeh (2011), confirmed that power of organizational culture, learning and creativity of member of organization lead to increased business performance. The knowledge and ability having had in the organization is the intangible resource but is extremely important to the organization (Barney, 1991).

From the conclusions mentioned previously, may it be the market execution concept of proactive market orientation that 4 or 5 star hotels apply in their execution strategy, all need to place importance on organizational culture, especially, involvement at the employee level and that of the organization itself. Involvement gives positive effect to the relationships between both of the marketing concepts and the hotel overall business performance. In market execution relating to the concept of proactive market orientation, however, the organization needs to prioritize adaptability as well. This is to increase seeking proficiency and to respond to the customers' latent need so that customers' highest satisfaction can attain aside from managing the organizations' existing and intangible resources such as market orientation knowledge, marketing management and marketing strategy in order that the most beneficial can be achieved. Confirm by Zheng, Yang and Mclean (2010), found mediating role of knowledge management in the relationship between organizational culture and organizational performance.

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**APPENDIX A:
SURVEY INVITATION TO PARTICIPANTE LETTER
(ENGLISH & THAI VERSION)**

41/1 Moo 7 Khon-krod Sub district

Thong song District

Nakhon si Thammarat 80110

Februry 27, 2012

Dear Director of Sales/ Marketing or Whom May It Concern in marketing department:

My name is Sittichai Nuansate. I am Ph.D. student in Marketing, School of Business Management, College of Business at University Utara Malaysia. Now, I'm conducting my research and its title is Synergistic effect of responsive, proactive market orientation and organizational culture and its impact on hotels performance in Thailand. The research supervisor is Dr.Sany Sanuri Bin Mohd. Mokhtar, School of Business Management College of Business University Utara Malaysia.

This research aims to study a marketing practice that is a factor affecting organizational culture and hotel procedure in Thailand. Therefore, this questionnaire was designed to achieve the models of business marketing management, organizational culture and the results of hotel procedure. Hence, the result of research is able to illustrate and describe the models of marketing practices and organizational culture properly that are also supporting the achievement of hotels management in Thailand.

As your experience in business marketing management, your cooperation and fulfillment by taking this questionnaire is affecting the achievement of research purpose. The questionnaire is also attached to this document and please sends it back before 30 April 2012. The participant person details and data will be kept anonymous as secrete. Consequently, if you are interested in this research, please contact researcher directly. I greatly appreciate your assistance and Thank you for your cooperation

Yours sincerely,

Mr. Sittichai Nuansate

Ph.D. student in Marketing

University Utara Malaysia

e-mail : nuansate@hotmail.com

41/1 หมู่ 7 ตำบลควนกรด อำเภอทุ่งสง
จังหวัดนครศรีธรรมราช 80110

27 กุมภาพันธ์ 2555

เรื่อง ขอความอนุเคราะห์ตอบแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายขาย/การตลาด หรือ ผู้มีส่วนเกี่ยวข้องด้านการบริหารงานการตลาด

สิ่งที่ส่งมาด้วย แบบสอบถามจำนวน 1 ชุด

ผม นายสิทธิชัย นวลเศรษฐ นักศึกษาปริญญาเอก วิทยาลัยบริหารธุรกิจ สาขาการตลาด มหาวิทยาลัย Utara Malaysia ขณะนี้ ผมกำลังทำวิทยานิพนธ์เรื่อง อิทธิพลของการทำงานร่วมกันของ การตลาดเชิงตอบสนอง, การตลาดเชิงรุก และวัฒนธรรมองค์กร ที่ส่งผลต่อการดำเนินการของ โรงแรม ในประเทศไทย โดยมีอาจารย์ที่ปรึกษาวิทยานิพนธ์ คือ Dr. Sany Sanuri Bin Mohd. Mokhtar. School of Business Management College of Business University Utara Malaysia.

การวิจัยนี้ มีวัตถุประสงค์เพื่อศึกษาการปฏิบัติงานด้านการตลาดซึ่งมีปัจจัยด้านวัฒนธรรม องค์กร เข้ามาเป็นปัจจัยกระทบ และส่งผลต่อการดำเนินการของ โรงแรมในประเทศไทย ดังนั้น แบบสอบถามฉบับนี้ จึงออกแบบขึ้นเพื่อเข้าถึงรูปแบบการบริหารงานด้าน การตลาด และวัฒนธรรม ภายในองค์กร รวมทั้ง ผลการดำเนินการของ โรงแรม ผลวิจัยจะสามารถอธิบายถึงรูปแบบการปฏิบัติงาน ด้านการตลาด และวัฒนธรรมองค์กร โดยรวม ที่เหมาะสม และ สนับสนุนการบริหารธุรกิจ โรงแรม ใน ประเทศไทยให้ประสบความสำเร็จ

ในฐานะที่ท่านเป็นผู้บริหารที่มีความรู้ ด้านการบริหารงานการตลาด ความร่วมมือของ ท่านในการสละเวลาเพื่อตอบแบบสอบถามจะส่งผลต่อความสำเร็จของวัตถุประสงค์การวิจัยครั้งนี้เป็นอย่างยิ่ง ซึ่งข้อมูลที่ได้จะถูกเก็บเป็นความลับ เพื่อการวิจัยนี้เท่านั้น. ขอความกรุณาท่านส่งกลับ แบบสอบถามที่กรอกข้อมูลครบถ้วนแล้ว ก่อนวันที่ 30 เมษายน 2555 และหากท่านสนใจงานวิจัยฉบับนี้ ภายหลังการวิจัยเสร็จสิ้น ท่านสามารถติดต่อผู้วิจัยได้โดยตรง ขอขอบคุณเป็นอย่างสูงในความอนุเคราะห์ ในการตอบแบบสอบถาม

ด้วยความเคารพอย่างสูง

(นายสิทธิชัย นวลเศรษฐ)

นักศึกษาระดับปริญญาเอก สาขาการตลาด

มหาวิทยาลัย Utara Malaysia

e-mail : nuansate@hotmail.com

**APPENDIX B:
SEVEN EXPERTS FOR CONTENT VALIDATION**

Associate Professor Dr. Pensri Jaroenwanit
Faculty of Management Science.
Khonkaen University
Khonkaen, Thailand.

Assistant Professor Dr. Nuntasaree Sukato
Faculty of Business Administration
Dhurakij Pundit University
Bangkok, Thailand.

Associate Professor Dr. Rawipon Koojaroenpaisan
Faculty of Business Administration
Chaiang Mai University
Chaiang Mai, Thailand.

Dr. Leela Taingsoongnern
Diretor of Doctorate in Business Administration program
Dhurakij Pundit University
Bangkok, Thailand.

Associate Professor Dr. Nak Gulid
Department of Business Administration
Faculty of Social Science Srinakharinwirot University, Thailand
Bangkok, Thailand.

Assistant Professor Dr. Nit Hathaivaseaworng Suksri
Dean of Faculty of Management
Suratthani Rajabhat University
Suratthani, Thailand.

Assistant Professor Dr. Siwarit Pongsakornrunsilp
School of Management Walailak University
Nahkon Si Thammarat, Thailand.

**APPENDIXC:
QUESTIONNAIRE (THAI AND ENGLISH VERSION)**

QUESTIONNAIRE



QUESTIONNAIRE

แบบสอบถาม

Research title: Synergistic effect of responsive, proactive market orientation and organizational culture and its impact on hotels performance in Thailand

หัวข้องานวิจัย: อิทธิพลการทำงานร่วมกันของการตลาดเชิงตอบสนอง, การตลาดเชิงรุก และวัฒนธรรมองค์กรที่ส่งผลกระทบต่อผลการดำเนินงานของโรงแรมในประเทศไทย

Ph. D Student: Mr. Sittichai Nuansate Email : nuansate@hotmail.com

นักศึกษาระดับปริญญาเอก: นายสิทธิชัย นวลเศรษฐ อีเมล: nuansate@hotmail.com

Field of study: Marketing, School of Business Management, College of Business, Universiti Utara Malaysia.

สาขาการศึกษา: การตลาด ภาควิชาการจัดการธุรกิจ, คณะธุรกิจ มหาวิทยาลัยอุทารา มาเลเซีย

Supervisor: Dr.Sany Sanuri Bin Mohd. Mokhtar.

อาจารย์ที่ปรึกษา: ดร.ซานี ซานูรี บิน มุฮัมมัด มากฮ์ทาร์

This questionnaire consists of 6parts:

แบบสอบถามประกอบด้วย 6 ส่วน

1. Section A: Personal Background
(ข้อมูลส่วนบุคคล)
 2. Section B: Hotel Background
(ข้อมูลของโรงแรม)
 3. Section C: Responsive Market Orientation Practice
(แนวปฏิบัติด้านการตลาดเชิงตอบสนอง)
 4. Section D: Proactive Market Orientation Practice
(แนวปฏิบัติด้านการตลาดเชิงรุก)
 5. Section E: Organizational Culture Practice
(แนวปฏิบัติด้านวัฒนธรรมองค์กร)
 6. Section F: Business Performance
(ผลการดำเนินการธุรกิจ)
-

Questionnaire

แบบสอบถาม

SECTION A: Your personal background.

(ข้อมูลส่วนบุคคล)

- For Researcher
สำหรับผู้วิจัย
1. Your gender Male Female A1
(เพศ) (ชาย) (หญิง)
2. Your age group ≤ 30 31-35 36-40 A2
(อายุ) 41-45 46-50 ≥ 50
3. What is your position in this organization? _____ A3
(คุณดำรงตำแหน่งอะไรในองค์กร?)
4. How long have you worked for this organization? _____ A4
(ระยะเวลาที่ปฏิบัติงานในองค์กรแห่งนี้?)

SECTION B: Hotel Background

(ข้อมูลโรงแรม)

1. Number of employees in your organization. For Researcher (สำหรับผู้วิจัย)
(จำนวนพนักงานในองค์กรของคุณ)
- Between 300-450 Between 451-601 B1
(ระหว่าง 300 ถึง 450 คน) (ระหว่าง 451 ถึง 601 คน)
- Between 602-752 More than 752
(ระหว่าง 602 ถึง 752 คน) (มากกว่า 752 คน)
2. Range of your organization's annual sales turnover. B2
(ช่วงรายได้จากการขายต่อปีขององค์กร)
- Less than 50 million baht
(น้อยกว่า 50 ล้านบาท)
- 51 million-Less than 101 million baht
(50 ล้านบาทขึ้นไป แต่ไม่เกิน 101 ล้านบาท)
- 102 million bath – 152 million baht
(102 ล้านบาท ถึง 152 ล้านบาท)
- More than 152 million baht
(มากกว่า 152 ล้านบาท)

3. Type of ownership.For Researcher

(ประเภทของการถือหุ้น)

(สำหรับผู้วิจัย)

Fully local (0 percent foreign ownership)

B3

(ผู้ถือหุ้นเป็นคนไทย ทั้งหมด)

Majority local (1-49 percent foreign)

(ผู้ถือหุ้นส่วนใหญ่เป็นคนไทย (คนต่างชาติถือหุ้น 1-49 เปอร์เซ็นต์))

Majority foreign (50-99 percent foreign ownership)

(ผู้ถือหุ้นส่วนใหญ่เป็นคนต่างชาติ (คนต่างชาติถือหุ้น 50-99 เปอร์เซ็นต์))

Fully foreign (100 percent foreign)

(ผู้ถือหุ้นทั้งหมดเป็นคนต่างชาติ)

4. Your hotel star rating. (According to standards of Accommodation by the Office of Tourism Development, Ministry of Tourism and Sports)

(โรงแรมของคุณจัดอยู่ในระดับมาตรฐานที่กี่ดาว (ตามมาตรฐานที่พักของสำนักงานพัฒนาการท่องเที่ยว กระทรวงการท่องเที่ยวและกีฬา))

4 – star (ระดับ 4 ดาว)

B4

5 – star (ระดับ 5 ดาว)



UUM
Universiti Utara Malaysia

SECTION C: Responsive Market Orientation Practice.

(แนวปฏิบัติด้านการตลาดเชิงตอบสนอง)

This section of the questionnaire is designed to measure the extent of your current organization responsive market orientation practices. Please circle, on a scale of 1 “Strongly Disagree” to 6 “Strongly Agree” the number which best represents your degree of agreement or disagreement with the following statements. The scale of number 1 is Strongly Disagree, number 2 & 3 are slightly towards disagreement; number 4 & 5 are slightly towards agreement and 6 is Strongly Agree. Please do not leave any items blank.

(แบบสอบถามในส่วนนี้ออกแบบมาเพื่อประเมินแนวปฏิบัติด้านการตลาดเชิงตอบสนอง ณ ปัจจุบันในองค์กรของท่าน กรุณา วงกลมตัวเลขที่ตรงกับความเห็นของท่านมากที่สุด (กรุณาตอบทุกข้อ) ตามระดับความพึงพอใจดังนี้ 1 = ไม่เห็นด้วยอย่างยิ่ง 2 และ 3 = ค่อนข้างไม่เห็นด้วย 4 และ 5 = ค่อนข้างเห็นด้วย 6 = เห็นด้วยอย่างยิ่ง)

Responsive Market Orientation (การตลาดเชิงตอบสนอง)	Strongly Disagree (ไม่เห็นด้วยอย่างยิ่ง)				Strongly Agree (เห็นด้วยอย่างยิ่ง)		For Researcher (สำหรับผู้วิจัย)
1. Our hotel constantly monitors our orientation to serving customers' needs. (โรงแรมของเรามีการติดตามตรวจสอบตามเป้าหมายเพื่อตอบสนองความต้องการของลูกค้าอย่างสม่ำเสมอ)	1	2	3	4	5	6	C1 <input type="checkbox"/>
2. Every department in our hotel is integrated to serve the needs of our target markets. (ทุกแผนกในโรงแรมของเราประสานการปฏิบัติงาน เพื่อตอบสนองความต้องการของกลุ่มลูกค้าเป้าหมาย)	1	2	3	4	5	6	C2 <input type="checkbox"/>
3. Our hotel freely communicates information about our successful customer experiences across all business functions. (โรงแรมของเรามีการติดต่อสื่อสารกัน โดยเสรี ด้านประสบการณ์ความสำเร็จเกี่ยวกับลูกค้า ในทุกภาคส่วนธุรกิจ)	1	2	3	4	5	6	C3 <input type="checkbox"/>
4. We share information on how to achieve the objective of customer satisfaction. (เรามีการแบ่งปันข้อมูลวิธีปฏิบัติเพื่อให้เกิด ความพึงพอใจแก่ลูกค้า)	1	2	3	4	5	6	C4 <input type="checkbox"/>
5. We have used customers' needs e.g. from survey to set our competitive strategy. (เราได้นำความต้องการของลูกค้า เช่น โดยการสำรวจ เพื่อนำไปกำหนดเป็นกลยุทธ์ในการแข่งขัน)	1	2	3	4	5	6	C5 <input type="checkbox"/>
6. Our business strategies are driven by our belief that we can create greater value for our customers. (กลยุทธ์ทางธุรกิจของเรามีแรงขับเคลื่อนมาจากความเชื่อที่ว่า เราสามารถสร้างคุณค่าที่ดีที่สุดให้แก่ลูกค้าของเราได้)	1	2	3	4	5	6	C6 <input type="checkbox"/>
7. Our hotel measures customers' satisfaction and dissatisfaction systematically e.g. from customer survey. (โรงแรมของเรามีการวัดและประเมินความพึงพอใจและไม่พึงพอใจของลูกค้าอย่างเป็นระบบ เช่น การทำแบบสำรวจลูกค้า)	1	2	3	4	5	6	C7 <input type="checkbox"/>

8. Our hotel puts effort into competitive advantages by the emphasis on customer orientation. (โรงแรมของเราพยายามผลักดันให้เกิดขีดความสามารถในการแข่งขันโดยมุ่งเน้นเป้าหมาย คือ ลูกค้า)	1	2	3	4	5	6
9. Data on customer satisfaction are disseminated at all levels in this business unit. (ข้อมูลความพึงพอใจของลูกค้าจะถูกเผยแพร่ ไปให้ทุกระดับและทุกหน่วยงานในองค์กรนี้)	1	2	3	4	5	6

C8

C9



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SECTION D: Proactive Market Orientation Practice.

(แนวปฏิบัติด้านการตลาดเชิงรุก)

This section of the questionnaire is designed to measure the extent of your current organization proactive market orientation practices. Please circle, on a scale of 1 “Strongly Disagree” to 6 “Strongly Agree” the number which best represents your degree of agreement or disagreement with the following statements. The scale of numbers 1 is Strongly Disagree; numbers 2 & 3 are slightly towards disagreement; numbers 4 & 5 are slightly towards agreement and 6 is Strongly Agree. Please do not leave any items blank.

แบบสอบถามในส่วนนี้ออกแบบมาเพื่อประเมิน แนวการปฏิบัติด้านการตลาดเชิงรุก ณ ปัจจุบันในองค์กร กรุณาวางกลมตัวเลขที่ตรงกับความเห็นของคุณมากที่สุด (กรุณาตอบทุกข้อ) ตามระดับความพึงพอใจ ดังนี้ 1 = ไม่เห็นด้วยอย่างยิ่ง 2 และ 3 = ค่อนข้างไม่เห็นด้วย 4 และ 5 = ค่อนข้างเห็นด้วย 6 = เห็นด้วยอย่างยิ่ง

Proactive Market Orientation (การตลาดเชิงรุก)	Strongly Disagree (ไม่เห็นด้วยอย่างยิ่ง)		Strongly Agree (เห็นด้วยอย่างยิ่ง)		For Researcher (สำหรับผู้วิจัย)		
1. Our marketing capabilities provide us with a key advantage over our competitors. (ความสามารถด้านการตลาดของเราเป็นกุญแจสำคัญของความได้เปรียบเหนือคู่แข่ง)	1	2	3	4	5	6	D1 <input type="checkbox"/>
2. Marketing plays a very critical role in the achievement of our hotel objectives. (การตลาดมีบทบาทอย่างยิ่งต่อการประสบความสำเร็จตามจุดประสงค์ของโรงแรม)	1	2	3	4	5	6	D2 <input type="checkbox"/>
3. Top managements view marketing to be critical to the success of our hotel. (ผู้บริหารระดับสูงมองว่า การตลาด มีส่วนสำคัญต่อความสำเร็จของ โรงแรมของเรา)	1	2	3	4	5	6	D3 <input type="checkbox"/>
4. Our customers will be fully made satisfied by our superior services over the competitors. (ลูกค้าของเราจะได้รับความพึงพอใจสูงสุดจากการบริการที่เหนือกว่าคู่แข่งของเรา)	1	2	3	4	5	6	D4 <input type="checkbox"/>

5. Our hotel is very often the first business to introduce new products/services, administrative techniques etc. (โรงแรมของเรามักจะเป็นเป็นธุรกิจรายแรกที่ริเริ่ม แนะนำผลิตภัณฑ์ /การบริการและกลวิธีการบริหารใหม่ ๆ)	1	2	3	4	5	6	D5	<input type="checkbox"/>
6. The top managers of this hotel believe that bold strategies are required to achieve our business objectives. (ผู้บริหารระดับสูงของโรงแรมเชื่อว่า กลยุทธ์ที่หาญกล้าเป็นส่วนสำคัญที่ทำให้ธุรกิจของเรารบรรลุผลตามเป้าหมายที่วางไว้)	1	2	3	4	5	6	D6	<input type="checkbox"/>
7. When confronted with uncertainty, our hotel typically adopts an aggressive posture to exploit potential opportunities. (เมื่อมีการเผชิญกับความไม่แน่นอน โดยทั่วไปโรงแรมของเราจะเปลี่ยนวิกฤตให้เป็นโอกาส)	1	2	3	4	5	6	D7	<input type="checkbox"/>
8. In general, the top managers of this hotel have a strong inclination for high-risk projects (with chances of high rates of return) (โดยปกติแล้วผู้บริหารระดับสูงของโรงแรม ชอบโครงการที่มีความเสี่ยงสูง) (ซึ่งมีโอกาสที่จะได้รับอัตราผลตอบแทนสูง)	1	2	3	4	5	6	D8	<input type="checkbox"/>
9. Our hotel can sufficiently allocate funds for its services. (โรงแรมของเราสามารถจัดสรรงบประมาณสำหรับงานบริการอย่างเพียงพอ)	1	2	3	4	5	6	D9	<input type="checkbox"/>
10. Our hotel can sufficiently allocate funds for its marketing management. (โรงแรมของเราสามารถจัดสรรงบประมาณสำหรับการจัดการด้านการตลาดอย่างเพียงพอ)	1	2	3	4	5	6	D10	<input type="checkbox"/>
11. Due to its adequate required resources, our hotel does not have difficulty in implementing business plans. เนื่องจากทรัพยากรที่จำเป็น มีอยู่อย่างเพียงพอ โรงแรมของเราจึงไม่มีอุปสรรคในการดำเนินการตามแผนธุรกิจ)	1	2	3	4	5	6	D11	<input type="checkbox"/>
12. Our hotel regularly shares investments and costs across business activities. (โรงแรมของเรามีการกระจายการลงทุนและค่าใช้จ่ายสำหรับกิจกรรมทางธุรกิจอย่างทั่วถึง)	1	2	3	4	5	6	D12	<input type="checkbox"/>
13. Our hotel strives to derive benefits from operating in a diversity of market environments. (โรงแรมของเรามุ่งมั่นที่จะได้รับผลกำไรจากการดำเนินธุรกิจ ในสภาพแวดล้อมทางการตลาดที่หลากหลาย)	1	2	3	4	5	6	D13	<input type="checkbox"/>

14. Our strategy emphasizes exploiting opportunities arising due to variability in the environment. (เรามีกลยุทธ์ที่เน้นการใช้ประโยชน์จากโอกาสที่เกิดขึ้น อันเนื่องมาจากความผันแปรของสภาพแวดล้อม)	1	2	3	4	5	6	D14	<input type="checkbox"/>
15. Our strategy reflects high level of flexibility in management e.g. flexibility in managing political, economic, and financial risks. (กลยุทธ์ของเราสะท้อนให้เห็นความยืดหยุ่นในระดับสูงในการบริหาร เช่น ความยืดหยุ่นที่มีต่อการบริหารจัดการที่เนื่องมาจากการเมือง, เศรษฐกิจ และ ความเสี่ยงทางการเงิน)	1	2	3	4	5	6	D15	<input type="checkbox"/>
16. Our hotel continuously tries to discover additional needs of our customers of which they are unaware. (โรงแรมของเราพยายามอย่างสม่ำเสมอในการค้นหาความต้องการที่มีเพิ่มขึ้นของลูกค้าความต้องการซึ่งลูกค้าเองก็ไม่ทราบมาก่อน)	1	2	3	4	5	6	D16	<input type="checkbox"/>
17. Our hotel incorporates solutions to unarticulated customers' needs in our products and services (โรงแรมของเราร่วมกันหาแนวทางแก้ไข ความต้องการของลูกค้า ที่ไม่แสดงออก (ด้วยถ้อยคำภาษา) ในตัวสินค้าและบริการของเรา)	1	2	3	4	5	6	D17	<input type="checkbox"/>
18. Our hotel brainstorms on how customers use our products and services (โรงแรมของเราระดมความคิดเกี่ยวกับการใช้สินค้าและบริการของลูกค้า)	1	2	3	4	5	6	D18	<input type="checkbox"/>
19. Our hotel innovates even at the risk of making our own products and services obsolete. (โรงแรมของเราคิดค้น ริเริ่มสิ่งใหม่ๆขึ้นมา แม้ว่า การทำเช่นนั้นจะเสี่ยงต่อการทำให้สินค้าและบริการของเราเอง ที่มีอยู่เดิม ล้าสมัย)	1	2	3	4	5	6	D19	<input type="checkbox"/>
20. Our hotel searches for opportunities in areas where customers have a difficult time expressing their needs. (โรงแรมของเราค้นหา โอกาส(การให้บริการใหม่ๆ ขึ้นมา) ซึ่งแม้ลูกค้าเองก็ยังไม่ถึงถึงความต้องการนั้นๆ)	1	2	3	4	5	6	D20	<input type="checkbox"/>
21. Our hotel works closely with lead customers who try to recognize customers' needs before the majority of the markets may recognize them. (โรงแรมของเราทำงานอย่างใกล้ชิดกับกลุ่มลูกค้าผู้นำทางการตลาด ที่พยายามแสดงให้เราเห็นความต้องการของลูกค้าในตลาด ก่อนที่ตลาดกลุ่มใหญ่จะรู้จักความต้องการนั้น)	1	2	3	4	5	6	D21	<input type="checkbox"/>
22. Our hotel extrapolates key trends to gain insight into what customer in a current market will need in the future. (โรงแรมของเราได้คาดการณ์แนวโน้มหลักเพื่อรองรับความต้องการของลูกค้าในอนาคต)	1	2	3	4	5	6	D22	<input type="checkbox"/>

SECTION E: Organizational Culture Practice.

(แนวปฏิบัติด้านวัฒนธรรมองค์กร)

This section of the questionnaire is designed to measure the extent of your current organizational culture practices. Please circle, on a scale of 1 “Strongly Disagree” to 6 “Strongly Agree” the number which best represents your degree of agreement or disagreement with the following statements. The scale of number 1 is Strongly Disagree; numbers 2&3 are slightly towards disagreement; numbers 4&5 are slightly towards agreement and number 6 is Strongly Disagree. Please do not leave any items blank.

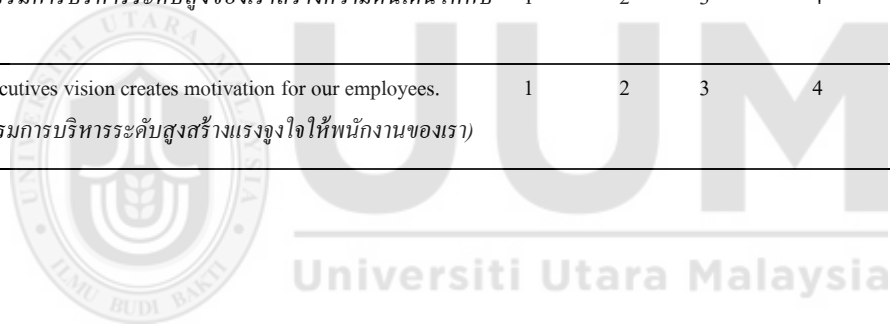
แบบสอบถามในส่วนนี้ออกแบบมาเพื่อประเมิน แนวปฏิบัติด้านวัฒนธรรมองค์กรในปัจจุบัน กรุณาวงกลมตัวเลขที่ตรงกับความคิดเห็นของคุณมากที่สุด (กรุณาตอบทุกข้อ) ตามระดับความพึงพอใจดังนี้ 1 = ไม่เห็นด้วยอย่างยิ่ง 2 และ 3 = ค่อนข้างไม่เห็นด้วย 4 และ 5 = ค่อนข้างเห็นด้วย 6 = เห็นด้วยอย่างยิ่ง

Organizational Culture Practice. (แนวปฏิบัติด้านวัฒนธรรมองค์กร)	Strongly Disagree (ไม่เห็นด้วยอย่างยิ่ง)				Strongly Agree (เห็นด้วยอย่างยิ่ง)		For Researcher (สำหรับผู้วิจัย)
Involvement(การมีส่วนร่วม)							
1. Most employees in our hotel are highly involved in their work. (พนักงานส่วนใหญ่ในโรงแรมของเรามีส่วนร่วมในการทำงานของกลุ่มตนเอง)	1	2	3	4	5	6	E1 <input type="checkbox"/>
2. In our hotel the information is widely shared so that everyone can get the information he or she needs when it's needed. (ในโรงแรมของเรามีการให้ข้อมูลข่าวสารอย่างทั่วถึง ทุกคนจะได้ข่าวสารเมื่อต้องการ)	1	2	3	4	5	6	E2 <input type="checkbox"/>
3. Our business planning is ongoing plans. (แผนธุรกิจของเราเป็นแผนที่มีความต่อเนื่อง)	1	2	3	4	5	6	E3 <input type="checkbox"/>
4. Our business planning involves everyone in the process to some degree. (แผนธุรกิจของเราให้ทุกคนได้มีส่วนร่วมในระดับใดระดับหนึ่งในแผนธุรกิจนั้นๆ)	1	2	3	4	5	6	E4 <input type="checkbox"/>
5. Cooperation across different parts of our hotel is actively encouraged. (โรงแรมของเราสนับสนุนให้เกิดความร่วมมืออย่างทั่วถึงจากทุกภาคส่วนในธุรกิจ)	1	2	3	4	5	6	E5 <input type="checkbox"/>
6. In our hotel, employees always work as a team. (ในโรงแรมของเรา พนักงานทำงานกันเป็นทีม)	1	2	3	4	5	6	E6 <input type="checkbox"/>
7. Work is organized so that each person can see the relationship between his or her job and the goals of the hotel. (งานจะถูกจัดการ ไว้ในลักษณะที่แต่ละคนสามารถเห็นความสัมพันธ์ระหว่างภาระงานของตนกับเป้าหมายของโรงแรม)	1	2	3	4	5	6	E7 <input type="checkbox"/>

8. The authority in our hotel is delegated so that employees can act on their own work. (ฝ่ายบริหารในแต่ละส่วนในโรงแรมของเราต่างได้รับอำนาจสั่งการให้พนักงานปฏิบัติงานในส่วนของตนได้)	1	2	3	4	5	6	E8	<input type="checkbox"/>
9. There is continuous investment in the skills of hotel employees e.g. in the training program. (มีการลงทุนเพื่อเพิ่มพูนทักษะของพนักงานของโรงแรมอย่างต่อเนื่อง เช่น โปรแกรมการฝึกอบรม)	1	2	3	4	5	6	E9	<input type="checkbox"/>
10. The competencies of employees in the hotel are viewed as an important source of competitive advantage. (ศักยภาพของพนักงานถือเป็นสิ่งสำคัญสำหรับการได้เปรียบในการแข่งขัน)	1	2	3	4	5	6	E10	<input type="checkbox"/>
Consistency (ความมั่นคง)								
11. The leaders and managers in our hotel “practice what they preach.” (หัวหน้าและผู้บริหารในโรงแรมของเรา “ปฏิบัติเช่นเดียวกับที่ตนเคยสอนให้คนอื่นทำ”)	1	2	3	4	5	6	E11	<input type="checkbox"/>
12. There is a clear set of a value that governs the way our hotel do business. (เรามีรูปแบบของค่านิยมที่ชัดเจนที่เป็นตัวกำหนดแนวทางธุรกิจของโรงแรม)	1	2	3	4	5	6	E12	<input type="checkbox"/>
13. There is a consistent set of a value that governs the way our hotel do business. (เรามีรูปแบบค่านิยมที่ปฏิบัติต่อเนื่องกันมาที่เป็นตัวกำหนดแนวค่านิยมงานธุรกิจของโรงแรม)	1	2	3	4	5	6	E13	<input type="checkbox"/>
14. When disagreements occur, we work hard to achieve “win-win” solutions. (เมื่อมีความขัดแย้งใดๆเกิดขึ้น เราจะพยายามแก้ปัญหาเหล่านั้น โดยยึดหลักให้ทุกฝ่ายได้รับความพอใจเท่าเทียมกัน)	1	2	3	4	5	6	E14	<input type="checkbox"/>
15. In our hotel, it is easy to reach consensus, even on difficult issues. (ในโรงแรมของเรา การเข้าถึงฉันทามติ เป็นเรื่องที่ทำได้ง่าย แม้ในประเด็นที่มีความยุ่งยาก)	1	2	3	4	5	6	E15	<input type="checkbox"/>
16. Our hotel has never got trouble reaching agreement on key issues. (โรงแรมของเราไม่เคยประสบปัญหาการบรรลุข้อตกลงในประเด็นสำคัญ ๆ)	1	2	3	4	5	6	E16	<input type="checkbox"/>
17. Our hotel approach to doing business is very consistent and predictable. (โรงแรมของเรามีวิธีการทำธุรกิจที่คงเส้นคงวา และสามารถพยากรณ์ได้)	1	2	3	4	5	6	E17	<input type="checkbox"/>
18. Employees from different parts of the hotel share a common perspective. (พนักงานในแผนกต่าง ๆ ของโรงแรมมีการแสดงความคิดเห็นร่วมกัน)	1	2	3	4	5	6	E18	<input type="checkbox"/>
19. It is easy to coordinate projects across different parts of our hotel. (ในโรงแรมของเรา ความร่วมมือระหว่างแผนก ในโครงการต่างๆ เป็นสิ่งที่กระทำได้ง่าย)	1	2	3	4	5	6	E19	<input type="checkbox"/>

Adaptability (ความสามารถในการปรับตัว)							
20. The way things are done is very flexible and easy to change in our hotel. (การดำเนินงาน ของ โรงแรมมีความยืดหยุ่นสูงและง่ายต่อการเปลี่ยนแปลง)	1	2	3	4	5	6	E20 <input type="checkbox"/>
21. New and improved ways to do work are continually adopted in our hotel. (โรงแรมมีแนวทางใหม่และการปรับปรุงการปฏิบัติงานอย่างต่อเนื่อง)	1	2	3	4	5	6	E 12 <input type="checkbox"/>
22. Different parts of the hotel often cooperate to create change. (แผนกต่างๆของ โรงแรมมีการร่วมมือกันเพื่อก่อให้เกิดการเปลี่ยนแปลงอยู่บ่อยครั้ง)	1	2	3	4	5	6	E22 <input type="checkbox"/>
23. Customer comments and recommendations often lead to changes in our hotel. (ข้อเสนอแนะและคำติชมจากลูกค้ามักผลักดันให้โรงแรมเกิดการเปลี่ยนแปลง)	1	2	3	4	5	6	E23 <input type="checkbox"/>
24. All employees in our hotel have a deep understanding of customers' wants and needs. (พนักงานทุกคนของ โรงแรมเข้าใจความต้องการและความจำเป็นของลูกค้าอย่างถ่องแท้)	1	2	3	4	5	6	E24 <input type="checkbox"/>
25. Our hotel encourages direct contact with customers by our employees. (โรงแรมของเราสนับสนุนพนักงานให้ติดต่อกับลูกค้าโดยตรง)	1	2	3	4	5	6	E25 <input type="checkbox"/>
26. Our employees view failure as an opportunity for improvement. (พนักงานของเรามองความล้มเหลวว่าเป็นโอกาสสำหรับการพัฒนาและปรับปรุง)	1	2	3	4	5	6	E26 <input type="checkbox"/>
27. Innovation and risk taking in our hotel are encouraged and rewarded. (ทางโรงแรมสนับสนุนและให้รางวัลแก่ผู้มีความคิดริเริ่มสิ่งใหม่ และกล้าเผชิญกับความเสี่ยง)	1	2	3	4	5	6	E27 <input type="checkbox"/>
28. Learning is an important objective in our day-to-day work. (การเรียนรู้เป็นจุดประสงค์ที่สำคัญในแต่ละวันที่ทำงาน)	1	2	3	4	5	6	E28 <input type="checkbox"/>
Mission (ภารกิจ)							
29. Our hotel's strategy leads other organizations to change the way they compete in the industry. (กลยุทธ์ของ โรงแรมเรา ทำให้องค์กรอื่นๆเปลี่ยนแปลงวิธีการแข่งขันในอุตสาหกรรม)	1	2	3	4	5	6	E29 <input type="checkbox"/>
30. Our hotel's mission is a clear mission that gives meaning and direction to our work. (ภารกิจของ โรงแรมเราเป็นภารกิจที่มีเป้าหมายชัดเจนด้วยจุดประสงค์และทิศทางการทำงานของเรา)	1	2	3	4	5	6	E30 <input type="checkbox"/>
31. Our hotel's strategy is clear strategies that give procedure to our work for the future. (กลยุทธ์ของ โรงแรมเราเป็นกลยุทธ์ที่ชัดเจน เอื้อต่อกระบวนการการทำงานของเราในอนาคต)	1	2	3	4	5	6	E31 <input type="checkbox"/>

32. Our chief executive sets goals that are ambitious, but realistic. (ผู้บริหารสูงสุด ของเราได้ตั้งเป้าหมายไว้สูงแต่สามารถทำให้เป็นจริงได้)	1	2	3	4	5	6	E32	<input type="checkbox"/>
33. We continuously track our progress against our stated goals. (เราคิดตามความก้าวหน้าของงานอย่างต่อเนื่อง เพื่อให้เป็นไปโดยสอดคล้องกับเป้าหมายที่วางไว้)	1	2	3	4	5	6	E33	<input type="checkbox"/>
34. Our employees understand what needs to be done for us to succeed in the long run. (พนักงานของเราเข้าใจว่าจะไปเป็นสิ่งที่ต้องทำ เพื่อที่จะนำไปสู่ความสำเร็จในที่สุด)	1	2	3	4	5	6	E34	<input type="checkbox"/>
35. Our hotel has a shared vision of what the organization will be like in the future. (โรงแรมของเรามีวิสัยทัศน์ร่วมกันว่าองค์กรจะเป็นเช่นไรในอนาคต)	1	2	3	4	5	6	E35	<input type="checkbox"/>
36. Our chief executives have a long-term viewpoint. (กรรมการบริหารระดับสูงของเรามีมุมมองที่ยาวไกล)	1	2	3	4	5	6	E36	<input type="checkbox"/>
37. Our chief executives vision creates excitement for our employees. (วิสัยทัศน์ของกรรมการบริหารระดับสูงของเราสร้างความตื่นเต้นให้กับพนักงานของเรา)	1	2	3	4	5	6	E37	<input type="checkbox"/>
38. Our chief executives vision creates motivation for our employees. (วิสัยทัศน์ของกรรมการบริหารระดับสูงสร้างแรงจูงใจให้พนักงานของเรา)	1	2	3	4	5	6	E38	<input type="checkbox"/>



SECTION F: Business Performance.

(ผลการดำเนินการของธุรกิจ)

This section asks about your current perceived business performance. Please circle on a scale of 1 “Decreased significantly” to 6 “Increased significantly” the number which best indicates your degree of perceived performance over the last three (3) years.

Please answer all questions by circling the most approximate response considering your hotel situation.

แบบสอบถามในส่วนนี้ถามความรู้เห็น ผลการดำเนินการของธุรกิจ ในปัจจุบัน กรุณาวางกลมตัวเลข

(กรุณาตอบทุกข้อ) ตามระดับการตอบสนอง โดยพิจารณาจากเหตุการณ์ของโรงแรม ในปัจจุบัน ดังนี้

1 = ลดลงอย่างมีนัยสำคัญ ถึง 6 = เพิ่มขึ้นอย่างมีนัยสำคัญ ตัวเลขคือการระบุระดับการรับรู้ของคุณที่มีต่อผลการดำเนินการของโรงแรม ในช่วง 3 ปีที่ผ่านมา

Business Performance (ผลการดำเนินการของธุรกิจ)	Decreased Significantly (ลดลงอย่างมีนัยสำคัญ)		Increased Significantly (เพิ่มขึ้นอย่างมีนัยสำคัญ)				For Researcher (สำหรับ ผู้วิจัย)
1. Sales growth (revenue) (การเติบโตของยอดขาย (รายรับ))	1	2	3	4	5	6	F1 <input type="checkbox"/>
2. Sales Volume (ยอดขาย)	1	2	3	4	5	6	F2 <input type="checkbox"/>
3. Market share (ส่วนแบ่งตลาด)	1	2	3	4	5	6	F3 <input type="checkbox"/>
4. Occupancy rate (อัตราการเข้าพัก)	1	2	3	4	5	6	F4 <input type="checkbox"/>
5. Return on investment (ROI) (ผลตอบแทนจากการลงทุน)	1	2	3	4	5	6	F5 <input type="checkbox"/>
6. Profit (กำไร)	1	2	3	4	5	6	F6 <input type="checkbox"/>
7. Service quality (คุณภาพการบริการ)	1	2	3	4	5	6	F7 <input type="checkbox"/>
8. Customer satisfaction (ความพึงพอใจของลูกค้า)	1	2	3	4	5	6	F8 <input type="checkbox"/>
9. Turnover rate (อัตราการเข้าออกของพนักงาน)	1	2	3	4	5	6	F9 <input type="checkbox"/>

Thank you for your cooperation (ขอบคุณที่ให้ความร่วมมือ)

APPENDIX D

Hotel Standards

Hotel Standards

Standards Framework for Tourism Accommodation										
Hotel										
No.	Standard	Factors	Criteria	Total indicators	Indicators classified according to star rating					Evaluation Criteria
					1 star	2 stars	3 stars	4 stars	5 stars	
1	Hotel Standards	11	45	450	140	158	229	390	393	95% of evaluation points

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Hotel Standards											(1)									
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation check												
								Evaluation points					Reasons: in case of deficiency							
			1	2	3	4	5	0	0.5	1	2	3								
Category 1. Location, Environment, General Construction {39} (x3) = 117 (=5.74%)																				
1. Location and Access [9]	1.1 Located in an environment reasonably suitable for this type of accommodation (5)	* 1.1	√	√	-	-	-													
	1.2 Located in an environment highly suitable for this type of accommodation (5)	* 1.2	-	-	√	√	√													
	2.1 Safe and fairly convenient access (4)	2.1	√	√	-	-	-													
	2.2 Safe and convenient access (4)	2.2	-	-	√	√	√													
2. Sign or Symbol [4]	1. Hotel sign or symbol, clearly presented in good condition and sufficiently lit during nighttime (4)	3	√	√	√	√	√													
3. Environment and General Construction [10]	1.1 Has good and clean area or decorations in front of the resort, with sufficient lighting during nighttime (5)	4.1	-	-	√	-	-													
	1.2 Has good, clean area or decorations in front of and around the resort, with attractive lighting during nighttime (5)	4.2	-	-	-	√	√													
	2. General construction in good condition, clean and safe, with sufficient lighting during nighttime (5)	* 5	√	√	√	√	√													

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Hotel Standards		(2)												
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation check					Reasons: case of deficiency	
								Evaluation points						
			1	2	3	4	5	0	0.5	1	2	3		
Category 2. Lobbies, public toilets, lifts and passageways within buildings {81} (x3) = 243 (=11.91%)														
[19]	1. Lobbies	1.1 Clean floors, walls and ceilings in good condition, reasonably decorated (5)	* 12.1	√	√	-	-	-						
		1.2 Clean floors, walls and ceilings in good condition, well decorated and suitable for the type and standard of the hotel, including lighting and sound (5)	* 12.2	-	-	√	√	√						
		2. Good air ventilation (3)	13	√	√	√	√	√						
		3. Separate smoking area (2)	14	√	√	√	√	√						
		4.1 Waiting area and miscellaneous services provided in good condition (4)	* 15.1	√	√	-	-	-						
		4.2 Waiting area and miscellaneous services provided with at least 4 seats in good condition and suitable for the type and standard of the hotel (4)	* 15.2	-	-	√	√	√						
		5.1 Safety boxes available(including in rooms in at least 20% of total number of hotel rooms (1)	16.1	-	√	-	-	-						
		5.2 Safety boxes available (including in rooms) in at least 50% of total number of hotel rooms (1)	16.2	-	-	√	√	-						
		5.3 Safety boxes available (including in rooms) in at least 70% of total number of hotel rooms (1)	16.3	-	-	-	-	√						
		6.1 Domestic and international direct dialing available (1)	17.1	-	√	√	-	-						
		6.2 Domestic and international direct dialing and wireless internet access available (1)	17.2	-	-	-	√	√						
		7. Efficient and up-to-date information system (1)	* 18	-	-	√	√	√						
		8. Newspapers, magazines, brochures, other interesting information and the hotel's local information service (2)	19	-	-	√	√	√						

2. Public Toilets [31]	1. Located in convenient area and distance, safe, clean and separate from utility areas (3)	* 20	√	√	√	√	√							
	2. Separate men's and women's toilets (2)	21	√	√	√	√	√							
	3. Good air ventilation (3)	22		√	√	√	√							
	4. Sufficient light and well-lit (3)	23	√	√	√	√	√							
	5. Well decorated, suitable for the type and standard of the hotel (1)	* 24	-	-	-	√	√							

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Hotel Standards (3)														
Criteria	Indicator	Indicat or Code	Service Rating (Stars)					Evaluation Check					Reasons: In case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
2. Public Toilets (continued)	6. Floors in good condition, clean, not slippery with good drainage (2)	25	√	√	√	√	√							
	7. Clean walls and ceilings in good condition (2)	26	√	√	√	√	√							
	8. Clean doors and equipment in good condition (1)	27	√	√	√	√	√							
	9. Toilet's size no less than 0.90 m. wide covering no less than 1.20 sq. m in total area(2)	28	√	√	√	√	√							
	10. Ceiling height no less than 2.40 m. (2)	29	√	√	√	√	√							
	11. At least 2 clean toilet bowls in good condition (2)	30	√	√	√	√	√							
	12. At least 2 clean urinals in good condition (men's only) (1)	31	√	√	√	√	√							

	13. At least 1 clean washbasin with mirror in good condition (1)	32	√	√	√	√	√							
	14. Soap in clean containers provided near washbasins (0.5)	33	√	√	√	√	√							
	15. Hand dryers, hand towels, or tissue paper in clean containers provided near washbasins (1)	34	-	-	-	√	√							
	16. Tissue paper in clean containers provided in every toilet (1)	35	√	√	√	√	√							
	17. Sanitary bags provided in every toilet (women's only) (0.5)	36	-	-	√	√	√							
	18. Clean dustbins near washbasins provided in every toilet (1)	37	√	√	√	√	√							
	19. At least 1 fully equipped toilet for the disabled with appropriate tools (2)	* 38	-	-	√	√	√							
3. Lifts (in cases where the hotel is more than four-storeys high) [27]	1. Located in convenient area and distance with adequate space (3)	* 39	√	√	√	√	√							
	2. Sufficient number of lifts of practical size (3)	* 40	√	√	√	√	√							
	3. Good-quality, safe clean lifts in good condition regularly checked by a trained inspector (4)	* 41	√	√	√	√	√							
	4. Numbers indicating every floor level, clearly visible during nighttime (1)	42	√	√	√	√	√							
	5. Good air ventilation within lifts (2)	43	√	√	√	√	√							

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Hotel Standards														(4)				
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency					
								Evaluation Points										
			1	2	3	4	5	0	0.5	1	2	3						
3. Lifts (in cases where the hotel is more than 4 storeys-high) (continued)	6. Interior of lift has sufficient light and is well lit (2)	44	√	√	√	√	√											
	7. Interior of lift is well decorated, suitable for the type and standard of the hotel (1)	* 45	-	-	-	√	√											
	8. Safety regulations and suggested safety procedures clearly provided within the interior of the lift (2)	46	√	√	√	√	√											
	9. Floor panel for the disabled available inside (1)	47	-	-	-	√	√											
	10. Emergency call or bell in good condition available inside the lift (2)	48	√	√	√	√	√											
	11. Handrail, clean and in good condition available inside the lift (1)	49	-	-	-	√	√											
	12. Lift has effective control panel in case of an electricity cut (3)	* 50	√	√	√	√	√											
	13. Separate lifts for hotel guests, hotel staff, and luggage (2)	51	-	-	-	√	√											
Category 3: Standard rooms, (including passageway, balcony and bathroom) {167} (x4) = 668 (32.75%)																		
1. Passageway or balcony outside the room (every floor) [20]	1.1 Floors, walls, ceilings and balcony handrails in good condition, clean, safe and reasonably decorated (2)	* 54.1	√	√	√	-	-											
	1.2 Floors, walls, ceilings and balcony handrails in good condition, clean, safe and well decorated, with good light and sound system design (2)	* 54.2	-	-	-	√	√											
	2. Width no less than 1.50 m. (2)	55	√	√	√	√	√											
	3. Ceiling height no less than 2.40 m. (2)	56	√	√	√	√	√											
	4. Good air ventilation (in case of double loading corridor) (2)	57	√	√	√	√	√											

	5. Sufficient lighting and well lit (2)	58	√	√	√	√	√								
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Hotel Standards													(5)		
Criteria	Indicator	Indicat or Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency		
								Evaluation Points							
			1	2	3	4	5	0	0.5	1	2	3			
1. Passageway or balcony outside the room (every floor) (continued)	6. Clear fire escape route plan or sign and fluorescent emergency exit sign in good condition (2)	59	√	√	√	√	√								
	7. Emergency light in good condition (1)	* 60	√	√	√	√	√								
	8.1 Sufficient number of fire extinguishers with handles or fire hoses in good condition and well positioned (in cases of double loading corridors and buildings no higher than 23.00 m.) (3)	* 61.1	√	√	√	√	√								
	8.2 Sufficient number of sprinklers in good condition and well positioned (in cases of double loading corridors and buildings constructed after the year 1996 and higher than 23.00 m.) (3)	* 61.2	√	√	√	√	√								
	9. Adequate number of efficient smoke detectors or heat detectors, well positioned (in cases of double loading corridors and buildings higher than 2 storeys) (2)	* 62	√	√	√	√	√								
	10. Room number signs in good condition, clearly visible during nighttime (2)	63	√	√	√	√	√								
2. Room size	1.1 No less than 9 sq.m. (excluding bathroom) (5)	64.1	√	-	-	-	-								
	1.2 No less than 18 sq.m. (including bathroom) (5)	64-2	-	√	-	-	-								

[5]	1.3 No less than 22 sq.m. (including bathroom) (5)	64.3	-	-	√	-	-						
	1.4 No less than 29 sq.m. (including bathroom)(5)	64.4	-	-	-	√	-						
	1.5 No less than 36 sq.m. (including bathroom) (5)	64.5	-	-	-	-	√						
3. Height of rooms [4]	1.1 No less than 2.60 m. (4)	65.1	√	√	√	-	-						
	1.2 No less than 2.70 m. (4)	65.2	-	-	-	√	√						
4. Interior factors within rooms [37]	1. Door and general equipment in good condition and clean (1)	66	√	√	√	√	√						
	2. Effective chain door lock or substitute in good condition (2)	67	√	√	√	√	√						
	3. Adequate peephole or substitute in good condition (2)	68	√	√	√	√	√						

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Hotel Standards (6)													
Criteria	Indicator	Indicator or Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency
								Evaluation Points					
			1	2	3	4	5	0	0.5	1	2	3	
4. Interior factors within rooms	4. Clear fire escape plan on the room's door (1)	69	√	√	√	√	√						
(continued)	5. Efficient electricity power control when room is not occupied (2)	* 70	-	-	√	√	√						

6. 1 At least one plug socket for electrical equipment (1)	71.1	√	√	√	√	-							
6.2 Universal plug adaptor for electrical equipment available or can be borrowed upon request (1)	71.2	-	-	-	-	√							
7. Clean floors in good condition, suitably decorated for the type and standard of the hotel (3)	* 72	√	√	√	√	√							
8. Clean walls in good condition, suitably decorated for the type and standard of the hotel (3)	* 73	√	√	√	√	√							
9. Clean ceilings in good condition, suitably decorated for the type and standard of the hotel (3)	* 74	√	√	√	√	√							
10. Skylights, windows and equipment in good condition and clean (1)	75	√	√	√	√	√							
11. Curtains (if any) in good condition and clean (2)	76	-	-	√	√	√							
12.1 Good air ventilation (3)	77.1	√	√	-	-	-							
12.2 Good air ventilation with efficient, clean and quiet air-conditioning system (3)	* 77.2	-	-	√	√	√							
13. Private with suitable relaxing atmosphere (3)	* 78	√	√	√	√	√							
14. 1 Sufficient lighting and well-lit (3)	79.1	√	√	-	-	-							
14.2 Sufficient lighting and well-lit, especially the door area, desk and around bed headboard (3)	79.2	-	-	√	√	-							
14.3 Sufficient lighting and well-lit, creating a good atmosphere, especially the door area, desk, bed headboard and floor (3)	79.3	-	-	-	-	√							
15.1 Adequate number of efficient fire extinguishers with handles or fire hoses, well positioned (in cases where buildings are no higher than 23.00 m) (3)	* 80.1	√	√	√	√	√							
15.2 Adequate number of sprinklers in good condition and well positioned (in cases where buildings were constructed after the year 1996 and are higher than 23.00 m.) (3)	* 80.2	√	√	√	√	√							
16. Adequate number of efficient smoke detectors or heat detectors, well positioned (in cases where buildings are higher than 2 storeys) (2)	* 81	√	√	√	√	√							

	17. At least one room with suitable facilities and furniture for the disabled (2)	*	-	-	-	-	√						
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Hotel Standards (7)													
Criteria	Indicator	Indicat or Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency
								Evaluation Points					
			1	2	3	4	5	0	0.5	1	2	3	
5. Room furniture [24]	1. Sufficient luggage space in good condition (2)	83	-	√	√	√	√						
	2.1 Cupboard or clothes shelves at least 0.45 m. deep and 0.90 m. wide (2)	84.1	-	-	√	√	-						
	2.2 Closet at least 0.55 m. deep and 1.10 m. wide (2)	84.2	-	-	-	-	√						
	3.1 Bed size at least 0.90 m. (3') x 1.90 m. (3)	85.1	√	√	√	-	-						
	3.2 Bed size at least 1.00 m. (3.5') x 1.90 m. (3)	85.2	-	-	-	√	-						
	3.3 Bed size at least 1.20 m. (4') x 2.00 m. (3)	85.3	-	-	-	-	√						
	4. Bed in good condition, suitable for the type and standard of the hotel (2)	* 86	√	√	√	√	√						
	5. Decorated bed headboard area in good condition, suitable for the type and standard of the hotel (2)	* 87	-	-	√	√	√						
	6. Clean mattress in good condition, made of good-quality materials (4)	88	√	√	√	√	√						
	7. Sofa or armchair available in good condition, suitable for the type and standard of the hotel (2)	* 89	-	-	-	√	√						
8. Coffee table available in good condition, suitable for the type and standard of the hotel (2)	* 90	-	-	-	√	√							

	9. Table and chair available in good condition, suitable for the type and standard of the hotel(2)	* 91	-	-	-	√	√						
	10. Dressing table and chair, with dressing mirror in good condition, suitable for the type and standard of the hotel (2)	* 92	-	-	√	√	√						
	11. Full-length mirror in good condition, suitable for the type and standard of the hotel (1)	* 93	-	-	-	√	√						
6. Room electrical equipment [14]	1.1 Colour television at least 14 inches available and in good condition (3)	94.1	-	√	√	-	-						
	1.2 Colour television at least 20 inches and in good condition, with remote control or substitute provided (3)	94.2	-	-	-	√	√						
	2.1 Free satellite, cable & inhouse channels - no less than 8 channels (2)	95.1	-	-	-	√	-						
	2.2 Free satellite, cable & inhouse channels - no less than 12 channels (2)	95.2	-	-	-	-	√						

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Hotel Standards (8)													
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					
								Evaluation Points			Reasons: in case of deficiency		
			1	2	3	4	5	0	0.5	1	2	3	
6. Room electrical equipment (continued)	3.1 Refrigerator in clean and good condition available to at least 50 % of total number of hotel rooms (3)	96.1	-	√	√	-	-						
	3.2 Refrigerator no less than 2 cu.ft available in every room in clean and good condition (3)	96.2	-	-	-	√	√						
	4.1 Intercom available (2)	97.1	-	√	-	-	-						

	4.2 Telephone for making internal, direct domestic and international phone calls or through operator (2)	97.2	-	-	√	-	-						
	4.3 Telephone for making internal, direct domestic and international phone calls (2)	97.3	-	-	-	√	√						
	5. Room extension phone line (0.5)	98	-	-	-	-	√						
	6. High-speed Internet available (2)	99	-	-	-	-	√						
	7. Stereo in good condition, suitable for the standard of the hotel (1)	100	-	-	-	√	√						
	8. Water heater or coffee maker available (0.5)	101	-	-	-	√	√						
7. Room Inventory [18]	1. A copy of room regulations (1)	* 102	√	√	√	√	√						
	2. Room service sign or door knob menu available (0.5)	103	-	-	-	√	√						
	3. "Do not disturb" and "Please clean my room" sign or switch available (0.5)	104	-	-	√	√	√						
	4. Room service food menu available (1)	* 105	-	-	√	√	√						
	5. Manuals for television and TV programmes available (1)	* 106	-	-	-	√	√						
	6. Manuals for telephone and phone directory available (1)	* 107	-	-	√	√	√						
	7. 1 Two clean pillows minimum in good condition (1)	108.1	√	√	√	-	-						
	7.2 At least three clean pillows and extra pillows in good condition available (1)	108.2	-	-	-	√	√						
	8.1 Clean bed sheet in good condition (1)	109.1	√	√	√	-	-						
	8.2 Three clean bed sheets in good condition per bed one duvet/bed (1)	109.2	-	-	-	√	√						

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Hotel Standards (9)													
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					
								Evaluation Points					Reasons: in case of deficiency
			1	2	3	4	5	0	0.5	1	2	3	
7. Room Inventory (continued)	9. Two clean bathrobes (0.5)	110	-	-	-	√	√						
	10. At least eight clothes hangers in good condition (1)	111	-	-	√	√	√						
	11. Laundry list (0.5)	112	-	-	-	√	√						
	12. Laundry bag (0.5)	113	-	-	-	√	√						
	13. Sewing kit (0.5)	114	-	-	-	√	√						
	14. Two pairs of clean slippers (0.5)	115	-	-	-	√	√						
	15. Shoe shine service or shoe shine kit available (0.5)	116	-	-	-	√	√						
	16. Stationary folder containing pieces of paper and pen or pencil (1)	117	-	-	√	√	√						
	17.1 Mini bar containing beverage and snacks (1)	118.1	-	-	-	√	-						
	17.2 Mini bar containing beverage, alcoholic drinks and snacks (1)	118.2	-	-	-	-	√						
	18. Two complimentary bottles of water (1)	119	-	√	√	√	√						
	19. Two complimentary sets of coffee, tea, sugar and cream (0.5)	120	-	-	-	√	√						
	20. Two clean glasses (1)	121	-	√	√	√	√						
	21. Clean ice bucket and ice tongs (0.5)	122	-	-	-	-	√						
22. Bottle opener (0.5)	123	-	-	-	-	√							

	23. Clean dustbin (1)	124	√	√	√	√	√						
	24. Matches and ashtray (not available in non-smoking rooms) (0.5)	125	-	-	-	-	√						

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Hotel Standards													(10)
Criteria	Indicator	Indicat or Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency
								Evaluation Points					
			1	2	3	4	5	0	0.5	1	2	3	
8. En-suite bathroom [45]	1. Clean door or entrance and equipment in good condition (0.5)	126	√	√	√	√	√						
	2. Efficient air ventilation, clean and quiet (3)	127	√	√	√	√	√						
	3. Sufficient lighting and well-lit (3)	128	√	√	√	√	√						
	4. Well decorated, suitable for the type and standard of the hotel (1)	* 129	-	-	-	√	√						
	5. Clean and non-slippery floors in good condition, with good drainage (4)	130	√	√	√	√	√						
	6. Clean walls in good condition (3)	131	√	√	√	√	√						
	7. Clean ceiling in good condition (3)	132	√	√	√	√	√						
	8. Toilet no less than 0.90 m. wide covering no less than 1.20 sq. m. in total area and bathroom including all functional areas	133	√	√	√	√	√						

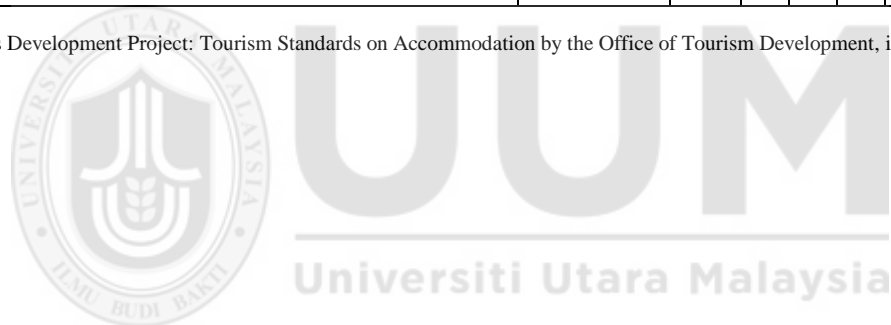
should be no less than 2.50 sq. m. (2)														
9. Ceiling height no less than 2.40 m. (2)	134	√	√	√	√	√								
10.1 Shower and tools in good condition and clean (3)	135. 1	√	√	-	-	-								
10.2 Shower and tools in good condition and clean, with shower curtain or partition available (3)	135. 2	-	-	√	-	-								
10.3 Bathtub and tools in good condition and clean with style suitable for the type and standard of the resort, with shower curtain or partition (3)	135. 3	-	-	-	√	-								
10.4 Shower or bathtub with tools in good condition and clean, with style suitable for the type and standard of the resort with no less than 50 % of total number of rooms providing both a shower and bathtub with curtain or separate partition (3)	135. 4	-	-	-	-	√								
11. Clean shower mat or substitute in good condition and clean (0.5)	136	-	-	√	√	√								
12. Efficient safe water temperature control system in good condition (2)	* 137	-	-	√	√	√								

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Hotel Standards													(11)
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency
								Evaluation Points					
			1	2	3	4	5	0	0.5	1	2	3	
8. En-suite bathroom (continued)	13.1 Hair dryer in good condition, or provided by the resort (0.5)	138.1	-	-	√	-	-						
	13.2 Hair dryer in good condition (0.5)	138.2	-	-	-	√	√						
	14. Extension phone line (0.5)	139	-	-	-	-	√						
	15. Weight scales in good condition (0.5)	140	-	-	-	-	√						
	16. Plug socket for electrical equipment (0.5)	141	-	-	-	√	√						
	17. Dressing area (1)	142	-	-	√	√	√						
	18. Clean and quiet toilet bowl in good condition (2)	143	√	√	√	√	√						
	19.1 Clean washbasin with mirror in good condition (1)	144.1	√	√	√	√	-						
	19.2 Clean washbasin with mirror and magnifying mirror in good condition (1)	144.2	-	-	-	-	√						
	20. Tower shelves placed in dry area (0.5)	145	-	-	√	√	√						
	21. Robe for hanging clothes or substitute place in dry area (0.5)	146	-	-	-	√	√						
	22. Two clean large-size towels in good condition (1)	147	√	√	√	√	√						

23. Two clean face towels in good condition (0.5)	148	-	-	√	√	√							
24. Two clean hand towels in good condition (0.5)	149	-	-	-	√	√							
25. Two clean foot towels in good condition (0.5)	150	-	-	√	√	√							
26. Facial tissues in clean container (or available in bedroom) (0.5)	151	-	-	-	√	√							
27. Toilet paper in clean container, not wet (1)	152	√	√	√	√	√							
28. Sanitary bag (0.5)	153	-	-	√	√	√							
29. Two clean shower caps (0.5)	154	-	-	√	√	√							
30. Two clean glasses (0.5)	155	-	-	√	√	√							

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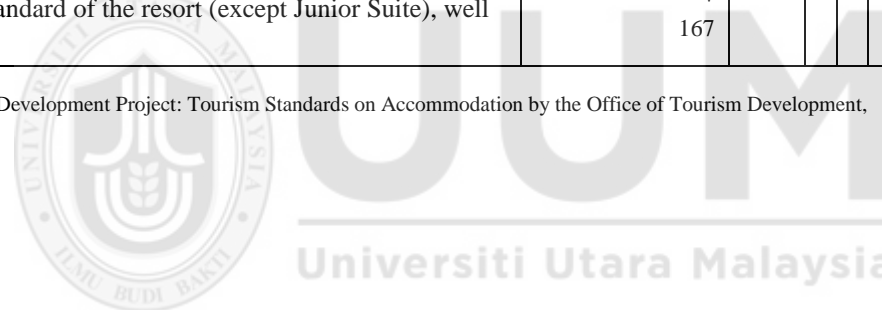


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Resort Standards														(12)
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons : in case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
8. En-suite bathroom (continued)	31. Two sets of clean toothbrushes and toothpaste (0.5)	156	-	-	-	-	√							
	32. Two bars of soap or liquid soap in clean container, with no stagnant water (1)	157	√	√	√	√	√							
	33. One set of foam bath in clean container (0.5)	158	-	-	-	√	√							
	34. One set of hair shampoo in clean container (0.5)	159	-	-	√	√	√							
	35. Clean dustbin (1)	160	√	√	√	√	√							
	36. At least one bathroom with facilities and equipment suitable for the disabled (2)	* 161	-	-	-	-	√							
Category 4: Suite { 13 } (x2) =26 (=1.27%)														
1. Suite (safety, health,	1. No less than 5 % of total number of resort rooms, in cases where total number does not exceed 100 or no less than 5 rooms in cases where total number exceeds 100 (rooms with connecting doors count as one) (2)	162	-	-	-	-	√							

decoration, furniture, electrical equipment, complimentary products and bathroom factors no less than standard rooms) [13]	2.1 At least two different styles (2)	163.1	-	-	-	√	-								
	2.2 At least three different styles (2)	163.2	-	-	-	-	√								
	3.1 Total area no less than 40 sq. m. (excluding bathroom and balcony) (3)	164.1	-	-	-	√	-								
	3.2 Total area no less than 60 sq. m. (excluding bathroom and balcony) (3)	164.2	-	-	-	-	√								
	4. En-suite bathroom in living room which can be used directly (except Junior Suite) (1)	165	-	-	-	√	√								
	5. Colour television no smaller than 25 inches in good condition and suitable for the type of the resort, with remote control or substitute, well placed (3)	* 166	-	-	-	√	√								
	6. Mini Compo, DVD, VDO or VCD in good condition and qualified for the standard of the resort (except Junior Suite), well placed (2)	* 167	-	-	-	-	√								

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Hotel Standards (13)														
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check						
								Evaluation Points			Reasons: in case of deficiency			
			1	2	3	4	5	0	0.5	1	2	3		
Category 5: Restaurants, Coffee Shop, Bar and Kitchen {124} (x2.5) =310 (=15.20%)														
1. Restaurants [31]	1. Restaurant has Thai food or international food available (3)	* 175	-	-	-	√	√							
	3.1 Clean floors, walls and ceilings in good condition, reasonably decorated (4)	* 177.1	√	√	-	-	-							
	3.2 Clean floors, walls and ceilings in good condition, well decorated and suitable for the type and standard of the resort, with good light and sound system design (4)	* 177.2	-	-	√	√	√							
	4. Good air ventilation (3)	178	√	√	√	√	√							
	5. Separate smoking area (2)	179	√	√	√	√	√							
	6. Convenient food transfer passageway, separate from guests' passageway (2)	180	-	-	-	√	√							
	7. Well-decorated bar counter, suitable for the type and standard of the resort (2)	* 181	-	-	√	√	√							
	8. Furniture in good condition, suitable for the type and standard of the resort (2)	* 182	√	√	√	√	√							
	9. Clean utensils and equipment in good condition, suitable for the type and standard of the resort, utensils and equipment sufficiently provided all the time in the case of a buffet (2)	* 183	√	√	√	√	√							

10. In the case of hot dishes, saucers must always be provided (0.5)	184	-	-	√	√	√							
11. Clean tablecloth or saucers, suitable for the type and standard of the resort (0.5)	185	-	-	√	√	√							
12. Serviettes or tissues in clean container, suitable for the standard of the resort (0.5)	186	-	-	√	√	√							
13. Food and beverage menu with clear details and prices (0.5)	187	-	√	√	√	√							
14. Good-quality, hygienic and delicious food and beverage, food and beverage sufficiently provided all the time in the case of a buffet (5)	188	√	√	√	√	√							
15. Food and beverage display and decoration (1)	189	-	-	√	√	√							
16.1 Domestic and international direct dialing telephone available (0.5)	190.1	-	√	√	-	-							
16.2 Domestic and international direct dialing telephone and wireless Internet available (0.5)	190.2	-	-	-	√	√							

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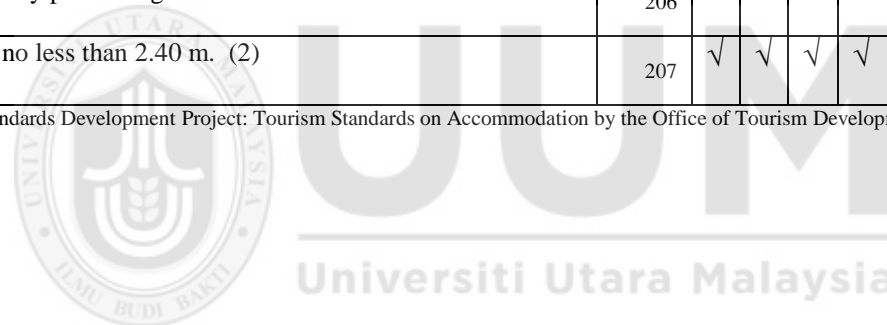


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Hotel Standards														(14)
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
2. Coffee Shop	1.1 Separate coffee shop or included within restaurants, reasonably decorated (2)	* 191.1	-	-	√	-	-							
	1.2 Well-decorated coffee shop, suitable for the type and standard of the hotel, with good light and sound system design (2)	* 191.2	-	-	-	√	√							
	[14] 2. Good air ventilation (3)	192	-	-	√	√	√							
	3. Furniture in good condition, suitable for the type and standard of the hotel (2)	* 193	-	-	√	√	√							
	4. Clean utensils and equipment in good condition, suitable for the type and standard of the resort (2)	194	-	-	√	√	√							
	5. Food and beverage menu with clear details and prices (1)	195	-	-	√	√	√							
	6. Good-quality, hygienic and delicious food and beverage (4)	196	-	-	√	√	√							
3. Bar	1. Well-decorated bar, suitable for the type and standard of the hotel (2)	* 197	-	-	-	√	√							
	[16] 2. Well designed lighting inducing pleasant atmosphere, with appropriate and high quality sound system (3)	* 198	-	-	-	√	√							
	3. Good air ventilation (3)	199	-	-	-	√	√							

	4. Furniture in good condition, suitable for the type and standard of the hotel (2)	* 200	-	-	-	√	√							
	5. Cutlery and utensils in good condition, suitable for the type and standard of the hotel (2)	201	-	-	-	√	√							
	6. Appetizers and beverage menu with details and price list (1)	202	-	-	-	√	√							
	7. Good-quality, hygienic and delicious appetizers and beverage (3)	203	-	-	-	√	√							
4. Kitchen [42]	1. Located in area and distance convenient for waiting service without causing interference to other areas (3)	* 204	√	√	√	√	√							
	2. Convenient, hygienic passageway for transporting food ingredients and waste separate from passageway for guests (2)	205	-	-	√	√	√							
	3. Clean entry-exit and air ventilation system in good condition, capable of efficiently preventing insects and other animals from entering (2)	* 206	√	√	√	√	√							
	4. Ceiling height no less than 2.40 m. (2)	207	√	√	√	√	√							

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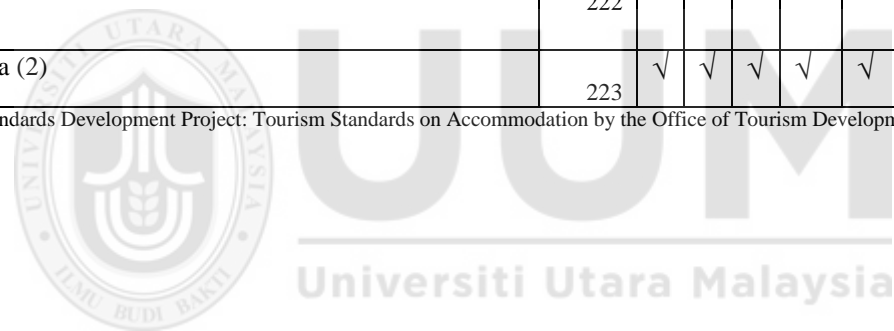


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		Hotel Standards (15)												
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reasons: In case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
4. Kitchen (continued)	5. Clean and easy-to-clean floors in good condition, not slippery, with good drainage (3)	208	√	√	√	√	√							
	6. Clean and easy-to-clean walls and ceiling in good condition (3)	209	√	√	√	√	√							
	7. Good, efficient and clean air ventilation (especially near the stove area) (3)	210	√	√	√	√	√							
	8. Good smoke, smell, sound and heat prevention system between kitchens and dinning area (2)	* 211	-	-	√	√	√							
	9. Sufficient light and well-lit (3)	212	√	√	√	√	√							
	10. Appropriate and hygienic storage area and tools (1)	* 213	-	-	√	√	√							
	11. Areas for hot dishes and cold dishes appropriately divided (1)	214	-	-	√	√	√							
	12. Appropriately separated preparation areas for food and desserts (1)	215	-	-	-	√	√							
	13. Clean utensils and cutlery in good condition, suitable for the type and standard of the resort, conveniently, tidily and safely located for ease of use (3)	* 216	√	√	√	√	√							
	14. Waste and fat efficiently and hygienically dealt with (2)	* 217	√	√	√	√	√							
	15. Necessary kitchen regulations, safety regulations and tool instructions clearly presented (1)	218	-	-	√	√	√							

16. Clear fire escape plan or signals and fluorescent emergency exit sign in good condition (2)	219	√	√	√	√	√							
17. Emergency lights in good condition (1)	* 220	√	√	√	√	√							
18.1 Sufficient number of efficient fire extinguishers with handles or fire hoses, well placed (in cases where the buildings are no higher than 23.00 m.) (3)	* 221.1	√	√	√	√	√							
18.2 Sufficient number of efficient sprinklers well placed (in cases where the buildings were constructed after the year 1996 and which are higher than 23.00 m.) (3)	* 221.2	√	√	√	√	√							
19. Sufficient number of efficient smoke detectors, heat detectors or gas detectors, well placed (in cases where the buildings are higher than 2 storeys) (2)	* 222	√	√	√	√	√							
20. Non-smoking area (2)	223	√	√	√	√	√							

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Hotel Standards														(16)
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons : in case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
5.Toilets for Kitchen (in cases where it's separate from lobby hall) (with safety, hygiene, sanitary ware and equipment factors no less than toilets in lobby hall) [21]	1. Located in safe clean area and distance convenient for use without causing interference to dining area (3)	* 224	-	-	-	√	√							
	2. Separate men's and women's toilets (2)	225	-	-	-	√	√							
	3. Clean floors in good condition, not slippery with good drainage (2)	226	-	-	-	√	√							
	4. Clean walls and ceiling in good condition (2)	227	-	-	-	√	√							
	5. Clean door and sanitary ware in good condition (1)	228	-	-	-	√	√							
	6. Good air ventilation (3)	229	-	-	-	√	√							
	7. Sufficient light and well-lit (3)	230	-	-	-	√	√							
	8. Well decorated, suitable for the type and standard of the hotel (1)	* 231	-	-	-	√	√							
	9. Toilet area no less than 0.9. m. wide with an area of no less than 1.20 sq. m. (2)	232	-	-	-	√	√							
	10. Ceiling height no less than 2.40 m. (2)	233	-	-	-	√	√							
Category 6: Recreation area: FitnessCenter, and Swimming Pool														{110}(x2) = 220 (=10.78%)
1.	1.1 Total area no less than 30 sq. m. (3)	234.1	-	-	-	√	-							

FitnessCenter [18]	1.2 Total area no less than 50 sq. m. (3)	234.2	-	-	-	-	√							
	2. Clean floors, walls and ceiling in good condition, well decorated, suitable for the type and standard of the resort, with good light and sound system design (3)	* 235	-	-	-	√	√							
	3. Good air ventilation (3)	236	-	-	-	√	√							
	4. Staff or room regulations and equipment instructions available (1)	237	-	-	-	√	√							
	5. Sufficient number of lockers and separate changing rooms for men and women (can be used with other recreation activities) (1)	* 238	-	-	-	√	√							
	6. Available washbasin and mirror, with hand dryer, hand towel or tissue paper in clean container (1)	239	-	-	-	√	√							

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Htel Standards														(17)
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reason: In case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
1. FitnessCenter (continued)	7. Well-decorated sitting area with good-quality furniture, at least four seats (1)	* 240	-	-	-	-	√							
	8.1 At least 6 types of good-quality, efficient, safe and clean exercise machines (3)	241.1	-	-	-	√	-							
	8.2 At least 8 types of good-quality, efficient, safe and clean exercise machines (3)	241.2	-	-	-	-	√							
	9. Non-smoking area (2)	242	-	-	-	√	√							

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2. Swimming Pool [29]	1. Separate pool for children no deeper than 0.60 m. (3)	260	-	-	-	√	√							
	2 Clean and well-decorated floors, walls, ceiling (if any) or environment in good condition, suitable for the type and standard of the hotel (3)	* 261	-	-	-	√	√							
	3. Sufficient light and well-lit (3)	262	-	-	-	√	√							
	4. Pool regulations and equipment instructions clearly presented (1)	263	-	-	-	√	√							
	5. Clean water and other equipment regularly taken care of by an expert (4)	* 264	-	-	-	√	√							
	6. Water depth indicated at every change in depth (1)	265	-	-	-	√	√							
	7. Adequate number of efficient life-saving equipment installed in visible spots easy for use (2)	* 266	-	-	-	√	√							
	8. Well-experienced and skilled safeguard (2)	* 267	-	-	-	√	√							

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Hotel Standards															(19)
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reason: In case of deficiency		
			1	2	3	4	5	Evaluation Points							
								0	0.5	1	2	3			
2. Swimming Pool (continued)	9. Sufficient number of clean chairs or sun beds in swimming pool area in good condition, suitable for the type and standard of the hotel (2)	* 268	-	-	-	√	√								
	10. Adequate number of large clean towels in good condition (1)	269*	-	-	-	-	√								
	11. Outdoor showering space in safe and beautiful natural environment (1)	270	-	-	-	-	√								
	12. Offers privacy and appropriately prevents any disturbances (2)	271	-	-	-	√	√								
	13. Located in an area with convenient and safe access to toilets and lockers (2)	* 272	-	-	-	√	√								
	14. Located in an area with convenient and quick access to first-aid room (2)	* 273	-	-	-	√	√								
3. Toilets for recreation area category 6 (Safety, hygiene, sanitary ware and equipment factors no	1. Located in convenient, safe and clean area, without causing interference to other recreational spaces (3)	* 274	-	-	-	√	√								
	2. Separate toilets for men and women (2)	275	-	-	-	√	√								
	3. Clean floors in good condition, not slippery with good drainage (2)	276	-	-	-	√	√								
	4. Clean walls and ceiling in good condition (2)	277	-	-	-	√	√								
	5. Clean door and equipment in good condition (1)	278	-	-	-	√	√								
	6. Good air ventilation (3)	279	-	-	-	√	√								
	7. Sufficient light and well-lit (3)	280	-	-	-	√	√								
	8. Well decorated, suitable for the type and standard of the resort (1)	* 281	-	-	-	√	√								

less than toilets in lobby hall) [28] \ 9. Toilet area no less than 0.90 m. wide and covering no less than 1.20 sq. m. and total bathroom area no less than 2.50 sq.m. (2) 10. Ceiling height no less than 2.40 m. (2) 11. Clean shower and equipment in good condition, with shower curtain or partition (2) 12. Efficient and safe water temperature control system in good condition (2) 13. Dry area for changing with curtain or partition (1) 14. Sufficient number of large towels in good condition (1) 15. Towel rack in dry area (0.5) 16. Full-length mirror in good condition (0.5)		281														
		282	-	-	-	√	√									
		283	-	-	-	√	√									
		284	-	-	-	√	√									
		* 285	-	-	-	√	√									
		286	-	-	-	√	√									
		* 287	-	-	-	-	√									
		288	-	-	-	√	√									
	289	-	-	-	-	√										

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Hotel Standards		(20)															
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation points					Reasons: in case of deficiency				
			1	2	3	4	5	0	0.5	1	2	3					
			Category 7: Staff and Service {79} (x3) = 237 (=11.62%)														
1. Staff of every section and level [10]	1. Properly dressed (2)	327	√	√	√	√	√										
	2. Wear name tag, Thai or English, suitable for the type and standard of the hotel (1)	328	-	-	√	√	√										
	3. Have good personality, good manners and are friendly (2)	329	√	√	√	√	√										
	4. Communicate well in Thai and in foreign languages, comply with job responsibility, suitable for the type and standard of the hotel (2)	* 330	√	√	√	√	√										

	5. Provide information and help relevant to job responsibility effectively (3)	331	√	√	√	√	√							
2. Doorman and Porter [6]	1. Open the door for guests upon arrival (0.5)	332	-	-	-	-	√							
	2. Give warm and friendly greeting (0.5)	333	√	√	√	√	√							
	3. Relocate all guests' luggage and belongings to porters luggage trolley and deliver them to the room tidily(1)	334	-	-	√	√	√							
	4. Answer phone calls before third ring tone (1)	335	-	-	-	-	√							
2. Doorman and Porter (continued)	5. Give proper greeting, give name and department of the receiver as well as confirming number of luggage (0.5)	336	-	-	√	√	√							
	6. Take guests' luggage within 5 minutes after answering phone call by gently knocking the room door (1)	337	-	-	-	√	√							
	7. Relocate guests' luggage to porters luggage trolley tidily and deliver them to the car (1)	338	-	-	√	√	√							
	8. Thank the guests and wish them a safe journey (0.5)	339	√	√	√	√	√							
3. Check-in, Rooming the Guest, Check-out [14]	1.1 Welcome guests within 1 minute (1)	340.1	√	√	√	-	-							
	1.2 Welcome guests within 30 seconds (1)	340.2	-	-	-	√	√							
	2. Greet in friendly manner (0.5)	341	√	√	√	√	√							
	3. Prepare registration document along with other details in advance (0.5)	342	-	-	-	√	√							
	4. Explain room types as well as smoking and non-smoking rooms (1)	343	-	-	-	√	√							
	5. Confirm the check-out date (0.5)	344	-	-	-	√	√							

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Hotel Standards (21)													
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					
								Evaluation Points					Reasons: In case of deficiency
			1	2	3	4	5	0	0.5	1	2	3	
3. Check-in, Rooming the Guest, Check-out (continued)	6. Check in guests within 5 minutes (3)	345	-	-	√	√	√						
	7. If the room is not ready, guests should be informed of the waiting time. Guests shall be asked to wait in the lobby and served drinks. (1)	346	-	-	-	-	√						
	8. Staff available for conversation, service and assistance accompanying guests to the room (1)	347	-	-	-	-	√						
	9. Explain room equipment instructions such as electrical appliances, the air-conditioner and television (1)	348	-	-	√	√	√						
	10.1 Check out guests within 10 minutes (3)	349.1	-	-	√	√	-						
	10.2 Check out guests within 5 minutes (3)	349.2	-	-	-	-	√						
	11. Prepare expense list for guests to check and provide a receipt sealed in envelope within 5 minutes if requested (1)	350	-	-	-	√	√						
	12. Thank the guests for staying (0.5)	351	√	√	√	√	√						
4. Guest Service [5]	1. Warm and friendly greeting (0.5)	352	√	√	√	√	√						
	2. Answer phone calls before third ring tone (1)	353	-	-	-	-	√						
	3. Greet and give name and department of the receiver (0.5)	354	-	-	√	√	√						
	4. Provide information service on tourist attractions near the resort, route suggestions, appropriate arrangements for transportation and	355	-	-	√	√	√						

	excursions such as flights, taxi, rental cars, boats and tours (2)																	
	5. Wake-up call service at arranged time within 5 minutes (1)	356	-	√	√	√	√											
5. Housekeeping [17]	1. Turn over the sheet between 18.00 p.m. to 21.00 p.m. (1)	357	-	-	-	-	√											
	2. Clean floor, bathroom, balcony (if any) and arrange furniture in appropriate position (3)	358	-	-			√	√										
	3. Place pillows and bed sheet in place (1)	359	-	-			√	√										
	4. Check if newspapers, magazines, stationary, matches, laundry bag, sewing kit, shoe shine kit, slippers and door knob menu are in the right places (1)	360	-	-			√	√										

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Hotel Standards		(22)																	
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reason: In case of deficiency						
								Evaluation Points											
			1	2	3	4	5	0	0.5	1	2	3							
5. Housekeeping (continued)	5. Replace used glasses, utensils and toiletries with new ones (1)	361	-	-	-	√	√												
	6. Check if drinking water, beverage, coffee, tea, sugar, cream and snacks in the fridge and mini bar are in the right place (2)	362	-	-	-	√	√												
	7. Replace used towels, face towels, foot mat and bathrobes with new ones (2)	363	-	-	-	√	√												
	8. Check if facial tissues, toilet paper, shower caps and sanitary bags are properly placed (2)	364	-	-	-	√	√												
	9. Check if soap bars, liquid soap, foam bath, shampoo, toothpaste and toothbrush are properly placed (2)	365	-	-	-	√	√												

	10. Empty ashtray and dustbin, clean and place them back properly (1)	366	-	-		√	√							
	11. Leave the cupboard door open if a television is inside and place remote control in proper position (0.5)	367	-	-		√	√							
	12. Adjust room temperature on thermostat for the comfort of guests (0.5)	368	-	-		√	√							
6. Breakfast and Buffet [5]	1.1 Greet guests within 1 minute (1)	369.1	√	√	√	-	-							
	1.2 Greet guests within 30 seconds (1)	369.2	-	-	-	√	√							
	2. Warm and friendly greeting (0.5)	370	√	√	√	√	√							
	3. Ask the number of people (0.5)	371	-	-	√	√	√							
	4. Lead guests to a table and pull out the chairs (0.5)	372	-	-	-	-	√							
	5. Take used plates, cutlery and food leftovers within 3 minutes after a guest finishes a meal (2)	373	-	-	-	-	√							
	6. Thank guests for visiting (0.5)	374	√	√	√	√	√							

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Hotel Standards (23)														
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reason: In case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
7. Restaurants [22]	1.1 Welcome guests within 1 minute (1)	375.1	√	√	√	-	-							
	1.2 Welcome guests within 30 seconds (1)	375.2	-	-	-	√	√							
	2. Warm and friendly greeting (0.5)	376	√	√	√	√	√							

3. Ask if a table is reserved and the number of people (0.5)	377	-	-	√	√	√												
4. Lead guests to a table and pull out the chairs (0.5)	378	-	-	-	-	√												
5. Present guests with food and beverage menu within 2 minutes after sitting (1)	379	-	-	-	√	√												
6. Return to take order within 5 minutes after giving food and beverage menu (1)	380	-	-	-	√	√												
7. Take orders for food and beverage from ladies first (0.5)	381	-	-	-	√	√												
8. Capable of suggesting and answering questions regarding food and beverage listed on menu (1)	382	-	-	-	√	√												
9. Capable of suggesting and answering questions regarding alcoholic drinks listed on menu (1)	383	-	-	-	-	√												
10. Inform guests about which food and beverage not available on the menu and which dish requires more than 15 minutes to prepare (1)	384	-	-	-	√	√												
11. Correctly repeat every order of food and beverage (1)	385	-	-	-	√	√												
12. Arrange utensils and cutlery suitable for food and beverage type (1)	386	-	-	-	-	√												
13. Serve beverage within 10 minutes after taking order (except items that require more preparation time) (2)	387	-	-	-	-	√												
14. Serve food within 15 minutes after taking order (except items that require more preparation time) (3)	388	-	-	-	√	√												
15. Serve dessert within 10 minutes after taking order (except items that require more preparation time) (2)	389	-	-	-	-	√												
16. Take used plates, cutlery and food leftovers within 3 minutes after a guest finishes a meal (2)	390	-	-	-	-	√												
17. Ask if guests are satisfied with the food and service (0.5)	391	-	-	-	√	√												
18. Thank guests for visiting (0.5)	392	√	√	√	√	√												
19. 24 hour room service for food and beverage (2)	393	-	-	-	√	√												

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Hotel Standards														(24)
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation Check					Reason: In case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
Category 8: Security system in general area {36} (x3) =108 (=5.29%)														
1. Security system: Fire [22]	1. Safe wiring system and equipment installation meeting standards, regularly checked by a trained inspector (4)	* 394	√	√	√	√	√							
	2. Safe and appropriate fuel prevention such as stored petrol and gas (2)	* 395	√	√	√	√	√							
	3. Fire escape plan or fire exit signal, fluorescent emergency exit sign clearly visible (2)	* 396	√	√	√	√	√							
	4. Emergency light in good condition, placed at necessary spots (1)	* 397	√	√	√	√	√							
	5. Well-lit fire escape route in good condition with air ventilation leading to safe area, and a ladder placed in convenient position, , regularly checked (in cases where buildings are higher than 4 storeys) (4)	* 398	√	√	√	√	√							
	6. Well-lit lift for fire fighting placed in a position allowing convenience and quick use, fully equipped, with air ventilation, in efficient and safe condition, regularly checked by a trained inspector (in cases where the building was built after 1996 and is higher than 23.00 m.) (4)	* 399	√	√	√	√	√							
	7.1 Sufficient number of efficient fire extinguishers with handles and fire hoses, well placed (in cases where the buildings are no higher than 23.00 m.) (3)	* 400.1	√	√	√	√	√							
	7.2 Sufficient number of efficient sprinklers, well placed (in cases where the buildings were built after 1996 and are higher than 23.00 m.) (3)	* 400.2	√	√	√	√	√							

	8. Sufficient number of smoke detectors or heat detectors in good condition, well positioned (in cases where the buildings are higher than 2 storeys) (2)	*	√	√	√	√	√										
		401															

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Hotel Standards (25)														
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check					Reasons: in case of deficiency	
								Evaluation Points						
			1	2	3	4	5	0	0.5	1	2	3		
2. General Security System [14]	1. Efficient security system, capable of surveillance or recording entry and exit areas and other focal spots over 24 hours (3)	* 402	-	-	√	√	√							
	2. Efficient generator and spare petrol ready for use for at least 2 hours (2)	* 403	-	-	√	√	√							
	3. Reserve water supply to be used in necessary activities for at least 1 day (adequate amount for extinguishing any fire) (3)	* 404	√	√	√	√	√							
	4. Effective and prompt communication system for asking for emergency help from other networks (2)	* 405	-	-	√	√	√							
	5. Tested and regularly practiced disaster prevention and alleviation plan and warning system (2)	* 406	√	√	√	√	√							
	6.1 Good-quality cure-all and first-aid kit, ready for effective use, placed in convenient position (2)	* 407.1	√	√	√	-	-							
	6.2 Ward with beds, effective cure-all and first-aid kit, ready for effective use, placed in convenient position, with well-experienced nurses on duty 24 hours (2)	* 407.2	-	-	-	√	√							

Category 9: Resources and Surrounding Community {28} (x2.5) =70 (=3.43%)												
1.Environment, Resources and Energy [17]	1. Effective and hygienic cleaning-up system for garbage and sewage (4)	* 408	√	√	√	√	√					
	2. Hygienic and effective water treatment system (4)	* 409	√	√	√	√	√					
	3. Economical and effective use of resources such as water, petrol, gas, electricity, paper, plastic, glass, fabric and other extra appliances (3)	* 410	√	√	√	√	√					
	4. Appropriate and effective use of equipment and technology promoting energy-fuel saving (2)	* 411	-	-	√	√	√					
	5. Not encouraging any recreational activities causing interruption and harm to environment (2)	* 412	√	√	√	√	√					
	6. Promotion of campaigns among staff and guests to encourage economical and effective use of resources and energy (2)	* 413	-	√	√	√	√					

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Hotel Standards (26)												
Criteria	Indicator	Indicator Code	Service Rating (stars)					Evaluation Check				
			1	2	3	4	5	Evaluation Points			Reasons: in case of deficiency	
			0	0.5	1	2	3					
2. Community, Society	1. Promoting arts, culture and traditions such as decorations, costumes, food, handicrafts and recreation (2)	414	-	√	√	√	√					
	2. Promoting national and local products such as OTOP and products from housewife groups (1)	415	-	-	√	√	√					

and Human Rights [11]	3. Encouraging and taking part in community activities (1)	* 416	-	-	-	√	√								
	4. Respecting national, religious and cultural differences and treating people of every gender, age and status equally (3)	417	√	√	√	√	√								
	5. Discouraging prostitution and other illegal activities (2)	418	√	√	√	√	√								
	6. Damage insurance complying with minimum standards as defined by law (2)	* 419	√	√	√	√	√								
Category 10: Staff {18} (x1.5) =27 (=1.24%)															
1. Service Support [12]	1. Adequate number of separate lockers for men and women in good condition, (3)	* 420	-	-	√	√	√								
	2. Sufficient number of clean toilets in good condition, men's and women's separate (3)	* 421	√	√	√	√	√								
	3. Sufficient number of clean shower rooms in good condition, men's and women's separate (1)	* 422	-	-	√	√	√								
	4. Clean eating area in good condition and of sufficient size (2)	* 423	-	-	√	√	√								
	5. Clean relaxing area in good condition and of sufficient size (2)	* 424	-	-	-	√	√								
	6. Library or training rooms with sufficient number of clean learning equipment in good condition (1)	* 425	-	-	-	√	√								
2. Welfare Promotion [6]	1. Social insurance for full-time staff of every level (3)	* 426	√	√	√	√	√								
	2. No violation of labour laws in areas such as pregnant women, illegal child labour and foreign labour (3)	427	√	√	√	√	√								

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Hotel Standards											(27)					
Criteria	Indicator	Indicator Code	Service Rating (Stars)					Evaluation check					Reasons: in case of deficiency			
								Evaluation points								
			1	2	3	4	5	0	0.5	1	2	3				
Category 11. Other additional attributes { 14 } (x1) = 14 (=0.69%)																
1. Extra Activities [3]	1.1 At least three types of services and extra activities both indoor and outdoor, such as souvenir shop, beauty parlor, men's barber, karaoke, snooker, game room, kid's room, cooking class and handicrafts, playground, bicycles, golf (3)	* 428.1	-	-	-	√	-									
	1.2 At least five types of services and extra activities both indoor and outdoor (3)	* 428.2	-	-	-	-	√									
2. Acceptance from individuals and outside organizations [7]	1.1 Have at least one certificate or award in various areas from related organizations and meet national standards (2)	* 429.1	-	-	√	√	-									
	1.2 Have at least three certificates or awards in various areas from related organizations and meet national standards (2)	* 429.2	-	-	-	-	√									
	2.1 Have at least one certificate or award in various areas from related organizations and meet international standards (3)	* 430.1	-	-	-	√	-									
	2.2 Have at least two certificates or awards in various areas from related organizations and meet international standards (3)	* 430.2	-	-	-	-	√									
	3. Regularly visited by important persons both at national and international levels (2)	* 431	-	-	-	√	√									
3. Extra welfare for staff	1.1 At least one type of financial welfare such as grant for living expenses and children's education fees (2)	* 432.1	-	-	√	√	-									
	1.2 At least two types of financial welfare (2)	* 432.2	-	-	-	-	√									

[4]	2.1 At least two types of other welfare such as accommodation, food and transportation (2)	*	433.1	-	-	√	√	-						
	2.2 At least three types of other welfare (2)	*	433.2	-	-	-	-	√						

Tourism Industry Standards Development Project: Tourism Standards on Accommodation by the Office of Tourism Development, Ministry of Tourism and Sports

<u>Meaning of symbols</u>			(28)
√	means	“indicator used in considering accommodation of particular level”	
*			
1.1	means	“indicator with evaluation guideline described in evaluation check manual”	
[1]	means	“total points of indicators in a sub-category”	
(x1)	means	“weight multiplier of a particular category”	
-	means	“indicator not used in considering accommodation of particular level”	
(1)	means	“points of indicator”	
{1}	means	“total points of indicator in a particular category”	
(=1.00%)	means	“percentage of points of a particular category to total points overall”	
<u>Evaluation points level</u>	0	means	nothing to be evaluated
	0.5	means	deficient
	1	means	moderate
	2	means	good
	3	means	very good

<u>Total points</u>		<u>Pass Percentage</u>
1 star	1,042 x 3 = 3,126 points (from 140 indicators)	95%
2 stars	1,112 x 3 = 3,336 points (from 158 indicators)	95 %
3 stars	1,047 x 3 = 4,221 points (from 229 indicators)	95%
4 stars	1938 x 3 = 5,814 points (from 390 indicators)	95%
5 stars	2,040 x 3 = 6,120 points (from 393 indicators)	95%
Note: _____		

Tourism Industry Standards Development Project: Tourism Standards on Accommodation by the Office of Tourism Development, Ministry of Tourism and Sports



APPENDIX E: QUESTIONNAIRE TRANSLATERS' RESUME

ASST. PROF. SAMRAN KURUKANCHIT

78 Ban Naklua, Tambon Wang, Amphoe Thachana, Surat Thani Province, Thailand
84170; Tel: +6686 2719287, Email: skurukanchit@gmail.com

EDUCATIONAL BACKGROUND

1976: M. Ed. (English Language and Literature): Srinakharinwirot University,
Bangkok, Thailand

1969: B. Ed (English): College of Education at Prasarnmitr, Bangkok, Thailand

KEY QUALIFICATIONS & STRENGTHS

- Functional knowledge of implementing curriculum in accordance with English teaching methodologies
- Hands-on experience of employing a range of suitable strategies to foster student learning
- In depth knowledge of revising and updating English course materials on a regular basis
- Outstanding knowledge and understanding of skills in words and reading strategies and/or development of innovative materials/methods in higher education

RELEVANT SKILLS AND EXPERTISE

- Demonstrated knowledge of higher education experience
- Excellent communication skills
- Knowledge of English teaching methods and their application
- Able to manage classroom in terms of student behavior and management

PUBLICATIONS

- Cohesion in Reading, 2006 (255 pages)
- Prose Selection for Undergraduate Students, 2000 (268 pages)
- English for Graduate Students, 1997 (282 pages)
- Word Attack, 1992 (246 pages)
- Jokes Explained 1981 - 1986
- Using Contextual Clues, 1985 (124 pages)
- Affixes and Roots, 1985 (120 pages)
- Skills in Reading, 1979 (329 pages)

EXPERIENCE

May 2000 - April 2015

Expert Language User, Suratthani Rajabhat University, Surat - Nasarn Road, Amphoe Muang, Surat Thani 84100

May 1985 - April 2000

Suratthani Rajabhat University, Surat - Nasarn Road, Amphoe Muang, Surat Thani 84100

May 1970 - May 1985

Thepsatri Rajabhat University, Naraimaharat Road, Tambon Talaychubsorn, Amphoe Muang, Lopburi Province, Thailand 15000

ASST. PROF. VIKROM CHANTARANGKUL

Rajamangala University of Technology Srivijaya. Nakhon Si Thammarat Campus
109 Moo 2 Tham Yai Subdistric. Thong Song Distric Nakhon Si Thamarat. Thailand
80110. Email: cvikrom@hotmail.com

EDUCATIONAL BACKGROUND

1997: Master Degree (Applied Linguistics) : National University of Singapore.
Singapore.

1995: Diploma in Applied Linguistics from SEAMEO Regional Language Center.

1987: Bachelor's Degree in English : Princ of Songkla University. Thailand.

PUBLICATIONS

- Chantarangkul, V. and liamnimitr, J. 2015. An English exit test of students majoring in English for international communication at Rajamangala University of Technology Srivijaya. *Symposium of International Languages & Knowledge*, 297- 303.
- Chantarangkul, V. and liamnimitr, J. 2016. Assessing undergraduate research paper writing. *Symposium of International Languages & Knowledge*, 245-251.

EXPERIENCE

Assistant professor at the Department of General Education, Faculty of Science and Technology, Rajamangala University of Technology Srivijaya, Nakhon Si Thammarat Campus.

Teaches B.A. courses in advanced writing, academic writing, and translation.

APPENDIX F: CHARACTER OF RESPONDENTS

Descriptive Analysis

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	32.8	32.8	32.8
	Female	178	67.2	67.2	100.0
	Total	265	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or equal 30	43	16.2	16.2	16.2
	31-35	51	19.2	19.2	35.5
	36-40	72	27.2	27.2	62.6
	41-45	49	18.5	18.5	81.1
	46-50	21	7.9	7.9	89.1
	More than or equal 50	29	10.9	10.9	100.0
	Total	265	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director of Sale	121	45.7	45.7	45.7
	Deputy Director of Sale	2	.8	.8	46.4
	Assistant Director of Sale	16	6.0	6.0	52.5
	Marketing Manager	43	16.2	16.2	68.7
	Deputy Marketing Manager	8	3.0	3.0	71.7
	Assistant Marketing Manager	75	28.3	28.3	100.0
	Total	265	100.0	100.0	

Long time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Year	57	21.5	21.5	21.5
	2 Years	31	11.7	11.7	33.2
	3 Years	23	8.7	8.7	41.9
	4 Years	13	4.9	4.9	46.8
	5 Years	22	8.3	8.3	55.1
	6 Years	11	4.2	4.2	59.2
	7 Years	25	9.4	9.4	68.7
	8 Years	2	.8	.8	69.4
	9 Years	13	4.9	4.9	74.3
	10 Years	68	25.7	25.7	100.0
	Total	265	100.0	100.0	

Number Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 300-450	205	77.4	77.4	77.4
	Between 451-601	34	12.8	12.8	90.2
	Between 602-752	6	2.3	2.3	92.5
	More than 752	20	7.5	7.5	100.0
	Total	265	100.0	100.0	

Annual Sales

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 50 million	71	26.8	26.8	26.8
	51 million-Less than 101 million	63	23.8	23.8	50.6
	102 million-152 million	44	16.6	16.6	67.2
	More than 152 million	87	32.8	32.8	100.0
	Total	265	100.0	100.0	

Type of ownership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully local	189	71.3	71.3	71.3
	Majoriy local	41	15.5	15.5	86.8
	Majority foreign	25	9.4	9.4	96.2
	fully foreign	9	3.4	3.4	99.6
	99	1	.4	.4	100.0
	Total	265	100.0	100.0	

Your hotel star rating

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4 - star	194	73.2	73.2	73.2
5- star	71	26.8	26.8	100.0
Total	265	100.0	100.0	



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APPENDIX G: NON-RESPONDENT BIAS

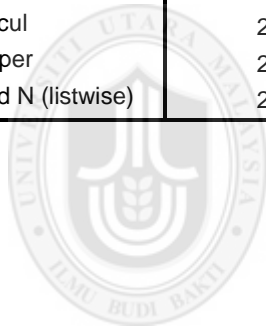
Independent Samples Test

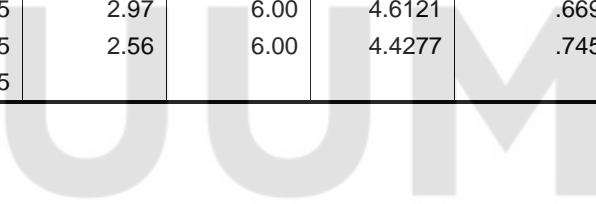
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
NRMO	Equal variances assumed	2.297	.131	.687	263	.493	.05931	.08635	-.11072	.22934
	Equal variances not assumed			.622	112.798	.535	.05931	.09529	-.12948	.24810
NPMO	Equal variances assumed	.401	.527	1.210	263	.227	.11137	.09202	-.06981	.29256
	Equal variances not assumed			1.144	121.495	.255	.11137	.09736	-.08136	.30411
NMission	Equal variances assumed	.331	.565	1.435	263	.153	.13352	.09307	-.04973	.31677
	Equal variances not assumed			1.366	123.156	.174	.13352	.09775	-.05996	.32700
NConsis	Equal variances assumed	.097	.755	1.682	263	.094	.16075	.09555	-.02739	.34890
	Equal variances not assumed			1.629	127.167	.106	.16075	.09869	-.03453	.35604
NInvolve	Equal variances assumed	.476	.491	1.242	263	.215	.11510	.09269	-.06742	.29761
	Equal variances not assumed			1.179	122.563	.241	.11510	.09761	-.07812	.30831
NAdap	Equal variances assumed	.323	.570	1.665	263	.097	.15286	.09182	-.02794	.33366
	Equal variances not assumed			1.571	121.185	.119	.15286	.09728	-.03974	.34545
NOC	Equal variances assumed	2.297	.131	.687	263	.493	.05931	.08635	-.11072	.22934
	Equal variances not assumed			.622	112.798	.535	.05931	.09529	-.12948	.24810
NBP	Equal variances assumed	1.450	.230	1.267	263	.206	.11286	.08911	-.06260	.28832
	Equal variances not assumed			1.172	116.965	.244	.11286	.09628	-.07783	.30355

APPENDIX H: DESCRIPTIVE STATISTIC ANALYSIS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Cusled	265	2.67	6.00	4.6755	.78625
Flend	265	2.67	6.00	4.7623	.80878
Sevmp	265	2.00	6.00	4.8063	.84250
RMO1	265	3.00	6.00	4.7480	.72648
Fstem	265	2.50	6.00	4.9651	.76343
Entrl	265	2.75	6.00	4.4028	.80172
Orgl	265	2.00	6.00	4.3774	.96102
Fsflex	265	2.75	6.00	4.5311	.83526
Lnfumt	265	2.14	6.00	4.5170	.87032
PMO1	265	2.68	5.91	4.5612	.71269
Involve	265	2.60	6.00	4.7566	.75916
Consist	265	2.67	6.00	4.4990	.71271
Adapta	265	2.44	6.00	4.5484	.72274
Mission	265	2.70	6.00	4.6268	.76460
Orgcul	265	2.97	6.00	4.6121	.66970
Busper	265	2.56	6.00	4.4277	.74586
Valid N (listwise)	265				



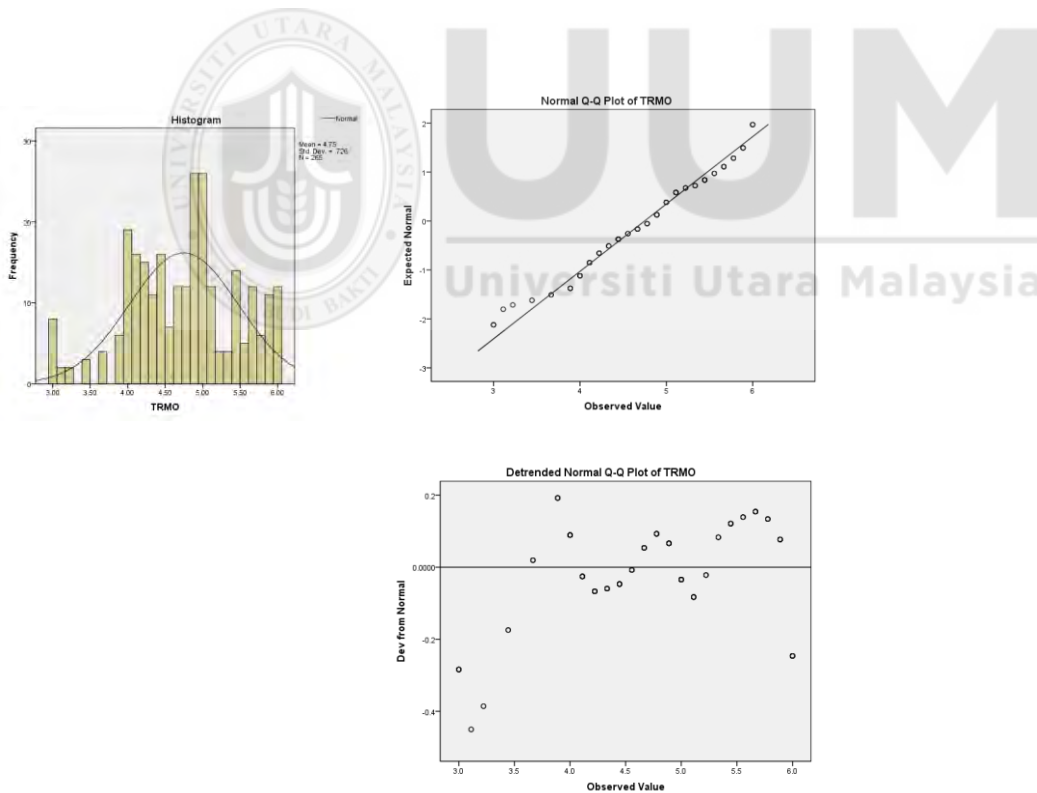

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APPENDIX I: NORMALITY TEST

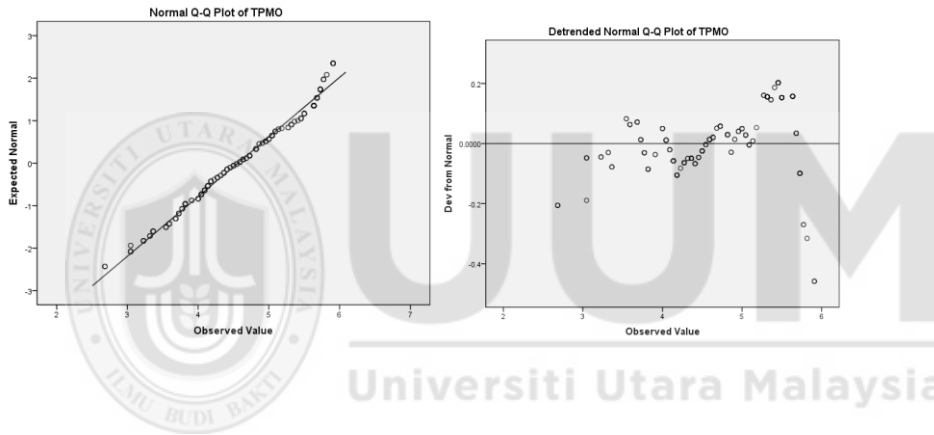
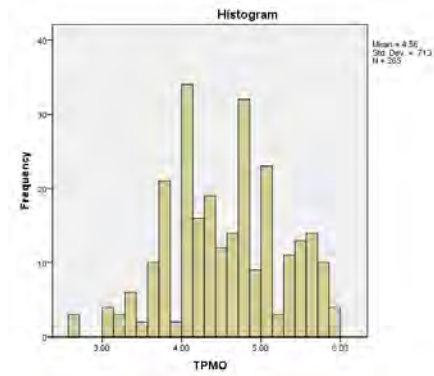
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TRMO	265	3.00	6.00	4.7480	.72648	-.242	.150	-.289	.298
TPMO	265	2.68	5.91	4.5612	.71269	-.130	.150	-.494	.298
OC	265	2.97	6.00	4.6121	.66970	-.065	.150	-.554	.298
TBP	265	2.56	6.00	4.4277	.74586	-.083	.150	-.153	.298
Valid N (listwise)	265								

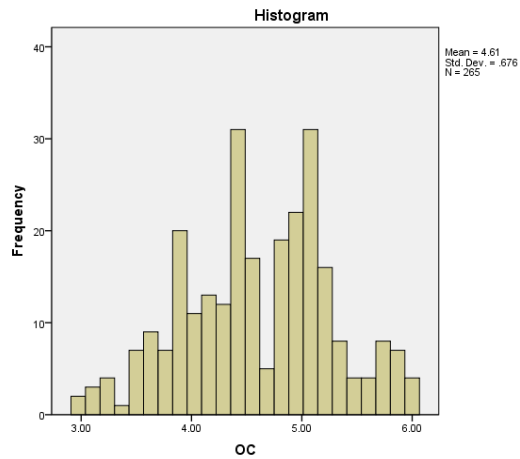
Responsive Market Orientation

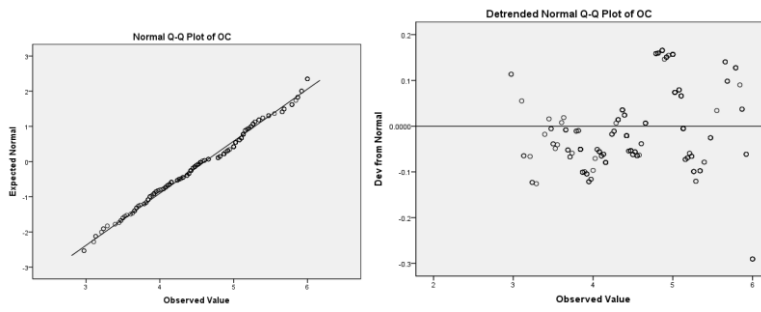


Proactive Market Orientation

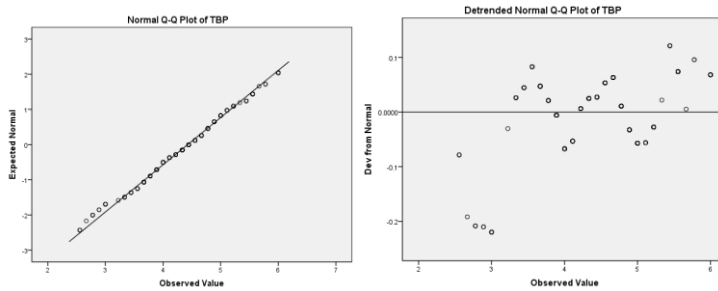
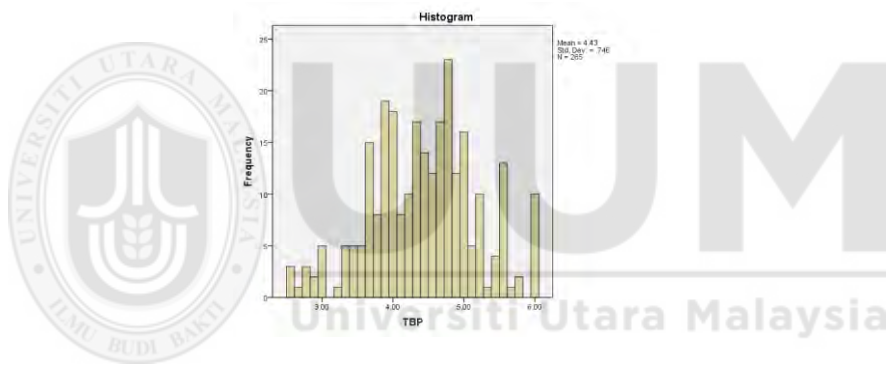


Organizational Culture





Business Performance

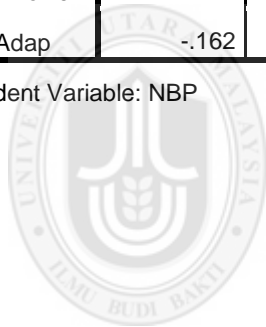


APPENDIX J: MULTICOLLINEARITY

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.746	.330		2.262	.024		
1 NRMO	.264	.069	.236	3.844	.000	.574	1.742
NPMO	.510	.084	.458	6.065	.000	.379	2.641
NMission	.182	.069	.183	2.627	.009	.446	2.242
NConsis	-.010	.096	-.008	-.104	.917	.324	3.089
NInvolve	.020	.073	.018	.269	.788	.472	2.119
NAdap	-.162	.078	-.149	-2.064	.040	.417	2.400

a. Dependent Variable: NBP



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APPENDIX K: RELIABILITY TEST

1. Responsive market orientation

Reliability Statistics

Cronbach's Alpha	N of Items
.912	9

1.1 Customer led

Reliability Statistics

Cronbach's Alpha	N of Items
.779	3

1.2 Fulfill expressed need

Reliability Statistics

Cronbach's Alpha	N of Items
.854	3

1.3 Service market pre

Reliability Statistics

Cronbach's Alpha	N of Items
.824	3

2 Proactive market orientation

Reliability Statistics

Cronbach's Alpha	N of Items
.947	22

2.1 Firm strategic emphasis

Reliability Statistics

Cronbach's Alpha	N of Items
.781	4

2.2 Entrepreneurial

Reliability Statistics

Cronbach's Alpha	N of Items
.788	4

2.3 Organization slack

Reliability Statistics

Cronbach's Alpha	N of Items
.798	3

2.4 The firm's strategic flexibility

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

2.5 Latent needs fulfilment

Reliability Statistics

Cronbach's Alpha	N of Items
.925	7

3 Organizational culture

Reliability Statistics

Cronbach's Alpha	N of Items
.966	38



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3.1 Involvement

Reliability Statistics

Cronbach's Alpha	N of Items
.908	10

3.2 Consistency

Reliability Statistics

Cronbach's Alpha	N of Items
.873	9

3.3 Adaptability



Reliability Statistics

Cronbach's Alpha	N of Items
.889	9

3.4 Mission

Reliability Statistics

Cronbach's Alpha	N of Items
.926	10

4 Business performance

Reliability Statistics

Cronbach's Alpha	N of Items
.899	9

APPENDIX L: FACTOR ANALYSIS

Factor Analysis of Responsive Market Orientation

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
Bartlett's Test of Sphericity	Approx. Chi-Square	1471.266
	df	36
	Sig.	.000

Component Matrix(a)

	Component
	1
C4SHARE	.831
C6STRATE	.817
C8PUTS	.812
C5USED	.794
C9DATA	.789
C3FREELY	.756
C2DEPART	.728
C1CONSTL	.702
C7MEASUR	.701

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Anti-image Matrices

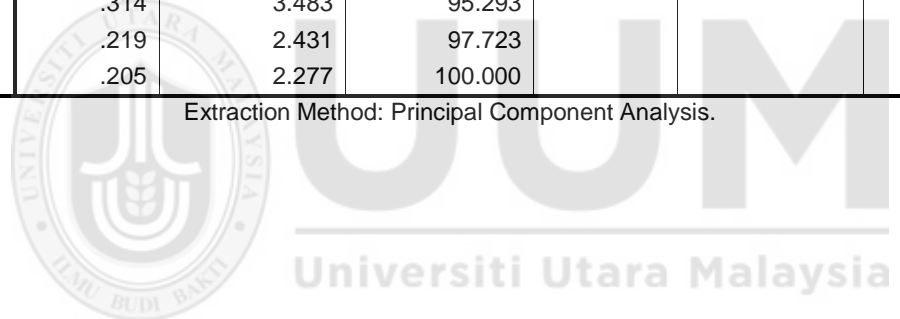
		C1CONSTL	C2DEPART	C3FREELY	C4SHARE	C5USED	C6STRATE	C7MEASUR	C8PUTS	C9DATA
Anti-image Covariance	C1CONSTL	.485	-.079	-.125	-.050	.059	.020	-.117	-.102	.058
	C2DEPART	-.079	.475	-.108	-.061	-.092	-.049	.050	.045	-.052
	C3FREELY	-.125	-.108	.440	-.108	.002	-.011	-.093	.039	.007
	C4SHARE	-.050	-.061	-.108	.308	-.088	-.086	.108	-.030	-.085
	C5USED	.059	-.092	.002	-.088	.397	-.077	-.061	-.008	-.085
	C6STRATE	.020	-.049	-.011	-.086	-.077	.384	-.062	-.110	.033
	C7MEASUR	-.117	.050	-.093	.108	-.061	-.062	.442	-.115	-.071
	C8PUTS	-.102	.045	.039	-.030	-.008	-.110	-.115	.323	-.121
	C9DATA	.058	-.052	.007	-.085	-.085	.033	-.071	-.121	.397
Anti-image Correlation	C1CONSTL	.874(a)	-.165	-.270	-.130	.135	.045	-.253	-.258	.132
	C2DEPART	-.165	.912(a)	-.235	-.160	-.212	-.116	.109	.116	-.120
	C3FREELY	-.270	-.235	.895(a)	-.293	.004	-.026	-.212	.102	.016
	C4SHARE	-.130	-.160	-.293	.875(a)	-.251	-.250	.294	-.094	-.244
	C5USED	.135	-.212	.004	-.251	.917(a)	-.196	-.145	-.021	-.213
	C6STRATE	.045	-.116	-.026	-.250	-.196	.918(a)	-.150	-.311	.085
	C7MEASUR	-.253	.109	-.212	.294	-.145	-.150	.843(a)	-.304	-.170
	C8PUTS	-.258	.116	.102	-.094	-.021	-.311	-.304	.871(a)	-.337
	C9DATA	.132	-.120	.016	-.244	-.213	.085	-.170	-.337	.898(a)

a Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.357	59.527	59.527	5.357	59.527	59.527
2	.912	10.133	69.660			
3	.786	8.736	78.396			
4	.428	4.751	83.148			
5	.408	4.529	87.677			
6	.372	4.132	91.809			
7	.314	3.483	95.293			
8	.219	2.431	97.723			
9	.205	2.277	100.000			

Extraction Method: Principal Component Analysis.



Factor Analysis of Proactive Market Orientation

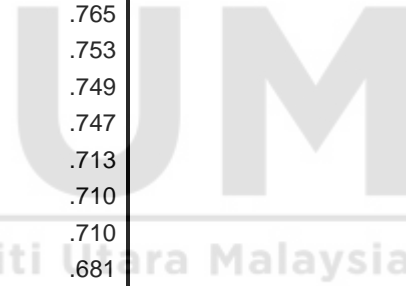
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.886
Bartlett's Test of Sphericity	4736.202
df	231
Sig.	.000

Component Matrix(a)

	Component
	1
D12COSTS	.826
D18BRAIN	.806
D17INCOR	.785
D21WORKS	.771
D16NEEDS	.767
D22TREND	.765
D14STRAT	.753
D6MANGER	.749
D15REFLE	.747
D19EVEN	.713
D5VERY	.710
D20SEACH	.710
D4WILL	.681
D3TOP	.680
D11DUE	.675
D13STRIV	.672
D7WHEN	.670
D10HOTEL	.583
D2PLAYA	.575
D8GENERA	.570
D9CAN	.524
D1MARKET	

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

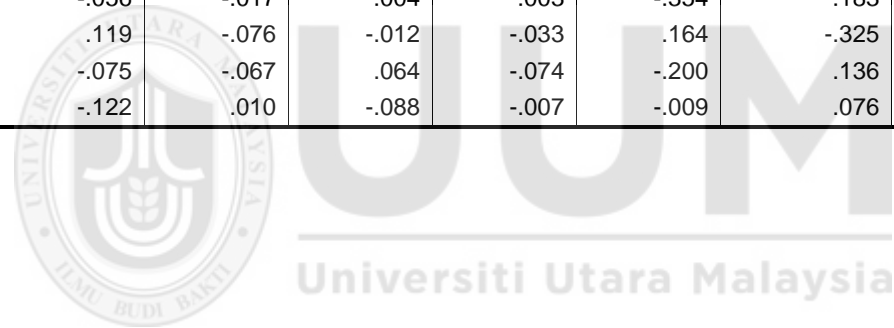


Anti-image Matrices

		D1MARKET	D2PLAYA	D3TOP	D4WILL	D5VERY	D6MANGER	D7WHEN	D8GENERA	D9CAN	D10HOTEL	D11DUE
Anti-image Covariance	D1MARKET	.529	-.175	.035	.021	-.037	.044	-.061	-.067	.007	-.012	-.012
	D2PLAYA	-.175	.342	-.157	.010	.036	-.022	.020	.095	-.012	.012	.012
	D3TOP	.035	-.157	.308	-.104	.033	-.065	-.010	-.018	.012	-.017	-.017
	D4WILL	.021	.010	-.104	.404	-.020	-.013	-.102	.050	-.003	.020	.020
	D5VERY	-.037	.036	.033	-.020	.328	-.113	.043	-.009	.036	-.027	-.027
	D6MANGER	.044	-.022	-.065	-.013	-.113	.251	-.123	-.002	-.010	.005	.005
	D7WHEN	-.061	.020	-.010	-.102	.043	-.123	.351	-.075	.014	-.017	-.017
	D8GENERA	-.067	.095	-.018	.050	-.009	-.002	-.075	.486	-.024	.027	.027
	D9CAN	.007	-.012	.012	-.003	.036	-.010	.014	-.024	.174	-.145	-.145
	D10HOTEL	-.012	.012	-.017	.020	-.027	.005	-.017	.027	-.145	.169	.169
	D11DUE	-.001	-.052	-.073	.035	-.014	.020	.006	-.014	-.026	.008	.008
	D12COSTS	.038	-.009	-.002	-.047	-.022	.012	.002	.002	.009	-.010	-.010
	D13STRIV	-.099	.000	.027	.021	-.018	-.100	.060	-.017	-.025	.012	.012
	D14STRAT	.053	-.024	-.044	.069	-.046	.027	-.094	-.039	.032	-.016	-.016
	D15REFLE	-.002	-.076	.050	-.104	.015	-.040	.056	-.024	-.028	.021	.021
	D16NEEDS	.042	-.019	.008	-.028	.086	-.045	.044	-.002	.028	-.028	-.028
	D17INCOR	.016	-.007	.004	.022	-.018	.029	-.026	.005	-.012	.021	.021
	D18BRAIN	-.038	.032	-.004	-.017	-.029	.022	-.026	-.008	-.043	.026	.026
	D19EVEN	-.022	-.005	.001	.001	-.110	.050	-.050	-.059	.035	-.027	-.027
	D20SEACH	.039	-.020	-.003	-.010	.043	-.074	.079	-.043	.010	-.012	-.012
D21WORKS	-.026	-.019	.017	-.022	-.054	.032	.005	-.072	-.021	.014	.014	
D22TREND	-.048	.003	-.027	-.002	-.003	.021	-.063	.094	.048	-.071	-.071	
Anti-image Correlation	D1MARKET	.850(a)	-.411	.088	.046	-.088	.120	-.142	-.133	.023	-.039	-.039
	D2PLAYA	-.411	.848(a)	-.485	.026	.107	-.076	.056	.232	-.047	.052	.052
	D3TOP	.088	-.485	.897(a)	-.294	.103	-.235	-.030	-.047	.051	-.076	-.076
	D4WILL	.046	.026	-.294	.923(a)	-.056	-.041	-.271	.114	-.013	.075	.075
	D5VERY	-.088	.107	.103	-.056	.892(a)	-.394	.126	-.023	.150	-.113	-.113
	D6MANGER	.120	-.076	-.235	-.041	-.394	.868(a)	-.415	-.006	-.046	.025	.025
	D7WHEN	-.142	.056	-.030	-.271	.126	-.415	.864(a)	-.181	.055	-.069	-.069

D8GENERA	-.133	.232	-.047	.114	-.023	-.006	-.181	.911(a)	-.082	.094
D9CAN	.023	-.047	.051	-.013	.150	-.046	.055	-.082	.747(a)	-.848
D10HOTEL	-.039	.052	-.076	.075	-.113	.025	-.069	.094	-.848	.785(a)
D11DUE	-.001	.143	-.209	.089	-.038	.062	.016	-.031	-.101	.031
D12COSTS	.106	-.031	-.009	-.151	-.078	.047	.007	.006	.044	-.051
D13STRIV	-.264	.001	.095	.064	-.061	-.387	.197	-.048	-.116	.054
D14STRAT	.135	-.076	-.150	.202	-.151	.099	-.297	-.104	.145	-.071
D15REFLE	-.004	-.225	.155	-.285	.047	-.139	.164	-.060	-.117	.087
D16NEEDS	.116	-.063	.030	-.089	.302	-.177	.147	-.005	.135	-.135
D17INCOR	.048	-.028	.018	.077	-.071	.132	-.101	.016	-.066	.115
D18BRAIN	-.133	.139	-.020	-.067	-.129	.110	-.111	-.028	-.262	.158
D19EVEN	-.056	-.017	.004	.003	-.354	.183	-.154	-.155	.156	-.121
D20SEACH	.119	-.076	-.012	-.033	.164	-.325	.293	-.135	.053	-.063
D21WORKS	-.075	-.067	.064	-.074	-.200	.136	.018	-.219	-.106	.070
D22TREND	-.122	.010	-.088	-.007	-.009	.076	-.195	.246	.211	-.317

a Measures of Sampling Adequacy(MSA)



Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.713	48.695	48.695	10.713	48.695	48.695
2	1.739	7.906	56.601			
3	1.517	6.895	63.496			
4	1.189	5.406	68.902			
5	1.002	4.554	73.456			
6	.826	3.754	77.210			
7	.732	3.326	80.536			
8	.579	2.634	83.170			
9	.555	2.524	85.694			
10	.506	2.301	87.995			
11	.426	1.936	89.931			
12	.378	1.718	91.649			
13	.314	1.428	93.077			
14	.270	1.228	94.304			
15	.255	1.157	95.462			
16	.207	.939	96.400			
17	.198	.902	97.302			
18	.167	.760	98.062			
19	.143	.648	98.710			
20	.114	.520	99.230			
21	.094	.428	99.659			
22	.075	.341	100.000			

Extraction Method: Principal Component Analysis.

Factor Analysis of Organizational Culture

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	2819.116
	df	136
	Sig.	.000



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Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.470	43.941	43.941	7.470	43.941	43.941	4.052	23.833	23.833
2	1.821	10.713	54.654	1.821	10.713	54.654	3.044	17.904	41.738
3	1.263	7.432	62.086	1.263	7.432	62.086	2.315	13.619	55.356
4	1.104	6.492	68.577	1.104	6.492	68.577	2.248	13.221	68.577
5	.907	5.336	73.913						
6	.764	4.492	78.405						
7	.624	3.668	82.073						
8	.533	3.136	85.209						
9	.461	2.713	87.922						
10	.400	2.355	90.277						
11	.383	2.253	92.530						
12	.349	2.051	94.581						
13	.254	1.495	96.076						
14	.225	1.324	97.400						
15	.183	1.074	98.474						

16	.164	.966	99.440						
17	.095	.560	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component			
	1	2	3	4
E37VISIO	.917			
E38CREAT	.883			
E4PROCES	.717			
E36CHIEF	.691			
E11LEADE	.632			
E34EMPLO	.604			
E8AUTHOR		.818		
E10VIEWE		.791		
E9COMPET		.780		
E6ALWAYS		.524		
E27RISK			.818	
E23CUSTO			.672	
E28LEARN			.628	
E17DOING				.793
E16NEVER				.740
E20WAY				.565
E14OCCUR				.560

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Factor Analysis of Business Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	2041.037
	df	36
	Sig.	.000

Rotated Component Matrix^a

	Component	
	1	2
F1SALES	.884	
F2VOLUME	.873	
F6PROFIT	.872	
F5ROI	.849	
F7QUALIT	.840	
F4RATE	.832	
F8SATISF	.829	
F3SHARE	.692	
F9TURNOV		.938

Extraction Method: Principal Component

Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 3 iterations.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.684	63.155	63.155	5.684	63.155	63.155	5.590	62.108	62.108
2	1.071	11.899	75.054	1.071	11.899	75.054	1.165	12.945	75.054
3	.743	8.260	83.313						
4	.499	5.539	88.853						
5	.345	3.830	92.683						
6	.236	2.620	95.303						
7	.228	2.532	97.835						
8	.108	1.204	99.039						
9	.087	.961	100.000						

Extraction Method: Principal Component Analysis.

Factor of Business Performance after delete F9

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.862
Approx. Chi-Square	2021.680
Bartlett's Test of Sphericity	df
Sig.	28
	.000



Component Matrix^a

	Component
	1
F1SALES	.879
F2VOLUME	.873
F3SHARE	.742
F4RATE	.858
F5ROI	.866
F6PROFIT	.870
F7QUALIT	.822
F8SATISF	.817

Extraction Method: Principal

Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.671	70.886	70.886	5.671	70.886	70.886
2	.788	9.851	80.737			
3	.527	6.591	87.328			
4	.352	4.405	91.733			
5	.237	2.958	94.691			
6	.229	2.858	97.549			
7	.109	1.366	98.915			
8	.087	1.085	100.000			

Extraction Method: Principal Component Analysis.



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Appendix M

Reliability Test

1. Responsive Market Orientation

Reliability Statistics

Cronbach's Alpha	N of Items
.912	9

Item Statistics

	Mean	Std. Deviation	N
C7MEASUR	4.79	1.033	265
C8PUTS	4.83	.869	265
C9DATA	4.80	1.028	265
C1CONSTL	4.66	1.036	265
C2DEPART	4.71	.944	265
C3FREELY	4.66	.843	265
C4SHARE	4.74	.919	265
C5USED	4.74	.971	265
C6STRATE	4.81	.864	265

2. Proactive Market Orientation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.929	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D20SEACH	65.07	103.556	.682	.748	.923
D19EVEN	65.18	105.492	.653	.634	.923
D17INCOR	64.95	101.850	.760	.795	.920
D18BRAIN	64.84	101.826	.794	.831	.919
D21WORKS	65.05	103.846	.721	.740	.921
D16NEEDS	64.93	102.177	.758	.714	.920
D22TREND	64.74	104.074	.765	.673	.920
D3TOP	64.43	106.027	.635	.646	.924
D2PLAYA	64.32	109.643	.526	.525	.927
D7WHEN	64.67	107.130	.602	.539	.925
D14STRAT	65.03	106.117	.655	.612	.923
D4WILL	64.66	104.800	.628	.537	.924
D13STRIV	64.84	107.970	.563	.585	.926
D9CAN	65.05	106.134	.514	.815	.928
D10HOTEL	65.00	104.621	.586	.824	.926

a. customer needs fulfillment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.925	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D20SEACH	27.20	27.064	.777	.694	.913
D19EVEN	27.32	28.461	.715	.565	.919
D18BRAIN	26.97	27.011	.815	.798	.909
D17INCOR	27.09	26.754	.803	.778	.910
D21WORKS	27.19	28.040	.740	.659	.916
D16NEEDS	27.07	27.177	.776	.703	.913
D22TREND	26.87	28.749	.726	.565	.918

b. firm's strategies

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.856	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D2PLAYA	23.78	14.740	.622	.501	.836
D3TOP	23.89	13.352	.733	.632	.814
D4WILL	24.12	13.344	.644	.486	.833
D7WHEN	24.13	14.032	.655	.489	.830
D13STRIV	24.30	14.907	.523	.389	.853
D14STRAT	24.49	13.773	.696	.556	.822

c. strategic flexibility

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.929	.929	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D9CAN	4.48	1.357	.868	.753	.
D10HOTEL	4.44	1.376	.868	.753	.

Organizational Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.918	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E34EMPLO	75.05	107.414	.686	.630	.912
E36CHIEF	74.66	106.004	.714	.756	.911
E37VISIO	74.89	107.431	.626	.838	.913
E38CREAT	74.97	106.957	.622	.797	.913
E23CUSTO	74.77	106.445	.686	.655	.912
E27RISK	74.91	107.833	.630	.665	.913
E28LEARN	74.83	108.844	.588	.553	.914
E20WAY	75.12	111.781	.468	.494	.917
E14OCCUR	75.01	108.852	.549	.483	.915
E16NEVER	75.38	111.062	.470	.378	.917
E17DOING	75.20	110.433	.499	.469	.917
E6ALWAYS	74.80	106.802	.670	.530	.912
E8AUTHOR	74.74	110.231	.524	.520	.916
E9COMPET	74.80	110.242	.521	.604	.916
E10VIEWE	74.59	109.031	.574	.661	.915
E11LEADE	74.97	105.707	.692	.628	.911
E4PROCES	75.15	105.429	.739	.673	.910

a. Mission

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.907	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E4PROCES	23.54	17.591	.753	.578	.889
E11LEADE	23.35	17.987	.660	.481	.903
E34EMPLO	23.44	18.475	.690	.563	.898
E36CHIEF	23.05	17.611	.757	.636	.888
E37VISIO	23.28	17.111	.808	.776	.881
E38CREAT	23.35	16.927	.794	.768	.883

b. involvement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.829	4

Inter-Item Correlation Matrix

	E6ALWAYS	E8AUTHOR	E9COMPET	E10VIEWE
E6ALWAYS	1.000	.526	.480	.463
E8AUTHOR	.526	1.000	.558	.578
E9COMPET	.480	.558	1.000	.684
E10VIEWE	.463	.578	.684	1.000

c. adaptability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.833	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E23CUSTO	9.49	3.107	.676	.489	.785
E27RISK	9.63	2.961	.763	.583	.697
E28LEARN	9.55	3.309	.642	.433	.816

d. consistency

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.720	.720	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E14OCCUR	13.15	4.884	.496	.262	.666
E16NEVER	13.51	5.001	.513	.327	.655
E17DOING	13.34	4.769	.575	.372	.616
E20WAY	13.26	5.434	.449	.218	.691

3. Business Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.941	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1SALES	31.57	31.474	.830	.823	.929
F2VOLUME	31.46	32.803	.826	.812	.930
F3SHARE	31.60	34.295	.669	.599	.940
F4RATE	31.46	32.591	.807	.697	.931
F5ROI	31.65	31.850	.819	.734	.930
F6PROFIT	31.66	30.558	.824	.716	.930
F7QUALIT	31.53	31.720	.769	.827	.934
F8SATISF	31.44	32.316	.765	.822	.934

AAPENDIX N: Reliability after Factor analysis

1. RMO

Reliability Statistics

Cronbach's Alpha	N of Items
.912	9

2 PMO

Reliability Statistics

Cronbach's Alpha	N of Items
.947	21

3 OC

Reliability Statistics

Cronbach's Alpha	N of Items
.914	16

3.1 Mission

Reliability Statistics

Cronbach's Alpha	N of Items
.903	5

3.2 Adaptability

Reliability Statistics

Cronbach's Alpha	N of Items
.828	4

3.3 Consistency



Reliability Statistics

Cronbach's Alpha	N of Items
.833	3

3.4 Involvement

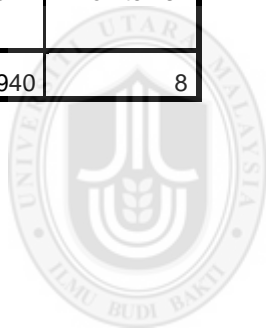
Reliability Statistics

Cronbach's Alpha	N of Items
.702	4

4. Business performance

Reliability Statistics

Cronbach's Alpha	N of Items
.940	8



APPENDIX O: Correlation of variables

Correlations

		NRMO	NPMO	NMission	NConsis	NInvolve	NAdap	NOC	NBP
NRMO	Pearson Correlation	1	.606(**)	.204(**)	.237(**)	.243(**)	.172(**)	.256(**)	.527(**)
	Sig. (2-tailed)		.000	.001	.000	.000	.005	.000	.000
	N	265	265	265	265	265	265	265	265
NPMO	Pearson Correlation	.606(**)	1	.510(**)	.596(**)	.394(**)	.518(**)	.586(**)	.619(**)
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	265	265	265	265	265	265	265	265
NMission	Pearson Correlation	.204(**)	.510(**)	1	.705(**)	.604(**)	.591(**)	.869(**)	.381(**)
	Sig. (2-tailed)	.001	.000		.000	.000	.000	.000	.000
	N	265	265	265	265	265	265	265	265
NConsis	Pearson Correlation	.237(**)	.596(**)	.705(**)	1	.640(**)	.706(**)	.905(**)	.356(**)
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	265	265	265	265	265	265	265	265
NInvolve	Pearson Correlation	.243(**)	.394(**)	.604(**)	.640(**)	1	.634(**)	.841(**)	.266(**)
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	265	265	265	265	265	265	265	265
NAdap	Pearson Correlation	.172(**)	.518(**)	.591(**)	.706(**)	.634(**)	1	.795(**)	.243(**)
	Sig. (2-tailed)	.005	.000	.000	.000	.000		.000	.000
	N	265	265	265	265	265	265	265	265
NOC	Pearson Correlation	.256(**)	.586(**)	.869(**)	.905(**)	.841(**)	.795(**)	1	.377(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	265	265	265	265	265	265	265	265
NBP	Pearson Correlation	.527(**)	.619(**)	.381(**)	.356(**)	.266(**)	.243(**)	.377(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	265	265	265	265	265	265	265	265

** Correlation is significant at the 0.01 level (2-tailed).

APPENDIX P: Linear regression analysis

1. Linear regression between RMO and BP

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	NRMO ^b	.	Enter

a. Dependent Variable: NBP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.527 ^a	.278	.275	.68720	.278	101.258	1	263	.000

a. Predictors: (Constant), NRMO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.819	1	47.819	101.258	.000 ^b
	Residual	124.201	263	.472		
	Total	172.020	264			

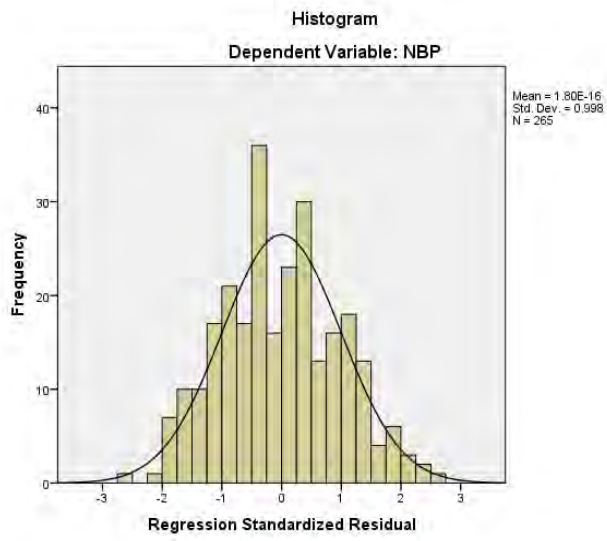
a. Dependent Variable: NBP

b. Predictors: (Constant), NRMO

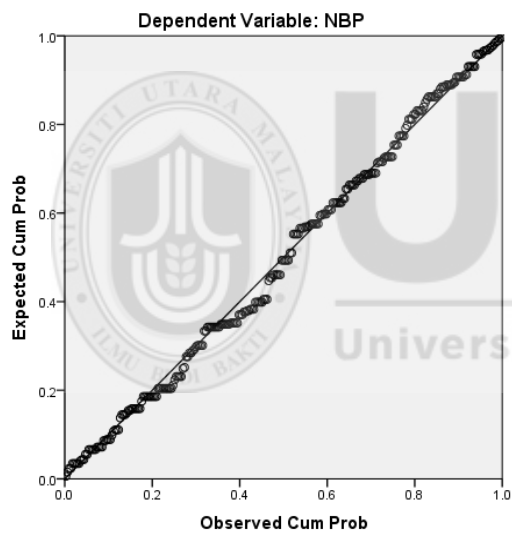
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.704	.282		6.051	.000
	NRMO	.591	.059	.527	10.063	.000

a. Dependent Variable: NBP



Normal P-P Plot of Regression Standardized Residual



2. Linear regression RMO and Business performance

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	NSMP, NFulENeeds, NCLed ^b	.	Enter

a. Dependent Variable: NBP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.529 ^a	.280	.271	.68897	.280	33.796	3	261	.000

a. Predictors: (Constant), NSMP, NFulENeeds, NCLed

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.127	3	16.042	33.796	.000 ^b
	Residual	123.892	261	.475		
	Total	172.020	264			

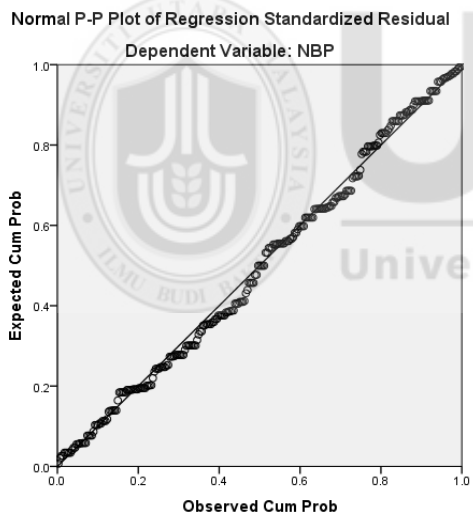
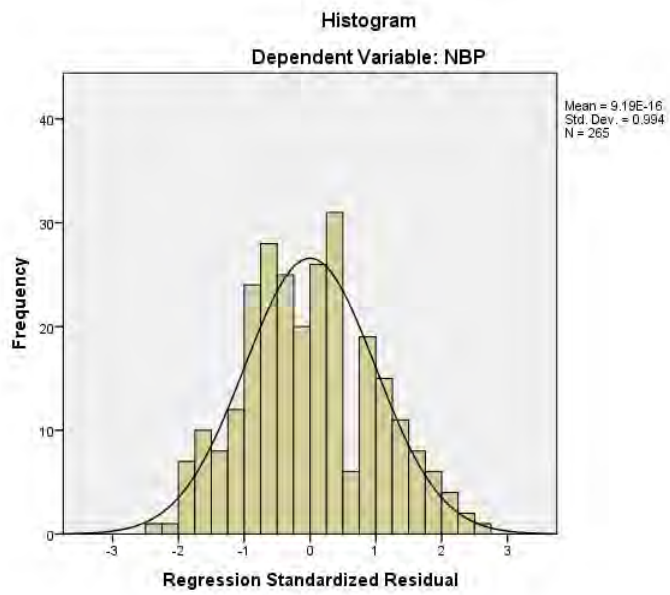
a. Dependent Variable: NBP

b. Predictors: (Constant), NSMP, NFulENeeds, NCLed

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.711	.282		6.076	.000
	NCLed	.180	.085	.180	2.126	.034
	NFulENeeds	.115	.070	.123	1.632	.104
	NSMP	.297	.079	.289	3.752	.000

a. Dependent Variable: NBP



3, Linear regression analysis between PMO and BP

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	NPMO ^b	.	Enter

a. Dependent Variable: NBP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.383	.381	.63511

a. Predictors: (Constant), NPMO

b. Dependent Variable: NBP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.933	1	65.933	163.456	.000 ^b
	Residual	106.086	263	.403		
	Total	172.020	264			

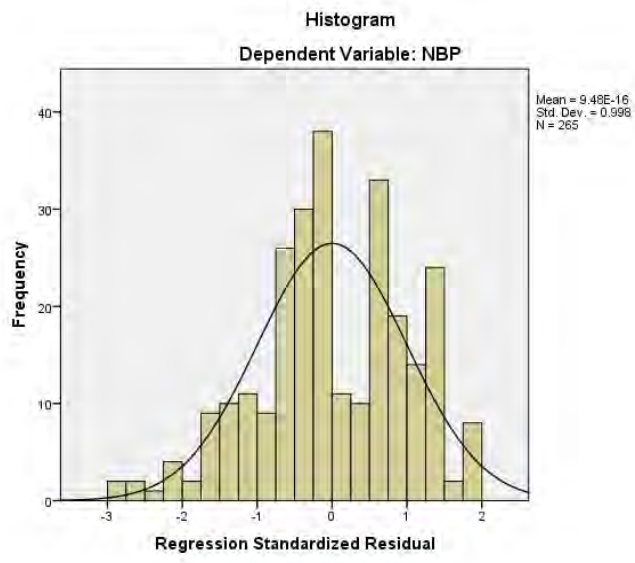
a. Dependent Variable: NBP

b. Predictors: (Constant), NPMO

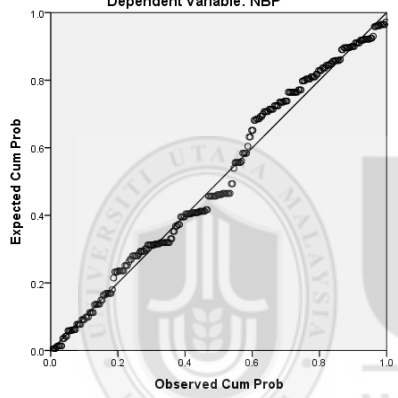
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.368	.249		5.504	.000
	NPMO	.690	.054	.619	12.785	.000

a. Dependent Variable: NBP



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: NBP



4 Linear regression between PMO dimensions and BP

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	NOS, NFSE, NLNF, NFSF ^b	.	Enter

a. Dependent Variable: NBP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.387	.63175

a. Predictors: (Constant), NOS, NFSE, NLNF, NFSF

b. Dependent Variable: NBP



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ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.253	4	17.063	42.754	.000 ^b
	Residual	103.767	260	.399		
	Total	172.020	264			

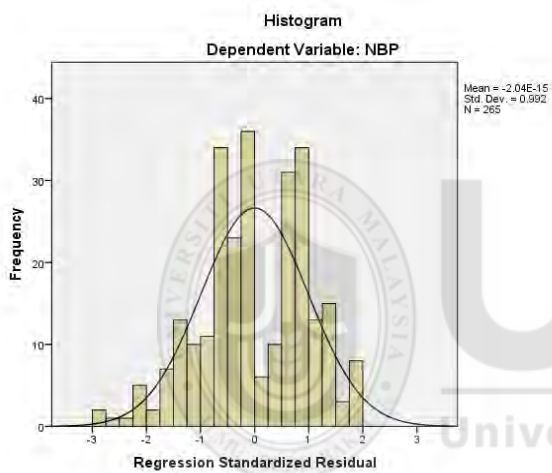
a. Dependent Variable: NBP

b. Predictors: (Constant), NOS, NFSE, NLNF, NFSF

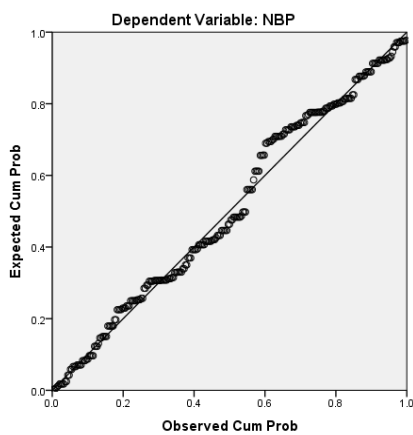
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.413	.263		5.365	.000
1 NLNF	.245	.073	.264	3.346	.001
NFSE	.162	.072	.155	2.250	.025
NFSF	.300	.082	.299	3.673	.000
NOS	-.026	.040	-.037	-.654	.514

a. Dependent Variable: NBP



Normal P-P Plot of Regression Standardized Residual



Appendix Q: Hierarchical Regression

1. Hierarchical regression of Organizational culture dimensions moderate on the impact of RMO and BP

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.527 ^a	.278	.275	.851329	.278	101.258	1	263	.000	
2	.603 ^b	.364	.352	.805292	.086	8.732	4	259	.000	
3	.646 ^c	.417	.396	.776898	.053	5.820	4	255	.000	.871

a. Predictors: (Constant), Zscore(NRMO)

b. Predictors: (Constant), Zscore(NRMO), Zscore(NAdap), Zscore(NMission), Zscore(NInvolve), Zscore(NConsis)

c. Predictors: (Constant), Zscore(NRMO), Zscore(NAdap), Zscore(NMission), Zscore(NInvolve), Zscore(NConsis), NRMO_Miss, NRMO_Adap, NRMO_Involve, NRMO_Consis

d. Dependent Variable: Zscore(NBP)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.388	1	73.388	101.258	.000 ^b
	Residual	190.612	263	.725		
	Total	264.000	264			
2	Regression	96.039	5	19.208	29.619	.000 ^c
	Residual	167.961	259	.648		
	Total	264.000	264			
3	Regression	110.089	9	12.232	20.266	.000 ^d
	Residual	153.911	255	.604		
	Total	264.000	264			

a. Dependent Variable: Zscore(NBP)

b. Predictors: (Constant), Zscore(NRMO)

c. Predictors: (Constant), Zscore(NRMO), Zscore(NAdap), Zscore(NMission), Zscore(NInvolve), Zscore(NConsis)

e. Predictors: (Constant), Zscore(NRMO), Zscore(NAdap), Zscore(NMission), Zscore(NInvolve), Zscore(NConsis), NRMO_Miss, NRMO_Adap, NRMO_Involve, NRMO_Consis



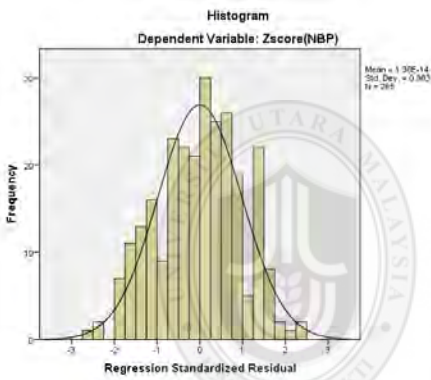
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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF	
1	(Constant)	-1.032E-013	.052		.000	1.000	-.103	.103		
	Zscore(NRMO)	.527	.052	.527	10.063	.000	.424	.630	1.000	1.000
2	(Constant)	-1.027E-013	.049		.000	1.000	-.097	.097		
	Zscore(NRMO)	.465	.051	.465	9.045	.000	.364	.567	.928	1.077
	Zscore(NMission)	.251	.073	.251	3.433	.001	.107	.396	.458	2.183
	Zscore(NConsis)	.139	.083	.139	1.666	.097	-.025	.302	.355	2.816
3	Zscore(NInvolve)	-.057	.071	-.057	-8.00	.425	-.196	.083	.488	2.048
	Zscore(NAdapt)	-.048	.075	-.048	-.640	.522	-.195	.099	.440	2.272
	(Constant)	7.799	2.168		3.598	.000	3.530	12.068		
	Zscore(NRMO)	1.524	.309	1.524	4.927	.000	.915	2.133	.024	41.853
	Zscore(NMission)	1.036	.501	1.036	2.069	.040	.050	2.022	.009	109.606
	Zscore(NConsis)	-.420	.645	-.420	-.651	.515	-1.689	.850	.006	181.765
3	Zscore(NInvolve)	1.418	.462	1.418	3.068	.002	.508	2.329	.011	93.504
	Zscore(NAdapt)	-.429	.535	-.429	-.801	.424	-1.483	.626	.008	125.390
	NRMO_Miss	-.201	.123	-1.104	-1.630	.104	-.444	.042	.005	200.552
	NRMO_Consis	.165	.192	.819	.859	.391	-.213	.543	.003	397.359

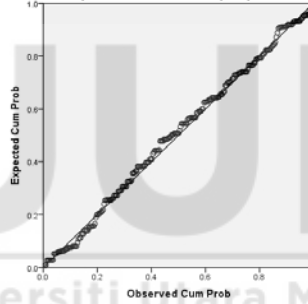
NRMO_Invol	-.390	.121	-2.121	-3.229	.001	-.628	-.152	.005	188.78
ve									1
NRMO_Adap	.097	.142	.505	.687	.492	-.182	.377	.004	236.52
									5

a. Dependent Variable: Zscore(NBP)



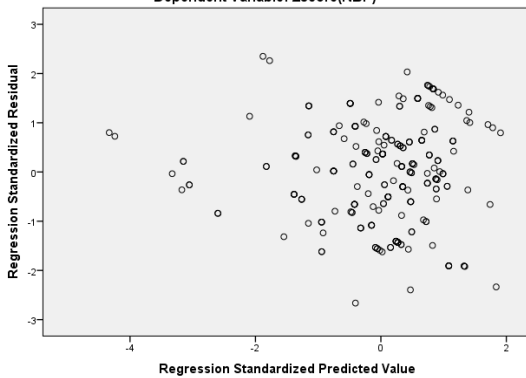
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Zscore(NBP)



Scatterplot

Dependent Variable: Zscore(NBP)



2. Hierarchical regression of Organizational culture moderate on the impact of RMO and BP

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.527 ^a	.278	.275	.85132955	.278	101.258	1	263	.000	
2	.584 ^b	.341	.336	.81500593	.063	24.965	1	262	.000	
3	.616 ^c	.379	.372	.79238835	.038	16.170	1	261	.000	.732

- a. Predictors: (Constant), Zscore(NRMO)
 b. Predictors: (Constant), Zscore(NRMO), Zscore(NOC)
 c. Predictors: (Constant), Zscore(NRMO), Zscore(NOC), NRMO_OC
 d. Dependent Variable: Zscore(NBP)

ANOVA^a

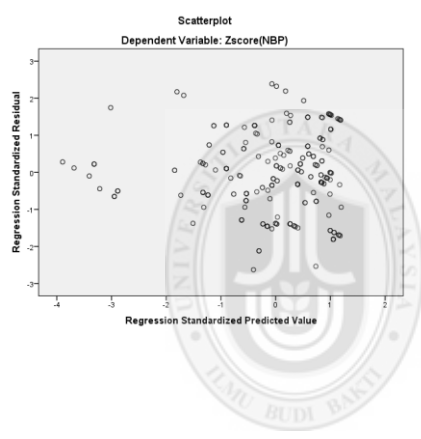
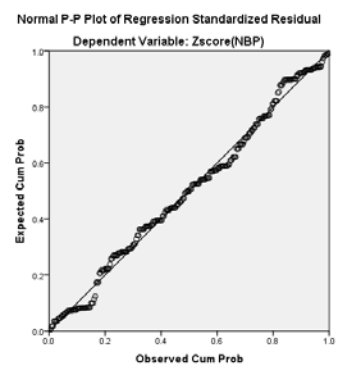
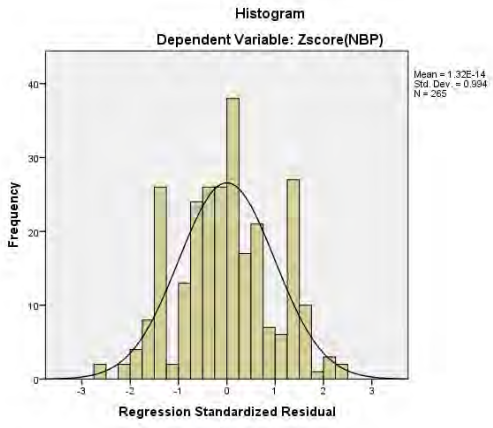
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.388	1	73.388	101.258	.000 ^b
	Residual	190.612	263	.725		
	Total	264.000	264			
2	Regression	89.971	2	44.985	67.725	.000 ^c
	Residual	174.029	262	.664		
	Total	264.000	264			
3	Regression	100.124	3	33.375	53.154	.000 ^d
	Residual	163.876	261	.628		
	Total	264.000	264			

- a. Dependent Variable: Zscore(NBP)
 b. Predictors: (Constant), Zscore(NRMO)
 c. Predictors: (Constant), Zscore(NRMO), Zscore(NOC)
 d. Predictors: (Constant), Zscore(NRMO), Zscore(NOC), NRMO_OC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1.029E-013	.052		.000	1.000	-.103	.103		
	Zscore(NRMO)	.527	.052	.527	10.063	.000	.424	.630	1.000	1.000
2	(Constant)	-1.037E-013	.050		.000	1.000	-.099	.099		
	Zscore(NRMO)	.461	.052	.461	8.882	.000	.359	.563	.934	1.070
	Zscore(NOC)	.259	.052	.259	4.997	.000	.157	.361	.934	1.070
3	(Constant)	8.440	2.099	4.020	.000	.000	4.306	12.574		
	Zscore(NRMO)	1.640	.298	1.640	5.512	.000	1.054	2.226	.027	37.241
	Zscore(NOC)	1.459	.302	1.459	4.822	.000	.863	2.054	.026	38.470
	NRMO_OC	-.386	.096	-1.895	-4.021	.000	-.575	-.197	.011	93.398

a. Dependent Variable: Zscore(NBP)



3. Hierarchical regression of Organizational culture dimensions moderate on the impact of PMO and BP

Model Summary^d

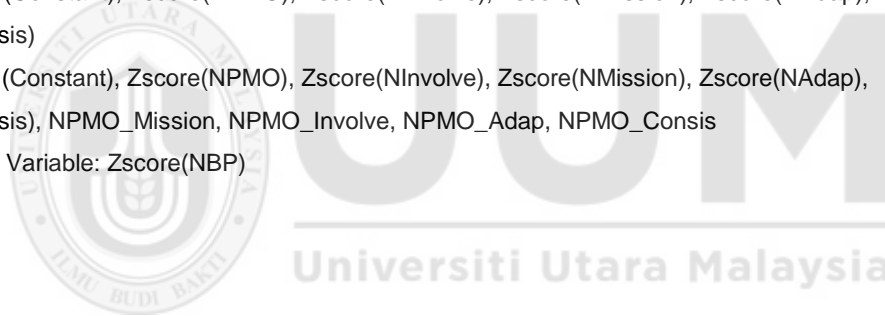
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.619 ^a	.383	.381	.78680099	.383	163.456	1	263	.000	
2	.641 ^b	.411	.400	.77464318	.028	3.080	4	259	.017	
3	.682 ^c	.465	.446	.74435618	.054	6.376	4	255	.000	.764

a. Predictors: (Constant), Zscore(NPMO)

b. Predictors: (Constant), Zscore(NPMO), Zscore(NInvolve), Zscore(NMission), Zscore(NAdap), Zscore(NConsis)

c. Predictors: (Constant), Zscore(NPMO), Zscore(NInvolve), Zscore(NMission), Zscore(NAdap), Zscore(NConsis), NPMO_Mission, NPMO_Involve, NPMO_Adap, NPMO_Consis

d. Dependent Variable: Zscore(NBP)



ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.188	1	101.188	163.456	.000 ^b
	Residual	162.812	263	.619		
	Total	264.000	264			
2	Regression	108.581	5	21.716	36.189	.000 ^c
	Residual	155.419	259	.600		
	Total	264.000	264			
3	Regression	122.713	9	13.635	24.609	.000 ^d
	Residual	141.287	255	.554		
	Total	264.000	264			

a. Dependent Variable: Zscore(NBP)

b. Predictors: (Constant), Zscore(NPMO)

c. Predictors: (Constant), Zscore(NPMO), Zscore(NInvolve), Zscore(NMission), Zscore(NAdap), Zscore(NConsis)

d. Predictors: (Constant), Zscore(NPMO), Zscore(NInvolve), Zscore(NMission), Zscore(NAdap), Zscore(NConsis), NPMO_Mission, NPMO_Involve, NPMO_Adap, NPMO_Consis



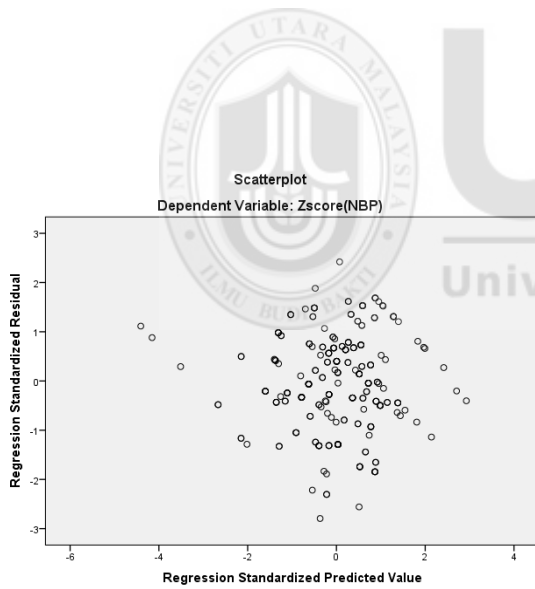
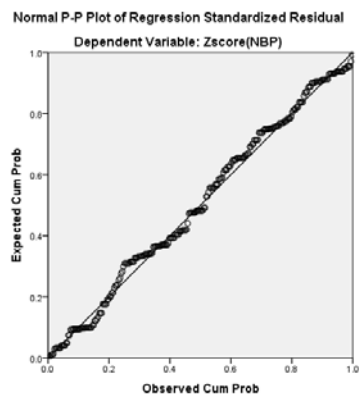
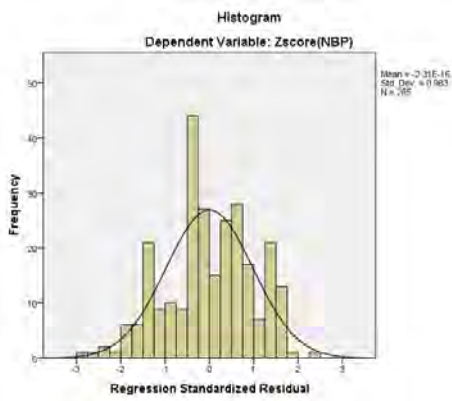
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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1.008E-013	.048	.000	1.000	-.095	.095			
	Zscore(NPMO)	.619	.048	.619	12.785	.000	.524	.714	1.000	1.000
2	(Constant)	-1.007E-013	.048	.000	1.000	-.094	.094			
	Zscore(NPMO)	.637	.061	.637	10.455	.000	.517	.757	.612	1.634
	Zscore(NMission)	.161	.071	.161	2.261	.025	.021	.301	.449	2.227
	Zscore(NConsensus)	-.045	.083	-.045	-.536	.592	-.209	.119	.328	3.048
	Zscore(NInvolvement)	.071	.068	.071	1.049	.295	-.062	.205	.492	2.031
	Zscore(NAdaptation)	-.196	.073	-.196	-2.693	.008	-.339	-.053	.429	2.330
	(Constant)	5.604	2.070		2.708	.007	1.529	9.680		
3	Zscore(NPMO)	1.433	.303	1.433	4.737	.000	.837	2.029	.023	43.611
	Zscore(NMission)	-.072	.401	-.072	-.178	.859	-.861	.718	.013	76.656
	Zscore(NConsensus)	.443	.550	.443	.806	.421	-.640	1.527	.007	144.297
	Zscore(NInvolvement)	1.649	.444	1.649	3.715	.000	.775	2.523	.011	93.861
	Zscore(NAdaptation)	-1.169	.439	-1.169	-2.665	.008	-2.034	-.305	.011	91.748
	NPMO_Mission	.081	.106	.491	.763	.446	-.128	.290	.005	197.768
	NPMO_Conensus	-.151	.174	-.858	-.867	.387	-.494	.192	.002	466.306
NPMO_Involvement	-.461	.127	-2.626	-3.620	.000	-.712	-.210	.004	250.697	

NPMO_Ada	.285	.122	1.661	2.346	.020	.046	.524	.004	238.9
p									84

a. Dependent Variable: Zscore(NBP)



4. Hierarchical regression of Organizational culture moderate on the impact of PMO and BP

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.619 ^a	.383	.381	.78680099	.383	163.456	1	263	.000	
2	.619 ^b	.384	.379	.78810374	.000	.131	1	262	.717	
3	.641 ^c	.411	.404	.77215848	.027	11.932	1	261	.001	.718

- a. Predictors: (Constant), Zscore(NPMO)
 b. Predictors: (Constant), Zscore(NPMO), Zscore(NOC)
 c. Predictors: (Constant), Zscore(NPMO), Zscore(NOC), NPMO_OC
 d. Dependent Variable: Zscore(NBP)

ANOVA^a

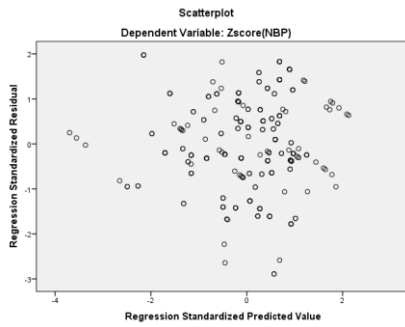
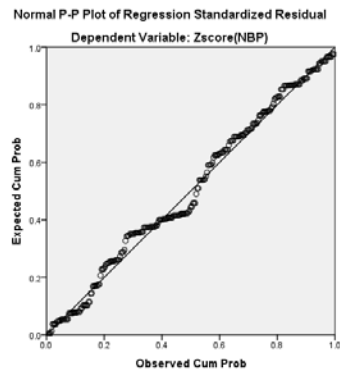
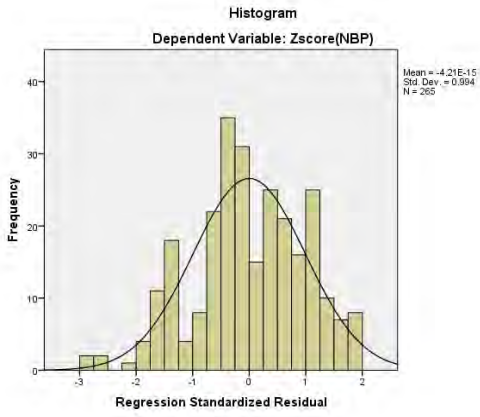
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.188	1	101.188	163.456	.000 ^b
	Residual	162.812	263	.619		
	Total	264.000	264			
2	Regression	101.270	2	50.635	81.524	.000 ^c
	Residual	162.730	262	.621		
	Total	264.000	264			
3	Regression	108.384	3	36.128	60.594	.000 ^d
	Residual	155.616	261	.596		
	Total	264.000	264			

- a. Dependent Variable: Zscore(NBP)
 b. Predictors: (Constant), Zscore(NPMO)
 c. Predictors: (Constant), Zscore(NPMO), Zscore(NOC)
 d. Predictors: (Constant), Zscore(NPMO), Zscore(NOC), NPMO_OC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.0013	.048		.000	1.000	-.095	.095		
	Zscore(NPMO)	.619	.048	.619	12.785	.000	.524	.714	1.000	1.000
2	(Constant)	-.0013	.048		.000	1.000	-.095	.095		
	Zscore(NPMO)	.606	.060	.606	10.127	.000	.488	.724	.656	1.524
	Zscore(NOC)	.022	.060	.022	.362	.717	-.096	.140	.656	1.524
3	(Constant)	6.863	1.987	3.453	.001	2.950	10.777			
	Zscore(NPMO)	1.586	.290	1.586	5.476	.000	1.016	2.157	.027	37.150
	Zscore(NOC)	1.052	.304	1.052	3.461	.001	.454	1.651	.024	40.951
	NPMO_OC	-.325	.094	-1.798	-3.454	.001	-.509	-.140	.008	120.001

a. Dependent Variable: Zscore(NBP)



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