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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
September 2016**

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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

ACKNOWLEDGEMENTS

There are a number of people to whom I would like to express my gratitude. Without them, this dissertation would not have been completed. First and most important, I would like to thank Associate Professor Dr. Sany Sanuri Bin Mohd. Mokhtar my supervisor for his constructive ideas, criticisms, guidance, and patience throughout the duration of preparing this thesis. He pushed me forward and elicited my fullest effort. I really appreciate his kindness.

I am also greatly indebted to Associate Professor Dr. Abdul Rahim Othman my internal examiner and Associate Professor Dr. Pensri Jareonwanit my external examiner for their invaluable comment which paved the way for shaping and revising this study.

I gratefully give acknowledge the financial support from Rajamangala University of Technology Srivijaya which gave me financial support for this study. And I am also greatly indebted to Assistance Professor Suwannee Pochakorn Dean of Management Technology faculty, Rajamangala University of Technology who support and kind assistance rendered to me throughout my study.

My thanks also goes to my lovely younger sisters Miss Buppachart Taengkliang and Dr. Panadda Chanphet and also my fellow Ph.D students and friends, Dr. Maha Mohammed Yusr, Dr. Thammayantee Phayoonpun, Dr. Onuma Suphattanakul and Miss Rungrudee Dittavichai for their willingness to work together and support each other.

Finally, I appreciate my mother and Rukkammerd family, Taengkliang family, for their support and helped to make my study completed. And I would like to thanks my wife Ornanong Nuansate and our dearest children, Pannaporn Nuansate and Pannawit Nuansate for their love and encouragement. I could not have completed this study without their support and encouragement. Last but not least, I am presenting this success of my study to my father's spirit.



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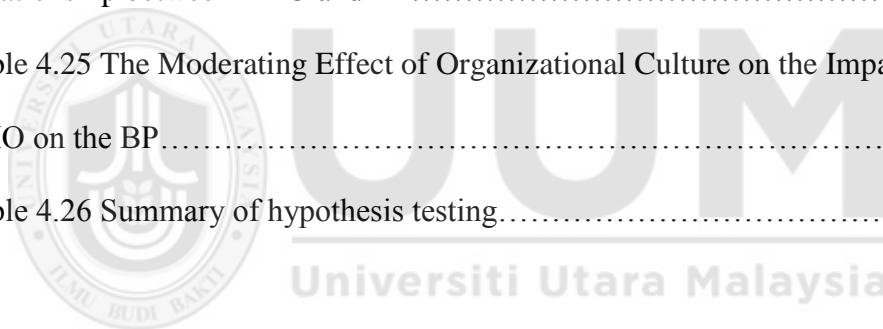


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LIST OF ABBREVIATIONS

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.

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