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

SITTICHAI NUANSATE

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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SYNERGISTIC EFFECT OF RESPONSIVE, PROACTIVE MARKET ORIENTATION AND ORGANIZATIONAL CULTURE AND ITS IMPACT ON HOTEL OVERALL BUSINESS PERFORMANCE IN THAILAND

By
SITTICHAI NUANSATE

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, organizational culture, business performance
ABSTRAK


Kata kunci: Orientasi pasaran responsif, orientasi pasaran proaktif, budaya organisasi, prestasi keseluruhan
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<td>ADAP</td>
<td>Adaptability</td>
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<td>BP</td>
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<td>CON</td>
<td>Consistency</td>
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<td>DOCM</td>
<td>Denison Organizational Culture Model</td>
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<td>EFA</td>
<td>Exploratory Factor Analysis</td>
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<tr>
<td>GDP</td>
<td>Gross Domestics Product</td>
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<td>INV</td>
<td>Involvement</td>
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<td>Item-Objective Congruence index</td>
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<td>Resource Based View Theory</td>
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<td>Responsive Market Orientation</td>
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<td>ROA</td>
<td>Return On Assets</td>
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<td>ROI</td>
<td>Return On Investment</td>
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<td>ROS</td>
<td>Return On Sales</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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<td>TAT</td>
<td>Tourism Authority of Thailand</td>
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<td>THA</td>
<td>Thai Hotels Association</td>
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<td>VIF</td>
<td>Variance Inflation</td>
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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 contents of the thesis is for internal user only
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