

**STRATEGIC ORGANIZATIONAL FLEXIBILITY CAPABILITY
AND BUSINESS SURVIVAL: AN EMPIRICAL INVESTIGATION
OF TOUR BUSINESSES IN THAILAND**

PATTARIYA PROMMARAT

**A dissertation submitted in partial fulfillment of the requirements for
the degree of Doctor of Philosophy in Management
at Maharakham University**

May 2016

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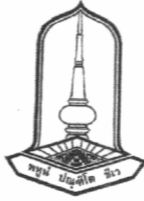
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The examining committee has unanimously approved this dissertation, submitted by Mrs.Pattariya Prommarat as a partial fulfillment of the requirements for the degree of doctor of philosophy in Management at Maharakham University.

Examining Committee

-
(Dr.Jindarat Peemane) Chairman
(Faculty graduate committee)
-
(Assoc.Prof.Dr.Karun Pratoon) Committee
(Advisor)
-
(Asst.Prof.Dr.Kesinee Muenthaisong) Committee
(Co-advisor)
-
(Assoc.Prof.Dr.Phaprukbaramee Ussahawanitchakit) Committee
(Faculty graduate committee)
-
(Asst.Prof.Dr.Wanee Trongpanich) Committee
(External expert)

Maharakham University has granted approval to accept this dissertation as a partial fulfillment of the requirements for the degree of doctor of philosophy in Management.

.....
(Assoc.Prof.Dr.Phaprukbaramee Ussahawanitchakit)

Dean of Maharakham Business School

.....
(Prof.Dr.Pradit Terdtoon)

Dean of Graduate School

..... May 31, 2016



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Pattariya Prommarat



TITLE Strategic Organizational Flexibility Capability and Business Survival:
An Empirical Investigation of Tour Businesses in Thailand

AUTHOR Mrs.Pattariya Prommarat

ADVISORS Assoc. Prof. Dr. Karun Pratoom
Asst. Prof. Dr. Kesinee Muenthaisong

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ABSTRACT

Nowadays, business environmental changes are continuously severe. Most firms must be capable of figuring out the current adaptation and future changes by seeking for ways to determine organizational strategy to achieve competitive advantage and superior performance for survival in the complex business environment. Strategic organizational flexibility capability has been the main key success factor in execution under business environments.

The objective of this research is to examine the relationship between strategic organizational flexibility capability and business survival through the mediating influences. The conceptual model is a representation of two theories to explain the phenomena in this research which consists of the dynamic capability and contingency theory. In addition, this research examines each dimension of strategic organizational flexibility capability, namely, organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration which have an effect on the consequence variables: organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival. Likewise, the antecedent constructs of strategic organizational flexibility capability consist of internal factors: executive long-term vision, open-mindedness culture, technology competency, and renewal resource capability; and external factors, which is environment complexity. Additionally, marketing learning and market culture are the two moderators of the aforementioned relationships. The model is empirically tested by using data collected by a mail survey of the 335 tour businesses in Thailand using a questionnaire. The key informants are manager directors



and share managers. Indeed, the descriptive statistics, correlation, and Ordinary Least Squares (OLS) regression analyses are utilized to examine and prove the proposal of 22 hypotheses.

The results reveal that organizational outsourcing orientation and strategic linkage concentration have a positive influence on organizational adaptation, organizational excellence, and organizational value creation. Besides, business alliance capability has a positive influence on organizational value creation. Moreover, inter-organizational teamwork concern has a positive influence on organizational value creation. Interestingly, organizational adaptation has a positive influence on organizational value creation and business survival. As well, organizational excellence has a positive influence on organizational value creation and business performance. Likewise, organizational value creation has a positive influence on business survival. Also, business performance has a positive influence on business survival. Moreover, both internal and external determinants have impacts, at least partially, on building strategic organizational flexibility capability. Especially, executive long-term vision seems to be the most essential. Meanwhile, marketing culture plays a significant moderating role only on the relationships among organizational outsourcing orientation and its three consequences. The contributions of the theoretical and managerial, conclusion, and suggestions for future research are also discussed.



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CHAPTER I

INTRODUCTION

Overview

Changes in the business environment have been evolving continually. Since the 1970, most organizations were faced with a dynamic environment which included both macro and micro changes. Such macro environments were economic, social, cultural, technological, and had business changes meanwhile the micro influences resulted from the treat of new entrants, established competitors, substituted products, and the bargaining power of suppliers and customers (Dwyer et al., 2014). Therefore, the rapid changes from the external environment could yield possible advantageous or disadvantageous outcomes to the firms. As Zhou and Wu (2010) stated, in order to enhance a sustainable organization, it is necessary to work attentively with adaptation to business environment changes and to seek the opportunity of competitive advantages. These factors shape the firms' business characteristics which resulted in their survival in a drastic environment. They also contribute to the configuration of firms' competencies (Mintzberg, Ahlstrand and Lampel, 2009). Currently, the competitive environment is continuously severe and intense. Firms must be capable of figuring out the current adaptation and future changes in the external business environment by seeking for ways to determine organizational strategy to achieve competitive advantage and superior performance for survival in the complex environment (Li et al., 2011; Wang and Ahmed, 2007).

Currently, business environmental changes have been diversified from the 1960s and 1970s by the increasing of uncertainty of globalization and information technology. They are important driving forces on why customers change their desires more quickly. These preference changes make product life cycles shorter and drive market competition increasingly severe. The increasing of environmental dynamism has forced companies to become shift their concentration from economies of scale and optimal resources to flexibility concentration in order to defend and improve their competitive position (Nadkarni and Narayanan, 2007). "Flexibility" has received much



interest from business researchers and practitioners as the source of competitive advantage because it reflects the ability in responding and conforming to new or changing situations (Sharma, Sushil and Jain, 2010). It also contributes to organizational change and adaptability of some organizations when the environment changes. An organization is expected to deploy proper strategy for its successful adjustment. This decision demonstrates the flexibility of choices for a strategic plan. An organization has to decide how to adapt in changing environmental conditions by allowing flexibility to operate. Moreover, Evans (1991) describes strategic flexibility as a tendency in ability to do something rather than its original intention in response to changes in external environment. Similarly, strategic flexibility is the way to change and adapt quickly through constant new thinking over the current strategy (Sanchez, 1995). It indicates that the resources or capability that each organization ever had, or ever used was not enough to maintain a competitive advantage. Thus, the issue of flexibility has interest for many researchers as to how to pursue new capabilities in strategy in new ways.

In order to develop a theory of strategic flexibility, this research exhibits strategic organizational flexibility capability as referring to the ability to adjust the organizational change promptly according to an organization's administration and management. It also includes application in administration and management to adapt resources and abilities within the organization for the changing environment (Burnes, 1992; Evans, 1991; Lou, 2000; Sanchez, 1995). Furthermore, this research will prescriptive the dimensions of strategic organizational flexibility capability which are concededly based on strategic organizational flexibility capability as one of the dynamic capabilities of the firm through which firms confront change. The new dynamic capabilities focus on the ability of the firm to orchestrate quickly and reconfigure externally-sourced competences (Shuen and Sieber, 2010). In addition, conditions of the business environment change the fluctuation. It resulted in that modern organization management is restructuring its management to be more streamlined. Currently, the structure of the organization looks like a web, flat and horizontal. The links connect employees, suppliers, customers, partners, and external contractors in numerous forms of coordination. The firm is seeking to create outside collaboration in a variety of formats to share resources from outside the organization. The objective of this collaboration is to bring the resource and capability from outside for application in



the organization's administration, and for achieving better potential for the organization (Aalst, 2000). From the literature review, this research will be prescriptive as to strategic organizational flexibility capability which consists of four dimensions: organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. Likewise, the antecedent constructs of strategic organizational flexibility capability consist of internal factors: executive long-term vision, open-mindedness culture, and renewal resource capability. External factors which consists of technology competency and environment complexity. Additionally, strategic organizational flexibility capability outcomes are organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival, which are the consequent constructs. Finally, marketing learning and market culture are the two moderators of the aforementioned relationships. Thus, two theories are applied to explain the phenomena in this research. First, dynamic capability is used to develop four dimensions of strategic organizational flexibility capability and explain the relationships among strategic organizational flexibility capability and its outcomes. Moreover, the contingency theory is used to explain the relationships among the antecedent constructs of strategic organizational flexibility capability and the four dimensions of strategic organizational flexibility capability, which is used to explain the moderating effect of marketing learning. This has influence on the relationships among the strategic organization flexibility capability antecedents, and the four dimensions of strategic organizational flexibility capability. Likewise, the moderating effect of market culture has influence on the relationships among four dimensions of strategic organizational flexibility capability and strategic organizational flexibility capability outcomes.

In this research, the outbound tourism businesses in Thailand are the population and sample in the data collection. They are interesting for investigation for four main reasons as follows (1) The outbound tourism business faces continued operation under the changes of society, economy and politics of each country such as facing a tourism law barrier (e.g. local tour guide) of each country in its operation. Therefore, the outbound tourism business should take strategic organizational flexibility capability. For instance, joint working may get rid of entry barriers and also promote firms' advantages. As a reason, outbound tour businesses in Thailand need to collaborate



with outsourcing partners. Moreover, a tour firm contracts with suppliers (*e.g.*, hotels, restaurants, airlines and other transportation companies) and attractions (*e.g.*, theme parks, historical buildings, and museums) for creating a tour package. Therefore, the tour businesses seem to be firms which collaborate with partners to prefer customers' final tourism products. (2) The tour businesses are normally small and medium-sized, so they often have limited resources. Subsequently, they tend to find out how to deal with these problems as well as still gain a higher profit and market share than competitors, which are the basic goals of running a business. (3) The tourism industry is an important industry in the world. It is a high-value service business in terms of creating a large numbers of employment and yields effect on social and economic development. According to the office of National Economic and Social Development Board (2014) the tourism industry contributed to the gross domestic product (GDP) 3.09 trillion baht or 34.15% of national GDP. Finally, (4) The participation in the ASEAN Economic Community (AEC) results in the liberalization of travel services and intra-ASEAN tourism that grow up together. At the same time, it is highly possible that the outlook for future competition will be even more such as customers that are more diverse, and a number of increasing competitors (Ministry of Tourism and Sports, 2014). Thus, outbound tourism businesses will have to adapt to the business services that grew in increasing competition by implementing strategic organizational flexibility capability to guide the strategy of the organization.

Finally, this research is intended to provide a clearer understanding of the relationships between strategic organizational flexibility capability and business survival through organizational adaptation, organizational excellence, organizational value creation, and business performance. This research provides contributions to the literature of strategic organizational flexibility capability. Firstly, this research proposes four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, strategic linkage concentration, and inter-organizational teamwork concern) for theoretical development and practical investigation. Secondly, this research advancing the literature via categorizing many antecedents and consequences of strategic organizational flexibility capability, and developing a model to test the relationships. Strategic organization flexibility capability is examined in terms of a quantitative variable of the collected data from the outbound



tourism businesses in Thailand. The research on strategic flexibility in the past found that it will be studied in manufacturing and information technology business sectors context, which mostly focused on innovation (Bock et al., 2012; Cingoz and Akdogan, 2013). While the research in the business context of the need for flexibility in the pursuit of new opportunities, such as tour businesses remain a few.

Purposes of the Research

The main purpose of this research is to examine the effects of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) on business survival. In addition, the specific research purposes are as follows:

1. To examine the relationships among four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) on organizational adaptation, organizational value creation, and organizational excellence.
2. To examine the relationships among organizational adaptation and organizational value creation, business performance, and business survival.
3. To examine the relationships among organizational excellence and organizational value creation, business performance, and business survival.
4. To examine the relationships among organizational value creation and business performance and business survival.
5. To examine the relationships among business performance and business survival.
6. To examine the impacts of the antecedents (executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity) on four dimensions of strategic organizational flexibility capability.
7. To examine the relationships among executive long-term vision, open-mindedness culture, renewal resource capability, technology competency, and



environment complexity on four dimensions of strategic organizational flexibility capability, using marketing learning as a moderator.

8. To examine the relationships among four dimensions of strategic organizational flexibility capability and organizational adaptation, organizational value creation, organizational excellence and marketing culture as a moderator.

Research Questions

The key research question of this research is how strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration,) has an effect on business survival. Also, the specific research questions are as follows:

1. How do the four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) have an influence on organizational adaptation, organizational value creation, and organizational excellence?
2. How does organizational adaptation have an influence on organizational value creation, business performance, and business survival?
3. How does organizational excellence have an influence on organizational value creation, business performance, and business survival?
4. How does organizational value creation have an influence on business performance and business survival?
5. How does business performance have an influence on business survival?
6. How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organization flexibility capability?
7. How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) via the moderating effects of marketing learning?



8. How do four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) have an influence on organizational adaptation, organizational value creation, and organizational excellence via the moderating effects of market culture?

Scope of the Research

This research aims to examine the effects of strategic organizational flexibility capability on the business survival of tour business in Thailand. It employs two theories namely, the dynamic capability and the contingency theories. The two theories are used to describe the phenomena of the relationships of each variable, and to examine the answer of the research questions and objectives. All theorizations demonstrate the relationships between strategic organization flexibility, its antecedents, and its consequential constructs. Moreover, organizational adaptation, organizational value creation and organizational excellence are hypothesized as mediators among four dimensions of strategic organizational flexibility capability, business performance, and business survival. Besides, executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, and environment complexity are the antecedents that impact the four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) via marketing learning and market culture as moderators. Additionally, the research questions and objectives are answered by analysis which is based on the data collected from the sample of outbound tourism business in Thailand. This research selected the outbound tourism business as a basis for the investigation of strategic organizational flexibility capability because the tourism industry is the high value service business. It creates a large amount of employment and yields a potential impact on economic and social development. Also, most outbound tourism business is small and medium size. They need for survival in the business environment change dynamism by seeking for the options to run a business on limited resources to make higher profit and to increase the market share over the competitor. Furthermore, in this research, the two control



variables are firm size and firm age. One controls the firm size because the difference in firms' sizes will cause scale-related heteroscedasticity problems. Hence, without the reference of a firm's size, absolute strategic organizational flexibility capability may not reflect its real firm's capability. Also one controls the firm age because it may influence the firm's performance, and older firms benefit from accumulated experience. Therefore, a firm's performance is affected by its age. Thus, the scope of the research is detailed below.

Strategic organizational flexibility capability is measure by four dimensions. It includes: 1) Organizational outsourcing orientation that refers to the use of external capability in an organization's operations. Outsourcing enhances efficiency of cost which increases the operation for higher advantages. External capability includes skills, knowledge, and superior ability from outside the organization (Espino-Rodriguez and Robina, 2005; Varadarajan, 2009; Whitaker, Mithas and Krishnan, 2011) 2) Business alliance capability refers to the ability to seek potential business that has desirable qualifications for an organization's demand to cooperate as a business alliance. Such agreement contributes to organization's operation and objectives as stated (Parkhe, 1991; Varadarajan and Cunningham, 1995) 3) Inter-organizational teamwork concern refers to the organization's ability to collaborate with other organizations. This concern emphasizes human resources in terms of knowledge, capability and attitude. Teamwork enhances the ability to collaborate with other organizations for various benefits in the maximum yields (Baker, Day and Salas, 2003; Chen, Donahue and Klimoski, 2004) 4) Strategic linkage concentration refers to the ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personal, and operational process in order to achieve long-term good (Grant, 1991; Venkatraman, 1989).

Those consequences of strategic organizational flexibility capability are expressed in the following: 1) Organizational adaptation refers to application of learning and integration of techniques and technology into organizational operation. Adaptation causes continual modification and development in the work process to react with a changing environment. This will increase the organization's efficiency to survive and succeed in the market (Cameron, 1984; Iven, 2005; Taylor et al., 2008) 2) Organizational excellence refers to the operational process of using resources with an



economical approach. Excellence makes an operation achieve the determined plan with efficiency. The goals of organizational excellence are aimed at achievement and advantage over the competitors (Reijersa and Liman Manser, 2005) 3) Organizational value creation refers to the formulation of an organization's innovative creation in terms of product and operational process. This enables the organization to respond to needs and to create satisfaction among customers and stakeholders (Bourguignon, 2005; wikstorm, 1996) 4) Business performance refers to the overall outcome of the corporate performance that achieves the goal with efficiency. Performance can be evaluated by both financial performance and non-financial performance (Lahiri, et al., 2009; Venkatraman and Ramanujam, 1986) 5) Business survival refers to the result of an organization performance to manage uncertainly competitive environments during a period of time so as to stable and sustain economic growth and long-term business (Persson, 2004; Schwartz, 2009).

Additionally, this research aims to examine the relationship between antecedents and dimensions of strategic organizational flexibility capability. These antecedents of strategic organizational flexibility capability include: 1) Executive long-term vision refers to the guidelines of the organization to focus on the integration of knowledge and capability which focus on the strategic planning and operational management to achieve a successful competition and sustainable development in the future (Carmen, Maria de la Luz and Salustiano, 2006; Ravilla and Rodriguez, 2011) 2) Open-mindedness culture refers to the belief in organizational to learn, accept, and integrate new ideas to benefit operation development, operation procedure and business management (Cooke and Szumal, 2000; Hernández-Mogollon et al., 2010) 3) Resource renewal capability refers to the ways to develop, improve, and apply the use of resources. The renewal of resources could create new value leading to the potential development of the organization (Eng and Spickett-Jones, 2009; Teece, Pisano and Shuen, 1997) 4) Technology competency refers to the use of technology in facilitating the organization's operation to create opportunity and organizational performance (Tippins and Sohi, 2003; Thongsodsang and Ussahawanitchakit, 2011) lastly 5) Environment complexity refers to the perception toward the change of external circumstances which have ambiguous and uncertain conditions. The complexity affect the operation of the organization (Luo, 2001; Nicolau, 2005).



Ultimately, the hypotheses relate to the antecedents and strategic organizational flexibility capability via marketing learning moderators. Marketing learning refers to organizational learning in marketing aspects such as customer needs, marketing changes, and competitors' practice. Learning could improve marketing activities by having more knowledge and understanding. Organizations could increase their competitiveness in order to achieve advantage in competition in a sustainable approach. The organization would be able to development its operation in the long-run (Alegre and Chiva, 2008; Pungboonpanich and Ussahawanitchakit, 2010). Moreover, the hypotheses relate to the strategic organizational flexibility capability and the consequence via market culture moderators. Market culture refers to the concepts of an operation that emphasizes success. Culture defines directions and operation in achieving goals, objectives, and winning over the competitors (Ussahawanitchakit, 2003; Zhou et al., 2008)

In conclusion, the scope of this research consists of three major parts. The first is to investigate the effect of strategic organizational flexibility capability on organizational adaptation, organizational excellence, and organizational value creation, including the moderating effect of market culture. The second is to investigate the effect of organizational adaptation, organizational value creation, organizational excellence on business performance and business survival. Finally, the third is to examine the relationships among executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, environment complexity and strategic organization flexibility capability, including the moderating effect of marketing learning.

Organization of the Dissertation

This research is organized in five chapters. Chapter one provides an overview consisting of motivation in the research, the role of strategic organizational flexibility capability, purposes of the research, research questions, scope of the research, and organization of the research. Chapter two reviews previous studies and relevant literature, the theoretical framework explaining the conceptual model, and the development of hypotheses. Chapter three discusses the research methodology which includes sample selection, data collection procedure, a development of data-collected instruments, variable definitions, measurements, and statistical methods in hypotheses testing.



Chapter four presents the results of the statistical analysis. Chapter five demonstrates a conclusion, theoretical contributions, managerial implications, limitations, and suggestions for further research direction.



CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The previous chapter provides an overview of the situation with strategic organizational flexibility capability which involves the research objectives, research questions, and scope of the research. Furthermore, this chapter attempts to present the theoretical contributions that support the conceptual model in this research. In addition, the previous literature review suggested that the theories applied helped describe a way that is realistic, empirical, valid, and non-tautological. Hence, this chapter endeavors to integrate theoretical perspectives that support how strategic organizational flexibility capability affects business survival.

This chapter is organized into three major sections. The first section introduces theories that back up the conceptual model in this research. The second section provides a literature review of all the constructs of the conceptual framework, the definitions, and the previous research on the subject of strategic organizational flexibility capability in the context of tour businesses in Thailand. The final section presents the conceptual model and details the development of the hypotheses.

Theoretical Foundation

This research attempts to integrate theoretical perspectives that support the relationship of strategic organization flexibility capability and business survival. Two theories supporting this research are the dynamic capability theory and the contingency theory. Therefore, this chapter presents three major sections that review the theories backing up the conceptual model, and then provides the previous research and relevant literature detailing strategic organization flexibility capability and other constructs in the conceptual model. Finally, the definition of each construct is presented. Additionally, the linkages of the constructs and hypotheses development are discussed. The dynamic capability theory is the theoretical background for developing four dimensions of strategic organizational flexibility capability and describes the relationships between strategic organizational flexibility capability and the consequence variables. The



contingency theory is applied to explain the relationships between the antecedent variables and dimensions of strategic organizational flexibility capability. Moreover, it is applied to explain market learning as the moderating relationship between the antecedent variables and dimensions of strategic organizational flexibility capability, and marketing culture as the moderating relationship between the dimensions of strategic organizational flexibility capability and the consequence variables. In summary, the two theories are elaborated for the aforementioned relationships as follows.

Dynamic Capability Theory

Dynamic capability is an important component of the resource-based view (RBV) that describes how an organization can achieve a competitive advantage in a dynamic environment (Eisenhardt and Martin, 2000). Dynamic capability is defined by Teece, Pisano and Schun (1997) as "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments."

To represent the dynamic capabilities conceptualization is an extension in response to the critique of the resource-based view (RBV). The RBV focuses on the basis of resources that are of value, rare, difficult to be imitable and cannot be substitutable for competing and creating value. They are pooled to generate a specific firm's abilities that enhance achievement in competitive advantage, but they do not elucidate about how and why firms can build competitive advantage in environments that change rapidly (Cavusgil, Seggie and Talay, 2007). RBV is not concerned about the resources and capabilities, that over time are from a business environment with the basis of competitive advantage. Thus RBV is limited to explain competitive advantage because it is in a dynamic environment (Helfat and Peteraf, 2003). In contrast, dynamic capabilities explain how firms have a confident, competitive advantage in the situation of dynamic environmental conditions. Firms must rely on their capability to create, maintain and renew these resources for sustainable competitive advantage. In addition, dynamic capability perspective focuses on the firm using resource advantage to fit to the event and time (Eisenhardt and Martin, 2000). The assumption of the dynamic capabilities is the core competencies that should be used to modify short-term



competitive positions that can be used to build sustainable competitive advantage (Douma et al., 2013). Grant (1991) explains about the resources that are the source of capability of the firm and that can be a cause for competitive advantage. Moreover, the specific capability must be able to the dynamic view. Thus, the organization uses sensing capabilities for identifying opportunities from outside. Then, the organization seizes its own ability to have new capabilities that are appropriate to the environment. The organization can reconfigure new capabilities that help itself establish guidelines, and maintain superior position which can lead to a sustainable competitive advantage over other organizations (Teece, 2007).

The concept of dynamic capability is developed for strategic management to determine organizational objectives. It can explain how the organization will be able to sustain competitive advantage in an environment that has changed over time. Lou (2000) suggests that for the capability of a business to be able to survive and succeed in the complex environment. It is based on the capability to change itself at any time. The components of dynamic capabilities are namely, capability possession as a different resource, capability deployment to manage different resources, and capability upgrading leading to creative new ideas. Zollo and Winter (2002) describe dynamic capabilities as a form of learning and stability to carry out activity together through organization as an organizational system; and to create and modify operating procedures to improve efficiency. Corporate behavior continues to integrate, reconfigure, create new resources and capabilities, and improve new core capabilities to respond to the environmental changes in order to maintain a competitive advantage (Wang and Ahmed, 2007).

To emphasize on the ability of the firm to rapidly orchestrate and reconfigure external sources competency is the main dynamic capabilities framework (Shuen and Sieber, 2010). It explains how organizations integrate, create, and reconfigure internal and external talent into new capabilities that rapidly meet the changing environment (Teece, Pisano, and Schuen, 1997). For instance, Bergman et al., (2004) proposed the dynamic capability method in view of future situations for creating and sharing knowledge with the individual through the creation of a network. Additionally, Prieto and Smith (2006) found that forms of knowledge through social relationships of knowledge in the organization and interplay between organizations that can indicate a



source of talent for the dynamic. The organizations that have high dynamic capability to adapt to the environment and can find partnership resources, can also combine learning new knowledge, and development of new products or markets. This will affect the development process and it is in recognition of innovations (Cohen and Levinthal, 1990).

The dynamic capability theory aims to understand how organizations use dynamic capabilities to create and maintain a competitive advantage over other organizations in response to the changing environment (Teece, 2007). In previous studies, scholars used dynamic capability to explain the context of organizational strategy and performance. The firm uses dynamic capability and an emphasis on technology innovation, which positively influence new product development performance (Wu and Wang, 2006). Besides, empirical study has found that knowledge management of marketing competence and dynamic capability have a positive effect on firm performance (Hou and Chien, 2010). Accordingly, firms should be applying dynamic capability to fit environmental change by improving the speed of adopting new practices and modern processes along the path of dependent learning in order to create opportunities in new markets (Lin et al., 2008).

In this research, dynamic capability is applied to describe the ability of an organization for achieve a competitive advantage in a dynamic environment. Strategic organizational flexibility capability considers the ability of an organization to adapt continuously through the use of specific resources and capabilities in response to dynamic environmental changes over time. Organizations are capable of continuously developing, creating, integrating, and concurrently renewing, both internally and externally, to the rapidly changing environment, contribute to successful implementation, including organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival.

Contingency Theory

The contingency theory describes organizational design and systems in order for them to be appropriate for the environment changing by uncertainty. This theory has received considerable attention from researchers in the 1960s and 1970s. The researchers were attentive to the factors of situations that affected the appropriate structure of organizations and leadership styles for different situations (Woodward,



1965). The contingency theory is a theory that studies the development of the organization in response to the theory of management with diverse proposes but always with a focus on how is the best way to organize is (Szilagyi and Wallace, 1980).

The contingency theory is a class of behavioral theories. It contends that no one best way of organizing, leading, or an organizational leadership style that is active in some situations, may not be successful in others (Fiedler, 1967). The contingency theory argue the proper alignment of internal organizational design and external context variables that lead to the superior organizational performance (Lawrence and Lorsch, 1967). The contingency approach tries to understand the interactions within and between enterprises, and between corporate systems within the environment. It focuses on the diverse nature of an organization that tries to explain and understand how to operate under multitudinous conditions (Kast and Rosenzweig, 1973).

In addition, the researchers approach to the contingency theory is to consider and carefully analyze alternatives. It is not the best way for every situation, but establishes the best approach for corporate decision-making (Vroom and Yetton, 1973). Organizational theory perspectives focus on fits between the business environment and an organization's structure (Bowman and Collier, 2006). The environmental variation in different levels require different degrees of comprehensive decision-making and organizational strategy to assort with opportunities and threats in the business environment (Aragon-Carron and Sharma, 2003; Sauser, Reilly and Shenhar, 2009). Furthermore, Selto, Renner and Young (1995) proposed three alternative approaches to apply contingency theory which are: 1) selection, which focuses on a fit of correlations between natural selection and managerial predicting of selections; 2) interaction, which focuses on paired correlations of context-structure or context-control factors on performance; and 3) systems, which focus on a holistic approach as an optimal system which fits when all designs of structure, context, and controls are congruent. Hence, the organization's success must appropriately depend on the flexibility of the organization. Thus, the organization should be attentive to integrating resource management, facilities used jointly, and a focus on common goals with cooperative activities which affect the suitability of the operation appraising a fit (Cadez and Guilding, 2008). Fiedler (1967) proposed that the contingency theory depends on the situation and indicates the best practices which were appropriate with each situation.



The organizational performance relationship is between the environment and organization, which the organizational practice created or adapted in harmony with an environment (Drazin and Van de Ven, 1985). The organization can survive not only to be the strongest but also to be able to adapt to suit the business environment, both internal (e.g. organizational structure, strategies, size) and external (e.g. technology change, competition environment, customer needs) (Doty, Glick and Huber, 1993). The researchers believe that organizational success can be defined by itself by using organizational structure and strategies appropriate to the environment, and context related to a sustainable competitive advantage. The contingency theory is concerned with the relationships between endogenous and exogenous contextual factors that influence competitive strategy, and influence performance in the end through the intervening of an organizational structure (Luther and Longden, 2001). Thus, the contingency theory describes organizational management that has a possible operational fit to improve organizational success (Cadez and Guilding, 2008). In addition, Xu, Kaye and Duan (2003) perceived that the ability of the organization on environmental changes influence the decisions of organizational planning for introducing innovations that include product or service development, processes, the channels to maintain markets, and reducing cost efficiencies. Patel (2011) suggested that higher levels of environmental uncertainty are required for firm flexibility. Moreover, Wei and Atuahene-Gima (2009) proposed that the effectiveness of organizations depends on the organization's ability to adapt the organizational structures that are appropriate to the requirements of the environment.

In this research, the contingency theory is used to describe the phenomenon of strategic organizational flexibility capability within the context of environmental change. This theory is essential because it performs the appropriate organizational strategy that is according to the situation (Drazin and Van de Ven, 1985). The uncertainty of the environment (executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, environment complexity, marketing learning, and market culture) results in organizational structure and function, which impacts on the operational system of the organization (Simon, 2007). Strategic organizational flexibility capability, as an organization strategy, depends on an organization's capability to adapt to the system when the environment is uncertain.



Thus, organizations will be successful when it is based on their appropriate flexibility (Phokha and Ussahawanitchakit, 2011).

In summary, the dynamic capability theory is applied to describe an ability of the organization to achieve a competitive advantage in an environmental dynamism. Strategic organizational flexibility capability considers the ability of an organization to adapt continuously through the use of specific resources and capabilities for response to dynamic environmental changes. Organizations are capable of continuously developing, creating, integrating, and concurrently renewing, both internally and externally, to the changing environment rapidly, contributing to successful implementation, containing organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival. The dynamic capability theory is theoretical background for developing four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) and is applied to explain the relationships of strategic organization flexibility capability among its consequences (organizational adaptation, organization value creation, organizational excellence, business performance, and business survival). Likewise, the contingency theory is employed to investigate the effectiveness of the antecedent variables (executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, and environment complexity) with strategic organizational flexibility capability. Additionally, the contingency theory is applied to explain the marketing learning as the moderating variables in this research, in the relationships among the antecedents, and each dimension of strategic organizational flexibility capability. Besides, the contingency theory describes market culture as the moderating variable that enhances the influence of each dimension of strategic organizational flexibility capability and its consequences (organizational adaptation, organization value creation, and organizational excellence). The two theories in this research, namely, the dynamic capability theory and the contingency theory, are integrated to explain the phenomenon in this research for the complete explanation and backup of the dimensions of strategic organizational flexibility capability as well.

Hence, these theories illustrate the relationships of strategic organizational flexibility capability between its antecedents, its consequences, and its moderating



variables as shown in Figure 1. The next section elaborates on the literature review and the hypotheses of strategic organizational flexibility capability as discussed below.

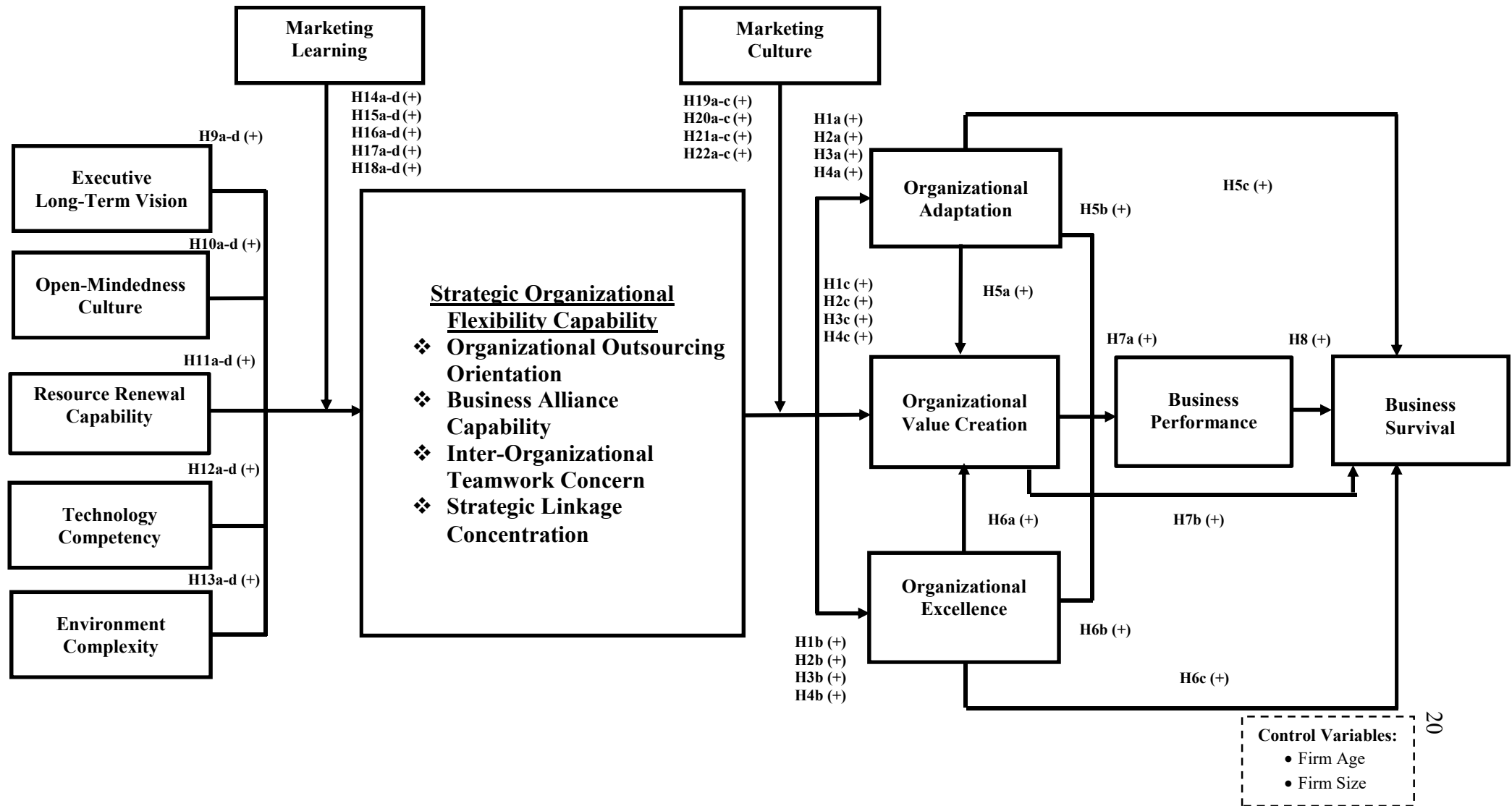
Relevant Literature Review and Research Hypotheses

The relevant literature is developed for the conceptual framework as shown in Figure 1 on the basis of extant research. The framework includes one main construct, namely, strategic organizational flexibility capability proposed in four dimensions. These components of strategic organizational flexibility capability are a compound of organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. Furthermore, there are four influential variables on strategic organizational flexibility capability which are organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. Additionally, the consequence factors of strategic organizational flexibility capability are that of organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival. The two moderating variables are marketing learning which has a positive effect on the relationships among executive long-term vision, open-mindedness culture, renewal resource capability, technology competency, and environment complexity, and dimensions of strategic organization flexibility capability. Moreover, market culture has a positive effect on the relationships among the dimensions of strategic organizational flexibility capability and organizational adaptation, organizational value creation, and organizational excellence.

In view of the above mentioned, this research agenda is proposed and purposed at linking together the key theoretical aspects of strategic organizational flexibility capability by highlighting the linkages between the antecedents and the consequence factors. The final result is business survival. Even though there are various variables affecting strategic organizational flexibility capability, the model proposed here shows only the main suitable issues nowadays. The full conceptual model is illustrated in Figure 1 as follows.



Figure 1: Conceptual Model of Strategic Organizational Flexibility Capability and Business Survival: An Empirical Investigation of Tour Businesses in Thailand



Strategic Organization Flexibility Capability Background

The researchers and practitioners pay much attentiveness to flexibility as a source of competitive advantage (Celuch and Murphy, 2010; Dreyer and Gronhaug, 2004; Grewal and Tansuhaj, 2001). There are many reasons for this. In the 1960s and 1970s, the business environment has had increasing uncertainty, customers are changing their desires faster, product life cycles are becoming shorter, and competition has become increasingly ferocious. The globalization of economic activity and information technology are driving forces behind these rapid developments. Moreover, increasing environmental uncertainty has forced the companies to shift their tending from mass production in economies of scale to resources based on flexibility production with the aim to defend and adjust their competitive position (Grewal and Tansuhaj, 2001; Sharma, Sushil and Jain, 2010).

The topic of flexibility has been comprehensive in several disciplines such as in economics, marketing, manufacturing management, IT management, and strategic management (Dreyer and Gronhaug, 2004; Kortmann et al., 2014). The flexibility has various conceptualizations, and the researchers have been interested in research in a wide range and theoretical perspectives. The flexibility has been much reviewed as to different definitions and typologies. Many researchers view attaining flexibility at the expense of desirable characteristics like quality, precision, accuracy, and efficiency. Evans (1991) considers flexibility as a means of adaptability, and as occasional and permanent adjustment to change. Flexibility is the ability of the organization to meet customers increasing variety expectations without excess cost, time, or performance losses (Zhang et al., 2006). Sharma, et al., (2010) defined, flexibility as the quality of responding, or the capability of conforming to new situations or change. Flexibility is a multi-dimensional concept with demanding rapidity and ability. It is associated with change, newness, and is linked with robustness and elasticity, implying their capabilities that may be create (Karri, 2001). The challenge for organizations is to attain flexibility without compromising on any desirable characteristics. Therefore, it is important to understand how these organizations have developed flexibilities and have used them for achieving business excellence (Jha, 2008). Competency of the organization enables firms to achieve and maintain competitive advantage and are superior over their



competitors in a business environment (Hitt et al., 1998; Sanchez, 1995; Zhous et al., 2005). Specifically, in the manufacturing management literature . Flexibility is incorporated into the strategic processes of any organization, and becomes very important at various levels (i.e. strategic, tactical, operational) and in all the perspectives of the organization (Roberts and Stockport, 2009).

In the perspective of strategic flexibility, Evans (1991) describes strategic flexibility as probably the closest to the understanding of flexibility. It is an ability to do something other than that which had been originally intended. Eppink (1978) explicates strategic flexibility as capabilities of the organization that are related to the goals. Flexibility is organizational activities that are more qualitative and involves environment changes such as when the organization faces unfamiliar change that has wide consequences and needs to be responded to quickly. Therefore, strategic flexibility is essential to remunerate for strategic changes which originated in the direct and indirect environment of the organization and reached it via the components. From the literature review, strategic flexibility as the ability is take some action for a response to environmental changes (Evans 1991; Johnson et al., 2003; Nadkarni and Narayanan, 2007). All organizations are managing their resources such as people, processes and structures through organizational strategy for achieving their objectives. Burnes (1992) identified three types of strategy according to the level of strategic decision-making. Firstly, corporate level strategy was described as being concerned with the direction, composition and coordination of the various business units within a large and diversified organization business level strategy related to the operation and direction of individual business units within a group of companies. Lastly, functional level strategy related to individual business functions. The organization not only faces its own internal environment but also that which is embedded in the external environment. The environment includes external factors such as regulatory, economic, political and social that affect the company's primary and secondary task environments. Thus, to survive in the competitive environment, organizations must use their flexibility capability to determine the organizational strategy and to take action to response to external environmental change (Bahrami,1992; Dreyer and Gronhaug, 2004; Shimizu and Hitt, 2004). In addition, strategic flexibility is the ability of the organization to make intentional changes and continuously adjust to environmental changes through the



rethinking of current strategies, asset deployment, and strategies (Bahrami 1992; Evans 1991; Sanchez, 1995). A long-term strategic flexibility perspective emphasizes a managerial capability of the firm to identify, generate and maintain different strategic options for responding to business environmental uncertainties (Johnson et al., 2003; Li et al., 2011).

From the previous discussion, strategic flexibility can be viewed as a strategic capability of the organization (Aaker and Mascarenhas, 1984; Bahrami, 1992). Strategic flexibility is one of the dynamic capabilities of firms to confront environment change (Nadkarri and Narayanan, 2007; Zajac, Kraatz and Shortell, 2000). It has received much from both researchers and practitioners in various disciplines such as strategic management, economics, organizational theory and marketing, as a source of competitive advantage in uncertainty business environment changes (Genus 1995). In addition to contribute for strategic flexibility in management research, this research proposes strategic organizational flexibility capability. Moreover, for developing a strategic organizational flexibility capability definition and development new dimension. Consequently, this researcher reviews the key definitions and dimensions of strategic organizational flexibility capability in a diverse range of this term's definitions, by different researchers who relate to a number of different perspectives. The key definitions and dimensions of strategic organizational flexibility capability are varied as seen in Table 1 and the key empirical research on strategic organizational flexibility capability are varied as seen in Table 2

Table 1: The Summary of Key Definitions on Strategic Organizational Flexibility Capability

Authors	Definitions of Strategic Organizational Flexibility Capability
Ansoff (1965)	Flexibility are derived from two proxy objectives: external flexibility achieving through a diversified pattern of product-market investments, and internal flexibility accepting through resources liquidity.



Table 1: The Summary of Key Definitions on Strategic Organizational Flexibility Capability (continued)

Authors	Definitions of Strategic Organizational Flexibility Capability
Eppink (1978)	Flexibility is a characteristic of an organization, that makes it less vulnerable to unforeseen external changes, or puts it in a better position to respond successfully to such a change.
Aaker and Mascarenhas (1984)	Flexibility is the ability of the organization to adapt to uncertain and fast-occurring (relative to required reaction time) environmental changes that have impact on the organizational performance.
Harrigan (1985)	Flexibility is the firm's ability for repositioning themselves in a market by changing their game plans or disassembling their current strategies when the customers who they serve are no longer as attractive as they once were.
Kogut (1985)	Flexibility is defined by decreasing the firm's dependence on assets already in place.
Galbraith (1990)	Flexibility is an ability of the firm shifting or replicating core manufacturing technologies effectively and quickly between different facilities, both domestically and internationally.
Upton (1995)	Flexibility is about the firm increasing range, increasing mobility, or achieving uniform performance acrossing a specific range to products, production volumes or manufacturing processes.
Evans (1991)	Strategic flexibility is the capability to modify strategies with the ability of the organization to do something being different from set forth.
Bahrami (1992)	Strategic flexibility is the firm's ability to precipitate intentional changes with continuously respond and the ability to adjust to predictable changes' unexpected consequences.



Table 1: The Summary of Key Definitions on Strategic Organizational Flexibility Capability (continued)

Authors	Definitions of Strategic Organizational Flexibility Capability
Hayes and Pisano (1994)	Strategic flexibility is the organization's capability to switch gears-from such as rapid product development to low cost quickly and with minimal resources.
Das and Elango (1995)	Strategic flexibility is an organization's ability to respond to environmental changes with competitive forces in the marketplace.
Lau (1996)	Strategic flexibility refers to the ability of the firm responding to uncertainties by adjusting its objectives with the support of its superior knowledge and capabilities.
Lei, Hitt and Goldhar (1996)	Strategic flexibility refers to the firm engage in opportunities for searching unlocated or under-served market sectors and niches, while needing to become more professional for taking action in competitor moves.
Sanchez (1997)	Strategic flexibility is the condition of strategic options are created through the combined effects of an organization's coordination flexibility in acquiring and using flexible resources.
Hitt, Keats and DeMarie (1998)	Strategic flexibility is defined as the firm's capability to proact or respond rapidly to competitive conditions changing and therefore to develop and/or maintain competitive advantage.
Volberda(1999)	Strategic flexibility as non-routine steering capacity consists of managerial capabilities relying on the objectives of the organization or the environment.
Grewal and Tansuhaj (2001)	Strategic flexibility is the ability of the organizational to manage economic and political risks by speedily responding in a reactive or proactive manner to market opportunities and threats.



Table 1: The Summary of Key Definitions on Strategic Organizational Flexibility Capability (continued)

Authors	Definitions of Strategic Organizational Flexibility Capability
Johnson, Lee, Saini and Grohman (2003)	Strategic flexibility is the firm's intent and capabilities for configuration and reconfiguration with generating firm-specific real options offering appreciably superior customer value's propositions.
Raynor and Leroux, (2004)	Strategic Flexibility is an alternative project of selection's method. This framework draws upon scenario-building and real options' concepts to help managers formulating and implementing strategy in high-uncertainty environments and high-commitment.
Shimizu and Hitt (2004)	Strategic flexibility refers to the capability of organization. When it is time to halt or reverse such resource commitments, strategic flexibility identifies major changes in the external environmet, commits quickly resources to new courses of action in response to change, and recognizes and acts promptly.
Roberts and Stockport (2009)	Strategic flexibility is the ability of company in case of managing strategic risk. It's through its ability for both opportunities and threats in its environment through using its resources in both a pro-active and a reactive way.



Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability

Author(s)	Title	Key Issue Examine	Results
Grewal and Tansuhaj (2001)	Building Organizational Capabilities for Managing Economic Crisis: The Role of Market Orientation and Strategic Flexibility	To examine the role of market orientation and strategic flexibility for helping Thai firms manage the recent Asian crisis.	After a crisis, market orientation has a negative effect on firm performance. Strategic flexibility has a positive influence on firm performance after this adverse situation, that is moderated by demand and technological uncertainty and enhanced by competitive intensity.
Dreyer and Gronhaug (2004)	Uncertainty, Flexibility, and Sustained Competitive Advantage	The relationship between uncertainty, flexibility, and sustained competitive advantage are examined in this research.	The results indicate that types of flexibility are important in describing the performance in the competitive environment
Iven, (2005)	Flexibility in Industrial Service Relationships: The Construct, Antecedents, and Performance Outcomes	To examines the antecedent of Flexibility in industrial service.	Empirical results present that service provider flexibility (uncertainty, relationship-specific investments, mutuality, long-term orientation) is an important determinant of customer satisfaction, trust, and commitment.

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (continued)

Author(s)	Title	Key Issue Examine	Results
Nadkarni and Narayanan (2007)	Strategic Schemas, Strategic Flexibility, and Firm Performance: the Moderating Role of Industry Clockspeed	To investigate the relationship between strategic schemas, strategic flexibility and firm performance throughout the moderating effect of industry clockspeed.	As these results, complexity of strategic schemas promotes strategic flexibility and succeeds in fast clockspeed industries, on the other hand, strategic persistence, which is effective in slow-clockspeed industries is fostered by focusing on strategic schemas.
Ling-Yee and Ogunmokun, (2008)	An Empirical Study of Manufacturing Flexibility of Exploring Firms in China: How do Strategic and Organizational Contexts Matters?	The relationship between internal competencies and manufacturing flexibility and firm performance is investigated in this research.	Three internal competencies; manufacturing, outsourcing, marketing competency support firm flexibility and flexibility enhance manufacturing performance (Economic achievement and innovation achievement).

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Zahra et al., (2008)	Culture of Family Commitment and Strategic Flexibility: The Moderating Effect of Stewardship	To investigate the attitudes and values of family members, especially commitment to the family firm, can significantly influence firm outcomes and performance	Flexibility could be accomplished in family business several ways, the study present the decision-making process of family firms' benefit having a culture valuing the involvement of their family members and conducting a perspective stewardship in managing their operations. Strategic flexibility, and the capability to respond rapidly and creatively on environmental change and competitive conditions that lead family firms' survival and successful performance.
Verdu and Gomez-Gras (2009)	Measuring the Organizational Responsiveness through Managerial Flexibiity	Four types of managerial flexibility	The results present four types of managerial flexibiity namely, internal and external, structure, and strategic that are the scale of measurement organizational responsiveness.

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Yi, Yuan, and Zelong (2009)	How Organizational Flexibility Affects New Product Development in an Uncertain Environment: Evidence from China	This research investigates the relationship between organizational flexibility and new product development in an environment uncertainty.	The results have U-shaped relationship between resource flexibility and new product of introduction's capability. It's also the positive relationship between coordinational flexibility and new product of introduction's capability. It finds that resource's availability is the negative moderator of the relationship with both flexibility on new product of introduction's capability.
Tan and Zeng (2009)	A Stage-Dependent Model of Resource Utilization, Strategic Flexibility, and Implications for Performance over Time: Empirical Evidence from a Transitional Environment	The resource utilization's managerial implications in a historical context in China, and to investigate the contribution of resource utilization to hinder firm performance during the transition toward a market economy.	The effect of organizational resources is contingent on the stages of the organizational evolution. The relationship between measures of efficiency flexibility and performance is curvilinear. The relationship is more complex.

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Nadkarni and Herrmann (2010)	CEO Personality, Strategic Flexibility, and Firm Performance: The Case of The Indian Business Process Outsourcing Industry	The relationships between CEO personality, strategic flexibility and firm performance.	Each variable in the five-factor model of CEO's personality influenced the firm's strategic flexibility and strategic flexibility can mediate the relationship between CEO's personality and firm performance.
Zhou and Fangwu (2010)	Technological Capability, Strategic Flexibility, and Product Innovation	To examine the relationship between technological capability and product innovation, and strategic flexibility is the moderator.	This research examine the influence of technological capability on exploration and exploitation. As well, the result finds that technology's capability has an increasingly positive effect on exploitative innovation. On the other hand, an inverted U-shaped relationship is dealing with explorative innovation. Strategic flexibility has the positive effects of technological capability on exploration.

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Celuch and Murphy (2010)	SME Internet use and strategic flexibility: the moderating effect of IT market orientation	The research presents the interaction between SME Internet use and IT market orientation and the effect on strategic flexibility.	To understand the benefits and boundary conditions of aspects of IT capabilities. The strategic flexibility as identified is a particularly important enabler of growth and long term competitive advantage for small businesses. The major contribution relates to how SMEs can obtain a return for their IT investments.
Li et al., (2011)	Fast Adaptation, Strategic Flexibility and Entrepreneurial Roles	The researchers examine the relationship between fast adaptation, strategic flexibility and entrepreneurial roles	The positive relationship between entrepreneurial orientation and strategic change's speed, the mediator is resource flexibility inverse u-shaped, while the coordination flexibility has positive relationship. The results demonstrate both of entrepreneurial orientation and strategic flexibility that are antecedent of speed of strategic change.

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Lim et al. (2011)	Empirical Analysis of the Determinants of Organizational Flexibility in the Construction Business	This paper by examining the organizational Flexibility in the construction Business	The organizational flexibility should be the treatment as a concept of multidimension consisting of tactical flexibility, operational flexibility and strategic flexibility.
Arias-Aranda, Bustinza, and Barrales - Molina (2011)	Operations Flexibility and Outsourcing Benefits: an Empirical Study in Service Firms	To analyze the relationship between operations flexibility and outsourcing benefits in service firms.	Higher levels of flexibility in the information system, markets, expansion, and personnel dimensions are directly related to higher outsourcing benefits.
Bock et al., (2012)	The Effects of Culture and Structure on Strategic Flexibility during Business Model Innovation	To investigate the relationship of culture and structure on strategic flexibility and business model innovation is moderates of those relationship.	The creative culture is positively affected to strategic flexibility, reconfiguring activities, partner reliance is negatively affected to strategic flexibility. Business model innovation is positive moderate the relationship between reconfiguration of resources and strategic flexibility

Table 2: The Summary of the Key Empirical Researches on Strategic Organizational Flexibility Capability (Continued)

Author(s)	Title	Key Issue Examine	Results
Rajala, Mika and Möller (2012)	Strategic Flexibility in Open Innovation – Designing Business Models for Open Source Software	The characteristics of open innovation’s activity contemplate the role of strategic flexibility.	This research demonstrates that a business model embodying open innovation raises dilemmas between open and closed innovation paradigms. It combines market orientation with the principles of open innovation increasing innovation capability and profitability.
Liu et al., (2013)	Strategic Flexibility and International Venturing by Emerging Market Firms: The Moderating Effects of Institutional and Relational Factors	To determine how strategic flexibility influences on emerging market firms in their international venturing and considers critical institutional and relational assets as moderators.	Strategic flexibility is positively related to emerge market firms' international venturing. Besides, domestic institution’s high levels encourages and ties with foreign organizations’ further enhancing this positive linkage.

Table 1 demonstrates the key definitions from different researchers in different perspectives to develop strategic organizational flexibility capability. Flexibility has been a key concept in management literature since the 1950s (Grewal and Tansuhaj, 2001). The definitions of the concept have varied, but rapid and successful responses to environmental changes have been at their core (Johnson et al., 2003). Hence, in this research, strategic organizational flexibility capability refers to the ability to adjust organizational change promptly according to an organization's administration and management. It also includes application in administration and management to adapt resources and abilities within the organization for the changing environment (Burnes, 1992; Evans, 1991; Lou, 2000; Sanchez, 1995).

Strategic organizational flexibility capability is the key element of this research. In order to develop a theory of strategic flexibility, this research is presented new dimensions of strategic organizational flexibility capability. From the literature review, found that the researchers can determine the dimension of strategic flexibility. Such as, Ansoff (1965) determined that a concept of flexibility was internal and external flexibility to cope with unpredictable contingency. The external flexibility achieved through a diversified pattern of product-market investments. This type of flexibility can be achieved defensively through product-market diversification to minimize the effect of an advance change and/or offensively by putting the firm into areas in which it can benefit from opportunities. On the other hand, internal flexibility is as the firm seeks to provide a cushion for response to catastrophe. Internal flexibility is increasing the liquidity of a firm's resource to respond the environment change. In addition, Evans (1991) examined the conceptualization of strategic flexibility can be divided into two district approach: the reactive and the proactive approach. In the reactive approach, flexibility is identified with adaptability of an organization by configure resource for effective responses to strategic. Besides, the proactive approach deals with an organization's ability to create and seize an opportunity and it ability to be prepare for an unknown environmental contingency. Furthermore, to responding the broad nature of the strategic flexibility concept, Sanchez (1995) classified strategic flexibility into resource flexibility and coordination flexibility. The resource flexibility emphasizes the inherent flexibility in resource allocations in pursuing alternative courses of actions. As well as, coordination flexibility refers to a firm's capability to effectively and efficiently



integrate and deploy internal and external resources by exploring ways advantage in an uncertain environment. Interestingly, almost researchers determine the dimension of strategic flexibility as capability of a firm to proactive and reactive responding a business environment change contingency.

Nevertheless, the strategic flexibility has received interest from many researchers who will be testing empirical research. Especially, it was usually studied in the manufacturing business sector (Li et al., 2011; Singh, Singh Oberoi and Sinfh Ahuja, 2013). The extension to the study of the strategic flexibility in service industry, there are very few, especially in the tourism industry. Although, Dwyer et al., (2014) lead the strategic flexibility to study the phenomena of the tourism industry, and categories of facilitators could be considered to characterize a strategic flexibility approach: (a) development of core competencies defined as the competency creativity that gives the organization strategic options for meeting the future demand, (b) product development refers to firms instantly to develop new products and services for response to market opportunities and changing technologies, (c) improved customer focus as the firms adjust their focus on customer performance directly and indirectly in turbulent environments, (d) fostering innovation is a firm position itself to take advantage of opportunities for innovation, (e) stronger networking refers to a capability of the firms to improve networking with other enterprises such as government agencies industry associations, local population, and educational institutions, (f) improving risk management defined as to a firm develops risk management strategies to decrease a firm's exposure to risk, (g) promoting sustainable development as a firm develop flexible responses to supplement the social, economic, and environmental resource base. However, the character of strategic flexibility approach that is determined by Dwyer et al. (2014), is focusing to describe the western culture in the context of Slovenian tourism firm's capability to generate the variety of responses required to maintain a competitive position. Therefore, to develop the theory of strategic organizational flexibility capability to study the phenomenon tourism industry in Thailand. In this research attempts to develop new dimension strategic organizational flexibility capability as one of the firm's dynamic capabilities through which firms confront business environment change. The new dynamic capabilities focus on the modern organization management that structure of the organization look like Web; flat and



horizontal, a link that connects employee, suppliers, customers, partners, and external contractors in numerous forms of coordination for share the resource and interdependence to enhance competitive environment dynamism (Shuen and Sieber, 2010). The four distinctive dimensions of strategic organizational flexibility capability are organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. This is indicated to assess how strategic organizational flexibility capability creates a business success advantage, namely, organizational adaptation, organization value creation, organizational excellence, business performance, and business survival. They also contribute greatly to business survival. The detailed discussion of these dimensions is presented below.

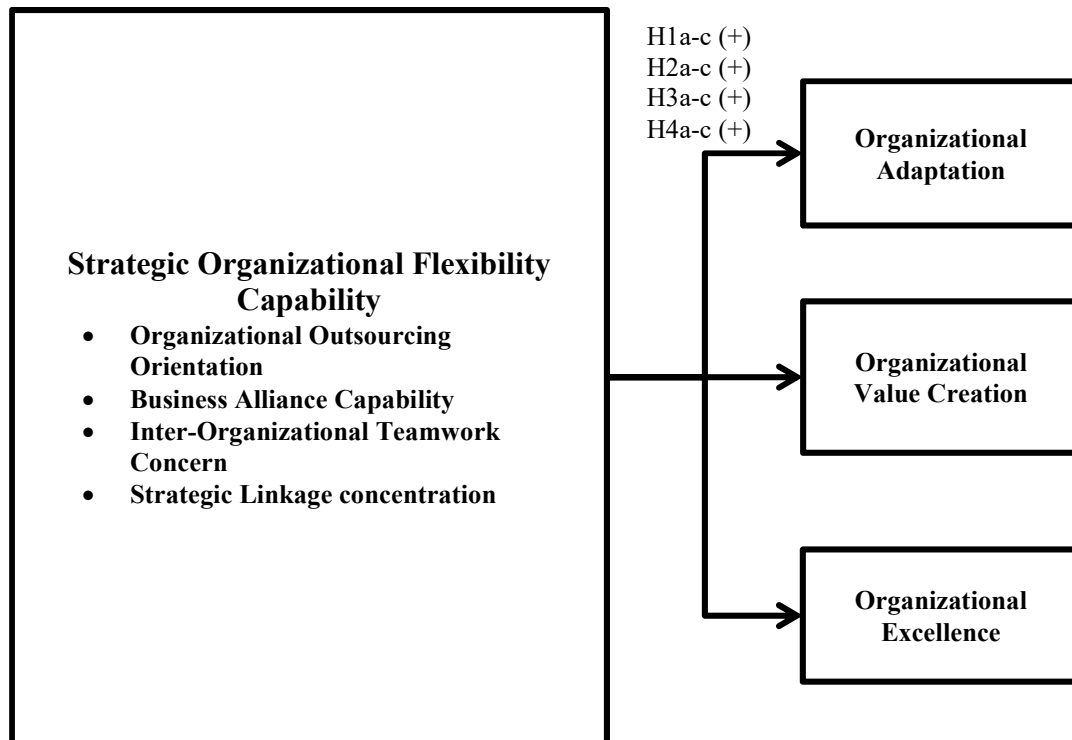
Table 2 demonstrates the key empirical research on strategic organizational flexibility capability. They are investigating the relationship between strategic flexibility and firm performance in different contexts: the antecedence of strategic flexibility, and how the organization is building capabilities. However, the literature review on strategic organizational flexibility capability suggests that there are still two gaps. The first is that most of the previous research of strategic organizational flexibility capability was concentrated on the conceptualization. The second is that there is little empirical research which investigates the dimensions of strategic organizational flexibility capability, and its effect on strategic organizational flexibility capability outcomes. Therefore, this research attempts to fill these gaps by to examining the effects of strategic organization flexibility capability on business survival. Next, a more detailed discussion of the constructs in this research is provided below.

Effects of Strategic Organizational Flexibility Capability on Its Consequences

This section investigates the effects of four dimensions of strategic organizational flexibility capability that consists of organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration on four consequences as organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival shown in Figure 2 below.



Figure 2: Effects of Strategic Organizational Flexibility Capability on Its Consequences



Organizational Outsourcing Orientation

Outsourcing has an important role increasingly in business, and it has also been rapidly accepted in strategic areas (Kroes and Ghosh, 2010; Mazzawi, 2002), to compete in a global business environment (Malvor, 2008). From the literature review, the concept of outsourcing is described as the shifting operations of a transaction governed from internal to an external supplier through a long-term contract (Quelin and Duhamel, 2003). So, outsourcing is a management approach in which a firm allows delegating processes or services from inside to an external agent operational responsibility. Besides, outsourcing refers to the firm's practice to authorize an activity that was performed formerly internally to an external entity (Varadarajan, 2009). In summary, outsourcing is the firm's use of external suppliers to provide necessary business functions which cannot be performed in-house.

Original outsourcing was a practice or a scientific concept (Busi and McIvor, 2008). Therefore, many researchers suggest that outsourcing is typical of a make-or-buy decision because it comprises a comparison between various kinds of cost calculations



(Brandes, Lilliecutz and Brege, 1997; Leiblein, Reuer and Dalsace, 2002). Furthermore, the words of “making or buying ” are used when addressing decisions for insourcing or outsourcing (Nellore and Soderquist, 2000). Besides, the tradition outsourcing objective is a transaction cost perspective that focuses on non-core services, accessing best-practice for adding values, and economies of scale (Mazzawi, 2002). Nowadays, the view of outsourcing is changing from the traditional concept to strategy (Busi, 2008; Holcomb and Hitt, 2007). Outsourcing is not only a form of transaction cost perspective but also a form of transformational perspective. Outsourcing is a core competence of the firm for acquiring a competitive advantage, a business’s competitiveness, and firm performance (Arnold, 2000; Barney, 1991; McIvor, 2009). Transformational outsourcing focuses on creating value to align with the business processes that are changed to align with strategic goals (Mazzawi, 2002). The firm should establish cooperation with outsourcing partners by using their ability to create value for customers. It is a significant factor that contributes to the competitiveness of the organization's resources and capabilities (Barney, 1991; Varadarajan, 2009). Moreover, firms focus on a competency of a core set of activities achieving and sustaining that are crucial to be successful in an industry, and they outsource activities that are not critical for distinctive capability (Varadarajan, 2009). Therefore, the firm has an emphasis on outsourcing orientation which could obtain benefits from the outside and in achieving organizational goals. As aforementioned in this research, organizational outsourcing orientation refers to the use of an external capability in an organization’s operations. Outsourcing enhances efficiency of cost which increases the operation for higher advantages. External capability includes skills, knowledge, and superior ability from outside the organization (Espino-Rodriguez and Robina, 2005; Varadarajan, 2009; Whitaker, Mithas and Krishnan, 2011).

Accordingly, organizational outsourcing orientation causes the resource management effectiveness that provides a source of competitive advantage. It is necessary for improving the firm’s core knowledge base, innovation and learning for value creation. The firm not only develops its core knowledge and capabilities for strategies, but also works with external partnerships to restructure, rebundle, and leverage for creating added value in dynamic environments (Mukherjee, Gaur and Datta, 2013). The organizational outsourcing orientation can reduce costs, improve cost



structures, increase a competitiveness of the firm, provide the greater capacity of flexibility (Nellore and Soderquist, 2000), spread and share risks of the business (Mol, 2007; Quelin and Duhamel, 2003; Weidenbaum, 2005; Wu and Park, 2009).

In summary, and based on the literature reviewed above, organizational outsourcing orientation has the potential possibility to provide greater organizational adaptation, organizational value creation, and organizational excellence. Thus, the hypotheses are proposed as follows:

Hypothesis 1a: Organizational outsourcing orientation has a positive influence on organizational adaptation.

Hypothesis 1b: Organizational outsourcing orientation has a positive influence on organizational excellence.

Hypothesis 1c: Organizational outsourcing orientation has a positive influence on organizational value creation.

Business Alliance Capability

At present, the environment determines unpredictability that involves many opportunities and threats for the firm's operation. In these extremely dynamic environments, one of the key competencies of an organization is the ability to take their skills for taking advantage of the chance at the right moment. In addition, the organization has an established strategy that is suitable to achieve business competitiveness and lead to superior performance. To confront the unpredictable environmental, the firms must perform strategic management, not only within organizations, but also more companies decide to establish business relationships such as business alliances with their potential market partners (Huxham and Macdonald, 1992). The business alliance is an alternative strategy of the business. It is the favorite used in determining an important tool for achieving and maintaining competitiveness (Elmuti, Abou-Zaid and Jia, 2012).

From the literature review, Parkhe (1993) determines strategic alliances as the cooperative arrangements of relatively enduring inter-firm. In order to jointly achieve



individual goals associated with the each sponsoring firm's corporate mission, it refers to circulations and linkages that make use of resources and/or structures of administration dealing with autonomous organizations. Varadarajan and Cunningham (1995) make a definition for strategic alliances as the combination of specific skills and resources by cooperating organizations because of the reach for success of common objectives, as well as the individual partners' specific objectives. Also, a business alliance is an organizational strategy in which an organization's capability to partnership between organizations may contribute numerous types of resources to an alliance and share in the created entity outcome (Barney, 2011; Das, 2000). A business alliance is interdependence between companies. The relationship between the companies may be a relationship such as coexistence, co-operation, and competition (Kozyea, 2000). Besides, Das and Rahman (2010) found that the alliance has three types of equity: joint venture, minority equity alliance, and non-equity alliance. The business alliance is a critical strategic choice because it can contribute to the ability of the management to develop the successes of the alliance capability (Lambe, Spekman, and Hunt, 2002). The key factor in making a business alliance is to choose a partner that promotes endurance in the value chain of the company (Hess, Frank and Rothaermel, 2011). Choosing a partner is based on process manageability features and the outcome interpretability of the alliance (Shan and Swaminathan, 2008). In addition, they develop the relationships with reliability. In particular, long-term relationships with one's partners create marketing strategic alliances in three steps, which are: (1) the choosing of partners, (2) developing a long-term relationship, and (3) to maintaining a long-term relationship. The most important step for the success of the organization is "to develop a long-term relationship" (Hsu and Tang, 2010), the ability to communicate with each other (Agarwal, Croson and Mahoney, 2008), and the justice process towards cooperation outcomes both in finance and workflow (Luo, 2007). In this research, business alliance capability refers to the ability to seek potential business that has desirable qualifications for an organization's demand to cooperate as a business alliance. Such agreement contributes to organization's operation and objectives as stated (Parkhe, 1993; Varadarajan and Cunningham, 1995).

The main reasons that firms use the business alliance capability consist of: reducing the cost of research and development, access to a complementary technology/



resource, learning know-how and the technological advances of the partner, and access to new markets/customers (Kozyra, 2012). To be a success as an alliance partner depends on the partnership's ability to behave by the commitments of the relationships and adjustments on part of the collaboration for continued value creation (Williamson, 1985), and the alliance governance to support the alliance performance (Pittino, Angela, and Mazzurana, 2012). Included is the role of cooperative work within a team and efficient coordination (Zoogah et al., 2011). In turn, this leads to the firm that has a competitive advantage and superior performance.

In summary, based on the literature reviewed above, business alliance capability has the potential possibility to provide greater organizational adaptation, organizational value creation, and organizational excellence. Thus, the hypotheses are proposed as follows:

Hypothesis 2a: Business alliance capability has a positive influence on organizational adaptation.

Hypothesis 2b: Business alliance capability has a positive influence on organizational excellence.

Hypothesis 2c: Business alliance capability has a positive influence on organizational value creation.

Inter-Organizational Teamwork Concern

Teamwork is defined as groups of two or more people who interact with each other. Perceiving themselves as a social entity within an organization, the members of the group are important to make a success of common goals relying on organizational objectives. Teamwork is a set of flexible and adaptive behavior characteristics, cognitions and attitudes, by members who are willing to work with other members, to desire a coordination of collective interdependent action, and teamwork that involves clear communication (Baker, Day and Salas, 2003; Mohman et al., 1995).

All teamwork fulfills some purpose, including production assembling, providing service, manufacturing facility in new designs, decision-making, and thinking



together for problem-solving (Costa, 2003; Shagholi et al., 2010; Sundstorm, 1999; Tzafir, 2004). Team members are needed for coordination and interdependence to achieve a common goal (Cuesen et al., 2005; Salas et al., 1992). Moreover, teamwork desires some form of communication for members collaboration and to share common goals. Teamwork is usually seeking for a best way to transfer to superior performance (Naquin and Tynan, 2003; Yang and Maxwell, 2011). Teamwork prefers the potential outcomes that could not be achieved by an individuals working solution (Bryk and Schnider, 2002; Rice and Schneider, 1994; Smith et al., 2001).

Actually, organizations facing a competitive environment are supposed to generate flexible organizational structures which become important to organizational adaptation. Thus, many organizations give much more precedence to teamwork (Chen, Donahue and Klimoski, 2004). The firms are challenges for organizational strategic management under environmental complexities. They must perform not only within organizations, but also generate the relationships between organizations. Both the researchers and practitioners suggest that inter-organizational collaboration is valuable for business practice (Doz and Hamel, 1998; Edmondson, 2002). Jack Welch, the CEO of General Electric as a practitioner, proposes the value of inter-organizational collaboration as a strategic role that is critical to business operations (Harbison and Pekar, 1998). The organizations are concerned with collaboration of their team members to achieve a common goal (Salas, Burke and Bowers, 2000). All teams require some form of communication to facilitate development and greater understanding of complex competition (Kotabe, Martin, and Domoto, 2003; Takeishi, 2001). In addition, the critical success of teamwork is trust that effects all relationships between the individuals and groups. Therefore, trust is essential for effective functioning of groups or teams (Costa, 2003; Peterson and Cordery, 2003; Yang and Maxwell, 2011). Especially, information exchange and operations encourage greater confidence, establish cooperation, trust, and reduce conflict (Anderson and Narus, 1990; Pantelia and Sockalingam, 2005). Team members must possess specific knowledge, skills, and attitudes for working effectively (Cannon-Bowers et al., 1995; Sims, Salas, and Burke, 2004). This is because within the multiple contingencies of a business environment, inter-organization teamwork requires more than just coordinating member actions, but also includes the effective task of organization, arrangement and interaction (Salas,



Burke and Bowers, 2000). The firm and teamwork are more respectful toward others' capabilities and have a greater commitment to teamwork; it seems to be a way of further enriching experience and potential performance (Edmondson, 2002; Stevens and Campion, 1994). From the literature review, inter-organizational teamwork concern refers to the organization's ability to collaborate with other organizations. This concern is emphasizes on human resources in terms of knowledge, capability and attitude. Teamwork enhances the ability to collaborate with other organization for various benefits in maximum yields (Baker, Day and Salas, 2003; Chen,Donahue and Moski, 2004).

The benefits of inter-organizational teamwork concern include increased productivity, service quality improvements, reduced management structure, and organizational effectiveness (Bryk and Schneider, 2002; Smith et al., 2001). Based on the discussion, inter-organizational teamwork concern increases cooperation, interdependence, and maintains the added value between organizations (Costa, 2003; Dirks, 2000). Inter-organizational teamwork engenders tactical sharing, information, and knowledge that enable an organization to have flexibility and become successfully competition (Moistener and Doherty, 2013).

Therefore, inter-organizational teamwork concern has the potential possibility to provide greater organizational adaptation, organizational value creation, and organizational excellence. Thus, the hypotheses are proposed as follows:

Hypothesis 3a: Inter-organizational teamwork concern has a positive influence on organizational adaptation.

Hypothesis 3b: Inter-organizational teamwork concern has a positive influence on organizational excellence.

Hypothesis 3c: Inter-organizational teamwork concern has a positive influence on organizational value creation.

Strategic Linkage Concentration

Many companies are facing business environmental conditions, that require them to adapt themselves by determining organizational strategy to gain competitive



advantage (Barney, 1991; Barney, 2001; Hitt et al., 2001). The researchers have attentiveness to creating, protecting, positioning, and sustaining competitive advantage by analysis of the business environment for determining the vision of the organization, strategic planning, and strategic implementation (Mayfield, 2009; Venkatraman, 1989). The strategy of each organization is different, which depends on corporate executives to determine how to achieve the strategic objectives of the organization. Thus, the contributions of organizational strategic management are complementary.

The extant literature suggests that organizational strategies can be broadly classified according to the level of strategic decision-making by three levels; namely, corporate-level strategy, business-level strategy and functional-level strategy (Burnes, 1992; Hax and Majluf, 1984). First, corporate-level strategy is considered for selection about organizational direction such as for growth, retrenchment, and stability (Rumelt, 1974). For determining the corporate-level strategy, the firm must consider the business environment that influences opportunities or threats. The business environment is comprised of the external environment such as economic, sociocultural, political-legal, technological, and task-environmental such as competitors, suppliers, customers, and new entrants (Venkatraman, 1989). Second, business-level strategy is concerned about describing how the firm competes effectively in an industry (Hambrick, 1980). In addition, Porter (1980) has distinguished three main generic business-level strategies including cost leadership strategy, differentiation strategy, and focus strategy. Cost leadership involves firms that improve their cost structure to gain market share. The firms can compete by preserving costs of production with higher margins than their competitors. As well as, differentiation strategy is concerned about the firm for develops added value in competitive advantage with product innovation, or offering a unique image to gain customer loyalty. Besides, focus strategy is the firm that narrows their target to customers by applying either cost leadership strategy or differentiation strategy (Rajendran et al., 2008; Yeung et al., 2006). Lastly, functional-level strategies focus on the maximization of productivity with a specific function. It is generally derived from corporate-level strategy and business-level strategy (Venkatraman, 1989).

The implementation of the strategy of the organization achieves the target. The organization should use its capability to improve access development in all aspects. The capability to combine the resources, personnel, and processes; or the ability to use



existing resources to achieve results, can measure up to efficiency and effectiveness (Grant, 1991). Moreover, Waterman and Phillips (1980) propose the McKinsey 7S model. The model provides a response for executives with effective management problems that are related to strategic organizational factors. These models note the elements or variables for strategy links, that consist of strategy, structure, shared values, skills, staff, systems and style. Thus, in this research, strategic linkage concentration refers to the ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personnel, and operational process in order to achieve long-term good (Grant, 1991; Venkatraman, 1989).

From the literature review, strategic linkage capability can cause an ability of the firm to reconfigure resources, promptly coordinate processes, and effectively face business environments (Gibson and Birkinshaw, 2004; Zhou et al., 2009). The firm has a tendency regarding the implementation of innovations, such as in technology, products, processes, and administration (Jeong et al., 2006; Salavou et al., 2004). The firm adopts new technologies for improved customer benefits that are relative to existing products (Zhou et al., 2005). The firms breathe new life into existing products by offering a new service that is related to the firm's existing products. The added value of new service can allow a firm to access new markets and new customers (Grawe et al., 2009). The firm has an ability to manage inventory shortages, responses to customer demand in short-term fluctuations, or problems that occur in production (Rudolf et al., 2004; Sinkovics et al., 2004).

In summary, based on the literature reviewed above, strategic linkage capability has the potential possibility to provide greater organizational adaptation, organizational value creation, and organizational excellence. Thus, the hypotheses are proposed as follows:

Hypothesis 4a: Strategic linkage concentration has a positive influence on organizational adaptation.

Hypothesis 4b: Strategic linkage concentration has a positive influence on organizational excellence.

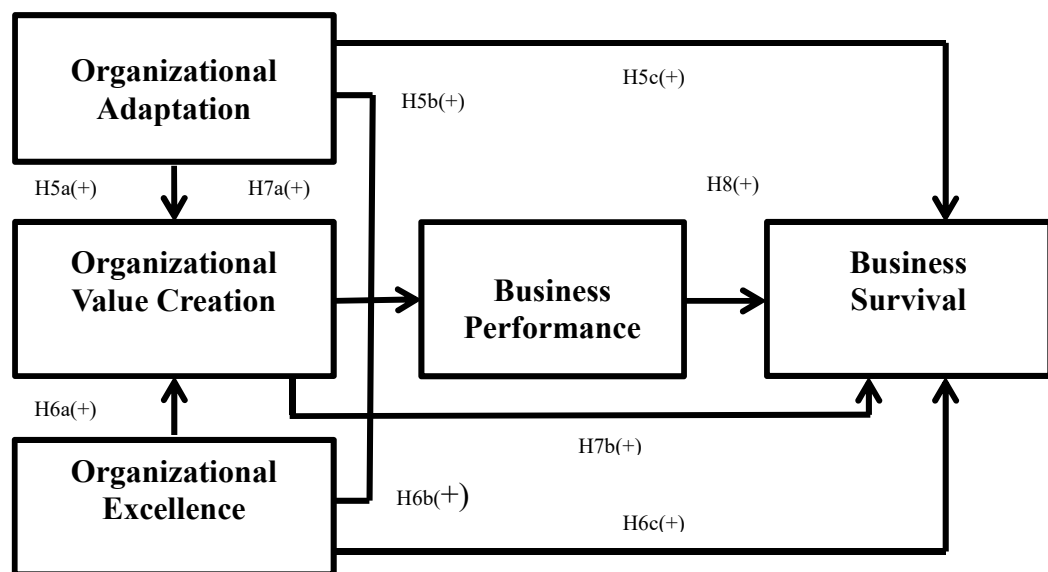


Hypothesis 4c: Strategic linkage concentration has a positive influence on organizational value creation.

Consequences of Strategic Organizational Flexibility Capability

This part emphasizes the effects of organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival as shown in Figure 3.

Figure 3: Relationships among Organizational Adaptation, Organizational Value Creation, Organizational Excellence, Business Performance, and Business Survival



Organizational Adaptation

Nowadays, the business environment has radically changed with fast-moving, turbulent and unpredictable terms (Chen and Lin, 2004; Hatum and Pettigrew, 2004). These changes force a firm to adjust itself, and seek for ways to respond quickly to gain competitive advantage over its competitors (Long, 2001; Palanisamy, 2003). In this situation, business success is no long. Accordingly, the firm has to quickly adapts to use proficient know-how for reacting to new challenges, customer demands, and technology.



Usually, adaptation is viewed as a firm having the ability to respond to business environmental change by adjusting internal factors such as, structure, operation, and strategy in order to succeed and survive in the market (Leonidou, Palihawadana, and Chari, 2011; Rihoux, 2006). Chakravartty (1982) suggests conceptually that organizations in each adaptive state would have strategic and structural alignments which produce certain performance. Moreover, those organizations with an optimal strategy-structure match would have more superior performance over other organizations in the same adaptive state. Ivens (2005) suggests that adaptation is a principal competency and critical factor for a firm to survive and succeed.

Organizational adaptation is defined as internal modifications of the organization in order to the adjust to external environment (Cameron, 1984). The component of organizational adaptability is the capacity of the organization to orient itself flexibly towards external environmental change. It reflects the degree of the organization to encourage customer focus, risk-taking, learning, and the ability to face change. It creates a flexible working dynamic environment by it operates to fit environment change is the value that facilitates organizational adaptation (Taylor et al., 2008). Thus, in this research, organizational adaptation refers to application of learning and integration of techniques and technology into organizational operation. Adaptation causes continual modification and development in work process to react with the changing environment. This will increase the organization's efficiency to survive and succeed in the market (Cameron, 1984; Iven, 2005; Taylor et al., 2008).

Organizational adaptation has increasingly received academic attention. It is assumed to be the most important major aspect as a company-specific skill for enhancing firms' competitiveness (Dreyer and Gronhaug, 2004), Also, it becomes the most important factor in achieving competitive advantage that concerns preconditions for successful business (Tuominen, Rajala and Moller, 2004). As well, previous studies have supported that organizational adaptation affects new product development (Yuan and Zelong, 2009), a firm's success (Johnson, Lee and Saini, 2003), and firm performance (Busquets, Rodon and Warcham, 2009; Dreyer and Gronhaug, 2004; Marks, 2007).



Therefore, organizational adaptation has the potential capability of organizational value creation, business performance and business survival. According to the above reasoning, the hypotheses are formulated as below:

Hypothesis 5a: Organizational adaptation has a positive influence on organizational value creation.

Hypothesis 5b: Organizational adaptation has a positive influence on business performance.

Hypothesis 5c: Organizational adaptation has a positive influence on business survival.

Organizational Excellence

The competition in the business world is increasing more than in the past. The competition causes many firms to aggressively seek superior ways (Reijersa and Mansard, 2005). The European Foundation for Quality Management in 1988 describes fundamental concepts to be outstanding practices in managing. Organizational excellence is based on: (1) results orientation, (2) customer focus, (3) leadership and constancy of purpose, (4) management by processes and facts, (5) people development and involvement, (6) continuous learning, (7) innovation and improvement, and (8) partnership development and public responsibility. This institution implicitly declares that organizational excellence is considered to be a long-term process and is concerned with key strategic-issue operations, based on best operational processes, with the management evidencing superior standards more than the competitors. Also, managerial technical proficiency is for creating value for customers and stakeholders (Ritchie and Dale, 2000). In addition, the operational process is an organizational function such as in strategic management, allocation of people to work, competitive improvement, the amount of resources used to transform inputs into outputs, and providing value to customers (Jirawuttinunt and Ussahawanitchakit, 2011). Absolutely, the best operational process helps firms to complete their business goals, and increase firms' performances (Gordon, Loeb, and Tseng, 2009; Rabinovich, Dresner, and Evers,



2003). To achieve the operational standards of the industry that cause an increased level, it must deal with standard management in many sectors of the economy such as in manufacturing, services, health care, education, and government (Dean and Bowen, 1994). Management is everything in the administration of the organization for achieving goal-setting (Boonmunewai and Ussahawanitchakit, 2010). Besides, the standard management system, such as ISO 9000 quality standards, is pursued to support business improvement and to achieve the goal of customer satisfaction (Ekkaphan and Ussahawanitchakit, 2013). Firms should seek sustainable competitive advantage by focusing on improving superior standard management with a willingness for improving products, processes and services to achieve performance and to consistently meet or exceed customer expectations (Kanyak and Hartley, 2005). New ways of managing and organizing is required by the acquisition of new skill (Tarafdar and Gordon, 2007). An important issue for firms is that they attempt to upgrade their productivity, procedures, competitiveness retention, and new management methods (Ichniowski et al., 1996). In this research, organizational excellence refers to the operational process on using resources with an economical approach. Excellence makes an operation to achieve the determined plan with efficiency. The goals of organizational excellence are aimed at achievement and advantage over the competitors (Reijersa and Liman Mansar, 2005; Jirawuttinunt and Ussahawanitchakit, 2011).

The excellent process can support the firm to improve ceaseless production processes. That is it can produce goods rapidly and can organize efficient planning of production (Reijersa and Liman Mansar, 2005). Absolutely, organizational excellence helps firms to complete their operational goal performance (Gordon, Loeb, and Tseng, 2009; Rabinovich, Dresner, and Evers, 2003), reduce costs (Sousa and Voss, 2002), reduce waste, improve efficiency and profitability (Douglas and Judge, 2001; Kaynak and Hartley, 2005; Sila and Ebrahimpour, 2005), and effectively respond to the customer with various innovations of performance (Akgun, Keskin and Aren, 2007; Carbonell and Rodriguez, 2006; Yam et al., 2003).

Thus, organizational excellence has the potential capability to realize business performance and business survival. According to the above reasoning, the hypotheses are formulated below:



Hypothesis 6a: Organizational excellence has a positive influence on organizational value creation.

Hypothesis 6b: Organizational excellence has a positive influence on business performance.

Hypothesis 6c: Organizational excellence has a positive influence on business survival.

Organizational Value creation

The term value creation refers to the way to achieve and retain a competitive advantage with the process consisting of a set of activities starting with the design and development of what is going to be produced, and of the interaction between consumer and company in creating value (Woodruff, 1997). Value creation seems to refer to mainly better products and services. When the consumer's benefit is fitted with this value, then superior value is created (Wikstrom, 1996). Customer value creation includes, (1) the determining of suitable market objectives, (2) the specific market segment selection, (3) the proposition of value creation for establishing competitive advantage, and (4) the development of capabilities being necessary for delivering the value to understand customer needs (Eggert and Ulaga, 2002; Slater, 1997). Ravald and Gronroos (1996) view customer value perception as a trade-off between perceived benefits and sacrifice. The options for creating value are of two ways: increasing the benefits to the core product, and reducing customer-perceived sacrifice. The product quality alone is not enough to ensure a firm's survival. Moreover, the most important success factor of a firm is the capability to deliver better customer value than the competitors. Product quality and service quality are the platforms that support value-based prices (Naumann, 1995).

Organizational value is defined as the capability of a firm to create customer service, launch a good product, receive a good perception from the customer, and respond to the requirements of stakeholders (Bourguignon, 2005). From the firm's perspective, customer value creation is essential in that the organization must recognize its own positive economic consequences for the firm (DeSarbo, Jedidi and Sinha, 2001).



In this research, organizational value creation refers to the formulation of an organization's innovative creation in terms of product and operational process. This enables the organization to respond to needs and to create satisfaction among customers and stakeholders (Bourguignen, 2005; Wikstorm, 1996).

Superior value for customers is essential for business success and competitive advantage (Nasution and Mavondo, 2008). The previous literature represents that firms emphasize creating and delivering a better value offering for their customers and other stakeholders than their competitors, and should obtain positional advantage, satisfaction, loyalty, and intention to repurchase leading to long-term competitive advantage and firm performance (Blocker et al., 2011; Eggert and Ulaga, 2002; Guenzi and Troilo, 2007; Kuo, Wu and Deng, 2009; Spiteri and Dion, 2004; Troilo, Luca and Guenzi, 2009).

Thus, organizational value creation has the potential capability to realize business performance and business survival. According to the above reasoning, the hypotheses are formulated below:

Hypothesis 7a: Organizational value creation has a positive influence on business performance.

Hypothesis 7b: Organizational value creation has a positive influence on business survival.

Business Performance

To measure business performance has long been a source of challenge for managers and researchers (Mouzas, 2006). The business performance is measure different because of dependent on the research question. Therefore, business performance will be measured by subjective performance (Venkatraman and Ramanujam, 1986). This approach is also significant for many researchers to attract their attention, and try to understand the factors that influence a firm's capability to retain customers and achieve firm success (Mohrman, Finegold and Mohrman, 2003).

In previous research, the researchers were measured the business performance that depends on business objective (Mouzas, 2006). Gao (2010) proposes that business



performance is a firm's success comprising an organization's capability to respond to customer demands, and adaptation capabilities in environmental change. Interestingly, Mishra and Shan (2009) were used the market share, overall profitability, return on investment, and overall commercial success to measured market performance. Likewise, Murray and Chao (2005) suggest to use new product development speed, development cost efficiency, and product quality in order to reflect the performance reflecting on profitability, sales growth, and market share. Furthermore, to measure the tourism business success, Bornhorst, Ritchie and Sheehan (2010) provide five groups as the construct of tourism success: economic success, effective marketing, product and service offerings, quality of visitor experiences, and internal stakeholder relations. In addition, to achieve overall firm objectives, to measure the business success was focused on four types, namely; financial, customers, internal business processes, and learning and growth (Chalathrawat and Ussahawanitchakit, 2009). Therefore, from the literature review, the researchers often used financial and non-financial measures as indicators of measures in assessing the complete firm performance (Lahiri et al., 2009). Financial measures, as a quantitative measure, consist of sales, profits, return on assets (ROA), and return on investment (ROI) (Chenhall and Langfield-Smith, 1998; Choe, 2004; Miller, 1992). As well, the non-financial measures are qualitative measures such as customer satisfaction, product quality, corporate image, and firm reputation (Lin, Yang, and Liou, 2009; Prachsriphum and Ussahawanitchakit, 2009). For the overall mentioned above, in this research, business performance refers to the overall outcome of corporate performance that achieves the goal with efficiency. Performance can be evaluated by both financial performance and non-financial performance (Lahiri et al., 2009; Venkatraman and Ramanujam, 1986).

Business performance is complicated with a firm's focus on success which includes organizational capability concerning a variety of activities providing characteristics as corresponding with a dynamic environment (Santarelli and Vivarelli, 2007). Therefore, the firms were more likely to survive in business environments that had a time such as the growth rate, market share, and continuous business growth (Eckert and West, 2008; Esteve-Perez and Manez-Castillejo, 2008; Sapienza et al., 2006).



Therefore, this research applies the model of the study to the relationship of business performance and business survival. According to the above reasoning, the hypothesis is formulated below:

Hypothesis 8: Business performance has a positive influence on business survival.

Business Survival

Organizational survival depends not only on the function of economic performance but also on a firm's own initiation of performance. Firm survival refers to the ability of management in competitive environmental uncertainty during a period of stability (Persson, 2004), long-term business, and sustainable economic growth (Schwartz, 2009). In this research, business survival refers to the result of organizational performance in managing the competitive environment after an uncertain condition for a certain period of time. It yields business stability and economic growth to the business in a sustained and long-term period (Persson, 2004; Schwartz, 2009). Besides, many researches shown interest in studying the factors that influence a firm's ability to survive through business performance. García-Muiña and Navas-López (2007) describe the measurement of success in a new business by the firm's capability to attract shareholders for investing share capital in future activities. Explicitly, the company is capable of growth through cooperation with partners. Accordingly, Viswanathan and Dickson (2007) found that corporations possess core competencies and a high degree of market power that would be in a superior position of sustainable competitive advantage, and would encourage firm survival.

Effects of the Antecedent Variables on Strategic Organizational Flexibility Capability

This research proposes that strategic organizational flexibility capability is gained from the influence of both endogenous and exogenous organizational determinants. It includes five antecedents of strategic organizational flexibility capability. Its consists of executive long-term vision, open-mindedness culture, resource

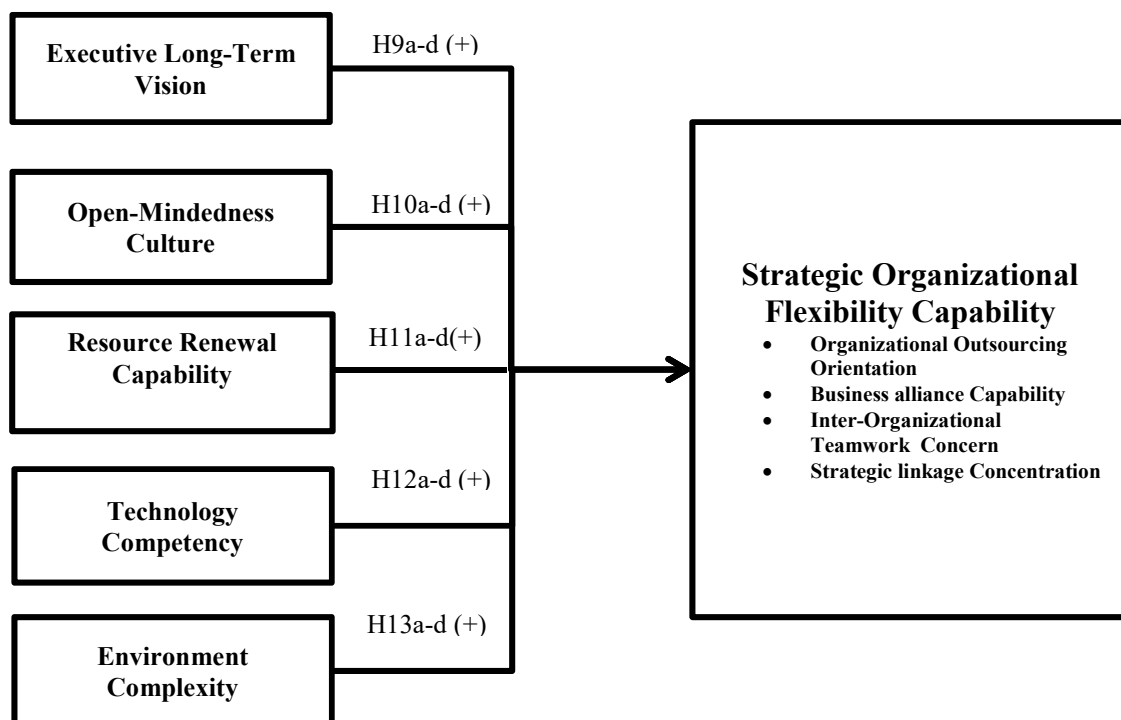


renewal capability, technology competency, and environment complexity. This research tests what and how the antecedents of organizational creativity capability have a significant effect on strategic organization flexibility capability as shown in Figure 4 below.

Executive Long-Term Vision

In contexts of highly complex and uncertain business competition, the chief executive of an organization has emerged as an essential element in their organizational

Figure 4: Effects of Antecedent Variables on Strategic Organizational Flexibility Capability



goals and has actively promoted a new strategy to respond to environmental change for the success of the organization's operations (Lee, 2008). The chief executive of an organization is a key person who gives directions and vision to the organization, with organization is a key person who gives directions and vision to the organization, with the best decisions at high level of uncertainty, complexity and unpredictability (Bonn and Fisher, 2011). The organization that will be successful depends on the ability of the



executives' vision with their skillfulness in management and business practices that contribute to sustainable development (Svensson and Wood, 2006).

Moreover, the skills in management and business practices are essential for leaders to accommodate this process for creating vision and to specify strategy to integrate all business function components to align with their vision (Foster and Akdere, 2007). Long-term vision is a strategic direction that is capable of being anticipated or organizational planning in the future, that describes how the organization would like to be, the purpose of the organizational operation, and preferably the potential and value of the key stakeholders (Jackson and Schuler, 1995). From the literature review, long-term vision is defined as team direction, goals and objectives (Carmen et al., 2006). This is similar to Revilla and Rodríguez (2011) who defined long-term vision as something that clarifies the direction of operations. It can promote organizational adaptable competency to move from a current state to a future desirable state in response to rapid environmental change (Korbangyang and Ussahawanitchakit, 2010). From these views, executive long-term vision refers to the guidelines of the organization to focus on the integration of knowledge and capability which focuses on strategic planning and operational management to achieve successful competition and sustainable development in the future (Carmen et al, 2006; Ravilla and Rodriguez, 2011).

The important of executive long-term vision focuses on future forecasts with a core purpose that is actually important for organizations' outcomes (Conger, 1998). Moreover, executive long-term vision as a viewed guideline, clarifies the firm's operations, illustrating long-term planning for future achievement (Cooper and Cronin, 2000; Meadan et al., 2010). Moreover, vision can prepare for organizational change (Belasco and Stayer, 1994).

Based on the literature reviewed above, executive long-term vision has the potential capability to enhance strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration). Hence, the hypotheses are proposed as follows:

Hypothesis 9a: Executive long-term vision has a positive influence on organizational outsourcing orientation.



Hypothesis 9b: Executive long-term vision has a positive influence on business alliance capability.

Hypothesis 9c: Executive long-term vision has a positive influence on inter-organizational teamwork concern.

Hypothesis 9d: Executive long-term vision has a positive influence on strategic linkage concentration.

Open- Mindedness Culture

Organizational culture is considered as an important factor that encourages organizations to operate successfully. It is an intangible resource with an imitation character that leads organizations to sustainable competitive advantage (Barney, 1991). Organizational culture is able to make members of the organization have belief, and attitudes which are fundamental to the practice. As well, it is a principle accepted by all members (Williams et al., 1993). The organizational culture reflects the standard, practice (Kwantes and Boglarsky, 2007), and activity of organizational members to manage the conflicts or different ideas between members (Trice and Beyer, 1993). Also, it is the intention of shared knowledge, shared values, and shared expectations which affect new organizational standards (Cooke and Szumal, 2000).

In the era of environmental uncertainty, technological changes, market turbulence, and legal changes are the organizational dynamism which affects organizational operations. The organization is seeking for strategy that is flexible and appropriate to the changing environment with the willingness to accept new ideas for developing the operation of the organization by open-mindedness. It brings about new ideas and new knowledge to the organization's management in a good way. Calantone et al. (2002) proposed that open-mindedness supports renewing or updating the knowledge base. Moreover, Hernández-Mogollon et al. (2010) suggested that open-mindedness is the heart of attempt to orient the organization in knowledge management, being affected in the structure, culture, policies, and the practice of organizing. This is consistent with Nystrom and Starbuck (1984) who indicate that open-mindedness changes structures and core assumption guiding behavior (Shaw and Perkins, 1991).



Moreover, members are more likely to share knowledge with each other. Eldridge and Crombie (1974) present that an open-mindedness culture is caused knowledge and value which improve all practice and activity of a person and team, and which brings collaboration toward the same goals. In this research, open-mindedness culture refers to the belief in an organization to learn, accept, and integrate new ideas to benefit operation development, operational procedure and business management (Cooke and Szumal, 2000; Hernández-Mogollon et al, 2010).

Open-mindedness culture is a form of sharing knowledge in order to understand the organizational functions, and to improve the organization's operational effect for the best organizational performance (Cabrera et al., 2001). In addition, it is a collaboration of the members in the organization (Day and Nedungadi, 1994), and the way to develop the operations of the organization (Bettis and Prahalad, 1995).

Thus, open-mindedness culture has been more important in the past as a key potential capability to enhance each dimension of a strategic organization and the capability of flexibility (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration). According to the above reasoning, the hypotheses are formulated below:

Hypothesis 10a: Open-mindedness culture has a positive influence on organizational outsourcing orientation.

Hypothesis 10b: Open-mindedness culture has a positive influence on business alliance capability.

Hypothesis 10c: Open-mindedness culture has a positive influence on inter-organizational teamwork concern.

Hypothesis 10d: Open-mindedness culture has a positive influence on strategic linkage concentration.



Resource Renewal Capability

This perspective is for investigating the strategic resources that are available for competitive advantage to a company. It is a valuable resource bundle which is at the determination of the firm (Penrose, 1959; Wernerfelt, 1984). Amit and Schoemaker (1993) define resources as available stocks factors that the firm can own or control. The resources consist of tangible components and intangible components. The tangible components such as assets, plants, and equipment. Furthermore, intangible components are such as human capital, patents, and technology know-how (Kaleka, 2002). The characteristics of resources for competitive advantage are valuable, rare, non-imitable, and non-substitutable (Barney, 1991). The firm should bundle resources together to produce in one way, or by several firm capabilities to gain superior performance (Wernerfelt, 1984). The sources of advantage consist of: (1) the firm can use and control resources such as inputs to organizational processes, and (2) capabilities of the firm are used to combine and develop their resources in order to create competitive advantage (Hunt and Morgan, 1995; Teece, Pisano and Shuen, 1997; Wernerfelt, 1984).

Today, the business and economic environments have dramatically changed more than ever before (Gumusluoglo and Ilsev, 2008). Many business sectors have faced strong pressures for change that affect the resources and capabilities that have been used, and may not be able to gain a competitive advantage ever (Shih and Jue, 2006). Moreover, many business sectors try to respond to environmental change by adopting and adapting the firm's ability by dynamic capability to create, configure, and integrate firm resources to originate new value for creating strategy in order to strongly determine performance (Eng and Spickett-Jones, 2009; Teece, Pisano, and Shuen, 1997). Fang and Wang (2006) propose that firms create the ways they drive business through learning, communication and development from the dynamic environment. The firm is enabled to identify, create, exploit, renew, and apply organizational change capability management to obtain improvement as organizational strategy for a competitive advantage (Lopez et al., 2005). Moreover, the firm needs to renew business strategies and operations with activities which are including the process, content, and outcome of the organization potential that refresh or replace to substantially affect their long-term prospects (Agarwal, 2009; Baden-Fuller and Volberda, 1997). The parameters from the research of renewal include: the behavior of managers at each level



of the organization to respond to each other, the way they view investing for tomorrow's profit versus today's, and the way in which they share knowledge with each other across organizational boundaries (Baden-Fuller and Volberda, 1997). Therefore, in this research, renewal resource capability refers to the ways to develop, improve, and apply the use of resources. The renewal of resources could create new value leading to the potential development of the organization (Eng and Spickoett-Jones, 2009; Teece, Pisano and Shuen, 1997).

The renewal resource capability is the firm capability that enhances organizational strategy in relation to achieving competitive advantage (Keil, 2004) the capability of reconfiguration (Worch et al., 2012), and organizational performance (Sáez-Martínez and González-Moreno, 2011; Schiuma and Lerro, 2008), all of which lead to business success and survival (Taussig, 2013). The organizational renewal resource capability is a critical point of the firm which conducts business outcomes and sustained competitive advantage (Hult, 2002; Jung et al., 2003; Tsang, 2007; Weerawardena et al., 2006).

Thus, organizational renewal resource capability has the potential capability to enhance strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration). Hence, the hypotheses are proposed as follows:

Hypothesis 11a: Renewal resource capability has a positive influence on organizational outsourcing orientation.

Hypothesis 11b: Renewal resource capability has a positive influence on business alliance capability.

Hypothesis 11c: Renewal resource capability has a positive influence on inter-organizational teamwork concern.

Hypothesis 11d: Renewal resource capability has a positive influence on strategic linkage concentration.



Technology Competency

Technology is the application of knowledge, skills, methods, processes and scientific workings that are used to apply in helping the transition to achieving better work, and increasing efficiency and effectiveness (Tippins and Schi, 2003). Technology can encourage the organization's competitive advantage and facilitate more flexible implementation. Technology provides the important resources that affect the firm's growth and survival (Thongsodsang and Ussahawanitchakit, 2011). The firms manage technology, hardware, software, people, network systems and data by information within the firm for providing members in the firm with rapid and effective access to appropriate amounts knowledge (Barrett and Konsynski, 1982). Prior research indicated that information technology of firms aims at the competence of an organization's information-processing (Jennex, Amoroso, and Adalakun, 2004). The technology is not only the useful internal data transformation, but also the links to external organizational information (Barrett and Konsynski, 1982). In this research, technology competency refers to the use of technology in facilitating the organization's operation to create opportunity and organizational performance (Tippins and Schi, 2003; Thongsodsang and Ussahawanitchakit, 2011).

Technology competency, such as: E-marketing and technology-based marketing has been considered as one of the marketing approaches that involve using the internet and other interactive technologies (social networking) and creating a relationship between the firm and its customers (Coviello, Milley and Marcolin, 2001). Moreover, online technology has adopted new ways to provide information, communication and transactions; which provide for widely sharing anything such as knowledge and resources in an online community (Erden, Von Krogh, and Kim, 2012). Technology competency can create investment alliances, government support, more expensive marketing and technology departments (Park and Mezas, 2005). In addition, technology competency can reduce time, place, and barriers to doing business. Business can determine the strategy of the organization with greater flexibility (Sheth and Parvatiyar, 2001), and operates with continuous and appropriate technology competency (Allred and Swan, 2004). The firm ought to continuously watch dynamic technological competency (Tang, 2008). Furthermore, the relationship of environmental generosity depends on strategic selection and options that are available for the condition of the firm (Castrogiovanni, 1991).



Thus, technology competency has the potential capability to enhance strategic organizational flexible capability (organizational outsourcing orientation, business alliance capability, strategic linkage concentration, and inter-organizational teamwork concern). Therefore, the hypotheses are proposed as follows:

Hypothesis 12a: Technology competency has a positive influence on organizational outsourcing orientation.

Hypothesis 12b: Technology competency has a positive influence on business alliance capability.

Hypothesis 12c: Technology competency has a positive influence on inter-organizational teamwork concern.

Hypothesis 12d: Technology competency has a positive influence on strategic linkage concentration.

Environment Complexity

The business environment is comprised of macro environmental factors including economic, social, cultural, technological, and competitive environmental factors. The business environment is probably difficult to control and predicts the future (Robbins and Coulter, 2003). This environment consists of the threat of substitutable products, established rivals, new entrants, and the bargaining power of suppliers and customers that have an influence on firm characteristics (Porter, 1979). The business environment is an important factor in a company by which they must adapt themselves, and has become a new competitive threat that can affect the business performance of the organization (Perry and Towers, 2009).

Moreover, complexity becomes one of the essential characteristics of environments. Emery and Trist (1965) were the first team to accept complexity versus simplicity in environments, and complexity as environmental heterogeneity or diversity (Lawrence and Lorsch, 1967; Thompson, 1967). The complexity is comprised of three elements which consist of the lack of clear information, the long-term conclusive



feedback, and the original unpredictable connection (Duncan, 1972). In addition, the environment complexities such as level and frequency of environmental uncertainty are factors which affect the relationship with the task environment (Ashill and Jobber, 1999). Luo (2001) defined environment complexity as the environmental components which have heterogeneity, uncertainty, diversity, and stability. Similarly, Nicolau (2005) defined environment complexity as the ambiguity and uncertainty of external events that are conditional to the continuous viability of the business in adaptation to cope with change. Hence, in this research, environment complexity refers to the perception toward the change of external circumstances which have ambiguous and uncertain conditions. The complexity affects the operation of the organization (Luo, 2001; Nicolau, 2005).

As prior research, environment complexity also affects the activity of a firm's strategic planning which perceives uncertainty and the complexity of environmental causes as motivating factors to develop new operational strategies (Meijer, 2010). Furthermore, heterogeneity, uncertainty, instability, and dynamic environment are the key elements for the organization to create new strategies of operation in order to deal with competitors and increase their competitiveness (Ussahawanitchakit, 2005). Environmental uncertainty is the external factor such as available material, the economy, technology, and competitiveness that affect organizational practice and business performance (Prempee and Ussahawanitchakit, 2012).

Thus, environment complexity is a factor contributing to strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, share resource emphasis, inter-organizational teamwork concern, and strategic linkage concentration,). Hence, the hypotheses are proposed as follows:

Hypothesis 13a: Environment complexity has a positive influence on organizational outsourcing orientation.

Hypothesis 13b: Environment complexity has a positive influence on business alliance capability.



Hypothesis 13c: Environment complexity has a positive influence on inter-organizational teamwork concern.

Hypothesis 13d: Environment complexity has a positive influence on strategic linkage concentration.

Moderating Effect of Marketing Learning and Marketing Culture on the Relationships Among the Antecedents of Strategic Organizational Flexibility Capability, Strategic Organizational Flexibility Capability and Its Outcomes

This research assigns market learning and market culture as the two moderating variables of the relationships among the antecedents of strategic organization flexibility capability, strategic organizational flexibility capability, and its outcomes. This section describes the influence of market learning on the relationships among the antecedents of strategic organizational flexibility capability and four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration,). As well, it explores the influence of market culture on the relationships among four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, and inter-organizational teamwork concern, and strategic linkage concentration) and organizational adaptation, organization value creation, and organizational excellence which are shown in Figure 5 below.

Marketing Learning

In a highly competitive business environment, organizational learning is an important thing, of which organizations need to be aware. Organizational learning refers to the system of operations and processes which enables firms to transform information into valuable knowledge (Liao, 2003). Additionally, organizational learning refers to the system of operations and processes which enable firms to transform information into valuable knowledge, and that provides a perspective on creation, transfer, and application of learning (Morgan, 2004; Nonaka, 1994). Harmel and Prahalad (1994) suggest that organizational learning is not enough; the organization must also attempt to

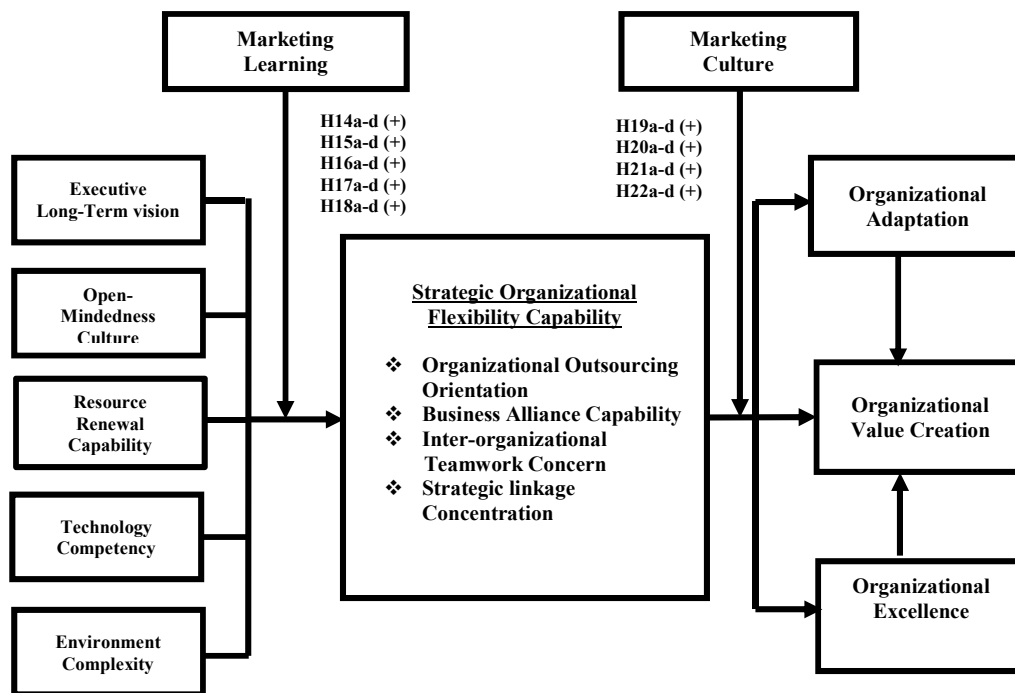


translate the learning process into the ability of the company. Therefore, organizational learning is a firm's capability, that will be an organization-wide activity of creating and using knowledge to enhance competitive advantage involving shared information of customer needs, market conditions, rival actions, and development of technology (Calantone, Cavusgil, and Zhao, 2002). Moreover, the learning capability is a bundle of tangible and intangible resources or skills of the firm which enhances the firm's opportunity to achieve a competitive advantage in new forms (Alegre and Chiva, 2008).

Organizations can learn both inside and outside the organization. As to learning from the outside, and in particular from the market, it can help organizations to see opportunities and threats for business operations. Marketing learning focuses on learning markets to find information about the needs of customers, competitors, techniques, and the market situation, including marketing experts (Jimenez and Navarro, 2007; Kyriakopoulos and Moorman, 2004; Wei and Wang, 2011). For example, Paiva (2010) suggests that marketing learning deals with learning and understanding about market demand. The market demand leads firms to try to develop skills, ability of personnel, and enhance capability in accumulating marketing knowledge to determine an effective marketing approach. Marketing learning is considered as a strategic management capability that is the fundamental source of organizational knowledge and dynamic capability in an increasing marketing opportunity and marketing position of advantage (Baker and Sinkula, 1999; Day, 1994b; Slater and Narver, 2000). Therefore, in this research, marketing learning refers to organizational learning in marketing aspects such as customer needs, marketing changes, and competitors' practice. Learning could improve marketing activities by having more knowledge and understanding. An organization could increase its competitiveness in order to achieve advantage in competition in a sustainable approach. The organization would be able to develop its operation in the long run (Alegre and Chiva, 2008; Pungboonpanich and Ussahawanitchakit, 2010).



Figure 5: Moderating Effect of Marketing Learning and Marketing Culture on the Relationships Among the Antecedents of Strategic Organizational Flexibility Capability, Strategic Organizational Flexibility Capability, and Its Outcomes



Marketing learning creates values in the organization such as commitment to learning, open-mindedness, and shared-vision (Celuch, Kasouf, and Pervemba, 2002). The potential of marketing learning should continuously manage training where the firm reinforces skills of action and experience (Baird and Griffin, 2006). Similarly, Ogorean, Herciu and Belascu (2009) purpose that marketing learning is concerned with understanding the business environment, and how the company fits into it, including business strategies and products. It has the organizational resources to pursue market opportunities (Ogorean, Herciu and Belascu, 2009). The marketing learning capability has a positive influence on marketing performance, product innovation, superior customer value, and new product development performance. All of these endeavors firm performance and sustained competitive advantage (Camison and Villar-Lopez, 2011; Farrell, Oczkowski and Kharabsheh, 2011).



This research considers that marketing learning will encourage the relationships between executive long-term vision, open-mindedness culture, renewal resource, technology competency capability, environment complexity and the dimensions of strategic organization's flexible capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration). Hence, the hypotheses are proposed as follows:

Hypothesis 14a: Marketing learning will positively moderate the relationship between executive long-term vision and organizational outsourcing orientation.

Hypothesis 14b: Marketing learning will positively moderate the relationship between executive long-term vision and business alliance capability.

Hypothesis 14c: Marketing learning will positively moderate the relationship between executive long-term vision and inter-organizational teamwork concern.

Hypothesis 14d: Marketing learning will positively moderate the relationship between executive long-term vision and strategic linkage concentration.

Hypothesis 15a: Marketing learning will positively moderate the relationship between open-mindedness culture and organizational outsourcing orientation.

Hypothesis 15b: Marketing learning will positively moderate the relationship between open-mindedness culture and business alliance capability.

Hypothesis 15c: Marketing learning will positively moderate the relationship between open-mindedness culture and inter-organizational teamwork concern.

Hypothesis 15d: Marketing learning will positively moderate the relationship between open-mindedness culture and strategic linkage concentration.



Hypothesis 16a: Marketing learning will positively moderate the relationship between renewal resource capability and organizational outsourcing orientation.

Hypothesis 16b: Marketing learning will positively moderate the relationship between renewal resource capability and business alliance capability.

Hypothesis 16c: Marketing learning will positively moderate the relationship between renewal resource capability and inter-organizational teamwork concern.

Hypothesis 16d: Marketing learning will positively moderate the relationship between renewal resource capability and strategic linkage concentration.

Hypothesis 17a: Marketing learning will positively moderate the relationship between technology competency and organizational outsourcing orientation.

Hypothesis 17b: Marketing learning will positively moderate the relationship between technology competency and business alliance capability.

Hypothesis 17c: Marketing learning will positively moderate the relationship between technology competency and inter-organizational teamwork concern.

Hypothesis 17d: Marketing learning will positively moderate the relationship between technology competency and strategic linkage concentration.

Hypothesis 18a: Marketing learning will positively moderate the relationship between environment complexity and organizational outsourcing orientation.

Hypothesis 18b: Marketing learning will positively moderate the relationship between environment complexity and business alliance capability.

Hypothesis 18c: Marketing learning will positively moderate the relationship between environment complexity and inter-organizational teamwork concern.



Hypothesis 18d: Marketing learning will positively moderate the relationship between environment complexity and strategic linkage concentration.

Marketing Culture

Organizational culture refers to the shared values and beliefs that help individuals' understanding of organizational functions, and provides them with standards for behavior (Deshpande and Webster, 1989). Denison (1990) describes that organizational culture is the shared values that become well-accepted in the good behavior of all employees throughout, solving common problems and situations encountered by members of the firms. In addition, organizational culture is the belief of members, and that it is the rule which employees are comfortable about following. It connects the members to achieve organizational goals; it is the strength of the organization (Trice and Beyer, 1984).

Moreover, organizational culture can be a tool for the manager to improve organizational effectiveness and it is the normative glue that holds the members of the organization together (Smircich, 1983; Victor and Cullen, 1988). Organizational culture creates closed relations in which cultural marketing emphasizes competitive advantage and market superiority (Deshpande and Farley, 2004). Marketing culture, as organizational culture, is a set of values, beliefs, and norms that emphasize the external environment (Zhou et al., 2008). Marketing culture is the structure of shared values and beliefs that help employees to believe and understand that marketing function creates value for existing customers and completes excellence in business and firm performance (Narver and Slater, 1990). Marketing culture can help an organization in answering customers' needs effectively and improving the operation of an organization more effectively. It can answer market needs for being better than competitors and can help an organization in being more effective (Ussahawanitchakit, 2003). In this research, marketing culture refers to the concept of operation that emphasizes success. Culture defines directions and operation in achieving goals, objectives, and winning above the competitors (Ussahawanitchakit, 2008; Zhou et al., 2008).

Therefore, an organization needs a marketing culture that makes an organization become successful and which can be evaluated by a finance and marketing basis (Langerak, 2003). It can help an organization to answer customers' needs to



effectively improve the operation of an organization more effectively. It can answer market needs for being better than competitors and can help an organization to be more effective (Ussahawanitchakit, 2003). It operates firms to use their competency for creating new product development (Phong-inwong and Ussahawanitchakit, 2012)

In this study, it is considered that a marketing culture will encourage the relationships between dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, strategic linkage concentration), and organizational adaptation, organizational value creation, and organizational excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 19a: Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational adaptation.

Hypothesis 19b: Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational excellence.

Hypothesis 19c: Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational value creation.

Hypothesis 20a: Marketing culture will positively moderate the relationship between business alliance capability and organizational adaptation.

Hypothesis 20b: Marketing culture will positively moderate the relationship between business alliance capability and organizational excellence.

Hypothesis 20c: Marketing culture will positively moderate the relationship between business alliance capability and organizational value creation.

Hypothesis 21a: Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational adaptation.



Hypothesis 21b: Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational excellence.

Hypothesis 21c: Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational value creation.

Hypothesis 22a: Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational adaptation.

Hypothesis 22b: Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational excellence.

Hypothesis 22c: Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational value creation.

Summary

In conclusion, strategic organizational flexibility capability is the main concern of this research that is focused on its antecedents and its consequences. In this research, strategic organizational flexibility capability has four dimensions, comprised of organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. Moreover, this research investigates the impact of organizational adaptation, organization value creation, organizational excellence, business performance, and business survival. Furthermore, this research also investigates the influence of five antecedents including executive long-term vision, open mindedness culture, resource renewal capability, technology competency, and environmental complexity on each dimension of strategic organization flexibility capability. In addition, two variables as moderators are market learning and marketing culture in which market learning stimulates the relationships among the antecedents of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) and market culture which stimulates the



relationships among four dimensions of dimensions of strategic organizational flexibility capability and the three outcomes of strategic organizational flexibility capability (organizational adaptation, organizational value creation, organizational excellence).

This chapter discusses the theoretical foundations, the literature review, and the hypotheses development. Consequently, this chapter has detailed the two theoretical foundations, including the dynamic capability and contingency theory. Moreover, this chapter demonstrates the literature review with all its constructs in the conceptual model of strategic organization flexibility capability, as well as its antecedents, its consequences, and its moderators. Finally, the hypotheses development has proposed a set of twenty-two testable hypotheses. Therefore, the related hypotheses are postulated and the summary of all hypotheses are presented in Table 3 as shown below.

The next chapter describes the research methods, including the sample selection and data collection procedure, the variable measurements of each construct, the instrumental verification, the statistics, and equations to test all twenty-two hypotheses, and the summarized definitions and operational variables of the constructs for the research.

Table 3: The Summary of Hypothesized Relationships

Hypotheses	Description of Hypothesized Relationships
H1a	Organizational outsourcing orientation has a positive influence on organizational adaptation.
H1b	Organizational outsourcing orientation has a positive influence on organizational excellence.
H1c	Organizational outsourcing orientation has a positive influence on organizational value creation.
H2a	Business alliance capability has a positive influence on organizational adaptation.
H2b	Business alliance capability has a positive influence on organizational excellence.



Table 3: The Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H2c	Business alliance capability has a positive influence on organizational value creation.
H3a	Inter-organizational teamwork concern has a positive influence on organizational adaptation.
H3b	Inter-organizational teamwork concern has a positive influence on organizational excellence.
H3c	Inter-organizational teamwork concern has a positive influence on organizational value creation.
H4a	Strategic linkage concentration has a positive influence on organizational adaptation.
H4b	Strategic linkage concentration has a positive influence on organizational excellence.
H4c	Strategic linkage concentration has a positive influence on organizational value creation.
H5a	Organizational adaptation has a positive influence on organizational value creation.
H5b	Organizational adaptation has a positive influence on business performance.
H5c	Organizational adaptation has a positive influence on business survival.
H6a	Organizational excellence has a positive influence on organizational value creation.
H6b	Organizational excellence has a positive influence on business performance.
H6c	Organizational excellence has a positive influence on business survival.
H7a	Organizational value creation has a positive influence on business performance.



Table 3: The Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H7b	Organizational value creation has a positive influence on business survival.
H8	Business performance has a positive influence on business survival.
H9a	Executive long-term vision has a positive influence on organizational outsourcing orientation.
H9b	Executive long-term vision has a positive influence on business alliance capability.
H9c	Executive long-term vision has a positive influence on inter-organizational teamwork concern.
H9d	Executive long-term vision has a positive influence on strategic linkage concentration.
H10a	Open-mindedness culture has a positive influence on organizational outsourcing orientation.
H10b	Open-mindedness culture has a positive influence on business alliance capability.
H10c	Open-mindedness culture has a positive influence on inter-organizational teamwork concern.
H10d	Open-mindedness culture has a positive influence on strategic linkage concentration.
H11a	Renewal resource capability has a positive influence on organizational outsourcing orientation.
H11b	Renewal resource capability has a positive influence on business alliance capability.
H11c	Renewal resource capability has a positive influence on inter-organizational teamwork concern.
H11d	Renewal resource capability has a positive influence on strategic linkage concentration.



Table 3: The Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H12a	Technology competency has a positive influence on organizational outsourcing orientation.
H12b	Technology competency has a positive influence on business alliance capability.
H12c	Technology competency has a positive influence on inter-organizational teamwork concern.
H12d	Technology competency has a positive influence on strategic linkage concentration.
H13a	Environment complexity has a positive influence on organizational outsourcing orientation.
H13b	Environment complexity has a positive influence on business alliance capability.
H13c	Environment complexity has a positive influence on inter-organizational teamwork concern.
H13d	Environment complexity has a positive influence on strategic linkage concentration.
H14a	Marketing learning will positively moderate the relationship between executive long-term vision and organizational outsourcing orientation.
H14b	Marketing learning will positively moderate the relationship between executive long-term vision and business alliance capability.
H14c	Marketing learning will positively moderate the relationship between executive long-term vision and inter-organizational teamwork concern.
H14d	Marketing learning will positively moderate the relationship between executive long-term vision and strategic linkage concentration.
H15a	Marketing learning will positively moderate the relationship between open-mindedness culture and organizational outsourcing orientation.



Table 3: The Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H15b	Marketing learning will positively moderate the relationship between open-mindedness culture and business alliance capability.
H15c	Marketing learning will positively moderate the relationship between open-mindedness culture and inter-organizational teamwork concern.
H15d	Marketing learning will positively moderate the relationship between open-mindedness culture and strategic linkage concentration.
H16a	Marketing learning will positively moderate the relationship between renewal resource capability and organizational outsourcing orientation.
H16b	Marketing learning will positively moderate the relationship between renewal resource capability and business alliance capability.
H16c	Marketing learning will positively moderate the relationship between renewal resource capability and inter-organizational teamwork concern.
H16d	Marketing learning will positively moderate the relationship between renewal resource capability and strategic linkage concentration.
H17a	Marketing learning will positively moderate the relationship between technology competency and organizational outsourcing orientation..
H17b	Marketing learning will positively moderate the relationship between technology competency and business alliance capability.
H17c	Marketing learning will positively moderate the relationship between environment complexity and inter-organizational teamwork concern.
H17d	Marketing learning will positively moderate the relationship between technology competency and strategic linkage concentration.
H18a	Marketing learning will positively moderate the relationship between environment complexity and organizational outsourcing orientation..
H18b	Marketing learning will positively moderate the relationship between environment complexity and business alliance capability.



Table 3: The Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H18c	Marketing learning will positively moderate the relationship between environment complexity and inter-organizational teamwork concern.
H18d	Marketing learning will positively moderate the relationship between environment complexity and strategic linkage concentration.
H19a	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational adaptation.
H19b	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational excellence.
H19c	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational value creation.
H20a	Marketing culture will positively moderate the relationship between business alliance capability and organizational adaptation.
H20b	Marketing culture will positively moderate the relationship between business alliance capability and organizational excellence.
H20c	Marketing culture will positively moderate the relationship between business alliance capability and organizational value creation.
H21a	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational adaptation.
H21b	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational excellence.
H21c	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational value creation.
H22a	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational adaptation.
H22b	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational excellence.
H22c	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational value creation.



CHAPTER III

RESEARCH METHODS

The prior chapter described strategic organizational flexibility capability effectiveness with the theoretical foundation, the literature reviews, the conceptual framework, and the hypotheses development. Consequently, the research methods help to clearly understand the testable hypotheses. This chapter presents the research methods which are organized as follows. Firstly, the sample selection and data collection procedure section, which include the population and sample, the data collection and the test of non-response bias are detailed. Secondly, the variable measurements are delineated. Thirdly, the method section includes the tests of validity and reliability, the analytical statistics and the related equations of regression analysis. Finally, the table that presents the summary of definitions and operational variables of constructs is included.

Sample Selection and Data Collection Procedure

Population and Sample

This research selects the outbound tourism business as the population and sample. This is obtained from the databases of the following agencies: the Bureau of Tourism Business, and the Guide Registration Office, and the Department of Tourism. Four main reasons for selecting the outbound tourism business are as follows. First, the outbound tourism business faces continued uncontrolled operation of society, the economics, and politics of each country, such as legal restriction over the workforce in the tourism business. Hence, the outbound tourism business should take strategic organizational flexibility capability for its operations. Each country requires the hiring of a local workforce (e.g. tour guide). This is the barrier of the Thai tourism business: to carry its own outbound guides. Joining the workforce in tourism personnel would eliminate the possible barrier of business operations and enhance the proficiency of business operations. The outbound tourism business should consider outsourcing partners for its business proficiency. Some possible solutions are these such as signing



a contract with tourism suppliers (e.g. hotels, restaurants, airlines, and transportation companies) and tourism attractions (e.g. theme parks, historical sites, and museums). They can collaborate to create a tourism package. The tourism business with partners could offer customers with their proffered final tourism product (Yasamorn, 2011). Second, the tourism business is limited with operational resources. Most businesses are small and medium size. Thus, they need to seek options to run their business on such limited resources to make a higher profit and to increase the market share over the competitor. The small and medium tourism business finds it better to consolidate with alliances to overcome the limitation of operational resources. Third, the tourism industry is a high-value service business. According to the office of National Economic and Social Development Board (2014), the gross domestic product (GDP) from the tourism industry accounted for 3.09 trillion baht or 34.15% of national GDP. Thus, it created a large number of employments and yields the potential impact on economic and social development. Lastly, the opening of the ASEAN Economic Community would lead to expand the potential of tourism business competitiveness. The outbound tourism business is to be inevitably impacted by the liberalization of travel services and intra-ASEAN tourism will grow up together, but at the same time, it is highly competitive, and will be even more. The outbound tourism businesses will implement strategic organizational flexibility capability for the organization's strategy.

Research on the influence of strategic organizational flexibility capability and business survival is limited as to its empirical research findings. This research aims to investigate such as influence for academic purposes. A total population of 2,518 firms are selected from the database of agencies mentioned above. Accordingly, the appropriate sample size under the 95% confidentiality rule will be 345 firms (Krejcie and Morgan, 1970). Based on previous business research, a mail survey response rate is approximately 20%, without an appropriate follow-up procedure (Aaker, Kumar and Day, 2001). Therefore, a total of 1,725 firms of the outbound tourism business is an appropriate sample size to distribute the mail survey of this research. To randomly choosing 1,725 firms of the outbound tourism business is using the stratified sampling procedure. Stratified sampling is used to ensure with equal accuracy in different parts of the region (Koyuncu and Kadilar, 2010). Next, the regions subgroups are chosen by using a simple random sampling procedure by excel. As a result, all 1,725 questionnaires



are directly distributed to the manager directors, and share managers of the outbound tourism business in Thailand. Finally, the questionnaires were answered

Table 4: The Details of Stratified Sampling Procedure

Regions	Population	Proportional Stratified Sample Size	Sample	Returned questionnaires
Northern	217	$\frac{217 \times 1,725}{2,518} = 149$	149	40
Central	319	$\frac{319 \times 1,725}{2,518} = 219$	219	54
Eastern	99	$\frac{99 \times 1,725}{2,518} = 68$	68	7
Western	16	$\frac{16 \times 1,725}{2,518} = 10$	10	4
Northeast	239	$\frac{239 \times 1,725}{2,518} = 164$	164	20
Southern	241	$\frac{241 \times 1,725}{2,518} = 165$	165	33
Bangkok	1,387	$\frac{1,387 \times 1,725}{2,518} = 950$	950	177
Total	2,518		1,725	335

and returned to the researcher a total of 335 questionnaires from the outbound tourism business firms as shown in Table 4.

Data Collection

The questionnaires are a suitable instrument to collect the data in this research. This is a widely-used tool for large-scale data collection in a variety of geographical area. A survey uses mail questionnaires for numerous organizations. It costs less, saves time, reduces bias, and has less pressure in the response. The researchers promised that the information received from respondent would be kept confidential and no information would be disclosed with any party that made the respondents feel more independent in answering questions (Neuman, 2006).



The manager directors and share managers of outbound tour businesses in Thailand are the key informants in this research. They have a major responsibility, provide verity of information, actually understand their businesses, and can determine strategic organizational flexibility capability. Thus, the questionnaires were directly distributed by a mailing to the manager directors and share managers of each outbound tour business.

The survey that uses mail questionnaires to collect the data may give a low response rate. To minimize the effect of this problem, the researcher is demonstrating the key informant for interest and perceives a value from the information of them. Hence, each questionnaire package included a cover letter that was used to introduce the researcher, the objective, and the importance of the research. Moreover, a letter from the university was also attached to confirm that the researcher came from the cited academic institution and to ask the key informant for cooperation from the participants. All participants were offered a free copy of the summary results as a non-monetary incentive if they completed and returned the valid questionnaire. For ensuring confidentiality, the completed questionnaires were directly sent back to the researcher by the prepared returned envelopes (Sittimalakorn and Hart, 2004).

The plan for the period to collect data was about twelve weeks. In the first stage, the questionnaires mail were sent to 1,725 manager directors, and share manager of outbound tourism firms on June 30, 2015. After that the questionnaires were answered and returned to the researcher in the first three weeks. Second stage, a telephone was used as the follow-up method for increasing the response rate. The researcher called to the firms which had not yet replied, to remind them to answer and complete the questionnaire. For the convenience of the follow-up mailing, each questionnaire was assigned a coded number at the left back corner of the fifth page of the questionnaires. Consequently, the details of the questionnaire sending and the calculated response rate are presented as shown in Table 5.

The total amount of questionnaires mailed was 1,725 mailed. The 94 returned questionnaires were undeliverable because the firms were no longer in business or had moved to unknown locations. Removing the undeliverable from the original 1,725 mailed, the valid mailing was 1,631 surveys, from which 343 responses were returned. Due to 8 incomplete questionnaires or those with response errors, they were deducted



Table 5: The Details of Questionnaire Mailing

Details	Numbers
Questionnaires Mailed	1,725
Returned Questionnaires	94
Successful Questionnaires Mailed	1,631
Received questionnaires	343
Unusable	8
Usable Questionnaires	335
Response Rate $(335/1,631) \times 100$	20.53%

from further analysis. Of the surveys completed and received, only 335 were usable. The effective response rate were approximately 20.53 % according to Aaker, Kumar and Day (2001), and the response rate for a mail survey if more than 20% as shown in Table 5, is regarded as acceptable.

In this research, the questionnaire consists of seven parts. It uses multiple choices in parts one and two, and uses scale questions in parts three through six because it helps the respondents to answer more easily and quickly, and helps the researcher to code more easily to statistically analyze (Neuman, 2006). In addition, parts three through six are related to evaluating each of the constructs in the conceptual model which measures items that are anchored by a five-point Likert scale, ranging from 1 = strongly disagree, to 5 = strongly agree. For the number of choices it is usually better to use four to eight categories, as more distinctions are not meaningful and may confuse the informants. Hence, using five categories is appropriate for creating a refined measure. All constructs are developed for measuring from the definition of each, as well as from previous literature reviews (Nunnally, 1978; Neuman, 2006). Part one shows the personal information of the key informant such as gender, age, marital status, educational level, work experience, average income per month, and current working position. Part two contains questions about the general information and history of the business such as business type, firm age, number of full-time employees, and location of the company. Parts three through six measure each construct in the conceptual model. These items are adapted from the previous literature and are designed on a five-point



Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Part three thoroughly requests for four dimensions of strategic organizational flexibility capability consisting of organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. Next, part four asks for the consequences of strategic organizational flexibility capability, which are organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival. Part five asks for perceptions of the internal factors of strategic organizational flexibility capability, consisting of executive long-term vision, open-mindedness culture, renewal resource capability, technology competency, marketing learning, and market culture. Part six asks for perceptions of external factors that impact on strategic organizational flexibility capability which is environment complexity. Finally, part seven includes an open-ended question for the key informant's suggestions and opinions. Appendix F and G present both English and Thai version of the questionnaire in this research.

Test of Non-Response Bias

The important step before the sample is generalized to the population is to implement the test of non-response bias. This method is used to prevent possible response bias of the problems between the respondents and non-respondents. The most mail surveys are used to test the difference between the early group and the late group of respondents in order to test a non-response bias by t-test statistic comparisons. If the results of the t-test have no significant difference between the two groups, it implies that these returned questionnaires have no non-response bias problem (Armstrong and Overton, 1977).

This research, all 335 received questionnaires were separated into two equal groups. The first fifty percent of responses were defined as the early group of respondents ($n = 167$) and the last fifty percent of responses were defined as the late group of respondents ($n = 168$). Then, responses from the early group were used to test the difference with the late group by the t-test statistics in various firm characteristics which consisted of the business owner type, location of business, operation capital, and firm's average revenue per year. The results of the t-test statistics reveal that the business owner type ($t = 0.113, p > 0.05$), location of business ($t = 0.370, p > 0.05$),



operation capital ($t = 0.694$, $p > 0.05$), and firm's average revenue per year ($t = 0.269$, $p > 0.05$) are no statistically significant difference between the two groups. Thus, non-response bias does not pose a significant problem in this research. The results of non-response bias test are shown in Appendix A.

Measurements

The measure of developing procedures involves the multiple items development for measuring each construct in the conceptual model. They should be measured by multiple items because all variables are abstract constructs that cannot be directly measured; and then, multiple items increase the validity and reliability (Churchill, 1979). These constructs are transformed to operational variables for accurate measuring. To measure each construct in the conceptual model, all variables are developed for measuring from the definition, and all variables gained from the survey are measured by a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). The definition of each construct, the operational variables, and the scale source are shown in Table 6. Therefore, the variable measurements of the dependent variable, the independent variables, and the control variables of this research are described as follows.

Dependent Variable

Business Survival (BSV). Business survival is measured by the result of organization performance in managing the competitive environment after an uncertain condition for a certain period of time. It yields business stability and economic growth to the business in sustainment and long-term periods (Persson, 2004; Schwartz, 2009). This construct is adapted from Limpsurapong and Ussahawanitchakit (2011), and Persson (2004), which includes a six-item scale.

Independent Variables

This research consists of 13 independent variables divided into three groups. The first group is a core construct of this research: strategic organizational flexibility capability, which comprises four dimensions: organizational outsourcing orientation,



business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration. These dimensions reflect the good characteristics of strategic organizational flexibility capability. The measure of each construct depends on its definition which is also detailed.

Organizational Outsourcing Orientation (OOO). Organizational outsourcing orientation is measured by the use of the external capabilities in an organization's operations. Outsourcing enhances efficiency of cost which increases the operation for higher advantages. External capability includes skills, knowledge, and superior ability from outside the organization (Espino-Rodriguez and Robina, 2005; Varadarajan, 2009; Whitaker, Mithas and Krishnan, 2011). This construct is adapted from Tuntrabundit and Ussahawanitchakit (2010), which includes a five-item scale.

Business Alliance Capability (BAC). Business alliance capability is measured by the ability to seek potential business that has desirable qualifications to organization's demand to cooperate as a business alliance. Such agreement contributes to organization's operation and objectives as stated (Parkhe, 1991; Varadarajan and Cunningham, 1995). This construct is adapted from Chuebang and Ussahawanitchakit (2009), which includes a five-item scale.

Inter-Organizational Teamwork Concern (ITC). Inter-organizational teamwork concern is measured by the organization's ability to collaborate with other organizations. This concern emphasizes human resources in terms of knowledge, capability and attitude. Teamwork enhances the ability to collaborate with other organization for various benefits in maximum yields (Baker, Day and Salas, 2003; Chen, Donahue and Klimoski, 2004). This construct is developed as a new scale from the definition and literature including a four-item scale.

Strategic Linkage Concentration (SLC). Strategic linkage concentration is measured by the ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personal, and operational process in order to achieve long-



term good (Grant, 1991; Venkatraman, 1989). This construct is developed as a new scale from the definition and literature including a five-item scale.

Consequent Variables

The second group is the consequences of strategic organizational flexibility capability: organizational adaptation, organizational value creation, and organizational excellence. Particularly, this research treats business performance as a consequence of strategic organization flexibility capability. The measure of each dimension conforms to its definition to be discussed as follows.

Organizational Adaptation (OAD). Organizational adaptation is measured by the application of learning and integration of techniques and technology into organizational operations. Adaptation causes continual modification and development in the work process to react with changing environment. This will increase the organization's efficiency to survive and succeed in the market (Cameron, 1984; Iven, 2005; Taylor et al., 2008). This construct is developed as a new scale from the definition and literature including a four-item scale.

Organizational Value Creation (OVC). Organizational value creation is measured by the formulation of an organization's innovative creation in terms of product and operational processes. This enables the organization to respond to needs and to create satisfaction among customers and stakeholders (Bourguignon, 2005; Wikstorm, 1996). This construct is adapted from Bourguignon (2005), which includes a five-item scale.

Organizational Excellence (OEX). Organizational excellence is measured by the operational process of using resources with an economical approach. Excellence makes an operation achieve the determined plan with efficiency. The goals of organizational excellence are aimed at achievement and advantage over the competitors (Reijersa and Liman Manser, 2005). This construct is developed as a new scale from the definition and literature, including a four-item scale.



Business Performance (BPF). Business performance is measured by the overall outcome of the corporate performance that achieves the goal with efficiency. Performance can be evaluated by both financial performance and non-financial performance (Lahiri et al., 2009; Venkatraman and Ramanujam, 1986). This construct is developed from the definition and literature review; and is adapted from Phokha and Ussahawanitchakit (2011), which includes a four-item scale.

Antecedent Variables

The third group is the antecedents of strategic organizational flexibility capability which encompass five variables: executive long-term vision, open-mindedness culture, resource renewal resource, technology competency, and environment complexity. All antecedents depend on their definitions. The measure of each factor is discussed as follows.

Executive Long-Term Vision (ELV). Executive long-term vision is measured by the guidelines of the organization to focus on the integration of knowledge and capability which focuses on the strategic planning and operational management to achieve a successful competition and sustainable development in the future (Carmen et al, 2006; Ravilla and Rodriguez, 2011). This construct is developed from the definition, literature review; and is adapted from Prasertsang and Ussahawanitchakit (2012), which includes five-item scale.

Open-Mindedness Culture (OMC). Open-mindedness culture is measured by the belief of organizations to learn, accept, and integrate new ideas to benefit operation procedure and business management (Cooke and Szumal, 2000; Hernández-Mogollon et al., 2010). This construct is developed as a new scale from the definition and literature including a five-item scale.

Resource Renewal Capability (RRC). Resource renewal capability is measured by the ways to develop, improve, and apply the use of resources. The renewal of resources could create new value leading to the potential development of the organization (Eng and Spickett-Jones, 2009; Teece, Pisano and Shuen, 1997). This



construct is developed as a new scale from the definition and literature including a four-item scale.

Technology Competency (TCT). Technology competency is measured by the use of technology in facilitating the organization's operation to create opportunity and organizational performance (Tippins and Sohi, 2003; Thongsodsang and Ussahawanitchakit, 2011). This construct is adapted from Thongsodsang and Ussahawanitchakit (2011), which includes a four-item scale.

Environment Complexity (ECP). Environment complexity is measured by the perception toward the change of external circumstances which have ambiguous and uncertain conditions. The complexity affects the operation of the organization (Luo, 2001; Nicolau, 2005). This construct is adapted from Limpsurapong and Ussahawanitchakit (2011), which includes a four-item scale.

Moderating Variables

This research determines marketing learning as the moderator of the relationships between the antecedents and strategic organizational flexibility capability dimensions, and market culture as the moderators of the relationships between strategic organizational flexibility capability dimensions and consequences. Like other variables, these moderators are developed from the related literature. The measurements of these variables use a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Marketing Learning (MLN). Marketing learning is measured by organizational learning in marketing aspects such as customer needs, marketing changes, and competitor practice. Learning could improve marketing activities by having more knowledge and understanding. An organization could increase its competitiveness in order to achieve advantage in competition in a sustainable approach. The organization would be able to develop its operation in the long run (Alegre and Chiva, 2008; Pungboonpanich and Ussahawanitchakit, 2010). This construct is adapted from Kim (1997), which includes a five-item scale.



Marketing Culture (MCT). Market Culture is measured by the concept of an operation that emphasizes success. Culture defines directions and operations in achieving goals, objectives, and winning above competitors (Ussahawanitchakit, 2003; Zhou et al., 2008). This construct is adapted from Phong-inwong and Ussahawanitchakit (2011), which includes a four-item scale.

Control Variables

Firm Size (FIS). Firm size is measured by the number of full-time employees in a firm averaged over the current year (Delmotte and Sels, 2008; Lahiri et al., 2009). The difference in firms' sizes will cause scale-related heteroscedasticity problems (Chuwiruth and Ussahawanitchakit, 2013). Therefore, without the reference of a firm's size, the absolute strategic organizational flexibility capability may not reflect the firm's real capability. In this research, firm size is represented by a dummy variable which is assigned as a 0 to all firms that have full-time employees less than 10 persons and a 1 to all firms that have 10 or more full-time employees.

Firm Age (FIA). Firm age may influence the firm's performance, and older firms benefit from accumulated experience (Leiblein et al., 2002). Therefore, firm's performance is affected by its age. Firm age was measured by subtracting the year of firms establishment from the year of current study (Chuwiruth and Ussahawanitchakit, 2013). In this research, firm age is represented by a dummy variable which is assigned as a 0 to all firms that have experience in operation 10 years or less, and a 1 to all firms that have experience in operations more, than 10 years.

Methods

All constructs in this research are developed as new scales from a wide review of the literature, in order to establish truthfulness and credibility. The pre-test method is deemed appropriate to check the validity and reliability of the questionnaire before using real data collection. To monitor the research questionnaires, this research used two academic experts to review the instruments and adjust them to the best possible scale measure. Furthermore, thirty outbound tourism firms are simple randomly chosen from the Bangkok population which non-sample by mailing. Accordingly, thirty outbound



tourism firms are not included in the final data analysis. The rationale of the pre-test is to check for a clear and accurate understanding of a questionnaire before using the most reliable one for data collection. The pre-test method will use the test of validity and reliability of the questionnaires.

Validity and Reliability

Validity. Validity is the instrument to measure the level of data correctly and accurately from the questionnaire (Hair et al., 2010). It is necessary to examine the questionnaire quality as a powerful predictor of future behaviors (Piercy and Morgan, 1994; Wainer and Henry, 1988). Validity is suitable for accurately confirming the construct of the study. In this research, three types of validity comprised of face validity, content validity, and construct validity, and are tested.

Face validity and content validity. Face validity is a measurement that represents the relevant content domain for the construct by expert judges (Trochim, 1999). Content validity is an inspection system to reflect the content universe to which the instrument will be generalized. In this case, face and content validity are improved by an extensive review of the literature questionnaires (Hair et al., 2010). This research requested two experts in academic research to review and suggest crucial recommendations for the instrument in order to confirm that all constructs are sufficient to cover the contents of the variables (Appendix H). After those two experts designed the questionnaires, they could provide comments and improvements, and choose the best possible scale of measure corresponding with the conceptual definitions.

Construct validity. Construct validity refers to the procedure or instrument to measure the internal consistency about the congruence between a theoretical concept and a specific concept (Trochim, 1999). This is evaluated by testing both convergent and discriminant validity. Convergent validity refers to the level by which two measures are designed to measure the same construct related to convergence; and if the two measures are highly correlated, it will be found that they have convergent validity (Kwok and Sharp, 1998). Discriminant validity refers to the degree of an operation and other operations that are not similar and that theoretically, should not be similar (Trochim, 1999). Besides, in this research, exploratory factor analysis (EFA) is used to



examine the construct validity of data (Fisher, Maltz and Jaworski, 1997). Construct validity is used to investigate the relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. The acceptable minimum cut-off score is 0.40 as the rule-of-thumb (Nunnally and Berstein, 1994). The results of the item factor loading are shown in Appendix D, which exhibits the factor loading of all variables from thirty Tour businesses in the pre-test which the factor loadings are ranged from 0.420 – 0.937. All factor loadings are greater than 0.40 cut-off score and statistically significant according to the rule-of-thumb (Nunnally and Bernstein, 1994). Thus, the construct validity of this research is tapped by the items in the measure as theorized.

Reliability. Reliability is the degree to which the measurement is true and error-free of the observed variable. It indicates the degree of internal consistency between the multiple variables. Cronbach's alpha coefficient is commonly used as a measure of the internal consistency of the constructs (Hair et al., 2010). Thus, it is applied to evaluate the reliability. As suggested by Nunnally and Berstein (1994), it is recommended that Cronbach's alpha coefficient is value should be equal to or greater than 0.70, as widely accepted. The results of the Cronbach's alpha coefficient are shown in Appendix D, which exhibits the Cronbach's alpha coefficients from thirty Tour businesses in the pre-test which are ranged from 0.703 – 0.875 that are greater than 0.70. The lowest coefficient is in business alliance capability and the highest coefficient is in technology competency. The reliability scale of all measures appeared to confirm the internal consistency of the measures which were used in this research. Thus, these measures are deemed appropriate for further analysis because they express an accepted validity and reliability.

Statistical Techniques

In this research, the basis of checking all raw data before hypotheses testing for regression analysis use the ordinary least squares method (OLS) which is normality, linearity, heteroscedasticity, autocorrelation, and multicollinearity. The basic assumptions were tested by the plotting of data including histogram, normal P-P plot,



and scatter plot. All of these plots presented the evidences to support the appropriateness of regression model for the data. Moreover, the statistical testing was the Durbin-Watson test which was also used to test the autocorrelation. The Durbin-Watson values are ranged from 1.691- 2.134. Tabachnick and Fidell (2000) have recommended the Durbin-Watson values from 1.50 - 2.50 are not substantial autocorrelation. The results of basic assumptions testing are shown in Appendix E.

Variance inflation factors (VIF's) are applied to test the severity of multicollinearity between independent variables. Pearson's correlation provides an indication that measures the regression coefficient variance estimated as a result of increase collinearity. The high degree of multicollinearity among independent variables is indicated with large VIF values. It is shown that the associations between independent variables are not problematic, VIF values should be smaller than 10 (Stevens, 2002; Hair et al., 2010). The outcomes of regression analysis offer evidence that the VIF values of each regression model are in the range of 1.000-3.849, well below the cut-off value of 10. Therefore, this VIF values are special that there are no substantial multicollinearity problems encountered in this research.

Correlation analysis is the basis to measure the strength of the linear dependence between the two variables. There are three purposes in applying Pearson's correlations, that is, to examine a bivariate-correlation, to explore the relationships between variables, and to check for the presence of multicollinearity. Cohen et al. (2003) suggest that the covariance of the two variables by the product of their standard deviation values is between +1 and -1, inclusively. Importantly, when the relationships between variables are equal to or greater than 0.80, it indicates a multicollinearity problem (Hair et al., 2010). The results of an investigation for the correlation matrix of all constructs (as shown in Table 7) reveal that the correlations between variables are in the range from 0.279- 0.775. In addition, the associations among the independent variables are lower than 0.80 which mean that each independent variable is not correlated with all other independent variables at a high level that might be causing the multicollinearity problem. Therefore, the initial assumption assumes that there are no multicollinearity problems in this research.



Multiple regression analysis. The Ordinary Least Squares (OLS) regression analysis is used to test all hypotheses following the conceptual model. Regression analysis is appropriate to examine the relationships between dependent variables and independent variables in which all variables are categorical and interval data (Hair et al., 2010). As a result, all proposed hypotheses in this research are transformed to twenty-seven statistical equations. Each equation conforms to the hypotheses development described in the previous chapter. The equations are depicted as shown below.

$$\text{Equation 1: } OAD = \alpha_{01} + \beta_1 OOO + \beta_2 BAC + \beta_3 ITC + \beta_4 SLC + \beta_5 FIA + \beta_6 FIS + \varepsilon_1$$

$$\text{Equation 2: } OAD = \alpha_{02} + \beta_7 OOO + \beta_8 BAC + \beta_9 ITC + \beta_{10} SLC + \beta_{11} MCT + \beta_{12} (OOO * MCT) + \beta_{13} (BAC * MCT) + \beta_{14} (ITC * MCT) + \beta_{15} (SLC * MCT) + \beta_{16} FIA + \beta_{17} FIS + \varepsilon_2$$

$$\text{Equation 3: } OEX = \alpha_{03} + \beta_{18} OOO + \beta_{19} BAC + \beta_{20} ITC + \beta_{21} SLC + \beta_{22} FIA + \beta_{23} FIS + \varepsilon_3$$

$$\text{Equation 4: } OEX = \alpha_{04} + \beta_{24} OOO + \beta_{25} BAC + \beta_{26} ITC + \beta_{27} SLC + \beta_{28} MCT + \beta_{29} (OOO * MCT) + \beta_{30} (BAC * MCT) + \beta_{31} (ITC * MCT) + \beta_{32} (SLC * MCT) + \beta_{33} FIA + \beta_{34} FIS + \varepsilon_4$$

$$\text{Equation 5: } OVC = \alpha_{05} + \beta_{35} OAD + \beta_{36} OEX + \beta_{37} FIA + \beta_{38} FIS + \varepsilon_5$$

$$\text{Equation 6: } OVC = \alpha_{06} + \beta_{39} OOO + \beta_{40} BAC + \beta_{41} ITC + \beta_{42} SLC + \beta_{43} FIA + \beta_{44} FIS + \varepsilon_6$$

$$\text{Equation 7: } OVC = \alpha_{07} + \beta_{45} OOO + \beta_{46} BAC + \beta_{47} ITC + \beta_{48} SLC + \beta_{49} MCT + \beta_{50} (OOO * MCT) + \beta_{51} (BAC * MCT) + \beta_{52} (ITC * MCT) + \beta_{53} (SLC * MCT) + \beta_{54} FIA + \beta_{55} FIS + \varepsilon_7$$

$$\text{Equation 8: } BPF = \alpha_{08} + \beta_{56} OAD + \beta_{57} OEX + \beta_{58} OVC + \beta_{59} FIA + \beta_{60} FIS + \varepsilon_8$$

$$\text{Equation 9: } BSV = \alpha_{09} + \beta_{61} OAD + \beta_{62} OEX + \beta_{63} OVC + \beta_{64} FIA + \beta_{65} FIS + \varepsilon_9$$



$$\text{Equation 10: } BSV = \alpha_{10} + \beta_{66}BPF + \beta_{67}FIA + \beta_{68}FIS + \varepsilon_{10}$$

$$\text{Equation 11: } OOO = \alpha_{11} + \beta_{69}ELV + \beta_{70}OMC + \beta_{71}RRC + \beta_{72}TCT + \beta_{73}ECP + \beta_{74}FIA + \beta_{75}FIS + \varepsilon_{11}$$

$$\text{Equation 12: } OOO = \alpha_{12} + \beta_{76}ELV + \beta_{77}OMC + \beta_{78}RRC + \beta_{79}TCT + \beta_{80}ECP + \beta_{81}MLN + \beta_{82}(ELV*MLN) + \beta_{83}(OMC*MLN) + \beta_{84}(RRC*MLN) + \beta_{85}(TCT*MLN) + \beta_{86}(ECP*MLN) + \beta_{87}FIA + \beta_{88}FIS + \varepsilon_{12}$$

$$\text{Equation 13: } BAC = \alpha_{13} + \beta_{89}ELV + \beta_{90}OMC + \beta_{91}RRC + \beta_{92}TCT + \beta_{93}ECP + \beta_{94}FIA + \beta_{95}FIS + \varepsilon_{13}$$

$$\text{Equation 14: } BAC = \alpha_{14} + \beta_{96}ELV + \beta_{97}OMC + \beta_{98}RRC + \beta_{99}TCT + \beta_{100}ECP + \beta_{101}MLN + \beta_{102}(ELV*MLN) + \beta_{103}(OMC*MLN) + \beta_{104}(RRC*MLN) + \beta_{105}(TCT*MLN) + \beta_{106}(ECP*MLN) + \beta_{107}FIA + \beta_{108}FIS + \varepsilon_{14}$$

$$\text{Equation 15: } ITC = \alpha_{15} + \beta_{109}ELV + \beta_{110}OMC + \beta_{111}ORC + \beta_{112}TCT + \beta_{113}ECP + \beta_{114}FIA + \beta_{115}FIS + \varepsilon_{15}$$

$$\text{Equation 16: } ITC = \alpha_{16} + \beta_{116}ELV + \beta_{117}OMC + \beta_{118}ORC + \beta_{119}TCT + \beta_{120}ECP + \beta_{121}MLN + \beta_{122}(ELV*MLN) + \beta_{123}(OMC*MLN) + \beta_{124}(RRC*MLN) + \beta_{125}(TCT*MLN) + \beta_{126}(ECP*MLN) + \beta_{127}FIA + \beta_{128}FIS + \varepsilon_{16}$$

$$\text{Equation 17: } SLC = \alpha_{17} + \beta_{129}ELV + \beta_{130}OMC + \beta_{131}RRC + \beta_{132}TCT + \beta_{133}ECP + \beta_{134}FIA + \beta_{135}FIS + \varepsilon_{17}$$

$$\text{Equation 18: } SLC = \alpha_{18} + \beta_{136}ELV + \beta_{137}OMC + \beta_{138}ORC + \beta_{139}TCT + \beta_{140}ECP + \beta_{141}MLN + \beta_{142}(ELV*MLN) + \beta_{143}(OMC*MLN) + \beta_{144}(RRC*MLN) + \beta_{145}(TCT*MLN) + \beta_{146}(ECP*MLN) + \beta_{147}FIA + \beta_{148}FIS + \varepsilon_{18}$$



Where,

OOO	=	Organizational Outsourcing Orientation
BAC	=	Business Alliance Capability
SLC	=	Strategic linkage Concentration
ITC	=	Inter-Organizational Teamwork Concern
OAD	=	Organizational Adaptation
OVC	=	Organizational Value Creation
OEX	=	Organizational Excellence
BPF	=	Business Performance
BSV	=	Business Survival
ELV	=	Executive Long-Term Vision
OMC	=	Open-Mindedness Culture
RRC	=	Resource Renewal Capability
TCT	=	Technology Competency
ECP	=	Environment Complexity
MLN	=	Marketing Learning
MCT	=	Market Culture
FIA	=	Firm Age
FIS	=	Firm Size
<i>E</i>	=	Error

Summary

This chapter describes the research methods used in this investigation for collecting the data and examining the relationships among constructs in the conceptual model to answer the research questions. The population of this investigation is 2,518 outbound tour businesses in Thailand. The Bureau of Tourism Business and Guide Registration Office, and the Department of Tourism have the databases of this population and sample. The key informants are the manager directors and share managers who are suitably represented. The data is collected by self-administrated questionnaires and the non-response bias is tested, as well as the validity and reliability



of the measurement. In addition, this chapter presents the variable measurements of each construct and summarizes them as shown in Table 3. Finally, eighteen statistical equations for hypotheses testing are also included.

In the next chapter, the descriptive statistics and correlation analysis that show the respondent characteristics and the main characteristics of the outbound tour business in Thailand are discussed. Then, the results of the twenty-two proposed hypotheses are tested and fully discussed to be clearly understood.



Table 6: Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Source
<p><u>Dependent variable</u> <i>Business Survival (BSV)</i></p>	<p>The result of the organization performance in managing the competitive environment after the uncertain condition for a certain period of time.</p> <p>It yields business stability and economical growth to the business in sustainable and long-term period (Persson, 2004; Schwartz, 2009).</p>	<p>The result of the organization performance to manage of business such as the growth rate of sales volume, market share, continual business growth etc. and congruent with a dynamic environment and important factor which are variety of activities contended with the role of organizational creativity, innovation and flexibility for superior performance.</p>	<p>Limpsurapong and Ussahawanitchakit, 2011; Persson, 2004</p>
<p><u>Independent Variables</u> <i>Organizational Outsourcing Orientation (OOO)</i></p>	<p>The use of external capability in organization's operations. Outsourcing enhances efficiency of cost which increases the operation for higher advantages. External capability includes skills, knowledge, and superior ability from outside the organization (Espino-Rodriguez and Robina, 2005; Varadarajan, 2009; Whitaker, Mithas and Krishnan, 2011).</p>	<p>The organizational capability to use of resources from external firm's potential capacity. It combines skill, knowledge, ability and cooperation of potential capacity between internal and external organizations, so that the firm is capable to improve potential ability, to more swiftly reach for goals setting, and to motivate competitive advantages.</p>	<p>Tuntrabundit and Ussahawanitchakit (2010)</p>

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<i>Business Alliance Capability (BAC)</i>	The ability to seek potential business that has desirable qualifications to organization's demand to cooperate as a business alliance. Such agreement contributes to organization's operation and objectives as stated (Parkhe, 1991; Varadarajan and Cunningham, 1995).	The organization cooperates with other businesses. The firm gives importance to assort other businesses which have potential and qualification required by the firm. It's for cooperating to develop models and operational ways. It can lead to goals setting in operating cooperation. As this result, it causes outstanding operational process and competitive advantages.	Chuebang and Ussahawanitchakit (2009)
<i>Inter-Organizational Teamwork Concern (IOT)</i>	The organization's ability to collaborate with other organizations. This concern is emphasized on human resources in term of knowledge, capability and attitude. Teamwork enhances ability to collaborate with other organization for various benefits in the maximum yields (Baker, Day and Salas, 2003; Chen, Donahue and Klimoski, 2004).	The cooperation between organizations with willingness and dedicating knowledge, ability and trust in order to cause interdependence and change of knowledge, information, news and solving problems each other. As well, business can achieve goals setting more efficiently.	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<i>Strategic linkage Concentration (SLC)</i>	The ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personal, and operational process in order to achieve long-term good (Venkatraman, 1989; Grant, 1991).	The association between administration, analysis and prediction among environment of business operation, strategic planning, determining of operating business and operating evaluation. These can improve potential organization, arouse competitive advantages and this strategy helps the firm achieve goals setting.	New scale
<u>Consequent variables</u> <i>Organizational Adaptation (OAD)</i>	Application of learning and integration of techniques and technology into organizational operation. Adaptation cause continual modification and development in work process to react with changing environment. This will increase the organization's efficiency to survive and succeed in the market (Cameron, 1984; Taylor et al., 2008; Iven, 2005).	The swiftly organizational adjusting through learning and combining technique or technology, so that it causes understanding, change and improvement of continuously operating process. As this result, it helps organization manage business efficiently to achieve goals setting and surviving among uncertainty of competitive environment.	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<i>Organizational Value Creation (OVC)</i>	The formulation of organization's innovative creation in terms of product and operational process. This enables the organization to respond to needs and to create satisfaction among customers and stakeholders (Bourguignon, 2005; Wikstrom, 1996).	The firm with potentially operating process. The firm can offer goods and service that are more qualitative than business competitors. It can fulfill quickly and increasingly customer's needs and customer's satisfaction.	Bourguignon (2005)
<i>Organizational Excellence (OEX)</i>	The operational process on using resources with economical approach. Excellence makes operation to achieve the determined plan with efficiency. The goals of organizational excellence are aimed at achievement and advantage over the competitors (Reijersa and Liman Manser, 2005).	The organization is determining operational process, develop service's different models and use sustainable resource with being worthwhile. Also, it includes ability of analysis and verification of operation with being continuous process. All of these influence that the firm will be able to operate and succeed in goals setting with efficiency and being higher standard in the same industrial group.	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<i>Business Performance (BPF)</i>	The overall outcome of the corporate performance that achieves the goal with efficiency. Performance can be evaluated by both financial performance and non-financial performance (Venkatraman and Ramanujam, 1986; Lahiri et al., 2009).	The efficient and accomplishing business results set by the firm such as income, growth rate, market share and acceptance and being well known to customers and business field.	Phokha and Ussahawanitchakit (2011)
<u>Antecedent variables</u> <i>Executive long-term vision (ELV)</i>	The guidelines of the organization focus on the integration of knowledge and capability which focus on the strategic planning and operational management to achieve a successful competition and sustainable development in the future (Carmen et al., 2006; Ravilla and Rodriguez, 2011).	The organization associated with operation focuses on goals in future. The organization gives importance to analyze, predicting environmental change. It aids personal to study and make understand roles and effects of technological change. Also, the firm provokes the integration between information and the other factors concerning and influencing operation of organization in this moment and in future in order to become operating process offering maximum benefits in future.	Prasertsang and Ussahawanitchakit (2012)

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Open-Mindedness Culture (OMC)</i>	The belief in organization to learn, accepts, and integrates new idea to be benefit on operation percedure and business management (Mogollon et al., 2010; Cooke and Szumal, 2000).	The dealing with operation opening to get new things, giving importance for learning, concerning knowledge sharing, integrating prior and new knowledge and learning new thing. That affects the firm to make adjustment and to develop more efficiently operating process.	New scale
<i>Resource Renewal Capability (RRC)</i>	The ways to develop, improve, and apply the use of resources. The renewal of resource could create new value leading to the potential development of the organization (Teece, Pisano and Shuen, 1997; Eng and Spickett-Jones, 2009).	The developing existing resource, supporting to adjust the use of resources and giving importance to apply modern technology. As this result, the firm is capable to cause new value leading to develop organizational potential.	New scale
<i>Technology Competency (TCT)</i>	The use of technology in facilitating the organization's operation to create opportunity and organizational performance (Tippins and Sohi, 2003; Thongsodsang and Ussahawanitchakit, 2011).	The technological resource that is complete and various. Because of the growth of electronic industry, the firm can create opportunities, likewise, this type of industry can increase more efficiently administrating advantages.	Thongsodsang and Ussahawanitchakit (2011)

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Environment Complexity (ECP)</i>	The perception toward the change of external circumstances which have ambiguous and uncertain condition. The complexity affects the operation of the organization (Luo, 2001; Nicolau, 2005).	The business environment which changes quickly and uncertainly such as more intensively business competition, increasing number of competitors, variety of customer's needs and technological change. All of these changes cause that organization has to explore new strategies and new operating process in order to motivate potential and competitive advantages.	Limpsurapong and Ussahawanitchakit (2011)
<u>Moderating variables</u> <i>Marketing Learning (MLN)</i>	The organizational learning in marketing aspects such as customer needs, marketing changes, and competitors practice. Learning could improve marketing activities by having more knowledge and understanding. Organization could increase its competitiveness in order to achieve advantage in competition in sustainable approach. The organization would be able to develop its operation in the long run (Alegre and Chiva, 2008; Pungboonpanich and Ussahawanitchakit, 2010).	The organization is linked with giving importance to analyze and predict market environment, learning, and tendency of customers' needs, competition in market field and strategies and operation of competitors. Moreover, it includes that the firm supports personal to accumulate systematically and concretely information of customers and customers. This activity will help the firm plan and adjust operating process of business with higher efficiency.	Kim (1997)

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Marketing Culture (MCT)</i>	The concept of operation that emphasizes on success. Culture defines directions and operation in achieving goals, objectives, and winning over the competitors (Ussahawanitchakit, 2003; Zhou et al., 2008)	The organizational operation emphasizing market concept. The firm encourages personal to approve and look after market policy of organization. It realizes that to learn mainly customers' needs and customers' anticipation motivates business success as goals setting in that moment and in future.	Phong-inwong and Ussahawanitchakit, (2011)
<u>Control Variables</u> <i>Firm Size (FIS)</i>	The number of employees currently registered full-time	Dummy variable 0= 10 employees or less than, 1= more than 10 employees	Chuwiruth and Ussahawanitchakit, 2013
<i>Firm Age (FIA)</i>	The number of years that the organization is operating.	Dummy variable 0 = less than 10 years, 1 = equal or more than 10 years	Chuwiruth and Ussahawanitchakit, 2013

CHAPTER IV

RESULTS AND DISCUSSION

The previous chapter explains research methods which include the sample selection and procedure of data collection. Also, data analysis and hypothesis testing are described. Next, the organization of this chapter is as follows. Firstly, this chapter presents the response characteristics, the sample characteristics, and correlation analysis. Secondly, the hypothesis testing and the results are detailed. Finally, the summary of all hypotheses testing is given in Table 14.

Respondent Characteristics

Respondent Characteristics

The respondents are manager director, and share managers of outbound tour businesses in Thailand who have a major responsibility, provide the verity of information, actually understand their businesses, and can determine strategic organizational flexibility capability. The respondent characteristics are described by the demographic characteristics, including gender, age, marital status, education level, average monthly income, working experience, and current position.

Table B1 (see Appendix B) shows the demographic characteristics of 335 respondents with returned mail surveys, and presents in detail the demographic information as follows. Approximately 53.40 percent of respondents are female. The span of age of respondents is 30 - 40 years old (36.40 percent). The majority of respondents are married (53.40 percent). A total of 59.40 percent earned a bachelor's degree or lower. Of the respondents, 46.00 percent have working experience of more than 15 years. The average monthly income of respondents is less than 50,000 baht (34.00 percent). Finally, the majority of the respondents hold a position as managing director (67.80 percent).



Firm Characteristics

In addition, Table C1 (see Appendix C) shows the particulars of the characteristics of the outbound tour businesses in Thailand. The maximum percentage of business characteristics are as follows: most forms of business are the company limited (86.90 percent). The majority of the companies are located in Bangkok (52.80 percent). In addition, approximately 34.60 percent of firm respondents have been operating in the outbound tour business 5-10 years. The majority of the firm respondents have operating capital less than 5,000,000 baht (64.80 percent). Most of the firm respondents have an average annual income of less than 10,000,000 baht (60.30 percent). In addition, 72.50 percent of the firms employ less than 10 full-time employees.

Correlation Analysis

This research employs a bivariate correlation analysis of Pearson correlation on all variables for two purposes. The first purpose is to explore the relationships among variables. Another purpose is to verify the multicollinearity problem. A multicollinearity problem exists when the inter-correlation between independent variables exceeds 0.80 (Hair et al., 2010). In this research, the bivariate correlation procedure is subject to a two-tailed test of statistical significance at three levels as $p < 0.10$, $p < 0.05$, and $p < 0.01$. The results of the correlation analysis of all variables in this research are shown in Table 7.

From Table 7 it can be shown that all of the four dimensions of strategic organizational flexibility capability have significant positive relationships with organizational adaptation, organizational value creation, and organizational excellence ($r = 0.342 - 0.471$, $p < 0.01$). In addition, the outcome of strategic organizational flexibility capability has significant positive relationships with business performance and business survival ($r = 0.509 - 0.731$, $p < 0.01$). For the antecedents, these variables are significantly related to all dimensions of strategic organizational flexibility capability ($r = 0.279 - 0.579$, $p < 0.01$). The moderating effects, marketing culture have significant positive relationships with all dimensions of strategic organizational flexibility capability ($r = 0.388 - 0.542$, $p < 0.01$), and marketing culture have significant positive relationships with all independent variables range from 0.613 to 0.699 ($p < 0.01$). In addition to the relationships among variables, the correlations between independent variables in the conceptual model are in the range of 0.279 - 0.775, < 0.01 .



Table 7: Descriptive Statistics and Correlation Matrix of Strategic Organizational Flexibility Capability and All Constructs

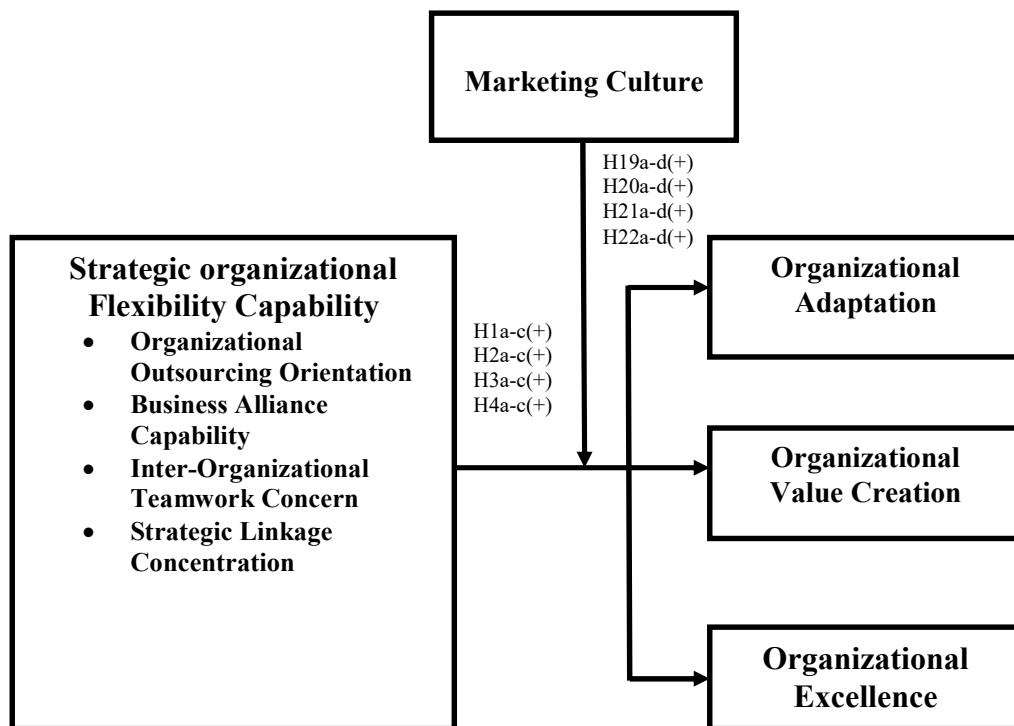
Variables	OOO	BAC	ITC	SLC	OAD	OEX	OVC	BPF	BSV	ELV	OMC	RRC	TCT	ECP	MLN	MCT	FIA
Mean	3.69	3.90	3.87	4.16	3.97	3.82	3.93	3.66	3.67	3.92	4.04	4.03	3.97	4.01	4.09	4.10	N/A
S.D.	0.67	0.60	0.65	0.49	0.62	0.69	0.60	0.67	0.67	0.60	0.58	0.59	0.66	0.60	0.61	0.61	N/A
BAC	.535***																
ITC	.531***	.661***															
SLC	.360***	.356***	.452***														
OAD	.411***	.360***	.403***	.471***													
OEX	.386***	.342***	.377***	.378***	.701***												
OVC	.360***	.395***	.420***	.417***	.646***	.746***											
BPF	.421***	.396***	.445***	.376***	.509***	.563***	.731***										
BSV	.413***	.427***	.439***	.346***	.550***	.571***	.702***	.828***									
ELV	.502***	.503***	.531***	.538***	.610***	.583***	.599***	.575***	.607***								
OMC	.417***	.432***	.450***	.579***	.494***	.417***	.494***	.444***	.428***	.656***							
RRC	.412***	.403***	.412***	.540***	.550***	.519***	.525***	.428***	.429***	.648***	.746***						
TCT	.441***	.421***	.436***	.487***	.516***	.545***	.454***	.407***	.459***	.624***	.673***	.717***					
ECP	.279***	.423***	.350***	.455***	.427***	.360***	.362***	.350***	.396***	.494***	.526***	.501***	.510***				
MLN	.431***	.439***	.420***	.540***	.553***	.541***	.561***	.504***	.495***	.699***	.673***	.688***	.649***	.613***			
MCT	.388***	.425***	.418***	.542***	.514***	.489***	.516***	.454***	.438***	.620***	.647***	.655***	.554***	.602***	.775***		
FIA	-.111**	-.168***	-.086	.010	.025	.035	.032	-.010	-.034	-.032	-.008	-.033	.013	-.045	-.007	-.037	
FIS	-.099	-.042	-.058	-.039	-.002	.043	-.005	-.018	-.006	.042	-.022	.056	.093	.085	.076	.039	.325***

Note: **p< 0.05, ***p< 0.01

Hypotheses Testing and Results

This research employs the Ordinary Least Squares (OLS) regression to investigate the hypothesized relationships. Also, the regression equation is a linear combination of the independent variables that best explains and predicts the dependent variable. Furthermore, two dummy variables of firm age and firm size are also included in the equation. There are eighteen equations in this research. The results of descriptive statistics and hypothesis testing are discussed according to the regression equations as follows:

Figure 6: Relationships among Each Dimension of Strategic Organizational Flexibility Capability, Its Consequences, and the Moderating Role of Marketing Culture



The Relationships Among Each Dimension of Strategic Organizational Flexibility Capability, Its Consequences, and the Moderating Role of Marketing Culture

Figure 5 shows the relationships among strategic organizational flexibility capability and its consequences which are proposed in Hypotheses 1(a-c)-4(a-c). The relationship in each hypothesis is proposed as a positive direction. These hypotheses can be transformed into the regression equations in Models 1, 3, and 5. In addition, the moderating role of marketing culture is proposed to positively influence the relationships among each of four dimensions of strategic organizational flexibility capability, which are presented in Hypotheses 19(a-c)-22 (a-c). According to these hypotheses, regression equations in Models 2, 4, and 7 are developed.

Table 8 indicates the correlations among each dimension of strategic organizational flexibility capability and its consequences. For the first dimension, the results identify the positive correlation between organizational outsourcing orientation and organizational adaptation ($r = 0.411$, $p < 0.01$), organizational excellence ($r = 0.368$, $p < 0.01$), and organizational value creation ($r = 0.360$, $p < 0.01$). For the second dimension, business alliance capability is significantly and positively correlated to organizational adaptation ($r = 0.360$, $p < 0.01$), organizational excellence ($r = 0.342$, $p < 0.01$), and organizational value creation ($r = 0.395$, $p < 0.01$). For the third dimension, inter-organizational teamwork concern is significantly and positively correlated to organizational adaptation ($r = 0.403$, $p < 0.01$), organizational excellence ($r = 0.377$, $p < 0.01$), and organizational value creation ($r = 0.420$, $p < 0.01$). For the fourth dimension, strategic linkage concentration has a significant and positive correlation with organizational adaptation ($r = 0.471$, $p < 0.01$), organizational excellence ($r = 0.378$, $p < 0.01$), and organizational value creation ($r = 0.417$, $p < 0.01$). Marketing culture, as a moderator has a significant and positive correlation with organizational outsourcing orientation ($r = 0.388$, $p < 0.01$), business alliance capability ($r = 0.425$, $p < 0.01$), inter-organizational teamwork concern ($r = 0.418$, $p < 0.01$), strategic linkage concentration ($r = 0.542$, $p < 0.01$), organizational adaptation ($r = 0.514$, $p < 0.01$), organizational excellence ($r = 0.489$, $p < 0.01$), and organizational value creation ($r = 0.516$, $p < 0.01$).



In this research, organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, strategic linkage concentration, and marketing culture are treated as independent variables, of which the results of the correlation analysis show that the inter-correlation coefficient is 0.356 -0.746 which do not exceed 0.80 (Hair et al., 2010). In addition to the correlations, Table 9 also points out the maximum value of VIF is 2.578, which is lower than the cut-off score of 10 (Hair et al., 2010). Both correlations and VIF ensure the non-existence of multicollinearity problems.

The results of the OLS regression analysis are explained in Table 9. First of all, the results indicate that organizational outsourcing orientation (the first dimension) is significantly and positively related to three outcomes: organizational adaptation (H1a: $\beta_1 = 0.208$, $p < 0.01$), organizational excellence (H1b: $\beta_{18} = 0.212$, $p < 0.01$), and organizational value creation (H1c: $\beta_{39} = 0.115$, $p < 0.10$). In terms of organizational

Table 8: Descriptive Statistics and Correlation Matrix of Strategic Organizational Flexibility Capability, Its Consequences, and Marketing Culture

Variables	OOO	BAC	ITC	SLC	OAD	OEX	OVC	MCT
Mean	3.69	3.90	3.87	4.16	3.97	3.82	3.93	4.10
S.D.	0.67	0.60	0.65	0.49	0.62	0.69	0.60	0.61
BAC	.535***							
ITC	.531***	.661***						
SLC	.360***	.356***	.452***					
OAD	.411***	.360***	.403***	.471***				
OEX	.386***	.342***	.377***	.378***	.701***			
OVC	.360***	.395***	.420***	.417***	.646***	.746***		
MCT	.388**	.425**	.418**	.542**	.514**	.489**	.516**	
FIA	-.111**	-.168***	-.086	.010	.025	.035	.032	-.037
FIS	-.099	-.042	-.058	-.039	-.002	.043	-.005	.039

Note: ** $p < 0.05$, *** $p < 0.01$

outsourcing orientation, and according to Kroes and Ghosh (2010) outsourcing had been an increasingly important role in business strategy. The view of outsourcing is



changing from a traditional concept to strategy (Busi, 2008; Holcomb, Holmes and Hitt, 2006). Nowadays, outsourcing is not only a form of transaction cost perspective but also a form of transformational perspective. Transformational outsourcing focuses on creating value to align with the business processes that are changed to align with strategic goals. The firm should establish cooperation with outsourcing partners by using their ability to create value for customers (Mazzawi, 2002). The firm has an emphasis on outsourcing orientation which can obtain benefits from the outside and in achieving organizational goals. It is necessary for improving the firm's core knowledge base, innovation and learning for value creation (Mukherjee, Gaur and Datta, 2013). Organizational outsourcing orientation can reduce costs, improve cost structures, increase the competitiveness of the firm, provide a greater capacity of flexibility (Nellore and Soderquist, 2000), and spread and share risks of business (Wu and Park, 2009). Therefore, organizational outsourcing orientation is a significant factor that contributes to the competitiveness of the organization. ***Thus, Hypotheses 1a, 1b, and 1c are supported.***

Secondly, it is found that business alliance capability (the second dimension) is significantly and positively related to organizational value creation ($H2c: \beta_{40} = 0.161$, $p < 0.05$). This result demonstrates that firms use business alliance capability as an alternative strategy for business. It is the favorite strategy used in determining important tools for achieving and maintaining competitiveness (Elmuti, Abou-Zaid and Jia, 2012). Business alliance is an organizational strategy in which an organization's capability to partnership between organizations may contribute numerous types of resources to an alliance and share in the created entity outcome (Barney, 2011; Das and Teng, 2000). Besides, a business alliance is a interdependent relationship between the companies such as in coexistence, co-operation, and competition (Kozyra, 2000). The emphasize on the alliance between organizations is a value created by developing and evaluating critical strategic resources (Gulati, 2007). According to Kozyra (2000), firms use business alliance capability for the main reason of reducing the cost of research and development, having access to a complementary technology/ resource, learning know-how of the technological advances of the partner, and gaining access to new markets/customers. ***Thus, Hypothesis 2a is supported.***



Table 9: Results of the Relationships among Strategic Organizational Flexibility Capability and Its Consequences and Marketing Culture

Independent Variables	Dependents Variables					
	OAD		OEX		OVC	
	Equation 1	Equation 2	Equation 3	Equation 4	Equation 6	Equation 7
OOO (H1a-c)	.208*** (.057)	.163** (.056)	.212*** (.060)	.165** (.058)	.115* (.059)	.064 (.057)
BAC (H2a-c)	.077 (.065)	.018 (.064)	.085 (.068)	.024 (.066)	.161** (.066)	.105 (.065)
ITC (H3a-c)	.102 (.066)	.100 (.064)	.118 (.069)	.109 (.067)	.147** (.068)	.136** (.065)
SLC (H4a-c)	.323*** (.052)	.203*** (.056)	.220*** (.055)	.090 (.058)	.251*** (.054)	.112** (.057)
MCT		.302*** (.056)		.330*** (.059)		.335*** (.057)
OOO*MCT (H19a-c)		.091* (.049)		.096* (.051)		.094* (.050)
BAC*MCT (H20a-c)		-.035 (.066)		-.001 (.068)		.026 (.067)
ITC* MCT (H21a-c)		-.041 (.065)		-.013 (.067)		-.054 (.065)
SLC*MCT(H22a-c)		.025 (.052)		.000 (.054)		-.015 (.053)
FIA	.121 (.100)	.119 (.097)	.122 (.104)	.119 (.101)	.161 (.102)	.170 (.098)
FIS	.047 (.109)	-.001 (.106)	.141 (.114)	.088 (.110)	.013 (.112)	-.041 (.107)
Adjusted R²	.295	.348	.229	.295	.260	.330
Durbin-Watson	2.067	2.046	1.839	1.875	1.691	1.765
Maximum VIF	2.073	2.320	2.073	2.578	2.073	2.578

Note: * p < 0.10, ** p < 0.05, *** p < 0.01

However, business alliance capability has no significant effect on organizational adaptation (H2a : $\beta_2 = 0.77$, $p > 0.10$), and organizational excellence



(H2b : $\beta_{19} = 0.085$, $p > 0.10$). Business alliance capability may have a problem that causes the failure. According to Hess and Rothaermel (2011), the key factor in making a business alliance is to choose a partner that promotes endurance in the value chain of the company. In addition, they try to develop a long-term partner relationship with reliability for the success of the business alliance (Hsu and Tang, 2010). However, a business alliance may have a problem with partner opportunism (economic factor, relational factor and temporal factor) that is acknowledged as a significant threat to alliance survival and success (Das and Rahman, 2010). Partner opportunism may affect the justice process towards a cooperation outcome both in finance and workflow (Lou, 2007). **Thus, Hypotheses 2a and 2c are not supported.**

Thirdly, the finding suggests that inter-organizational teamwork concern (the third dimension) has significant relationships with organizational value creation (H3c: $\beta_{47} = 0.147$, $p < 0.05$). According to Baker, Day and Salas (2003), teamwork is a set of flexible and adaptive behavior characteristic, cognitions, and attitudes, by members who are willing to work with other members, to desire coordination of collective interdependent action, and teamwork that involves clear communication. Also, teamwork fulfills some purposes, including production assembling, providing service, manufacturing facility in new designs, decision-making, and thinking together for problem-solving (Shagholi et al., 2010). Team members are needed for coordination and interdependence to achieve a common goal (Cuesen, Schruijer and Boros, 2005). Moreover, the firms are challenges for organizational strategic management under the environmental complexities. They must perform not only within organizations but also generate the relationships between organizations. Inter-organizational teamwork requires more than just coordinating member actions, but also includes the effective task of organization, arrangement and interaction (Salas, Burke and Bowers, 2000). The firm and teamwork are more respectful toward others' capabilities and have a greater commitment to teamwork (Edmondson, 2002). Inter-organizational teamwork concern increases cooperation, interdependence, and maintains the added value between organizations (Costa, 2003; Dirks, 2000). **Thus, Hypothesis 3c is supported.**

However, inter-organizational teamwork concern has no significant effect on organizational adaptation (H3a : $\beta_3 = 0.102$, $p > 0.10$), and organizational excellence (H3b : $\beta_{20} = 0.118$, $p > 0.10$). Inter-organizational teamwork concern may have barriers.



On this account, potential personnel differences such as competence, knowledge, skill and ability may directly affects a difference a teamwork's operating results (Stevens and Campion, 1994 ; McClough and Rogelberg, 2003). Also, members are not prepared to work together as a team. They do not have to develop a previous intimate relationship with each other. It takes a commitment to work together with differences that is an obstacle to the delivery of teamwork (Greenberg and Baron, 2003). Moreover, the critical success of teamwork is in trust. If the organizations have trust differences between them, that effects all relationships between the individuals and groups (Yang and Maxwell, 2011). As a consequence, team members may not possess specific knowledge, skills, and attitudes for working effectively. Thus, it may not significantly effect organizational adaptation and organizational excellence. ***Thus, Hypotheses 3a and 3b are not supported.***

Finally, the findings reveal that strategic linkage concentration is significantly and positively associated with organizational adaptation (H4a : $\beta_4 = 0.323$, $p < 0.01$), organizational excellence (H4b : $\beta_{21} = 0.220$, $p < 0.01$), and organizational value creation (H4c : $\beta_{42} = 0.251$, $p < 0.01$). Additionally, the business environment conditions have made the firms to intend to adapt themselves by determining organizational strategy (Barney, 1991). The company analyzes the business environment for determining vision, strategic planning, and strategic implementation for creating, protecting, positioning, and sustaining competitive advantage (Mayfield, 2009; Venkatraman, 1989). The organizational strategies can be broadly classified according to three levels of strategic decision making ,namely, corporate-level strategy, business-level strategy and functional-level strategy (Burnes,1992). Moreover, the implementation of the strategy of the organization that achieves the target is crucial. The organization should use its capability to improve access development in all aspects to combine resources, personnel, and processes; or the ability to use existing resources to achieve result, can measure up to efficiency and effectiveness (Grant,1991). In this research, strategic linkage concentration refers to the ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personnel, and operational processes in order to achieve long-term good (Grant, 1991; Venkatraman, 1989). The firm that has strategic linkage capability can cause a firm's ability to reconfigure



resources, coordinate processes, and effectively face the business environment (Gibson and Birkinshaw, 2004; Zhou et al., 2008). The firm can adopt new technologies for improved customer benefits that are relative to existing products (Zhou et al., 2005). Moreover, the firms can offer a new service that is value-added and is related to the firm's existing products, new markets, and new customers (Grawe, Chen and Daugherty, 2009). **Thus, Hypotheses 4a, 4b, and 4c are supported.**

Additionally, the results of control variables indicate that firm age and firm size are not related to all dimensions of strategic organizational flexibility capability. It can be interpreted that a longer period of time in a business and a higher number of employees do not significantly affect the level of organizational adaptation, organizational excellence, and organizational value creation.

The Moderating Role of Marketing Culture

From the findings in Table 9, the moderating effect of marketing culture on the relationships among each of four dimensions of strategic organizational flexibility capability and three consequences are as follows. Marketing culture has significant and positive moderating effects on the relationships among organizational outsourcing orientation and all of three outcomes: organizational adaptation (H19a: $\beta_{12} = 0.091$, $p < 0.10$), organizational excellence (H19b: $\beta_{29} = 0.096$, $p < 0.10$), and organizational value creation (H19c: $\beta_{50} = 0.094$, $p < 0.10$). These results, consistent with prior research suggesting that market culture is organizational culture which corresponds with how to achieve goals, productivity, ability to make profits, directions, and certainty (Zhou et al., 2008). Marketing culture is the structure of shared values and beliefs that help employees believe and understand that the marketing function creates value for the existing customers and completes excellence in business and firm performance (Narver and Slater, 1990). It can help an organization to answer customers' needs effectively it and to improve the operation of an organization more effectively, it can answer market needs better than its competitors and can help an organization to be more effective (Ussahawanitchakit, 2003). **Thus, Hypotheses 19a, 19b, and 19c are supported.**

Notwithstanding, marketing culture no has significant moderate effect on the relationships among business alliance capability and all of three outcomes: organizational adaptation (H20a: $\beta_{13} = -0.035$, $p > 0.10$), organizational excellence



(H20b: $\beta_{30} = -0.001$, $p > 0.10$), and organizational value creation (H20c: $\beta_{51} = 0.026$, $p > 0.10$). Likewise, marketing culture has no significant moderate effect on the relationships among inter-organizational teamwork concern and all of three outcomes: organizational adaptation (H21a: $\beta_{14} = -0.041$, $p > 0.10$), organizational excellence (H21b: $\beta_{31} = -0.013$, $p > 0.10$), and organizational value creation (H20c: $\beta_{52} = -0.054$, $p > 0.10$). Ultimately, the results also present, marketing culture has no significant effect on the relationships between strategic linkage concentration and all of three outcomes: organizational adaptation (H22a: $\beta_{15} = 0.025$, $p > 0.10$), organizational excellence (H22b: $\beta_{32} = 0.000$, $p > 0.10$), and organizational value creation (H22c: $\beta_{53} = -0.015$, $p > 0.10$). According to Cordes, Richerson and Schwesinger (2010), firm operation may fail when organizational culture is inconsistent with environmental change. The marketing culture will increase the potential of competitive advantage depending on the degree of firm flexibility, technology, the ability to learn, and firm size. It is same as the lack of internal organizational capability. The possible reason may be that the firm emphasizes on marketing culture creates a chance for promoting creativity, product innovation, and marketing practice to enhance the ability to respond to customer needs. Better firms obtain the effect from economics transition (Leskovar-Spacapan and Bastic, 2007). Besides, the external environments have an effect on organizational routines, beliefs and norms, justifying new technological knowledge. These environments also direct generating new product improvement processes to rapidly respond to the customer's needs better than competitor's do. On the contrary, the organizational culture does not rely on technological knowledge assimilation and development to make new product processes, new products, and quickly responds to customers (Caron and Ussahawanitchakit, 2013). **Thus, Hypotheses 20a, 20b, 20c, 21a, 21b, 21c, 22a, 22b, and 22c are not supported.**

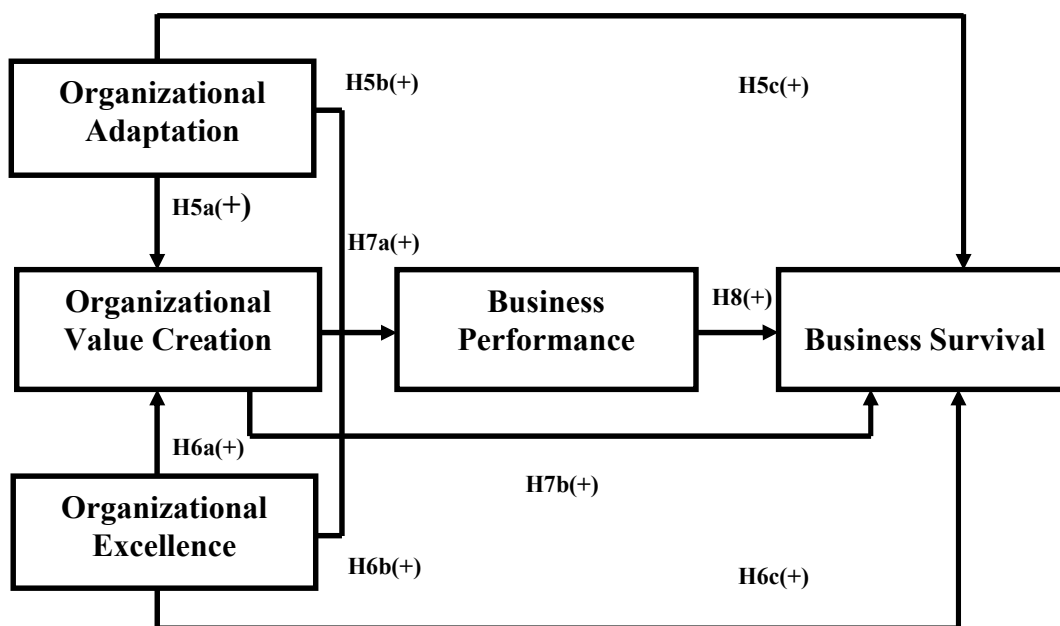
According to Figure 7, the relationships among organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival are shown. This research proposes the relationships among organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival in positive directions which are in hypotheses 5-8. These hypotheses are transformed into the regression equations 5, 8, 9 and 10.



The Relationships Among Organizational Adaptation, Organizational Excellence, Organizational Value Creation, Business Performance, and Business Survival

Table 10 illustrates the correlations among organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival. As can be seen from Table 10, the results demonstrate the positive correlation between organizational adaptation and organizational excellence ($r = 0.701$,

Figure 7: Relationships among Outcomes of Strategic Organizational Flexibility Capability, Business Performance, and Business Survival



$p < 0.01$), organizational value creation ($r = 0.646$, $p < 0.01$), business performance ($r = 0.509$, $p < 0.01$), and business survival ($r = 0.550$, $p < 0.01$). Likewise, organizational excellence is significantly and positively correlated to organizational value creation ($r = 0.746$, $p < 0.01$), business performance ($r = 0.563$, $p < 0.01$), and business survival ($r = 0.571$, $p < 0.01$). Moreover, organizational value creation has a significant and positive correlation with business performance ($r = 0.731$, $p < 0.01$), and business survival ($r = 0.702$, $p < 0.01$). In this research, organizational adaptation, organizational excellence, organizational value creation, business performance, and



business survival are treated as independent variables, of which the results of the correlation analysis show that the inter-correlation coefficients are 0.509 -0.746 which do not exceed 0.8 (Hair et al., 2010). The correlations in Table 11 also suggests that the maximum value of VIF is 2.783, which is lower than the cut-off score of 10 (Hair et al., 2010). Thus, both correlations and the VIF have the non-existence of multicollinearity problems.

For the hypothesis testing, the results of OLS regression analysis are identified in Table 11. It was found that organizational adaptation is significantly and positively related to organizational value creation ($H5a: \beta_{35} = 0.241, p < 0.01$), and business

Table 10: Descriptive Statistics and Correlation Matrix of Three Outcomes of Strategic Organizational Flexibility Capability, Business Performance, and Business Survival

Variables	OAD	OEX	OVC	BPF	BSV
Mean	3.97	3.82	3.93	3.66	3.67
S.D.	0.62	0.69	0.60	0.67	0.67
OEX	.701***				
OVC	.646***	.746***			
BPF	.509***	.563***	.731***		
BSV	.550***	.571***	.702***	.828***	
FIA	.025	.035	.032	-.010	-.043
FIS	-.002	.043	-.005	-.018	-.006

Note: *** $p < 0.01$

survival ($H5c: \beta_{61} = 0.155, p < 0.05$). These results provide that organizational adaptation tends to gain competitive advantage. Also, the evidence of previous studies found that the firm needs to adjust itself and seek for ways to respond business environment changes quickly to gain competitive advantage over its competitors (Long, 2001; Palanisamy, 2003). Likewise, Leonidou et al. (2011) suggested that organizational adaptation is an ability of the firm to respond to business environmental change by adjusting internally such as in structure, operation, and strategy in order to succeed and



survive. Moreover, the organization with an optimal strategy-structure match in each state of adaptation would have a superior performance when compared to other competitors in the same state (Chakravarty, 1982). Organizational adaptation is assumed to be the important major aspect as a company-specific skill for enhancing a firm's competitiveness (Dreyer and Gronhaug, 2004). **Thus, Hypotheses 5a and 5c are supported.**

On the contrary, the organizational adaptation has no significant effect on business performance ($H5b: \beta_{56} = 0.058, p > 0.10$). Prior researches suggest that organizational adaptation will be achieved business performance (Busquets, Rodon and Warcham, 2009; Dreyer and Gronhaug, 2004). The possible reason may be, if the firms can modify an organization's ability to keep pace with the changing environment, the firm may succeed.

Table 11: Results of the Relationships among Outcomes of Strategic Organizational Flexibility Capability, Business Performance, and Business Survival

Independent Variables	Dependent Variables			
	OVC	BPF	BSV	
	Equation 5	Equation 8	Equation 9	Equation 10
OAD(H5a-c)	.241***	.058	.155**	
	(.050)	(.054)	(.056)	
OEX(H6a-c)	.578***	.685***	.032	
	(.050)	(.058)	.064	
OVC(H7a-b)		.012	.580***	
		(.063)	(.060)	
BPF(H8)				.828***
				(.031)
FIA	.033	-.064	-.125	-.064
	(.076)	.080	.082	.066
FIS	-.077	-.010	.035	.042
	(.084)	.089	.091	.073
Adjusted R ²	.588	.531	.505	.684
Durbin-Watson	1.701	2.134	1.871	1.975
Maximum VIF	1.972	2.783	2.783	1.118

Note: ** p < 0.05, *** p < 0.01



The result of organizational adaptation often happens in the long-term. The firm should determine the strategy of an organization that will require a trade-off between the short-term and the long-term (Chakravarthy and Lorange, 1984; Dernbach, 2003). **Thus, Hypothesis 5b is not supported.**

Moreover, the analyses indicate that organizational excellence is significantly and positively related to organizational value creation (H6a: $\beta_{36} = 0.578$, $p < 0.01$), and business performance (H6b: $\beta_{57} = 0.685$, $p < 0.01$). These results indicate that the aggressive firms seek a superior way for competitive advantage in business competition (Reijersa and Liman Mansar, 2005). In addition, organizational excellence considers a long-term process with strategic-issue operations based on best operational process (Ritchie and Dale, 2000). The firm determines the operational process such as strategic management, allocation of people to work, competitive improvement, the amount of resources used to transform inputs into outputs, and provides value to customers (Jirawuttinunt and Ussahawanitchakit, 2011). Absolutely, organizational excellence helps firms to complete their business goals, and increase their performance (Gordon, Loeb and Tseng, 2009; Rabinovich, Dresner and Evers, 2003;). **Thus, Hypotheses 6a and 6b are supported.**

However, the organizational excellence has no significant effect on business survival (H6c: $\beta_{62} = 0.032$, $p > 0.10$). The possible reason may be that current environment changes cause the resources of that firm to be occupied and they cannot determine competitive advantage over competitors as before. The rapid pace of technological change and more convenient access to technology is impacting the resources and capabilities of the firm to create a competitive advantage shortening (Armstrong and Shimizu, 2007). Furthermore, innovative imitations from a competitor will cause an organization's innovation not to be different anymore for achieving customer satisfaction (Semadeni and Anderson, 2010). **Thus, Hypothesis 6c is not supported.**

Furthermore, the analyses indicate that organizational value creation is significantly and positively related to business survival (H7b: $\beta_{63} = 0.580$, $p < 0.01$). The finding indicates that organizational value creation is the capability of a firm to create customer service, launch a good product, receive a good perception from the customer, and respond to the requirement of stakeholders (Bourguignon, 2005).



As well, organizational value creation is the important success factor of a firm's ability to deliver better customer value over the competitors. Product quality and service quality are the platforms that support value-based prices (Naumann, 1995). The firms that emphasize creating and delivering a better value offering for their customers and other stakeholders than their competitors should obtain positional advantage, satisfaction, loyalty, and customer intention to repurchase leading to long-term competitive advantage and firm performance (Blocker et al., 2011; Eggert and Ulaga, 2002; Guenzi and Troilo, 2007; Kuo, Wu and Deng, 2009; Spiteri and Dion, 2004; Troilo, Luca and Guenzi, 2009). **Thus, Hypothesis 7b is supported.**

On the contrary, the organizational value creation has no significant impact on business performance ($H7a:\beta_{58} = 0.012, p > 0.10$). The possible reason may be that organizational value creation is the firm's ability to achieve the objective and goal with high competition and it will decrease their profitability. The firm which focuses on gaining the competitive advantage over a competitor with value creation must expend more money for an activity. The activity might decrease the profitability of firms (Park, Park and Zhang, 2003). **Thus, Hypothesis 7a is not supported.**

The finding indicates that business performance is significantly and positively related to business survival ($H8:\beta_{66} = 0.828, p < 0.01$). This is consistent with Lahiri et al. (2009) who mentioned that, to measure business performance often one must use financial and non-financial. Also, the measures of business performance that achieve overall firm objectives focus on four types namely: finance, customer, internal business processes, learning, and growth (Chalathrawat and Ussahawanitchakit, 2009). Moreover, business performance is a firm's success comprising an organization's capability in response to customer demands and the adaptation capabilities in environmental change (Gao, 2010). Business performance is complicated with a firm's focus on success which includes organizational capability concerning a variety of activities, providing characteristics as corresponding with a dynamic environment (Santarelli and Vivarelli, 2007). Therefore, the firms were more likely to survive in business environments that had a growth rate, market share, and continuous business growth (Eckert and West, 2008; Esteve-Perez and Manez-Castillejo, 2008; Sapienza et al., 2006). **Thus, Hypothesis 8 is supported.**



Additionally, the results of control variables indicate that firm age and firm size has no significant effect on the outcomes of strategic organizational flexibility capability. It can be interpreted that a longer period of time in a business and a higher number of employees do not significantly affect the level of business performance and business survival.

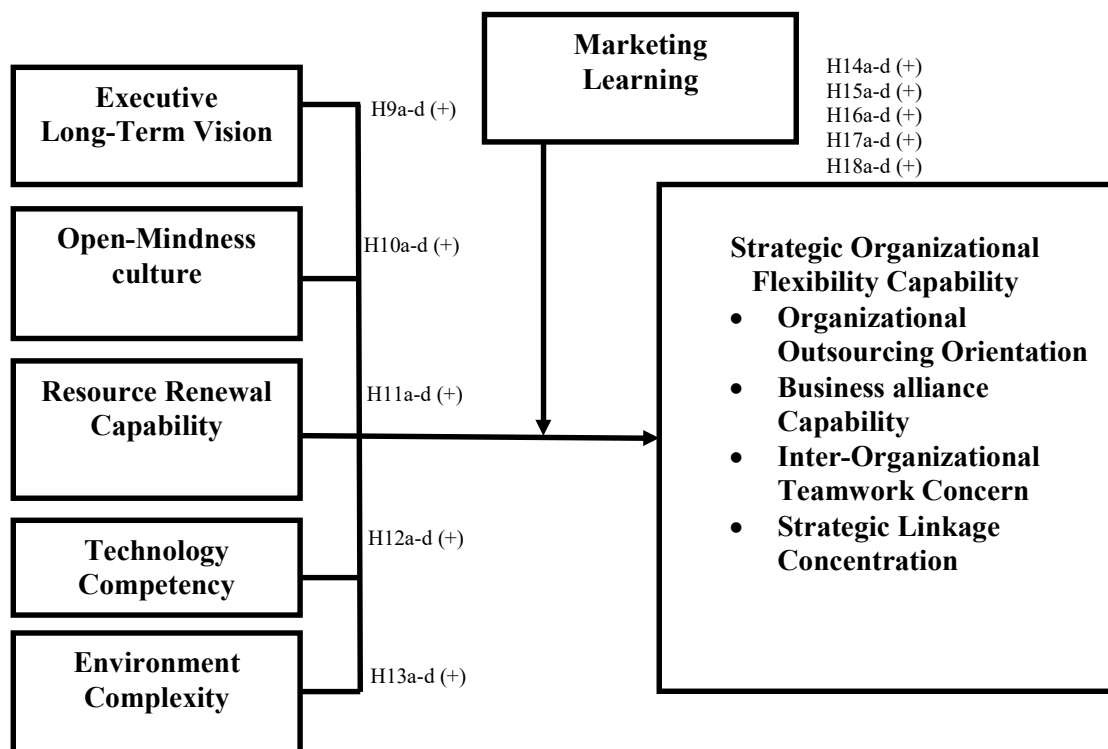
Figure 8 illustrates the relationships among five antecedents: executive long-term vision, open-mindedness culture, resource renewal capability, technology competency and environment complexity which are proposed in Hypotheses 9(a-d) - 13(a-d). The relationship in each hypothesis is proposed in a positive direction. These hypotheses can be transformed into the regression equations in Models 11, 13, 15 and 17. In addition, the moderating role of marketing learning is proposed to positively influence the relationships among antecedents and each of four dimensions of strategic organizational flexibility capability which are presented in Hypotheses 14(a-d) - 18(a-d). According to these hypotheses, regression equations in Models 12, 14, 16 and 18 are developed.

Table 12 describes the correlations among executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, and environment complexity, and each of four dimensions of strategic organizational flexibility capability. It can be seen that all antecedents have a positive correlation with all dimensions of strategic organizational flexibility capability. Firstly, executive long-term vision is correlated with organizational outsourcing orientation ($r = 0.502$, $p < 0.01$), business alliance capability ($r = 0.503$, $p < 0.01$), inter-organizational teamwork concern ($r = 0.531$, $p < 0.01$), and strategic linkage concentration ($r = 0.538$, $p < 0.01$). Secondly, open-mindedness culture is correlated with organizational outsourcing orientation ($r = 0.417$, $p < 0.01$), business alliance



The Relationships Among the Antecedents, Strategic Organizational Flexibility Capability, and the Moderating Role of Marketing Learning

Figure 8: Relationships among Antecedents of Strategic Organizational Flexibility Capability, and Marketing Learning



capability ($r = 0.432, p < 0.01$), inter-organizational teamwork concern ($r = 0.450, p < 0.01$), and strategic linkage concentration ($r = 0.579, p < 0.01$). Thirdly, resource renewal capability is correlated with organizational outsourcing orientation ($r = 0.412, p < 0.01$), business alliance capability ($r = 0.403, p < 0.01$), inter-organizational teamwork concern ($r = 0.412, p < 0.01$), and strategic linkage concentration ($r = 0.540, p < 0.01$). Fourthly, technology competency is correlated with organizational outsourcing orientation ($r = 0.441, p < 0.01$), business alliance capability ($r = 0.421, p < 0.01$), inter-organizational teamwork concern ($r = 0.436, p < 0.01$), and strategic linkage concentration ($r = 0.487, p < 0.01$). Lastly, environment complexity is correlated with organizational outsourcing orientation ($r = 0.279, p < 0.01$), business



alliance capability ($r = 0.423, p < 0.01$), inter-organizational teamwork concern ($r = 0.350, p < 0.01$), and strategic linkage concentration ($r = 0.455, p < 0.01$). Marketing learning, as a moderator has a significant and positive correlation with organizational outsourcing orientation ($r = 0.431, p < 0.01$), business alliance capability ($r = 0.439, p < 0.01$), inter-organizational teamwork concern ($r = 0.420, p < 0.01$), strategic linkage concentration ($r = 0.540, p < 0.01$), executive long-term vision ($r = 0.699, p < 0.01$), open-mindedness culture ($r = 0.673, p < 0.01$), resource renewal capability ($r = 0.688, p < 0.01$), technology competency ($r = 0.649, p < 0.01$), and environment complexity ($r = 0.613, p < 0.01$).

In this research, executive long-term vision, open-mindedness culture, resource renewal capability, technology competency, environment, and marketing learning are treated as independent variables for which the results of the correlation analysis show that the inter-correlation coefficients are 0.494 -0.746 which do not exceed 0.8 (Hair et al., 2010). In addition to the correlations, Table 13 also suggests the maximum value of VIF is 3.849, which is lower than the cut-off score of 10 (Hair et al., 2010). Both correlations and the VIF ensure the non-existence of multicollinearity problems.

The results of OLS regression analysis are explained in Table 13. First of all, the results indicate that executive long-term vision has significantly and positively related to all four dimensions of strategic organizational flexibility capability: organizational outsourcing orientation (H9a: $\beta_{69} = 0.343, p < 0.01$), business alliance capability (H9b: $\beta_{89} = 0.307, p < 0.01$), organizational teamwork concern (H9c: $\beta_{109} = 0.370, p < 0.01$), and strategic linkage concentration (H9d: $\beta_{129} = 0.201, p < 0.05$). According to Bonn and Fisher (2011), the chief executive of the organization is the key person to give the best decisions for vision directions of the organization at a high level of business environment uncertainty. The organization that will be successful depends on the ability of the executives with their skillfulness in management and business practices that contribute to sustainable development (Svensson and Wood, 2006). Moreover, the leader uses skill in management and business practices to create vision and to specify strategy to integrate all business function components to align with vision (Foster and Akdere, 2007). Long-term vision is a strategic direction that is capable of being anticipated or an organization that plans for the future. That describes how the organization would like to be, the purpose of the organizational operation, and



preferably the potential and value for key stakeholders (Jackson and Schuler, 1995). It can promote organizational adaptable competency to move from the current state to a future desirable state in response to rapid environmental change (Korbangyang and Ussahawanitchakit, 2010). **Thus, Hypotheses 9a, 9b, 9c, and 9d are supported.**

Secondly, the findings from this research describe that open-mindedness culture is significantly and positively related to strategic linkage concentration (H10d: $\beta_{130} = 0.244$, $p < 0.05$). The organizational culture is the imitation character of organizations that encourages to an organizations' operations to successfully sustainable competitive advantage (Barney, 1991). Furthermore, the organizational culture is a principle of belief, and attitudes that are accepted by all members in the organization. It reflects the standard and practice (Kwantes and Boglarsky, 2007), and manages the different-idea conflicts between members (Trice and Beyer, 1993). In a competitive business environment, the organization needs new ideas and new knowledge to develop the strategic organization's management in a good way through open-mindedness. This is consistent with Hernández-Mogollon et al., (2010) who indicate that open-mindedness, as the heart of the organization in knowledge management affects the structure, culture, policies, and the practice of organizing. In this research, open-mindedness culture concern refers to the belief in organizations to learn, accept, and integrate new ideas to the benefit of operational development, operational procedure and business management (Cooke and Szumal, 2000; Hernández-Mogollon et al., 2010). Open-mindedness culture is a form of sharing knowledge in order to understand the organizational functions, and to improve the organizational operational effect for the best organizational performance (Cabrera, Cabrera and Barajas, 2001). **Thus, Hypothesis 10d is supported.**

However, open-mindness culture has no significant effect on organizational outsourcing orientation (H10a: $\beta_{70} = 0.049$, $p > 0.10$), business alliance capability (H10b: $\beta_{90} = 0.082$, $p > 0.10$), and inter-organizational teamwork concern (H10c: $\beta_{110} = 0.107$, $p > 0.10$). Open-mindedness culture may fail, if the learning of the organization is inconsistent with operational routines (Rianto et al., 2006). Moreover, experiential knowledge may cause a firms overconfidence and attachment to extant ways of carrying out information search. The resulting myopia identifies markets, valuable sources of information in new markets, and is not creative in the marketplace



(Kaleka, 2011). Furthermore, the condition of inertia organizations may lead to barriers of organizational learning and adaptation that depend on how they are set (Huff, Huff and Thomas, 1992; Shimizu and Hitt, 2004). **Thus, Hypotheses 10a, 10b, and 10c are not supported.**

Thirdly, the analyses indicate that resource renewal capability has a significant and positive relationship with strategic linkage concentration (H11d: $\beta_{131} = 0.138$, $p < 0.10$). The principle of the resource-based view is the basis for a competitive advantage of a firm which bundles valuable resources for the firm's disposal (Rumelt, 1984; Wernerfelt, 1984). Furthermore, the resource-based view explains that a firm uses internal resources and capabilities for building sources of competitive advantage (Barney, 1991). In spite of the era, the business environment has dramatically changed. The business environment affects the resources and capabilities that firm has used, and may not be able to gain a competitive advantage ever (Gumusluoglo and Ilsev, 2009). The firm tries to adopt and adapt its ability by dynamic capability to create, configure, and integrate firm resources to originate new value for creating strategy in order to strongly determine performance (Eng and Spickett-Jones, 2009; Teece, Pisano, and Shuen, 1997). Moreover, the firm needs to renew business strategies and operations with activities which include the process, content, and outcome of the organization potential that refresh or replace substantially affecting its long-term prospects (Agarwal, 2009; Baden-Fuller and Volberda, 1994). **Thus, Hypothesis 11d is supported.**

However, resource renewal capability has no significant effect on organizational outsourcing orientation (H11a: $\beta_{71} = 0.027$, $p > 0.10$), business alliance capability (H11b: $\beta_{91} = -0.027$, $p > 0.10$), and inter-organizational teamwork concern (H11c: $\beta_{110} = -0.031$, $p > 0.10$). For this reason, the business environment dynamism causes the firm to link the management of firm resources and value creation to customers for gaining a competitive advantage. The component of resource management including structuring the resource portfolio, builds capabilities by bundling resources, leveraging capabilities to deliver value to customers, and creating wealth for owners (Sirmon and Hitt, 2007). However, the switching cost may be an obstacle for the firm to renew resources or create new capability (Dean, Brown and Bamford, 1998; Fontenay and Gans, 2008). **Thus, Hypotheses 11a, 11b, and 11c are not supported.**



Fourthly, the results indicate that technology competency has a significant and positive relationship with organizational outsourcing orientation (H12a: $\beta_{72} = 0.199$, $p < 0.05$), and inter-organizational teamwork concern (H12c: $\beta_{112} = 0.131$, $p < 0.10$). According to Tippins and Sohi (2003) technology is the application of knowledge, skills, methods, processes and scientific workings for helping the firm to increase efficiency, effectiveness, and achieving better work. Besides, technology provides the important resources that can encourage the organization's competitive advantage, and facilitate more organizations informations (Barrett and Konsynski, 1982). In this research, technology competency refers to the use of technology in facilitating the organization's operation to create opportunity and organizational performance (Tippins and Sohi, 2003; Thongsodsang and Ussahawanitchakit, 2011). The business uses technology competency to reduce time, place, and barriers to doing business (Sheth and Parvatiyar, 2001). **Thus, Hypotheses 12a and 12c are supported.**

Notwithstanding, technology competency has no significant effect on business alliance capability (H12b: $\beta_{92} = 0.104$, $p > 0.10$), and strategic linkage concentration (H12d: $\beta_{132} = 0.027$, $p > 0.10$). This reason may be, technology competency may be inconsistency with strategy of the firm, it causes the firm to select of strategy to reach technology that is necessary for needs and potential of the organization. Such as, to investment on the technology in the supply side only is may be a risk of the firm. They should develop technology on the demand side or by market demand in the presence of consumers with different needs and requirements for firms' innovative choices (Adner and Levinthal, 2001). Furthermore, the firm uses its coepetition such as suppliers and customers whose very success may support the firm and with whom it must collaborate and compete. The impact of a technological change on their coepetitions' obsolete capabilities might cause a firm's performance decrease (Afuah, 2000). Additionally, if the resources that are dedicated to an alliance are not utilized then the firm should be returned to the contributing party, or at least not be considered when distributing alliance-derived proceeds; or, they should be terminated (Wittmann, 2007). The firms often lose their competitive advantage when a technological change renders their existing capabilities to be outmoded. **Thus, Hypotheses 12b and 12d are not supported.**



Table 12: Descriptive Statistics and Correlation Matrix of Each Dimension of Strategic Organizational Flexibility Capability, Its Antecedences, and Marketing Learning

Variables	OOO	BAC	ITC	SLC	ELV	OMC	RRC	TCT	ECP	MLN
Mean	3.69	3.90	3.87	4.16	3.92	4.04	4.03	3.97	4.01	4.09
S.D.	0.67	0.60	0.65	0.49	0.60	0.58	0.59	0.66	0.60	0.61
BAC	.535***									
ITC	.531***	.661***								
SLC	.360***	.356***	.452***							
ELV	.502***	.503***	.531***	.538***						
OMC	.417***	.432***	.450***	.579***	.656***					
RRC	.412***	.403***	.412***	.540***	.648***	.746***				
TCT	.441***	.421***	.436***	.487***	.624***	.673***	.717***			
ECP	.279***	.423***	.350***	.455***	.494***	.526***	.501***	.510***		
MLN	.431***	.439***	.420***	.540***	.699***	.673***	.688***	.649***	.613***	
FIA	-.111**	-.168***	-.086	.010	-.032	-.008	-.033	.013	-.045	-.007
FIS	-.099	-.042	-.058	-.039	.042	-.022	.056	.093	.085	.076

Note: ** p < 0.05, *** p < 0.01

Table 13: Results of the Relationships among Each Dimension of Strategic Organizational Flexibility Capability, Its Antecedences, and Marketing Learning

Independent Variables	Dependents Variables							
	OOO		BAC		ITC		SLC	
	Equation 11	Equation 12	Equation 13	Equation 14	Equation 15	Equation 16	Equation 17	Equation 18
ELV(H9a-d)	.343*** (.067)	.326*** (.071)	.307 *** (.066)	.305*** (.070)	.370*** (.066)	.378*** (.070)	.201** (.061)	.177** (.065)
OMC(H10a-d)	.049 (.078)	.025 (.078)	.082 (.076)	.074 (.077)	.107 (.077)	.110 (.078)	.244** (.071)	.224** (.072)
RRC(H11a-d)	.027 (.079)	.001 (.081)	-.027 (.078)	-.011 (.080)	-.031 (.078)	-.035 (.081)	.138* (.073)	.104 (.075)
TCT(H12a-d)	.199 ** (.072)	.186** (.073)	.104 (.071)	.098 (.072)	.131* (.071)	.124* (.072)	.027 (.066)	.015 (.067)
ECP(H13a-d)	-.026 (.057)	-.047 (.062)	.185 ** (.056)	.194** (.061)	.063 (.057)	.060 (.062)	.155** (.053)	.139** (.057)
MLN		.103 (.080)		-.007 (.079)		-.009 (.080)		.125* (.074)
ELV*MLN(H14a-d)		.030 (.061)		-.084 (.060)		.048 (.061)		-.013 (.056)
OMC*MLN(H15a-d)		.096 (.078)		.097 (.077)		-.099 (.078)		-.043 (.072)
RRC*MLN(H16a-d)		-.152** (.076)		-.014 (.075)		-.028 (.076)		-.118* (.070)
TCT*MLN(H17a-d)		-.053 (.079)		-.083 (.078)		-.015 (.078)		.082 (.072)
ECP*MLN(H18a-d)		.037 (.058)		.059 (.058)		.020 (.058)		.077 (.054)
FIA	-.135 (.099)	-.111 (.101)	-.284 (.098)	-.275** (.100)	-.102 (.098)	-.067 (.100)	.114 (.091)	.143 (.093)
FIS	-.242 (.111)	-.245 (.112)	-.071 (.109)	-.079 (.111)	-.159 (.110)	-.149 (.111)	-.187 (.102)	-.211 (.103)
Adjusted R ²	.287	.292	.312	.310	.305	.303	.398	.402
Durbin-Watson	1.726	1.783	1.875	1.916	1.938	1.978	1.955	1.950
Maximum VIF	2.934	3.660	2.934	3.849	2.934	3.849	2.934	3.849

Note: * p < 0.10, ** p < 0.05, *** p < 0.01

Finally, the analyses indicates that environmental complexity has a significant and positive relationship with business alliance capability (H13b: $\beta_{93} = 0.185$, $p < 0.05$) and strategic linkage concentration (H13d: $\beta_{133} = 0.155$, $p < 0.05$). These results are consistent with Robbins and Coulter (2003) who suggested that the business environment is comprised of macro environmental factors and competitive environmental factors. Furthermore, Luo (2001) defined environmental complexity as the environmental components that have heterogeneity, uncertainty, diversity, and instability. Similarly, environmental complexity is the external events that are conditional to the continuous viability of the business for adaptation to cope with change (Nicolau, 2005). The firm that perceives environmental complexity also affects the activities of a firm's strategy for developing new operational strategies (Meijer, 2010). Additionally, environmental complexity is the key element for the organization to create new strategies of operation in order to deal with competitors and increase their competitiveness (Ussahawanitchakit, 2005). **Thus, Hypotheses 13b and 13d are supported.**

Nevertheless, environment complexity did not significantly affect on organizational outsourcing orientation (H13a: $\beta_{73} = -0.026$, $p > 0.10$) and inter-organizational teamwork concern (H13c: $\beta_{113} = 0.063$, $p > 0.10$). It is possible that the business environment is probably difficult to control and predicts the future, so that it affects high-risk operations (Robbins and Coulter, 2003). The high external uncertainty may cause a firm to perceive insufficient information to be able to correctly predict the changes. The insufficient information may cause firm incapability to analyze, classify, sort, and simplify new external information to support interpretation and application (Caron, Pratoom and Sujchapong, 2015). The same as, Richard, Murthi and Ismail (2007) suggested that the operation of the firm in environmental complexity makes firms be likely to slow down the decision-making process to increase disintegration of human capital pool, or suffer loss of group coherence and coordination. **Thus, Hypotheses 13a and 13c are not supported.**

The Moderating Role of Marketing Learning

From the findings in Table 13, the marketing learning has no moderate effect on the relationships between executive long-term vision and organizational outsourcing orientation (H14a: $\beta_{82} = 0.030$, $p > 0.10$), business alliance capability (H14b: $\beta_{102} = -$



0.084, $p > 0.10$), inter-organizational teamwork concern (H14c: $\beta_{122} = 0.048$, $p > 0.10$), and strategic linkage concentration (H14d: $\beta_{142} = -0.013$, $p > 0.10$). Moreover, the marketing learning did not moderate the relationships between open-mindedness culture and organizational outsourcing orientation (H15a: $\beta_{83} = 0.096$, $p > 0.10$), business alliance capability (H15b: $\beta_{103} = 0.097$, $p > 0.10$), inter-organizational teamwork concern (H15c: $\beta_{123} = -0.099$, $p > 0.10$), and strategic linkage concentration (H15d: $\beta_{143} = -0.043$, $p > 0.10$). Furthermore, the marketing learning did negatively moderate the relationships between renewal resource capability and organizational outsourcing orientation (H16a: $\beta_{84} = -0.152$, $p < 0.05$), and strategic linkage concentration (H16d: $\beta_{144} = -0.118$, $p < 0.10$). Moreover, the marketing learning did not positively moderate the relationships between renewal resource capability and business alliance capability (H16b: $\beta_{104} = -0.014$, $p > 0.10$), and inter-organizational teamwork concern (H16c: $\beta_{124} = -0.028$, $p > 0.10$). In addition, the moderating effect of marketing learning has no positive significance on the relationships between technology competency and organizational outsourcing orientation (H17a: $\beta_{85} = -0.053$, $p > 0.10$), business alliance capability (H17b: $\beta_{105} = -0.083$, $p > 0.10$), inter-organizational teamwork concern (H17c: $\beta_{125} = -0.015$, $p > 0.10$), and strategic linkage concentration (H17d: $\beta_{145} = 0.082$, $p > 0.10$). Ultimately, the moderating effect of marketing learning has no positive significance on the relationships between environment complexity and organizational outsourcing orientation (H18a: $\beta_{86} = 0.037$, $p > 0.10$), business alliance capability (H18b: $\beta_{106} = 0.059$, $p > 0.10$), inter-organizational teamwork concern (H18c: $\beta_{126} = 0.020$, $p > 0.10$), and strategic linkage concentration (H18d: $\beta_{146} = 0.077$, $p > 0.10$). In most prior research, marketing learning has an effect on firm value. According to Wei and Wang (2011), marketing learning focuses on information about the needs of customers, competitors, techniques, the market situation, and marketing experts. Likewise, Paiva (2010) suggested that marketing learning deals with learning and understanding about market demands that lead firms to develop skills and ability; and enhance capability in accumulating marketing knowledge to determine an effective marketing approach. Moreover, marketing learning is a strategic management capability that is the fundamental source of organizational knowledge and dynamic capability in an increasing marketing opportunity and marketing position of advantage (Slater and



Narver, 2000). In this research, marketing learning refers to organizational learning in marketing aspects such as customer needs, marketing changes, and competitors practice. Learning could improve marketing activities by having more knowledge and understanding. An organization could increase its competitiveness in order to achieve advantage in competition in a sustainable approach. The organization would be able to develop its operation in the long-run (Alegre and Chiva, 2008; Pungboonpanich and Ussahawanitchakit, 2010). However, marketing learning has a negative significant moderating effect on the relationships between renewal resource capability and business alliance capability. It is the same as, marketing learning which has a negative significant moderating effect on the relationships between renewal resource capability and strategic linkage concentration. The reason may be that the organization is using more marketing learning and it will be made aware of market demand. To meet the needs of that market the organizations may not be used to modify the existing resources in immediately responding to those needs. They will need to find new strategies to produce products to meet market demand (Li et al., 2011). Moreover, the marketing learning has no moderate effect on the relationships among the antecedents of strategic organizational flexibility capability (executive long-term vision, open-mindedness culture, and technology competency) and four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration). Marketing learning no has moderate effect on the relationships among the renewal resource capability, business alliance capability, and inter-organizational teamwork. The reason maybe, marketing learning is considered as a capability of the organization to learning. The learning orientation is focusing on enhancing organizational value that will receive knowledge. Meanwhile innovation emphasizes on the willingness to change. The firm should identify an activity to learn about explicit marketing and link to various divisions together (Calantone, Cavusgil and Zhao, 2002). As well, marketing learning involves understanding consumer behavior and seeking knowledge from outside. The communication tools to exchange knowledge between a customer and a firm has a different task and deep difference requirements that cause inefficient participation and cooperation. Especially, the transfer of tacit knowledge must use time to gain success (Choi, Poon and Davis, 2008). In fact, organizational learning capability cannot be an



effect in the short-time but it has an effect in the long-time (Lenard, 2003). **Thus, Hypotheses 14a-14d, 15a-15d, 16a-16d, 17a-17d, and 18a-18d are not supported.**

Additionally, the results of control variables indicate that firm age has a significance and negative for business alliance capability ($\beta_{107} = -0.275$, $p < 0.05$). This result can be interpreted that the new firm can perform better practice integration focus than the old firm. It is consistent with work by Sookaneknun, Ussahawanitchakit and Boonlua (2013) who found that younger firms have an ability to consider to the competitors, customers, and market factors better than older firms. It is the same as Chen, Williams and Agarwal (2012) who suggested that younger firms are more likely to respond quickly to customer needs by using their core knowledge which is suited to the technology and leverage flexibility to create new product innovation, as well as the ability to configure resources to match with the competition, better than older firms.

For the control variable, firm size is not related to all antecedences of strategic organizational flexibility capability. It can be interpreted that a higher number of employees does not significantly affect the level of all dimensions of strategic organizational flexibility capability.

Summary

This chapter describes the results of data analysis in this research in two main sections. These sections are the respondent and sample characteristics. These characteristics are explained by a percentage. Furthermore, correlations among all variables are analyzed and presented as a correlation matrix, and are explained by using descriptive statistics such as mean and standard deviation. Another section points out the results and discussions of hypotheses testing in combination with specific correlation analysis and multiple regression analysis. The results reveal that organizational outsourcing orientation and strategic linkage concentration, treated as dimension one and four respectively, are important determinants to yield higher organizational adaptation, organizational excellence, and organizational value creation. Interestingly, marketing culture is the additional influence of organizational outsourcing orientation, treated as dimension one, to earn greater positive outcomes. Also, organizational adaptation, organizational excellence, and organizational value creation have a positive



relationship with business performance and business survival. The antecedent of strategic organizational flexibility capability, executive long-term vision, is the most influential determinant of strategic organizational flexibility capability. At last, the moderating role of marketing learning does not play a moderating role. To summarize, Hypotheses 1, 4, 8, 9, and 19 are significantly supported, Hypotheses 2, 3, 5, 6, 7, 10, 11, 12, 13, 16, and 17 are partially supported, and Hypotheses 14, 15, 16, 17, 18, 20, 21 and 22 are not significantly supported. This research provides the summary of the results of hypotheses testing as presented in Table 14.

The next chapter illustrates the conclusion of the research which provides a summary of the entire research. Additionally, the contributions, limitations, and research directions for further research are also discussed.

Table 14: A Summary of Results of Hypotheses Testing

Hypotheses	Description of Hypothesized Relationships	Results
H1a	Organizational outsourcing orientation has a positive influence on organizational adaptation.	Supported
H1b	Organizational outsourcing orientation has a positive influence on organizational excellence.	Supported
H1c	Organizational outsourcing orientation has a positive influence on organizational value creation.	Supported
H2a	Business alliance capability has a positive influence on organizational adaptation.	Not Supported
H2b	Business alliance capability has a positive influence on organizational excellence.	Not Supported
H2c	Business alliance capability has a positive influence on organizational value creation.	Supported
H3a	Inter-organizational teamwork concern has a positive influence on organizational adaptation.	Not Supported
H3b	Inter-organizational teamwork concern has a positive influence on organizational excellence.	Not Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H3c	Inter-organizational teamwork concern has a positive influence on organizational value creation.	Supported
H4a	Strategic linkage concentration has a positive influence on organizational adaptation.	Supported
H4b	Strategic linkage concentration has a positive influence on organizational excellence.	Supported
H4c	Strategic linkage concentration has a positive influence on organizational value creation.	Supported
H5a	Organizational adaptation has a positive influence on organizational value creation.	Supported
H5b	Organizational adaptation has a positive influence on business performance.	Not Supported
H5c	Organizational adaptation has a positive influence on business survival.	Supported
H6a	Organizational excellence has a positive influence on organizational value creation.	Supported
H6b	Organizational excellence has a positive influence on business performance.	Supported
H6c	Organizational excellence has a positive influence on business survival.	Not Supported
H7a	Organizational value creation has a positive influence on business performance.	Not Supported
H7b	Organizational value creation has a positive influence on business survival.	Supported
H8	Business performance has a positive influence on business survival.	Supported
H9a	Executive long-term vision has a positive influence on organizational outsourcing orientation.	Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H9b	Executive long-term vision has a positive influence on business alliance capability.	Supported
H9c	Executive long-term vision has a positive influence on inter-organizational teamwork concern.	Supported
H9d	Executive long-term vision has a positive influence on strategic linkage concentration.	Supported
H10a	Open-mindedness culture has a positive influence on organizational outsourcing orientation.	Not Supported
H10b	Open-mindedness culture has a positive influence on business alliance capability.	Not Supported
H10c	Open-mindedness culture has a positive influence on inter-organizational teamwork concern.	Not Supported
H10d	Open-mindedness culture has a positive influence on strategic linkage concentration.	Supported
H11a	Renewal resource capability has a positive influence on organizational outsourcing orientation.	Not Supported
H11b	Renewal resource capability has a positive influence on business alliance capability.	Not Supported
H11c	Renewal resource capability has a positive influence on inter-organizational teamwork concern.	Not Supported
H11d	Renewal resource capability has a positive influence on strategic linkage concentration.	Supported
H12a	Technology competency has a positive influence on organizational outsourcing orientation.	Supported
H12b	Technology competency has a positive influence on business alliance capability.	Not Supported
H12c	Technology competency has a positive influence on inter-organizational teamwork concern.	Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H12d	Technology competency has a positive influence on strategic linkage concentration.	Not Supported
H13a	Environment complexity has a positive influence on organizational outsourcing orientation.	Not Supported
H13b	Environment complexity has a positive influence on business alliance capability.	Supported
H13c	Environment complexity has a positive influence on inter-organizational teamwork concern.	Not Supported
H13d	Environment complexity has a positive influence on strategic linkage concentration.	Supported
H14a	Marketing learning will positively moderate the relationship between executive long-term vision and organizational outsourcing orientation.	Not Supported
H14b	Marketing learning will positively moderate the relationship between executive long-term vision and business alliance capability.	Not Supported
H14c	Marketing learning will positively moderate the relationship between executive long-term vision and inter-organizational teamwork concern.	Not Supported
H14d	Marketing learning will positively moderate the relationship between executive long-term vision and strategic linkage concentration.	Not Supported
H15a	Marketing learning will positively moderate the relationship between open-mindedness culture and organizational outsourcing orientation.	Not Supported
H15b	Marketing learning will positively moderate the relationship between open-mindedness culture and business alliance capability.	Not Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H15c	Marketing learning will positively moderate the relationship between open-mindedness culture and inter-organizational teamwork concern.	Not Supported
H15d	Marketing learning will positively moderate the relationship between open-mindedness culture and strategic linkage concentration.	Not Supported
H16a	Marketing learning will positively moderate the relationship between renewal resource capability and organizational outsourcing orientation.	Not Supported
H16b	Marketing learning will positively moderate the relationship between renewal resource capability and business alliance capability.	Not Supported
H16c	Marketing learning will positively moderate the relationship between renewal resource capability and inter-organizational teamwork concern.	Not Supported
H16d	Marketing learning will positively moderate the relationship between renewal resource capability and strategic linkage concentration.	Not Supported
H17a	Marketing learning will positively moderate the relationship between technology competency and organizational outsourcing orientation..	Not Supported
H17b	Marketing learning will positively moderate the relationship between technology competency and business alliance capability.	Not Supported
H17c	Marketing learning will positively moderate the relationship between environment complexity and inter-organizational teamwork concern.	Not Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H17d	Marketing learning will positively moderate the relationship between technology competency and strategic linkage concentration.	Not Supported
H18a	Marketing learning will positively moderate the relationship between environment complexity and organizational outsourcing orientation..	Not Supported
H18b	Marketing learning will positively moderate the relationship between environment complexity and business alliance capability.	Not Supported
H18c	Marketing learning will positively moderate the relationship between environment complexity and inter-organizational teamwork concern.	Not Supported
H18d	Marketing learning will positively moderate the relationship between environment complexity and strategic linkage concentration.	Not Supported
H19a	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational adaptation.	Supported
H19b	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational excellence.	Supported
H19c	Marketing culture will positively moderate the relationship between organizational outsourcing orientation and organizational value creation.	Supported
H20a	Marketing culture will positively moderate the relationship between business alliance capability and organizational adaptation.	Not Supported



Table 14: A Summary of Results of Hypotheses Testing (continued)

Hypotheses	Description of Hypothesized Relationships	Results
H20b	Marketing culture will positively moderate the relationship between business alliance capability and organizational excellence.	Not Supported
H20c	Marketing culture will positively moderate the relationship between business alliance capability and organizational value creation.	Not Supported
H21a	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational adaptation.	Not Supported
H21b	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational excellence.	Not Supported
H21c	Marketing culture will positively moderate the relationship between inter-organizational teamwork concern and organizational value creation.	Not Supported
H22a	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational adaptation.	Not Supported
H22b	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational excellence.	Not Supported
H22c	Marketing culture will positively moderate the relationship between strategic linkage concentration and organizational value creation.	Not Supported



CHAPTER V

CONCLUSION

The previous chapter indicates respondent characteristics, descriptive statistics, correlation matrix, and the results of hypotheses testing. Therefore, this chapter purposes to describe the conclusion, the theoretical and managerial contributions, limitations and suggestions for further research.

This research investigates the relationships among strategic organizational flexibility capability, organizational adaptation, organizational excellence, organizational value creation, business performance, and business survival of four business in Thailand. In addition, executive long-term vision, open-mindedness culture, renewal resource capability, technology competency, and environment complexity are assigned as the antecedents of strategic organizational flexibility capability. The marketing learning and marketing culture are also tested as moderating effects . Meanwhile marketing culture is proposed to moderate the relationships among each of four dimensions of strategic organizational flexibility capability and its consequences: organizational adaptation, organizational excellence, organizational value creation. As well as, marketing learning is assigned to moderate the relationships among the antecedents and each of four dimensions of strategic organizational flexibility capability.

In the first place can be stated that the key research question is “how strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) have an effect on business survival?” Also, the eight specific research questions are as follows: 1) How do the four dimensions of strategic organizational flexibility capability have an influence on organizational adaptation, organizational value creation, and organizational excellence? 2) How does organizational adaptation have an influence on organizational value creation, business performance, and business survival? 3) How does organizational excellence have an influence on organizational value creation, business performance, and business survival? 4) How does organizational value creation have an influence on business performance and business



survival? 5) How does business performance have an influence on business survival? 6) How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organization flexibility capability? 7) How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organizational flexibility capability via the moderating effects of marketing learning? And, 8) How do four dimensions of strategic organizational flexibility capability have an influence on organizational adaptation, organizational value creation, and organizational excellence via the moderating effects of market culture?

This research applies two theories to draw the conceptual model, including the dynamic capability theory and contingency theory. For research investigation, outbound tourism businesses in Thailand are selected as the research population due to the concern of strategic organizational flexibility capability. The sample of this research is obtained from the database of the Bureau of Tourism business and Guide Registration office, and the Department of Tourism. For data collection, a mailing questionnaire was employed to collect data and 1,725 questionnaires were sent to manager directors, and share manager of the outbound tourism business in Thailand who are key informants. For statistical analysis, the multiple regressions are used to analyze the data. It can be concluded that the majority of the hypotheses tested is partially supported. The results of each hypothesis according to each specific research question are described as follows:

According to the first specific research question, the results indicate that the organizational outsourcing orientation has a positive influence on organizational adaptation, organizational excellence, and organizational value creation. Beside, business alliance capability has a positive influence on organizational value creation. Moreover, inter-organizational teamwork concern has a positive influence on organizational value creation. Also, strategic linkage concentration has a positive influence on organizational adaptation, organizational excellence, and organizational value creation. For the second specific research question, the result shows that organizational adaptation has a positive influence on organizational value creation and business survival. For the third specific research question, the finding presents that organizational excellence has a positive influence on organizational value creation and



business performance. With reference to the fourth specific research question, it was found that organizational value creation has a positive influence on business survival. According to the fifth specific research question business performance has a positive influence on business survival.

With reference to the sixth specific research question executive long-term vision has a positive influence on organizational outsourcing orientation, business alliance capability, organizational teamwork concern, and strategic linkage concentration. Further, open-mindedness culture has a positive influence on strategic linkage concentration. Likewise, renewal resource capability has a positive influence on strategic linkage concentration. As well as, technology competency has a positive influence on organizational outsourcing orientation and inter-organizational teamwork concern. Additionally, environment complexity has a positive influence on business alliance capability and strategic linkage concentration.

According to the seventh specific research question, on the other hand, there are no significant moderating effects of marketing learning on the relationships among executive long-term, open-mindedness culture, renewal resource capability, technology competency, and environment complexity on four dimensions of strategic organizational flexibility capability.

For the eighth specific research question marketing culture plays a significant moderating role only on the relationships among organizational outsourcing orientation and organizational adaptation, organizational excellence, and organizational value creation. on the other hand, there are no significant moderating effects of marketing culture on the relationships among business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration on organizational adaptation, organizational excellence, and organizational value creation.

In conclusion, The results are summarized and shown in Table 15 below.



Table 15: A Summary of Results in All Research Questions

Research Questions	Hypotheses	Results	Conclusions
<p><u>Specific Research Question</u></p> <p>(1) How do the four dimensions of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) have an influence on organizational adaptation, organizational value creation, and organizational excellence?</p>	<p>H1a-c</p> <p>H2a-c</p> <p>H3a-c</p> <p>H4a-c</p>	<p>- Organizational outsourcing orientation has a positive influence on organizational adaptation, organizational excellence, and organizational value creation.</p> <p>- Business alliance capability has a positive influence on organizational value creation.</p> <p>- Inter-organizational teamwork concern has a positive influence on organizational value creation.</p> <p>- Strategic linkage concentration has a positive influence on organizational adaptation, organizational excellence, and organizational value creation.</p>	<p>Partially supported</p>

Table 15: A Summary of Results in All Research Questions (Continued)

Research Questions	Hypotheses	Results	Conclusions
(2) How does organizational adaptation have an influence on organizational value creation, business performance, and business survival?	H5a-c	- Organizational adaptation has a positive influence on organizational value creation and business survival.	Partially supported
(3) How does organizational excellence have an influence on organizational value creation, business performance, and business survival?	H6a-c	- Organizational excellence has a positive influence on organizational value creation and business performance.	Partially supported

Table 15: A Summary of Results in All Research Questions (Continued)

Research Questions	Hypotheses	Results	Conclusions
(4) How does organizational value creation have an influence on business performance and business survival?	H7a-b	- Organizational value creation has a positive influence on business survival.	Partially Supported
(5) How does business performance have an influence on business survival?	H8	- Business performance has a positive influence on business survival.	Strongly Supported

Table 15: A Summary of Results in All Research Questions (Continued)

Research Questions	Hypotheses	Results	Conclusions
<p>(6) How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organizational flexibility capability?</p>	<p>H9a-d H10a-d H11a-d H12a-d H13a-d</p>	<ul style="list-style-type: none"> - Executive long-term vision has a positive influence on organizational outsourcing orientation, business alliance capability, organizational teamwork concern, and strategic linkage concentration. - Open-mindedness culture has a positive influence on strategic linkage concentration. - Renewal resource capability has a positive influence on strategic linkage concentration. - Technology competency has a positive influence on organizational outsourcing orientation and inter-organizational teamwork concern. - Environment complexity has a positive influence on business alliance capability and strategic linkage concentration. 	<p>Partially Supported</p>

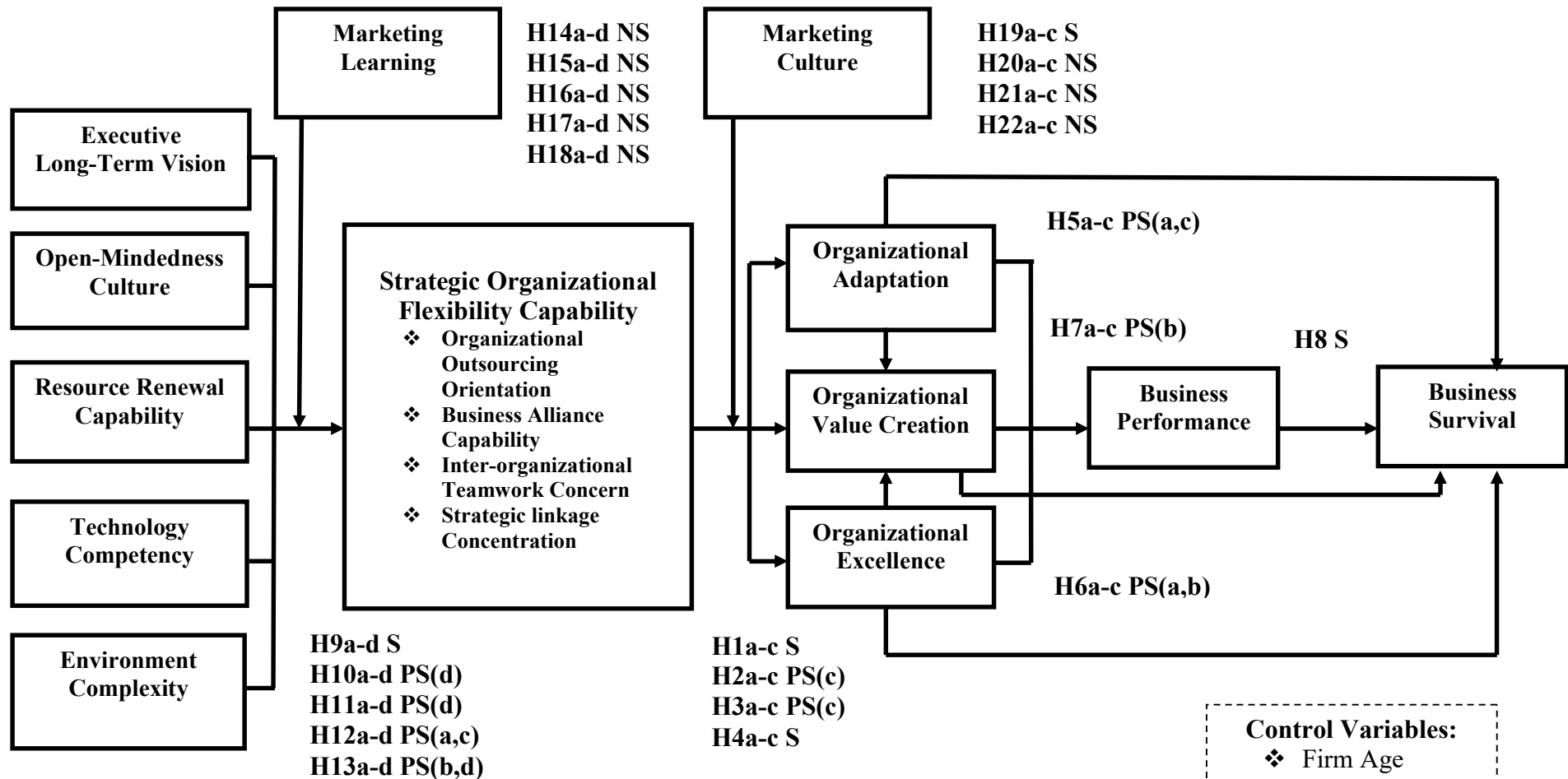
Table 15: A Summary of Results in All Research Questions (Continued)

Research Questions	Hypotheses	Results	Conclusions
<p>(7) How do executive long-term vision, open-mindedness culture, renewal resource capability, technology competency and environment complexity have an influence on four dimensions of strategic organizational flexibility capability via the moderating effects of marketing learning?</p>	<p>H14a-d H15a-d H16a-d H17a-d H18a-d</p>	<p>-There are no significant moderating effects of marketing learning on the relationships among executive long-term and four dimensions of strategic organizational flexibility capability.</p> <p>- There are no significant moderating effects of marketing learning on the relationships among open-mindedness culture and four dimensions of strategic organizational flexibility capability.</p> <p>-There are no significant moderating effects of marketing learning on the relationships among renewal resource capability and four dimensions of strategic organizational flexibility capability.</p> <p>- There are no significant moderating effects of marketing learning on the relationships among technology competency and four dimensions of strategic organizational flexibility capability.</p> <p>-There are no significant moderating effects of marketing learning on the relationships among environment complexity and four dimensions of strategic organizational flexibility capability.</p>	<p>Not Supported</p>

Table 15: A Summary of Results in All Research Questions (Continued)

Research Questions	Hypotheses	Results	Conclusions
<p>(8) How do four dimensions of strategic organizational flexibility capability have an influence on organizational adaptation, organizational value creation, and organizational excellence via the moderating effects of market culture?</p>	<p>H19a-c H20a-c H21a-c H22a-c</p>	<p>- Marketing culture plays a significant moderating role on the relationships among organizational outsourcing orientation and organizational adaptation, organizational excellence, and organizational value creation.</p> <p>- There are no significant moderating effects of marketing culture on the relationships among business alliance capability and organizational adaptation, organizational excellence, and organizational value creation.</p> <p>- There are no significant moderating effects of marketing culture on the relationships among inter-organizational teamwork concern and organizational adaptation, organizational excellence, and organizational value creation.</p> <p>- There are no significant moderating effects of marketing culture on the relationships among strategic linkage concentration and organizational adaptation, organizational excellence, and organizational value creation.</p>	<p>Partially Supported</p>

Figure 9: A Summary of Results of the Hypotheses Testing



Note:
 (S) = Hypotheses Supported
 (PS) = Hypotheses Partial Supported (Supported hypotheses are shown in parentheses)
 (NS) = Hypotheses Not Supported

Theoretical and Managerial Contributions

Theoretical Contribution

The proposes of this research is to examine the relationships among new dimensions of strategic organizational flexibility capability, antecedent variables, and its consequences by the use of marketing learning and marketing culture as moderators. Additionally, this research makes three contributions to the literature of strategic organizational flexibility capability. In the first place, this research provide an explicit understanding the relationship between strategic organizational flexibility capability and business survival. Moreover, strategic organizational flexibility capability has expanded the understanding of new ideas methods which allow a business to achieve competitive advantage. Secondly, this research present four dimensions of strategic organizational flexibility capability namely; (a) organizational outsourcing orientation, (b) business alliance capability, (c) inter-organizational teamwork concern, and (d) strategic linkage concentration. Lastly, this research is contribution theory by expanding the dynamic capability theory and the contingency theory utilized to establish hypotheses linking each construct in this research. The dynamic capability theory is applied for developing four dimensions of strategic organizational flexibility capability and to describe the relationships between strategic organizational flexibility capability and the consequence variables. The dynamic capability explains how firms are confident competitive advantage in the situation of dynamic environmental conditions by create, maintain and renew resources for sustainable competitive advantage. In addition, dynamic capability perspective focuses on the firm using resource advantage to fit to the event and time. Beside, the dynamic capability explains how organizations integrate, create, and reconfigure internal and external resource into new capabilities that meet the changing environment rapidly. Another, the contingency theory applied to explain the ability of the environment that influenced the strategic organizational flexibility capability and used to explain moderating variables, including marketing learning and marketing culture. Likewise, The contingency theory is described about organizational design and systems in order for them to be appropriate for the environment that uncertainty changes. The organization can survive not only to be strongest but also be able to adapt to suit the business environment. Also, the contingency theory tries to understand



organizational management that has a possible operational fit to improve organizational success within the environment under multitudinous conditions.

Managerial Contributions

The research results have managerial implications for practitioners who are responsible for strategic planning in capability development of organizational. Firstly, this research helps the firm executives to identify and justify the key components of strategic organizational flexibility capability (organizational outsourcing orientation, business alliance capability, inter-organizational teamwork concern, and strategic linkage concentration) that may be more crucial in a severely competitive. The findings of this research suggest components of strategic organizational flexibility capability which are the key components for enhancing the outcomes (organizational adaptation, organizational value creation, organizational excellence, business performance, and business survival). Certainly, the executives should concentrate on organizational outsourcing orientation and strategic linkage concentration, because it is the important factors for strategic organizational flexibility capability. As well, organizational outsourcing orientation is the use of external capability (such as, skills, knowledge, and superior ability from outside the organization) in organization's operations that enhances efficiency of cost which increases the operation for higher advantages. Likewise, strategic linkage concentration is the ability to incorporate the administrative policy into organizational management and the process of strategic formulation. The linkage is involved with the consolidation of resources, personal, and operational process in order to achieve long-term good. This research result can be gained many important insights for managerial contribution. The chief executive organization particularly in outbound tourism business in Thailand understand how their firm can create capability propositions to enhance competitive advantage, and achieve business performance over than their competitors. The firms that have high competitiveness is becoming a foundation for business survival. Secondly, the firms that have more executive long-term vision can develop and enhance the effectiveness of strategic organizational flexibility capability. In addition, executive long-term vision is the guidelines of the organization to focus on the integration of knowledge and capability which focus on the strategic planning and operational management to achieve



a successful competition and sustainable development in the future. Lastly, marketing culture can be a tool for the firm executives to improve organizational effectiveness. Marketing culture, as organizational culture, is a set of values, beliefs, and norms that emphasize the external environment. It is the structure of shared values and beliefs. Marketing culture can help employees to believe and understand that marketing function creates value for existing customers and completes excellence in business and firm performance.

Future Research Directions

This research proposes an important first step towards developing components of strategic organizational flexibility capability which enhances better understanding of the relationships among its consequences, and antecedent variables. The results of this research indicate that the need for further research is apparent. Firstly, this research was collected data only from tour business in Thailand, so future research should be to investigate the effect of strategic organizational flexibility capability and business survival in the different service business groups such as hotel business, cosmetic business, and organizer business in order to confirm the result findings, to verify the generalizability, and increase the level of reliability. Lastly, this research used questionnaires to collect the data and was explored through cross-sectional survey. Therefore, further research may be develop longitudinal data and/or mixed methods designed to observe strategic organizational flexibility capability that have an effect on business survival.



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APPENDICES



APPENDIX A
Non-Response Bias Tests



Table 1A: Non-Response Bias Tests

Comparison	n	Mean	Std. Dev.	t-value	P-value
Business owner types:	335				
• First Group	167	1.35	0.631	0.113	0.891
• Second Group	168	1.35	0.674		
Location of business	335				
• First Group	167	5.15	2.391	0.370	0.787
• Second Group	168	5.05	2.363		
Operational Capital:	335				
• First Group	167	1.50	0.743	0.694	0.575
• Second Group	168	1.44	0.748		
Firm's Average revenue per year:	335				
• First Group	167	1.65	0.975	0.268	0.523
• Second Group	168	1.63	0.914		



APPENDIX B
Respondent Characteristics



Table 1B: Respondents Characteristics

Descriptions	Categories	Frequency	Percentage
Gender	Male	156	46.60
	Female	179	53.40
Total		335	100.00
Age	Less than 30 years old	29	8.70
	30 - 40 years old	122	36.40
	41 - 50 years old	103	30.70
	More than 50 years old	81	24.20
Total		335	100.00
Marital Status	Single	138	41.20
	Married	179	53.40
	Divorced	18	5.40
Total		335	100.00
Education Level	Bachelor's degree or lower	199	59.40
	Higher than Bachelor's degree	136	40.60
Total		335	100.00
Experience in Work	Less than 5 years	33	9.90
	5 - 10 years	81	24.20
	11 - 15 years	67	20.00
	More than 15 years	154	46.00
Total		335	100.00
Average Revenue per Month	Less than 50,000 Baht	114	34.00
	50,000 - 75,000 Baht	89	26.60
	75,001 - 100,000 Baht	42	12.50
	More than 100,000 Baht	90	26.90
Total		335	100.00



Table 1B: Respondents Characteristics (Continued)

Descriptions	Categories	Frequency	Percentage
Current Position	Managing Director	227	67.80
	Shareholder	55	16.40
	Others	53	15.80
Total		335	100.00



APPENDIX C
Characteristics of Tour Businesses in Thailand



Table 1C: Characteristics of Tour Businesses in Thailand

Descriptions	Categories	Frequency	Percentage
Business Owner Types	Company limited/Public company limited	291	86.90
	Partnership	44	13.10
	Total	335	100.00
Location of Business	Northern region	40	11.90
	Central part	54	16.10
	Eastern region	7	2.10
	Western region	4	1.20
	Southern region	33	9.90
	North – eastern region	20	6.00
	Bangkok	177	52.80
Total	335	100.00	
Operational Years	Less than 5 years	77	23.00
	5 - 10 years	116	34.60
	11 - 15 years	64	19.10
	More than 15 years	78	23.30
Total	335	100.00	
Operational Capital	Less than 5,000,000 Baht	217	64.80
	5,000,000 – 15,000,000 Baht	91	27.20
	15,000,001 – 25,000,000 Baht	15	4.50
	More than 25,000,000 Baht	12	3.60
Total	335	100.00	
Firm's Average Revenue per Year	Less than 10,000,000 Baht	202	60.30
	10,000,000 – 20,000,000 Baht	81	24.20
	20,000,001 – 30,000,000 Baht	23	6.90
	More than 30,000,000 Baht	29	8.70
Total	335	100.00	



Table 1C: Characteristics of Tour Businesses in Thailand (Continued)

Descriptions	Categories	Frequency	Percentage
Number of Full-time Employees	Less than 10 employees	243	72.50
	10 – 30 employees	75	22.40
	31 – 50 employees	9	2.70
	More than 50 employees	8	2.40
Total		335	100.00



APPENDIX D

Item Factor Loadings and Cronbach's Alpha Analyses



Table 1D: Item Factor Loadings and Cronbach's Alpha Analyses

Constructs	Items	n = 30	
		Factor Loadings (.420 – .937)	Cronbach's Alpha (.703 – .875)
Organizational Outsourcing Orientation (OOO)	OOO1	.685	.727
	OOO2	.633	
	OOO3	.672	
	OOO4	.740	
	OOO5	.746	
Business Alliance Capability (BAC)	BAC6	.460	.703
	BAC7	.725	
	BAC8	.723	
	BAC9	.859	
	BAC10	.582	
Inter-Organizational Teamwork Concern (ITC)	ITC11	.742	.730
	ITC12	.822	
	ITC13	.765	
	ITC14	.636	
Strategic Linkage Concentration (SLC)	SLC15	.420	.737
	SLC16	.667	
	SLC17	.878	
	SLC18	.627	
	SLC19	.827	
Organizational Adaptation (OAD)	OAD1	.860	.865
	OAD2	.868	
	OAD3	.837	
	OAD4	.813	
Organizational Excellence (OEX)	OEX5	.872	.789
	OEX6	.799	
	OEX7	.594	
	OEX8	.840	
Organizational Value Creation (OVC)	OVC9	.580	.763
	OVC10	.712	
	OVC11	.892	
	OVC12	.864	
	OVC13	.495	
Business Performance (BPF)	BPF14	.813	.813
	BPF15	.889	
	BPF16	.710	
	BPF17	.787	
Business Survival (BSV)	BSV18	.711	.869
	BSV19	.565	
	BSV20	.616	
	BSV21	.907	
	BSV22	.937	
	BSV23	.881	



Table 1D: Item Factor Loadings and Cronbach's Alpha Analyses (Continued)

Constructs	Items	n = 30	
		Factor Loadings (.420 – .937)	Cronbach's Alpha (.703 – .875)
Executive Long-Term Vision (ELV)	ELV1	.682	.808
	ELV2	.842	
	ELV3	.835	
	ELV4	.568	
	ELV5	.808	
Open-Mindedness Culture (OMC)	OMC6	.786	.852
	OMC7	.783	
	OMC8	.734	
	OMC9	.866	
	OMC10	.791	
Resource Renewal Capability (RRC)	RRC11	.817	.860
	RRC12	.880	
	RRC13	.831	
	RRC14	.846	
Technology Competency (TC)	TCT15	.874	.875
	TCT16	.807	
	TCT17	.908	
	TCT18	.846	
Environment Complexity (EC)	ECP1	.633	.743
	ECP2	.803	
	ECP3	.778	
	ECP4	.792	
Marketing Learning (MLN)	MLN19	.783	.804
	MLN20	.758	
	MLN21	.758	
	MLN22	.810	
	MLN23	.643	
Marketing Culture (MCT)	MCT24	.780	.821
	MCT25	.841	
	MCT26	.874	
	MCT27	.728	



APPENDIX E

Results of Testing Basic Assumption of Regression Analysis

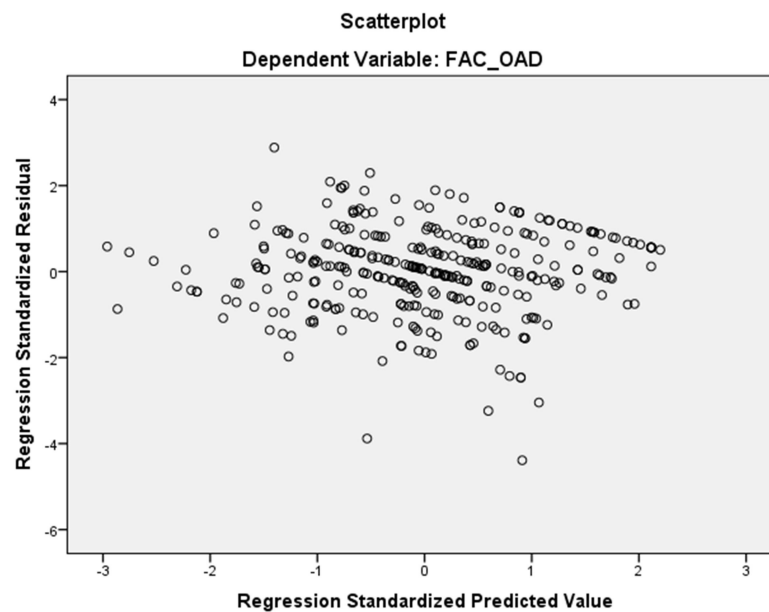


Table 1E: Durbin and Watson Statistic

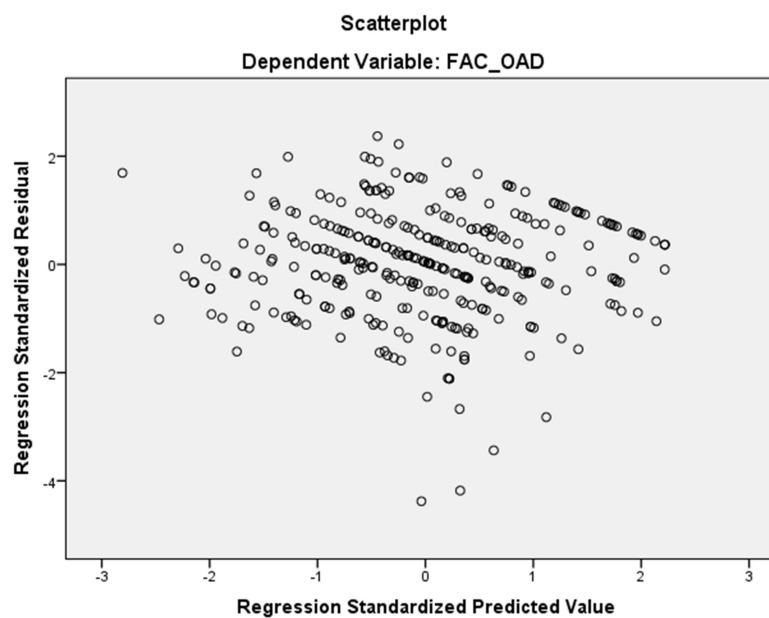
Equations	Durbin-Watson (D statistics)	Equations	Durbin-Watson (D statistics)
1	2.067	10	1.975
2	2.024	11	1.726
3	1.839	12	1.783
4	1.875	13	1.875
5	1.701	14	1.916
6	1.691	15	1.938
7	1.765	16	1.978
8	2.134	17	1.955
9	1.871	18	1.950



Test of Homoscedasticity

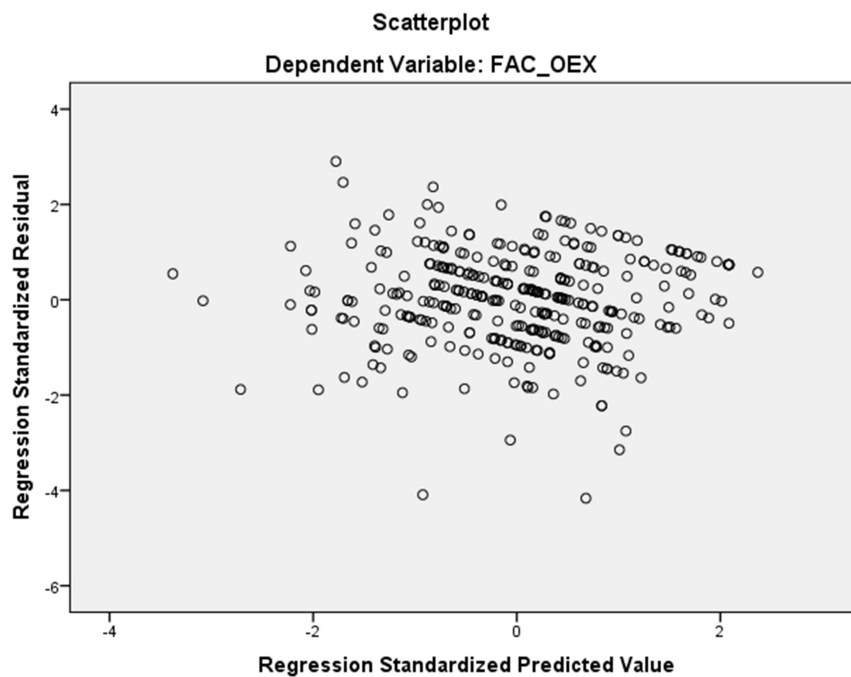


$$\text{Equation 1: } OAD = \alpha_{01} + \beta_1 OOO + \beta_2 BAC + \beta_3 ITC + \beta_4 SLC + \beta_5 FIA + \beta_6 FIS + \varepsilon_1$$

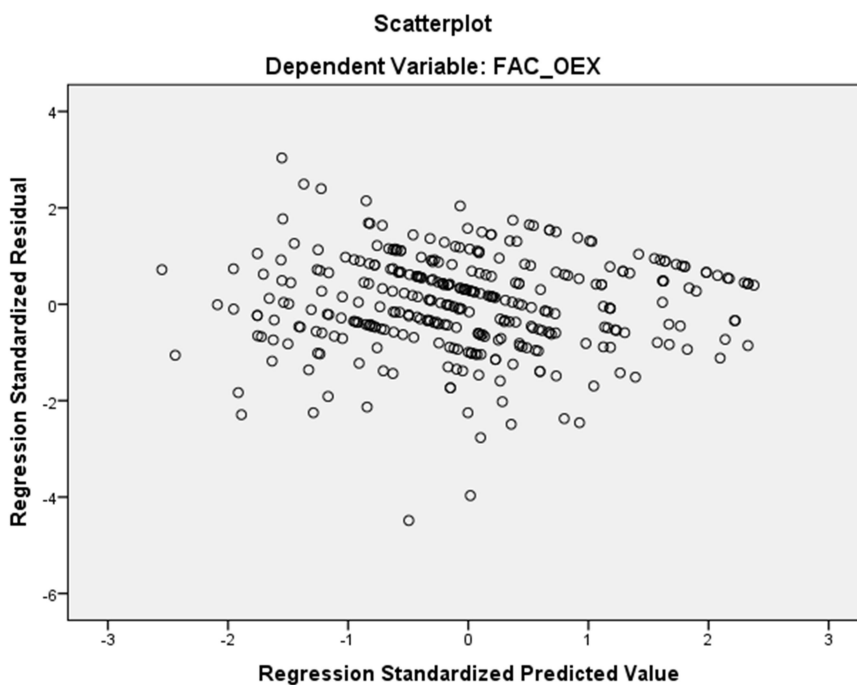


$$\begin{aligned} \text{Equation 2: } OAD = & \alpha_{02} + \beta_7 OOO + \beta_8 BAC + \beta_9 ITC + \beta_{10} SLC + \beta_{11} MCT + \\ & \beta_{12} (OOO * MCT) + \beta_{13} (BAC * MCT) + \beta_{14} (ITC * MCT) + \\ & \beta_{15} (SLC * MCT) + \beta_{16} FIA + \beta_{17} FIS + \varepsilon_2 \end{aligned}$$



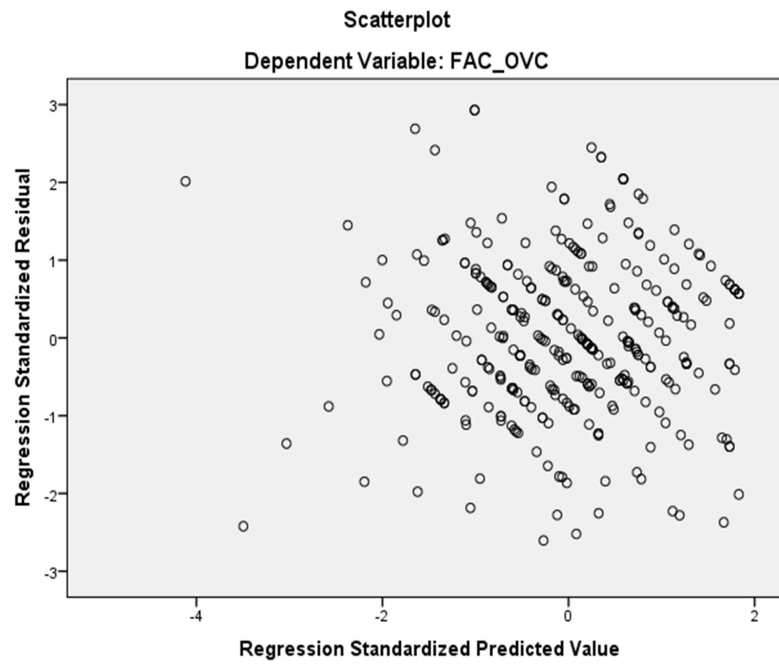


$$\text{Equation 3: } OEX = \alpha_{03} + \beta_{18}OOO + \beta_{19}BAC + \beta_{20}ITC + \beta_{21}SLC + \beta_{22}FIA + \beta_{23}FIS + \varepsilon_3$$

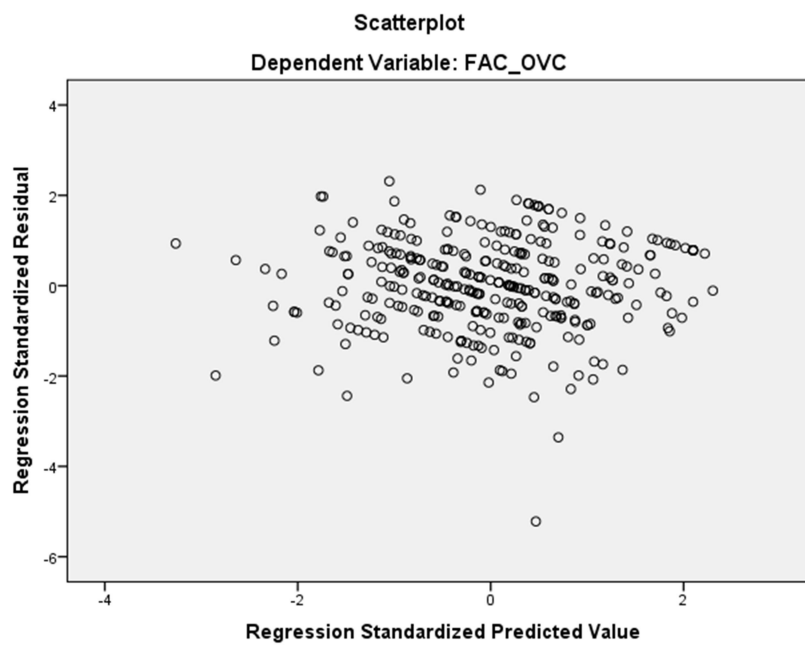


$$\begin{aligned} \text{Equation 4: } OEX = & \alpha_{04} + \beta_{24}OOO + \beta_{25}BAC + \beta_{26}ITC + \beta_{27}SLC + \beta_{28}MCT + \\ & \beta_{29}(OOO * MCT) + \beta_{30}(BAC * MCT) + \beta_{31}(ITC * MCT) + \\ & \beta_{32}(SLC * MCT) + \beta_{33}FIA + \beta_{34}FIS + \varepsilon_4 \end{aligned}$$



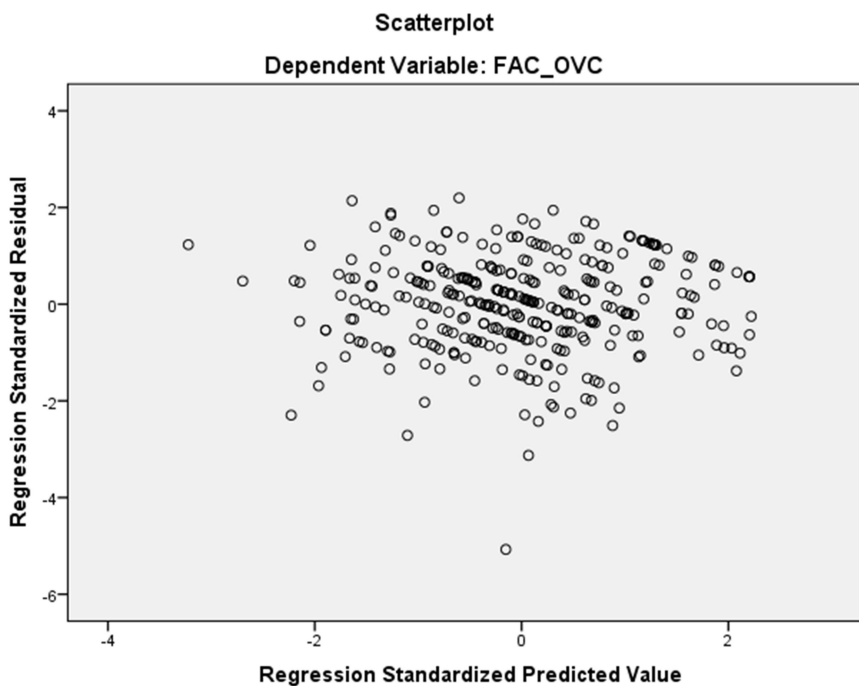


$$\text{Equation 5: } OVC = \alpha_{05} + \beta_{35}OAD + \beta_{36}OEX + \beta_{37}FIA + \beta_{38}FIS + \varepsilon_5$$

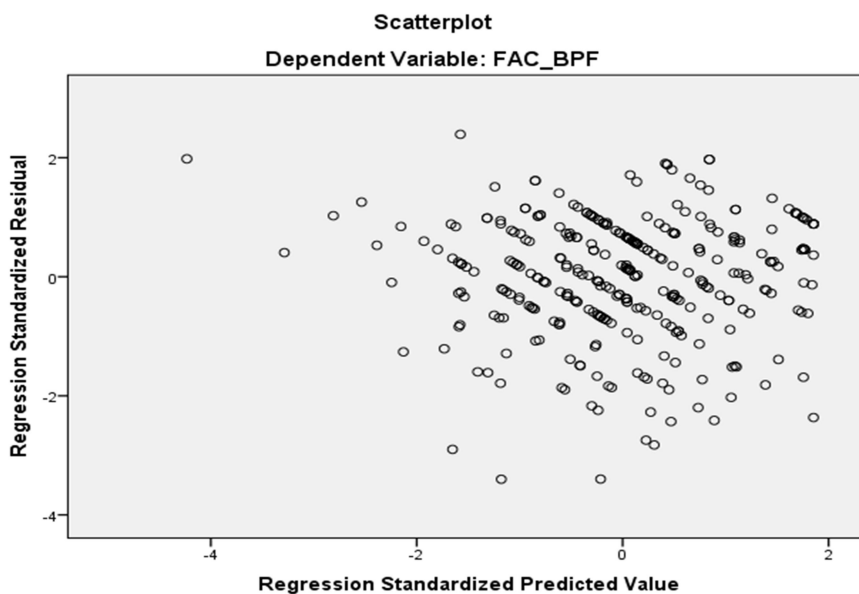


$$\text{Equation 6: } OVC = \alpha_{06} + \beta_{39}OOO + \beta_{40}BAC + \beta_{41}ITC + \beta_{42}SLC + \beta_{43}FIA + \beta_{44}FIS + \varepsilon_6$$



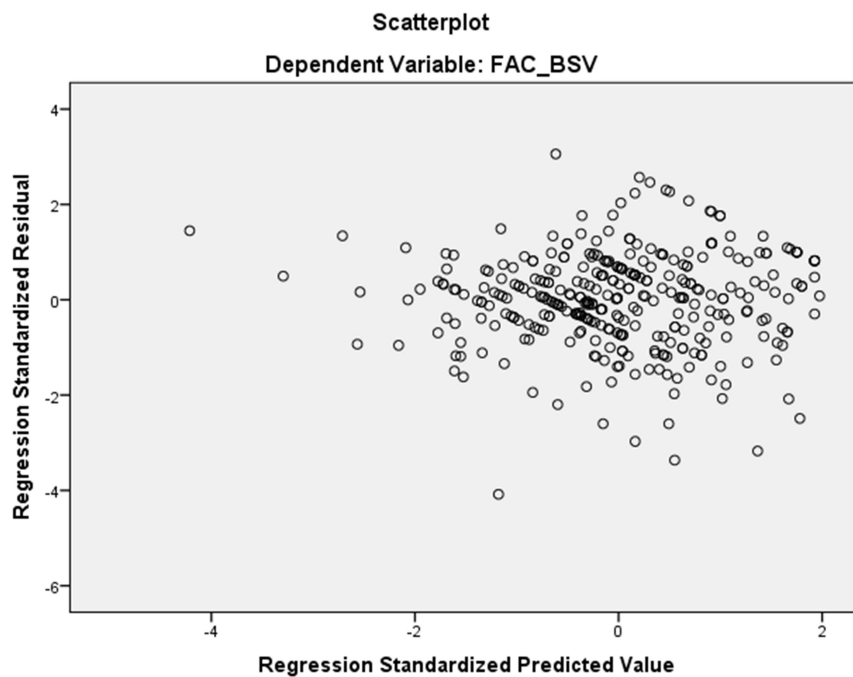


$$\text{Equation 7: } OVC = \alpha_{07} + \beta_{45}OOO + \beta_{46}BAC + \beta_{47}ITC + \beta_{48}SLC + \beta_{49}MCT + \beta_{50}(OOO * MCT) + \beta_{51}(BAC * MCT) + \beta_{52}(ITC * MCT) + \beta_{53}(SLC * MCT) + \beta_{54}FIA + \beta_{55}FIS + \varepsilon_7$$

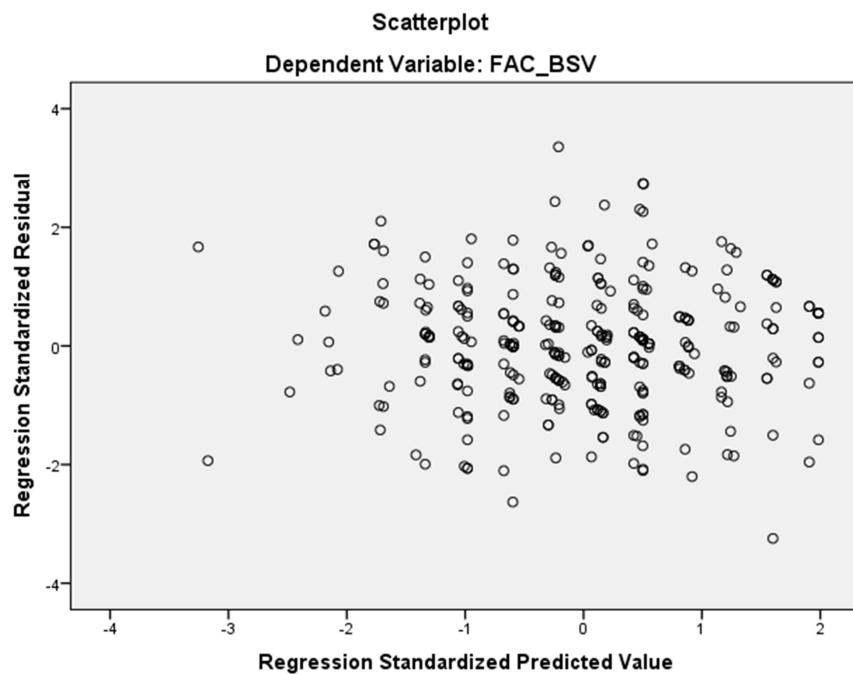


$$\text{Equation 8: } BPF = \alpha_{08} + \beta_{56}OAD + \beta_{57}OEX + \beta_{58}OVC + \beta_{59}FIA + \beta_{60}FIS + \varepsilon_8$$



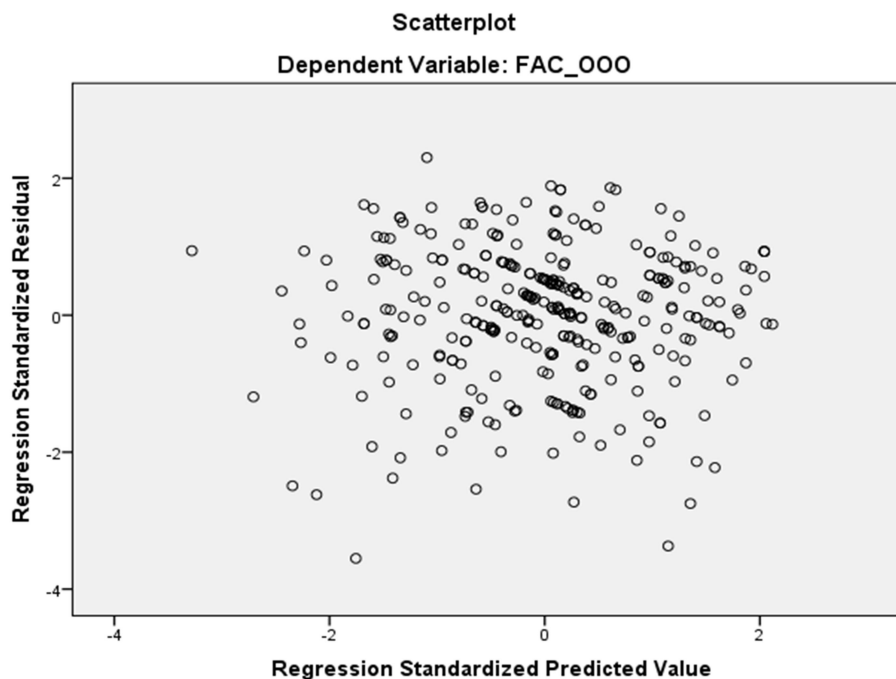


$$\text{Equation 9: } BSV = \alpha_{09} + \beta_{61}OAD + \beta_{62}OEX + \beta_{63}OVC + \beta_{64}FIA + \beta_{65}FIS + \varepsilon_9$$

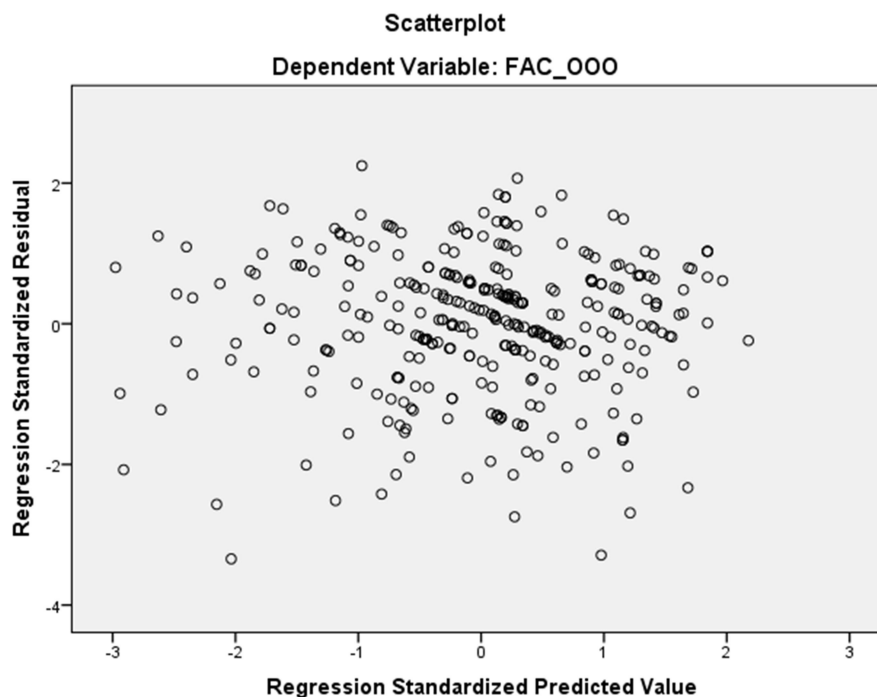


$$\text{Equation 10: } BSV = \alpha_{10} + \beta_{66}BPF + \beta_{67}FIA + \beta_{68}FIS + \varepsilon_{10}$$



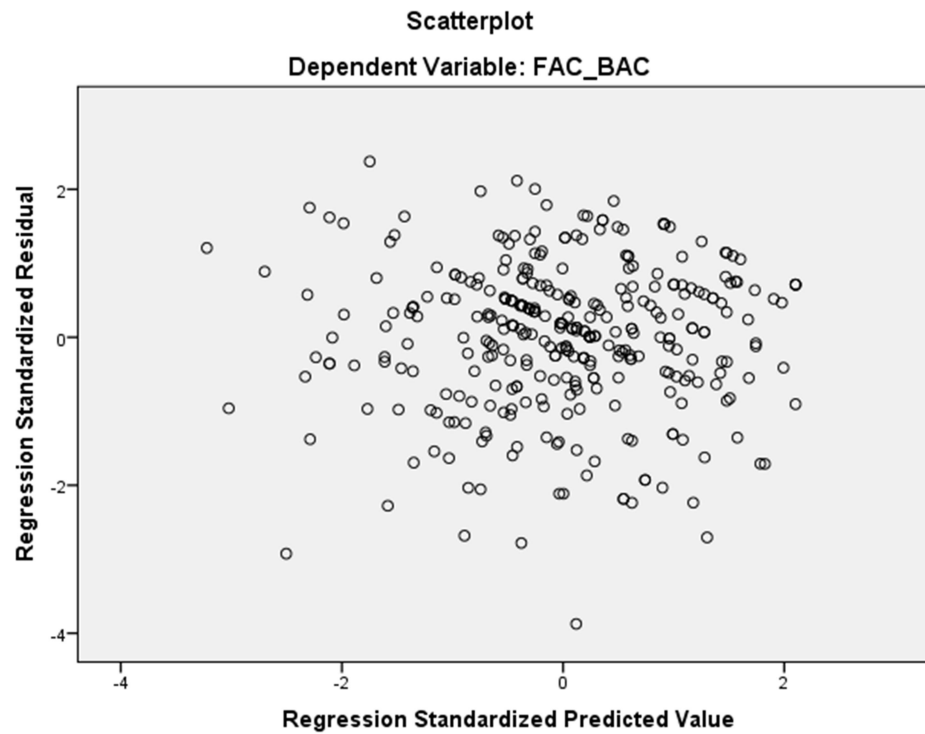


$$\text{Equation 11: } OOO = \alpha_{11} + \beta_{69}ELV + \beta_{70}OMC + \beta_{71}RRC + \beta_{72}TCT + \beta_{73}ECP + \beta_{74}FIA + \beta_{75}FIS + \varepsilon_{11}$$

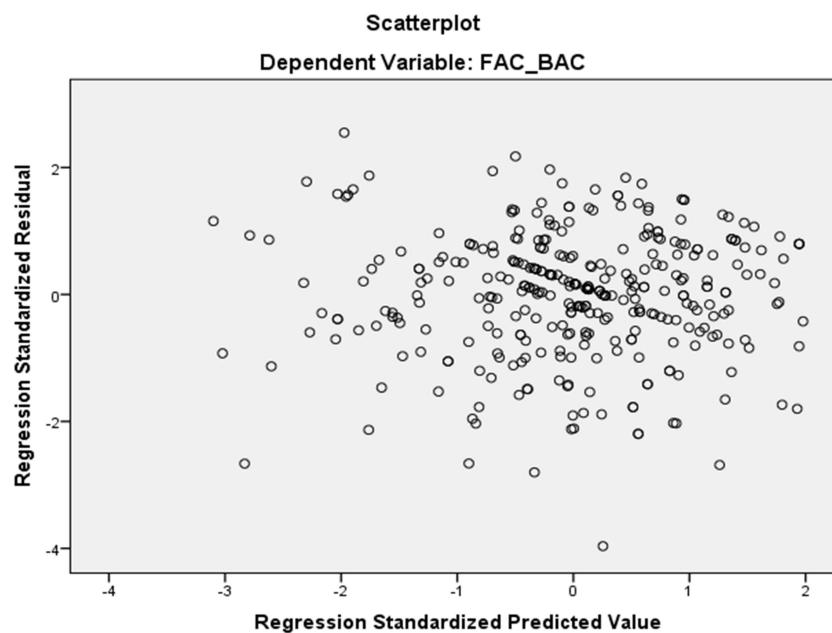


$$\text{Equation 12: } OOO = \alpha_{12} + \beta_{76}ELV + \beta_{77}OMC + \beta_{78}RRC + \beta_{79}TCT + \beta_{80}ECP + \beta_{81}MLN + \beta_{82}(ELV*MLN) + \beta_{83}(OMC*MLN) + \beta_{84}(RRC*MLN) + \beta_{85}(TCT*MLN) + \beta_{86}(ECP*MLN) + \beta_{87}FIA + \beta_{88}FIS + \varepsilon_{12}$$



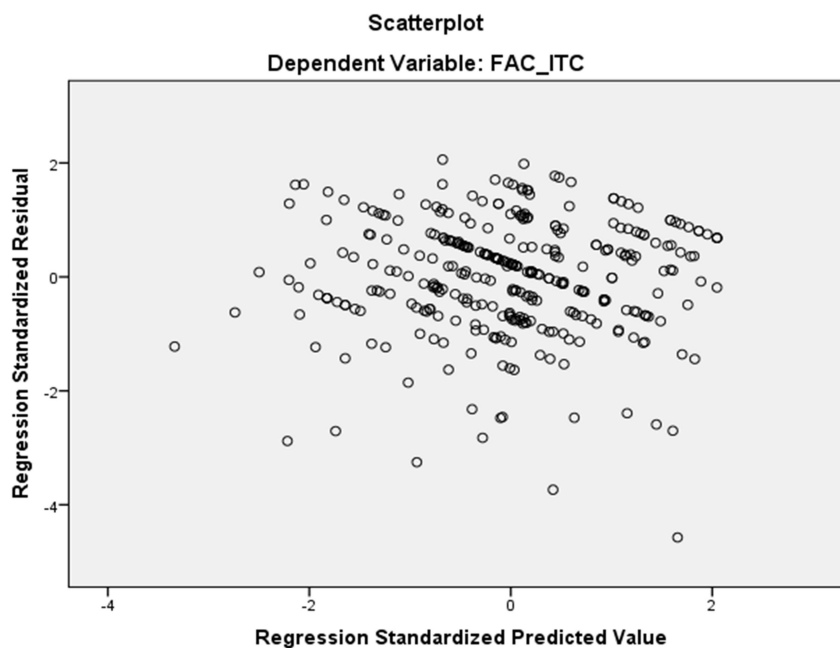


$$\text{Equation 13: } BAC = \alpha_{13} + \beta_{89}ELV + \beta_{90}OMC + \beta_{91}RRC + \beta_{92}TCT + \beta_{93}ECP + \beta_{94}FIA + \beta_{95}FIS + \varepsilon_{13}$$

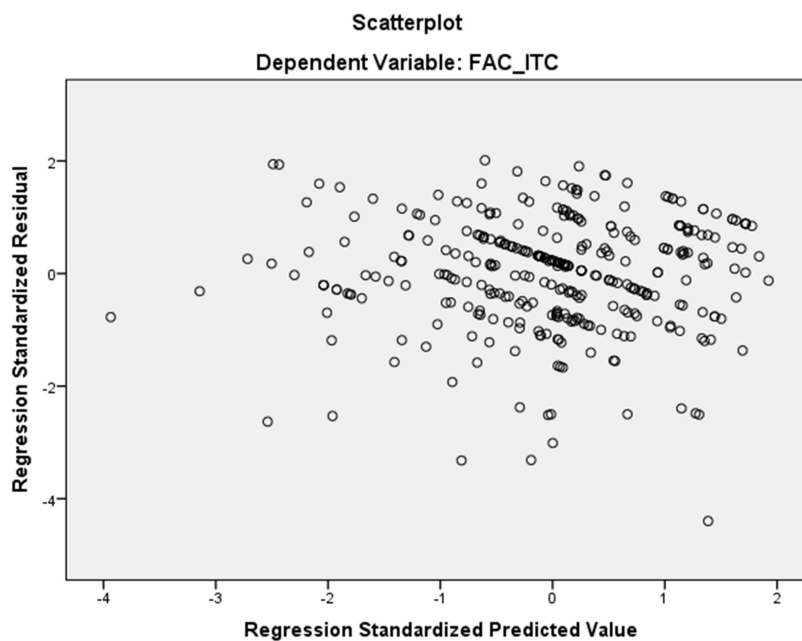


$$\text{Equation 14: } BAC = \alpha_{14} + \beta_{96}ELV + \beta_{97}OMC + \beta_{98}RRC + \beta_{99}TCT + \beta_{100}ECP + \beta_{101}MLN + \beta_{102}(ELV*MLN) + \beta_{103}(OMC*MLN) + \beta_{104}(RRC*MLN) + \beta_{105}(TCT*MLN) + \beta_{106}(ECP*MLN) + \beta_{107}FIA + \beta_{108}FIS + \varepsilon_{14}$$



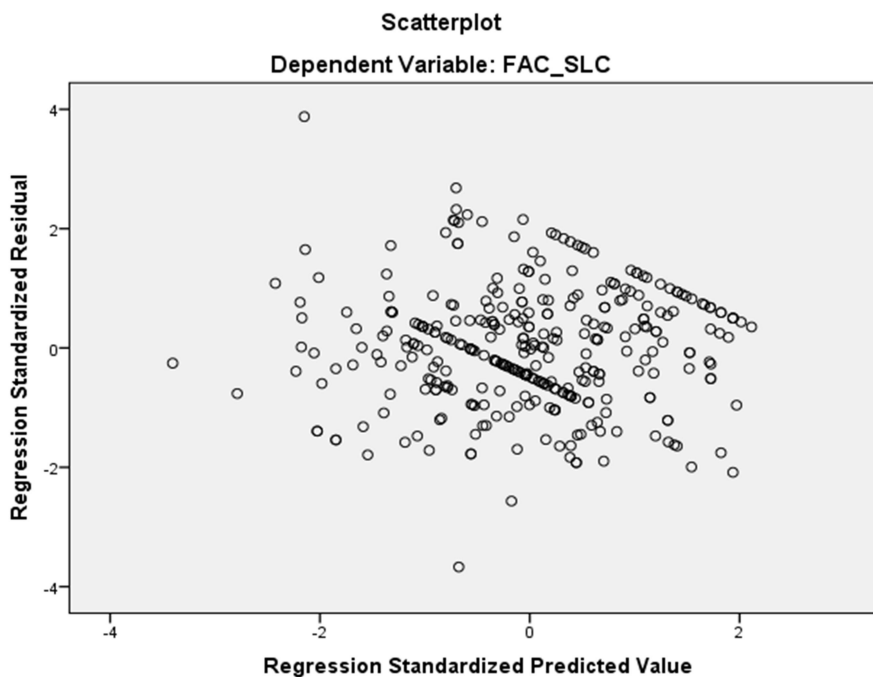


$$\text{Equation 15: } ITC = \alpha_{15} + \beta_{109}ELV + \beta_{110}OMC + \beta_{111}ORC + \beta_{112}TCT + \beta_{113}ECP + \beta_{114}FIA + \beta_{115}FIS + \varepsilon_{15}$$

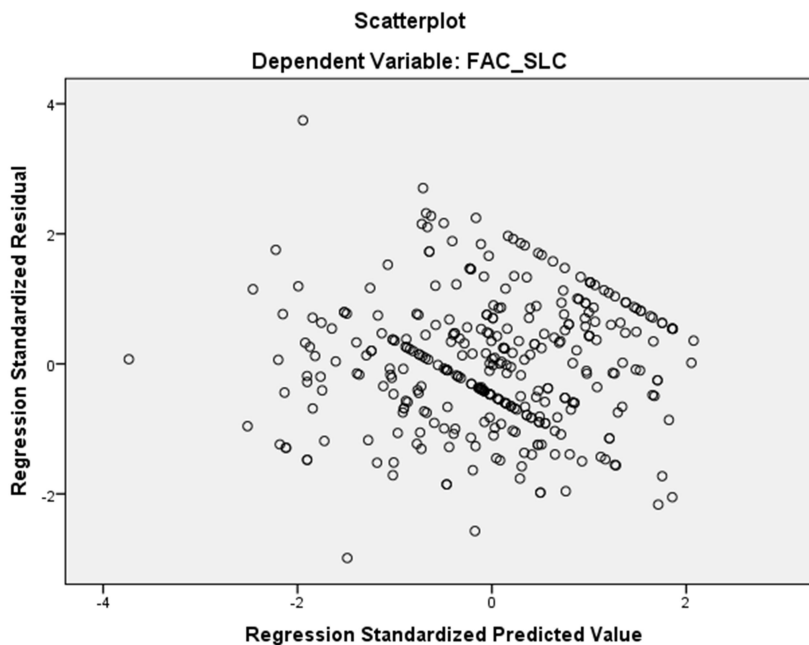


$$\text{Equation 16: } ITC = \alpha_{16} + \beta_{116}ELV + \beta_{117}OMC + \beta_{118}ORC + \beta_{119}TCT + \beta_{120}ECP + \beta_{121}MLN + \beta_{122}(ELV*MLN) + \beta_{123}(OMC*MLN) + \beta_{124}(RRC*MLN) + \beta_{125}(TCT*MLN) + \beta_{126}(ECP*MLN) + \beta_{127}FIA + \beta_{128}FIS + \varepsilon_{16}$$





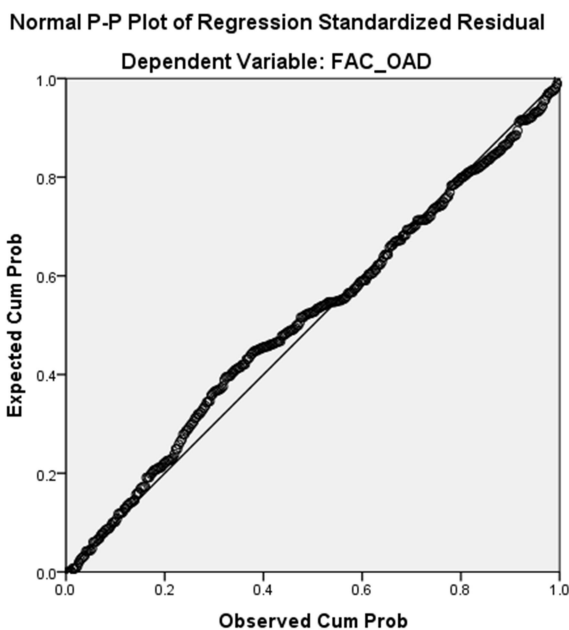
$$\text{Equation 17: } SLC = \alpha_{17} + \beta_{129}ELV + \beta_{130}OMC + \beta_{131}RRC + \beta_{132}TCT + \beta_{133}ECP + \beta_{134}FIA + \beta_{135}FIS + \varepsilon_{17}$$



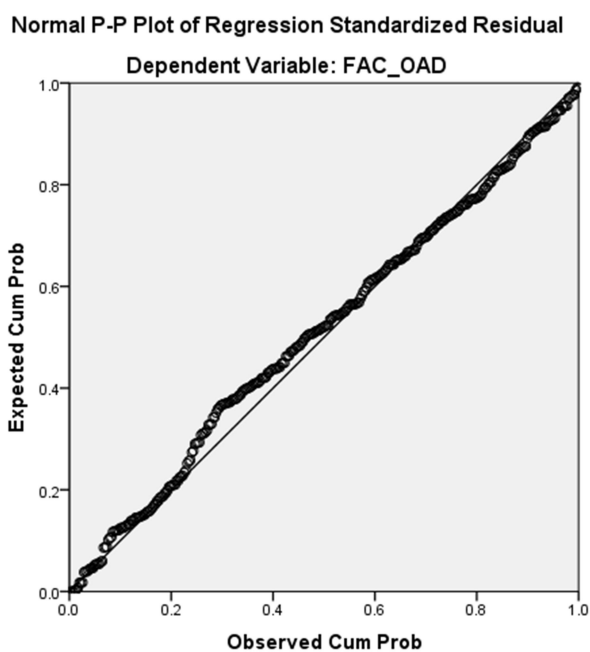
$$\text{Equation 18: } SLC = \alpha_{18} + \beta_{136}ELV + \beta_{137}OMC + \beta_{138}ORC + \beta_{139}TCT + \beta_{140}ECP + \beta_{141}MLN + \beta_{142}(ELV*MLN) + \beta_{143}(OMC*MLN) + \beta_{144}(RRC*MLN) + \beta_{145}(TCT*MLN) + \beta_{146}(ECP*MLN) + \beta_{147}FIA + \beta_{148}FIS + \varepsilon_{18}$$



Normality of the error term distribution

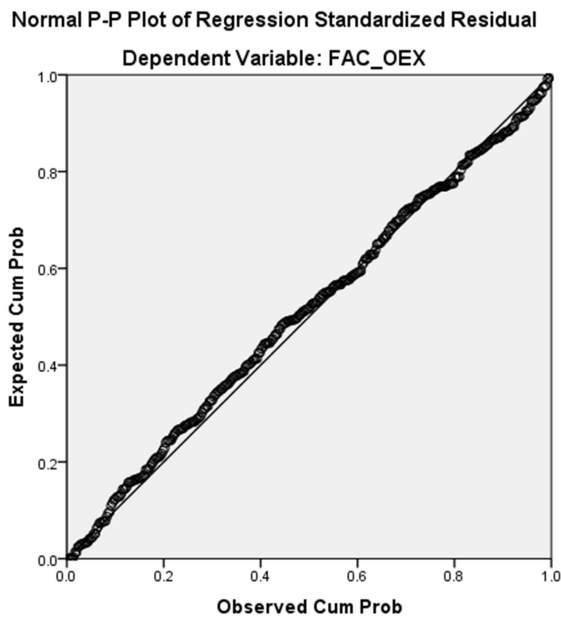


$$\text{Equation 1: } OAD = \alpha_{01} + \beta_1 OOO + \beta_2 BAC + \beta_3 ITC + \beta_4 SLC + \beta_5 FIA + \beta_6 FIS + \varepsilon_1$$

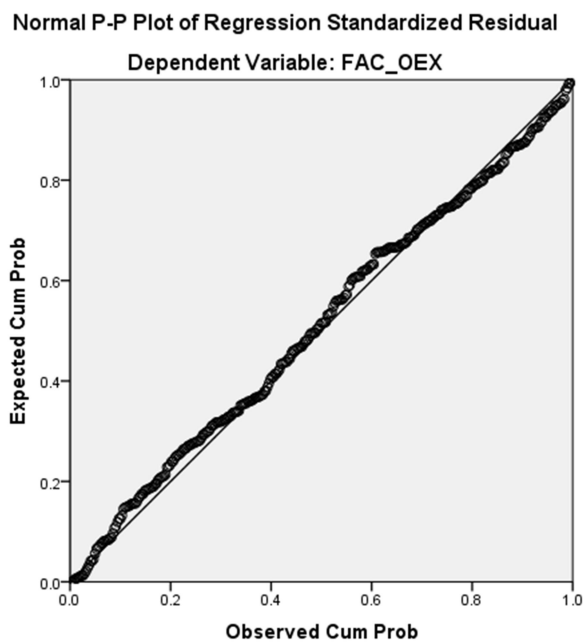


$$\begin{aligned} \text{Equation 2: } OAD = & \alpha_{02} + \beta_7 OOO + \beta_8 BAC + \beta_9 ITC + \beta_{10} SLC + \beta_{11} MCT + \\ & \beta_{12} (OOO * MCT) + \beta_{13} (BAC * MCT) + \beta_{14} (ITC * MCT) + \\ & \beta_{15} (SLC * MCT) + \beta_{16} FIA + \beta_{17} FIS + \varepsilon_2 \end{aligned}$$





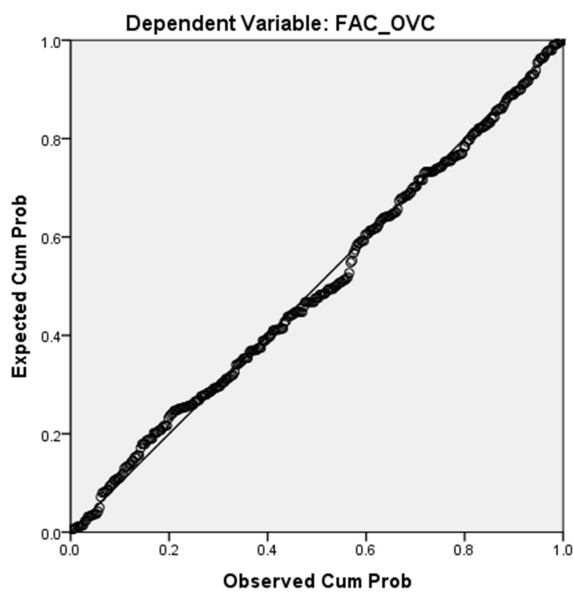
$$\text{Equation 3: } OEX = \alpha_{03} + \beta_{18}OOO + \beta_{19}BAC + \beta_{20}ITC + \beta_{21}SLC + \beta_{22}FIA + \beta_{23}FIS + \varepsilon_3$$



$$\text{Equation 4: } OEX = \alpha_{04} + \beta_{24}OOO + \beta_{25}BAC + \beta_{26}ITC + \beta_{27}SLC + \beta_{28}MCT + \beta_{29}(OOO * MCT) + \beta_{30}(BAC * MCT) + \beta_{31}(ITC * MCT) + \beta_{32}(SLC * MCT) + \beta_{33}FIA + \beta_{34}FIS + \varepsilon_4$$

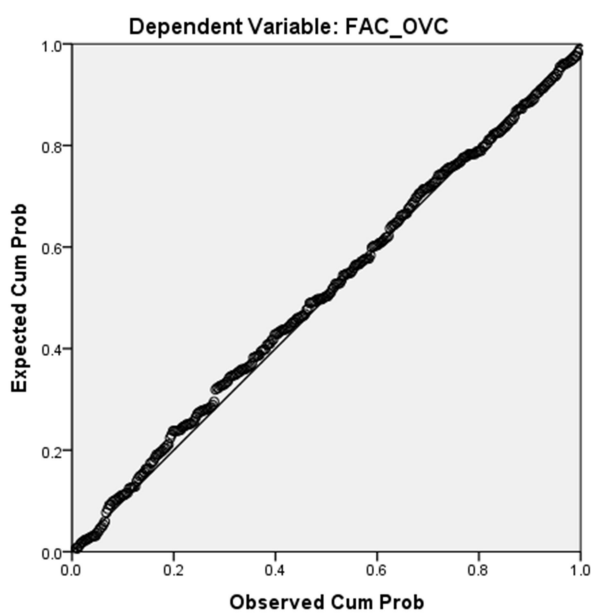


Normal P-P Plot of Regression Standardized Residual



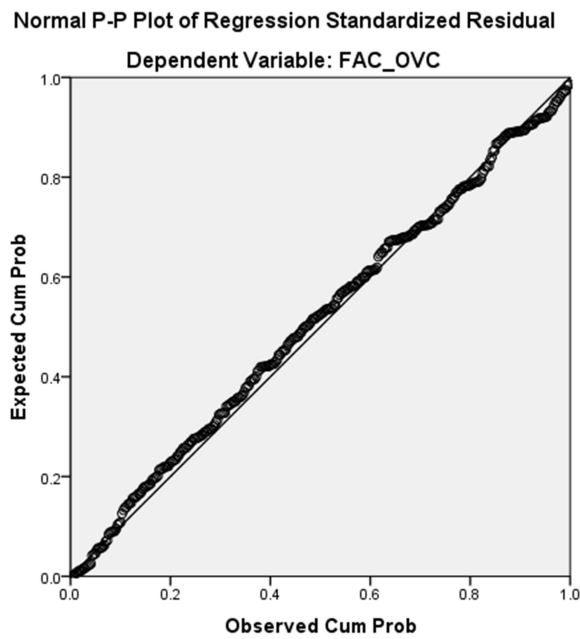
$$\text{Equation 5: } OVC = \alpha_{05} + \beta_{35}OAD + \beta_{36}OEX + \beta_{37}FIA + \beta_{38}FIS + \varepsilon_5$$

Normal P-P Plot of Regression Standardized Residual

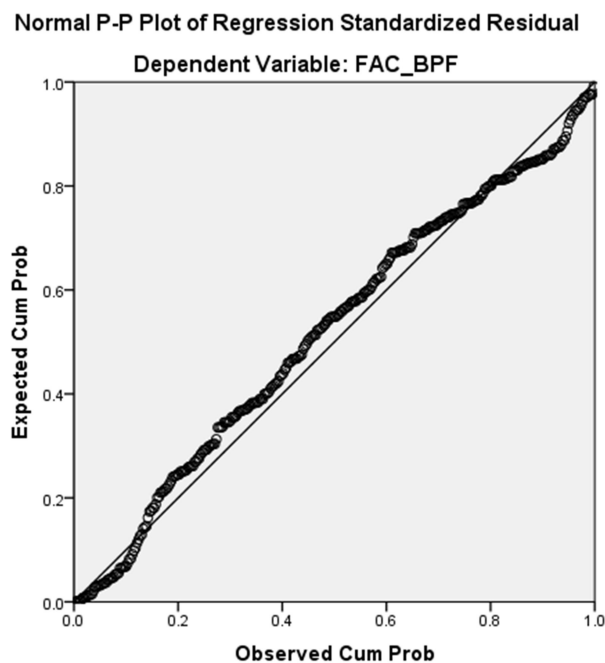


$$\text{Equation 6: } OVC = \alpha_{06} + \beta_{39}OOO + \beta_{40}BAC + \beta_{41}ITC + \beta_{42}SLC + \beta_{43}FIA + \beta_{44}FIS + \varepsilon_6$$



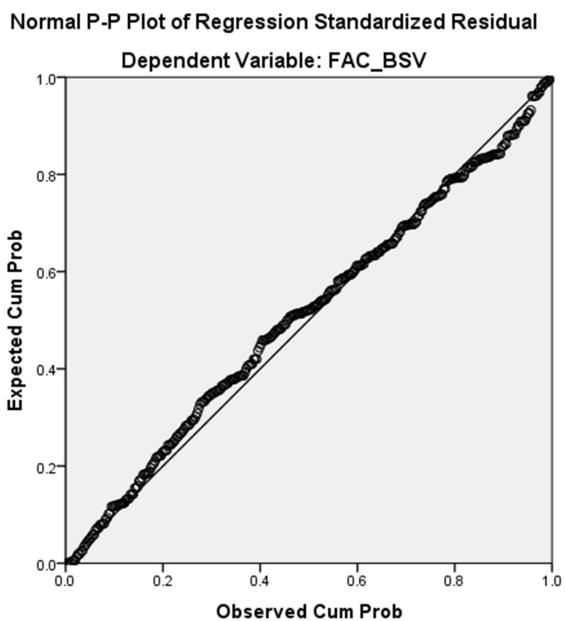


$$\text{Equation 7: } OVC = \alpha_{07} + \beta_{45}OOO + \beta_{46}BAC + \beta_{47}ITC + \beta_{48}SLC + \beta_{49}MCT + \beta_{50}(OOO * MCT) + \beta_{51}(BAC * MCT) + \beta_{52}(ITC * MCT) + \beta_{53}(SLC * MCT) + \beta_{54}FIA + \beta_{55}FIS + \varepsilon_7$$

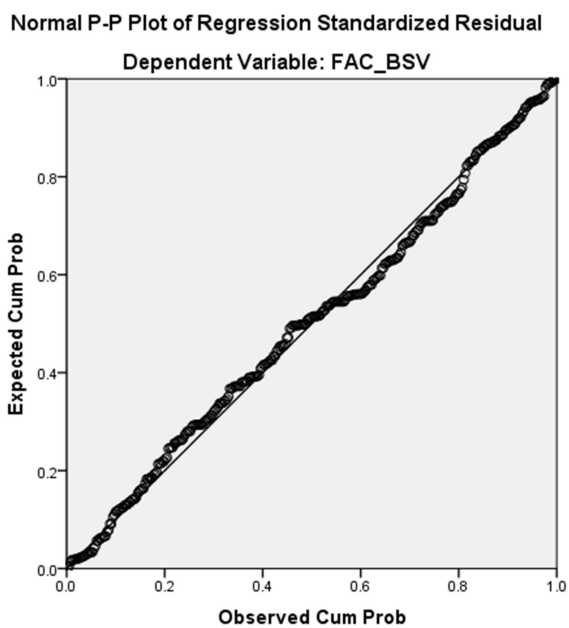


$$\text{Equation 8: } BPF = \alpha_{08} + \beta_{56}OAD + \beta_{57}OEX + \beta_{58}OVC + \beta_{59}FIA + \beta_{60}FIS + \varepsilon_8$$





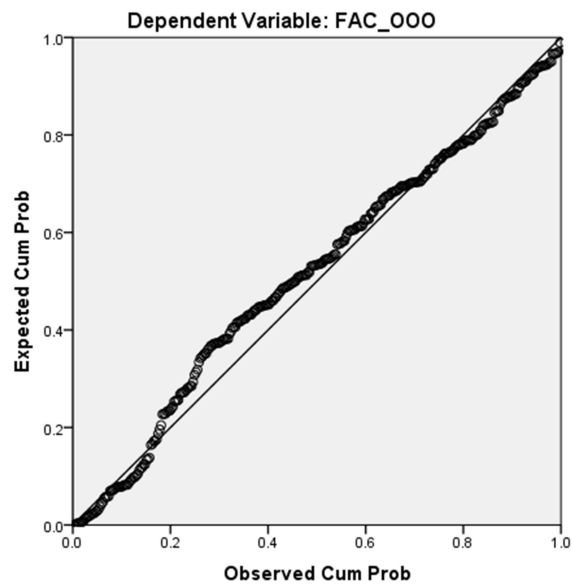
$$\text{Equation 9: } BSV = \alpha_{09} + \beta_{61}OAD + \beta_{62}OEX + \beta_{63}OVC + \beta_{64}FIA + \beta_{65}FIS + \varepsilon_9$$



$$\text{Equation 10: } BSV = \alpha_{10} + \beta_{66}BPF + \beta_{67}FIA + \beta_{68}FIS + \varepsilon_{10}$$

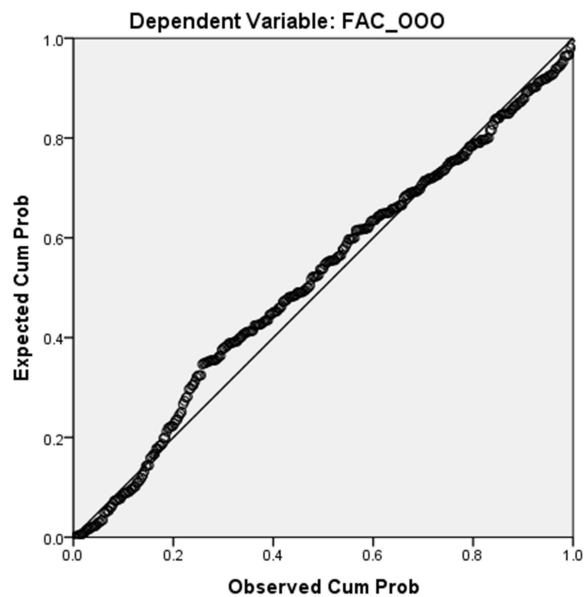


Normal P-P Plot of Regression Standardized Residual



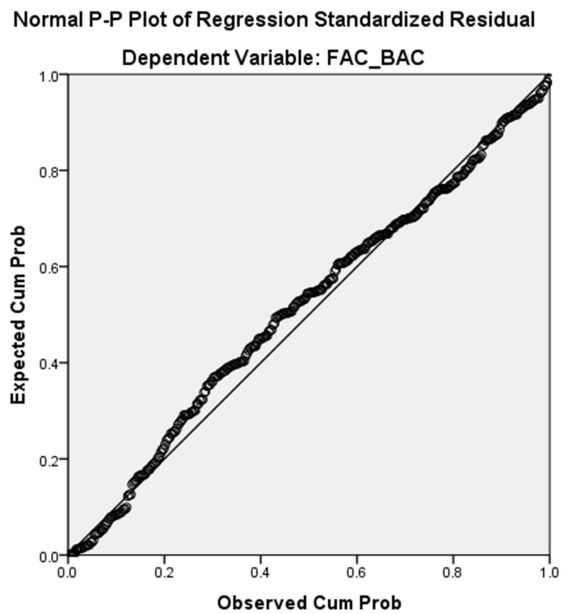
$$\text{Equation 11: } OOO = \alpha_{11} + \beta_{69}ELV + \beta_{70}OMC + \beta_{71}RRC + \beta_{72}TCT + \beta_{73}ECP + \beta_{74}FIA + \beta_{75}FIS + \varepsilon_{11}$$

Normal P-P Plot of Regression Standardized Residual

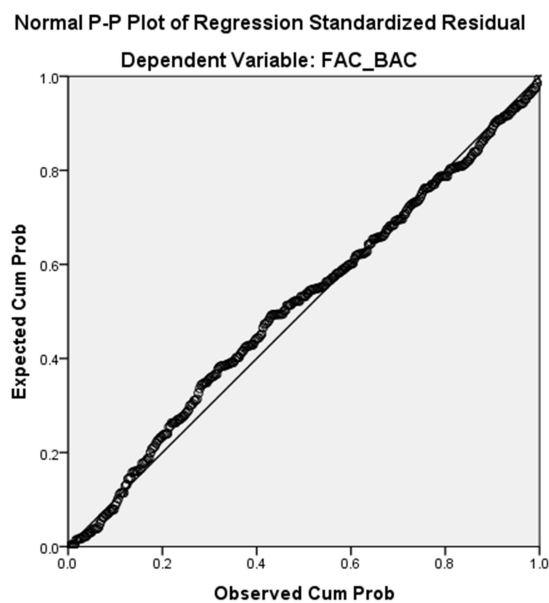


$$\text{Equation 12: } OOO = \alpha_{12} + \beta_{76}ELV + \beta_{77}OMC + \beta_{78}RRC + \beta_{79}TCT + \beta_{80}ECP + \beta_{81}MLN + \beta_{82}(ELV*MLN) + \beta_{83}(OMC*MLN) + \beta_{84}(RRC*MLN) + \beta_{85}(TCT*MLN) + \beta_{86}(ECP*MLN) + \beta_{87}FIA + \beta_{88}FIS + \varepsilon_{12}$$



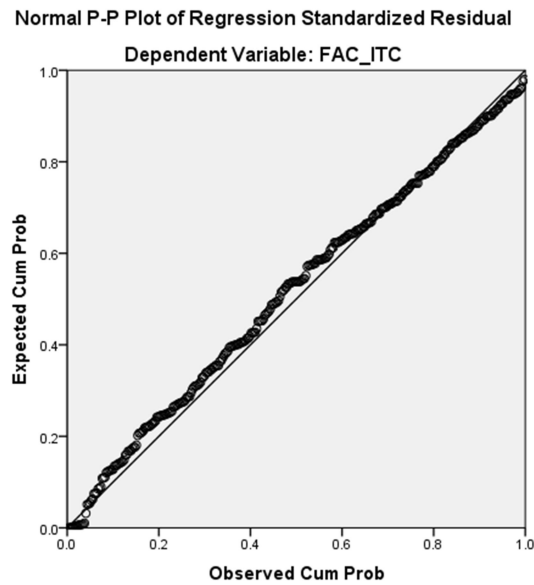


$$\text{Equation 13: } BAC = \alpha_{13} + \beta_{89}ELV + \beta_{90}OMC + \beta_{91}RRC + \beta_{92}TCT + \beta_{93}ECP + \beta_{94}FIA + \beta_{95}FIS + \varepsilon_{13}$$

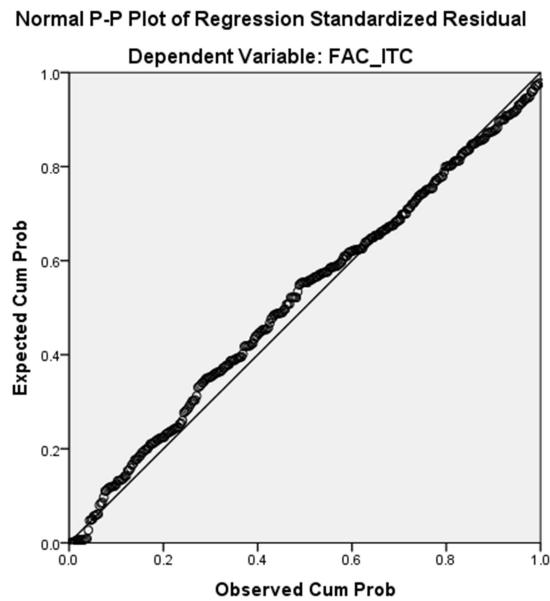


$$\text{Equation 14: } BAC = \alpha_{14} + \beta_{96}ELV + \beta_{97}OMC + \beta_{98}RRC + \beta_{99}TCT + \beta_{100}ECP + \beta_{101}MLN + \beta_{102}(ELV*MLN) + \beta_{103}(OMC*MLN) + \beta_{104}(RRC*MLN) + \beta_{105}(TCT*MLN) + \beta_{106}(ECP*MLN) + \beta_{107}FIA + \beta_{108}FIS + \varepsilon_{14}$$



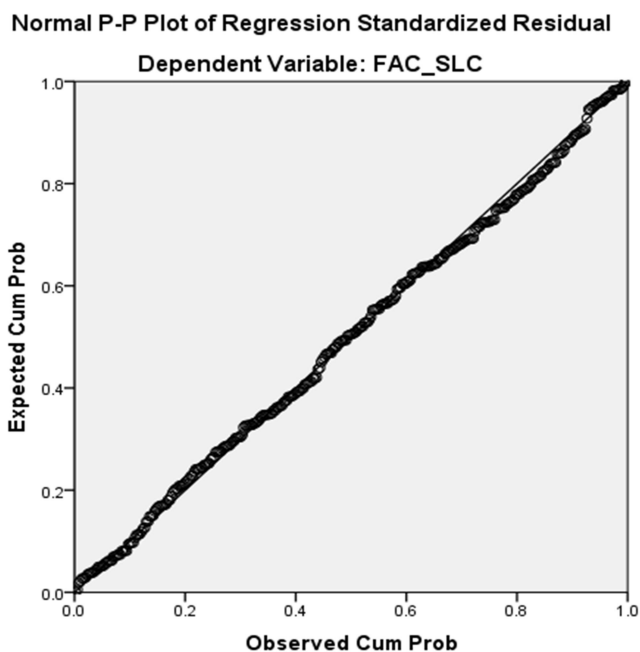


$$\text{Equation 15: } ITC = \alpha_{15} + \beta_{109}ELV + \beta_{110}OMC + \beta_{111}ORC + \beta_{112}TCT + \beta_{113}ECP + \beta_{114}FIA + \beta_{115}FIS + \varepsilon_{15}$$

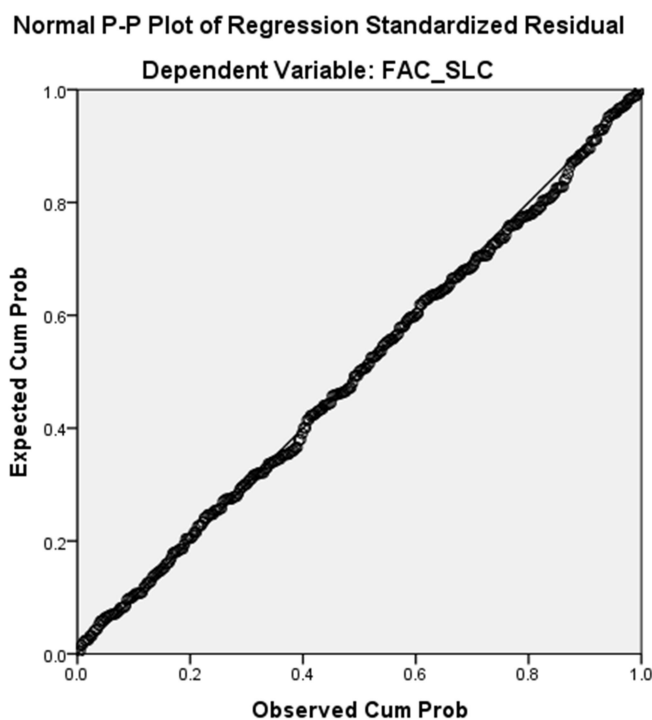


$$\text{Equation 16: } ITC = \alpha_{16} + \beta_{116}ELV + \beta_{117}OMC + \beta_{118}ORC + \beta_{119}TCT + \beta_{120}ECP + \beta_{121}MLN + \beta_{122}(ELV*MLN) + \beta_{123}(OMC*MLN) + \beta_{124}(RRC*MLN) + \beta_{125}(TCT*MLN) + \beta_{126}(ECP*MLN) + \beta_{127}FIA + \beta_{128}FIS + \varepsilon_{16}$$





$$\text{Equation 17: } SLC = \alpha_{17} + \beta_{129}ELV + \beta_{130}OMC + \beta_{131}RRC + \beta_{132}TCT + \beta_{133}ECP + \beta_{134}FIA + \beta_{135}FIS + \varepsilon_{17}$$



$$\text{Equation 18: } SLC = \alpha_{18} + \beta_{136}ELV + \beta_{137}OMC + \beta_{138}ORC + \beta_{139}TCT + \beta_{140}ECP + \beta_{141}MLN + \beta_{142}(ELV*MLN) + \beta_{143}(OMC*MLN) + \beta_{144}(RRC*MLN) + \beta_{145}(TCT*MLN) + \beta_{146}(ECP*MLN) + \beta_{147}FIA + \beta_{148}FIS + \varepsilon_{18}$$



APPENDIX F

Cover Letter and Questionnaire: English Version



Questionnaire for the Ph. D. Dissertation Research
**“Strategic Organizational Flexibility Capability and Business Survival: an
 Empirical Investigation of Tour Businesses in Thailand”**

Direction

This research is a part of doctoral dissertation by Mrs.Pattariya Prommarat at the Mahasarakham Business School, Mahasarakham University, Thailand. The objective of this research is to investigate the operating of Tour Businesses in Thailand. The questionnaire is divided into 7 sections

Section 1: Personal information about executives of tour Businesses in Thailand,

Section 2: General information about tour Businesses in Thailand,

Section 3: Opinion on strategic organizational flexibility capability of tour businesses in Thailand,

Section 4: Opinion on business outcomes of tour businesses in Thailand,

Section 5: Opinion on the effect of internal factor affecting strategic organizational flexibility

capability of tour businesses in Thailand,

Section 6: Opinion on the effect of external factor affecting strategic organizational flexibility

capability of tour businesses in Thailand, and

Section 7: Suggestions

Your answer will be kept in confidentiality and your information will not be shared with any outside party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely yours,

(Pattariya Prommarat)
 Ph. D. Student
 Mahasarakham Business School
 Mahasarakham University, Thailand

Contact Info:

Cell phone: 081 - 9543831

E-mail: workpattariya@gmail.com



Part 1 Personal information of executive of software businesses in Thailand

1. Gender

- Male Female

2. Age

- Less than 30 years old 30 – 40 years old
 41 – 50 years old More than 50 years old

3. Marital status

- Single Married
 Divorced

4. Education level

- Bachelor's degree or lower Higher than Bachelor's degree

5. Experience in work

- Less than 5 years 5 – 10 years
 11 – 15 years More than 15 years

6. Average revenue per month

- Less than 50,000 Baht 50,000 – 75,000 Baht
 75,001 – 100,000 Baht More than 100,000 Baht

7. Current Position

- Managing Director Shareholder
 Others



Part 2 General information about tour Businesses in Thailand

1. Type of business

- Company limited Partnership

2. Sectors of businesses (can select more than one choice)

- Travel agency Tour operator
 Hospitality Transportation
 Planning and preparing information Other

3. Location of Business

- Northern region Central part
 Eastern region Western region
 Southern region North – eastern region
 Bangkok

4. Operational years

- Less than 5 years 5 – 10 years
 11 – 15 years More than 15 years

5. Operational capital

- Less than 5,000,000 Baht 5,000,000 – 15,000,000 Baht
 15,000,001 – 25,000,000 Baht More than 25,000,000 Baht

6. Firm's average revenue per year

- Less than 10,000,000 Baht 10,000,000 – 20,000,000 Baht
 20,000,001 – 25,000,000 Baht More than 25,000,000 Baht

7. Number of full-time employees

- Less than 10 employees 10 – 30 employees
 31 – 50 employees More than 50 employees



Part 3 Opinion on strategic organizational flexibility capability of four businesses in Thailand

Strategic organizational flexibility capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Organizational Outsourcing Orientation					
1. Business believes that the usage of resources and the capacity of external firm help business improve more efficiently the potential of business operation.	5	4	3	2	1
2. Business gives importance to hire other firms with specific skills. As a result, that supports the maximum efficiency of operation.	5	4	3	2	1
3. Business aims to analyze operating activities. It analyzes what works should be operated by external firms. As a result, that helps business operation reach for goals much more.	5	4	3	2	1
4. Business is concentrated in exploring and analyzing systematically and concretely ability and potential of external organizations. It helps business decide to select suitably the abdicated services.	5	4	3	2	1
5. Business gives an importance to the communication about the obviously organizational demand for external organizations. As a result, it supports the management of resources of organizations with the maximum efficiency.	5	4	3	2	1
Business Alliance Capability					
6. Business believes that the creation of relationship with other business provokes continuously the competitive advantages.	5	4	3	2	1
7. Business cooperates with others business to focus on researching and developing goods and service. That helps the more efficient management.	5	4	3	2	1
8. Business gives an importance to do the marketing with other business. That makes more efficient to operate in terms of marketing.	5	4	3	2	1



Part 3 (Continued)

Strategic organizational flexibility capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
9. Business pushes on applying continuously in strategic and technique aspects for working with business allies. It supports good results for organization in both short and long terms.	5	4	3	2	1
10. Business encourages investigating commonly with other business concerning information and technologies. That supports to reach well for goals.	5	4	3	2	1
Inter-Organizational Teamwork Concern					
11. Business believes that the cooperation with other business relying on consulting and deciding together and continuously can provoke the management with the maximum advantages of organization.	5	4	3	2	1
12. Business gives precedence to resolve the problems between the organizations. That stimulates systematically and concretely knowledge sharing.	5	4	3	2	1
13. Business aims to integrate knowledge between organizations. It provokes potential decision in that moment and in future.	5	4	3	2	1
14. Business encourages to brainstorming between organizations. As this result, that helps the organization make the plan of administration with maximum advantages for organization.	5	4	3	2	1
Strategic Linkage Concentration					
15. Business believes that linking policy management within organizations together can help organizations achieve maximum efficiency.	5	4	3	2	1
16. Business focuses on managing resource linking with indicated strategies. That encourages the administration to reach for goals setting.	5	4	3	2	1
17. Business provokes personnel to collaborate systematically and concretely. This impact supports well the achieved operation under various situations.	5	4	3	2	1



Part 3 (Continued)

Strategic organizational flexibility capability	Levels of Agreement				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	5	4	3	2	1
18. Business attempts to integrate systematically strategies combining. It helps the organization to get better success.	5	4	3	2	1
19. Business is interested in making knowledge, understanding, skills and attitudes of personnel's good cooperation. It helps the administration and management making the maximum advantage results.	5	4	3	2	1

Part 4 Opinion on strategic organizational flexibility capability outcomes of four businesses in Thailand

Strategic organizational flexibility capability outcomes	Levels of Agreement				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	5	4	3	2	1
Organizational Adaptation					
1. Business seeks strategies and new methods to use for operation according with each situation.	5	4	3	2	1
2. Business takes new technology to apply in organization with maximum quality.	5	4	3	2	1
3. Business learns and develops systematically and concretely the operating process.	5	4	3	2	1
4. Business has the process to analyze continuously situations and business environment.	5	4	3	2	1
Organizational Excellence					
5. Business has operating strategies over competitors in the same industry.	5	4	3	2	1



Part 4 (Continued)

Strategic organizational flexibility capability outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
6. Business has outstanding and different innovation of goods and service's production. It can fulfill customer demand quickly and in time.	5	4	3	2	1
7. Business uses resources to operate with maximum advantages. It makes value and profit for business operation.	5	4	3	2	1
8. Business seeks the ways to operate business and to take part in the new market before competitors get.	5	4	3	2	1
Organizational Value Creation					
9. Business has operating process with readiness and potential. It makes differences over competitors.	5	4	3	2	1
10. Business has the good quality of goods and service which makes customers satisfied.	5	4	3	2	1
11. Business gets investigated compensation linking with goals setting. In addition, it is capable to respond to demand of stockholders well.	5	4	3	2	1
12. Business is accepted by customers to have goods and service above business competitors.	5	4	3	2	1
13. Business has process to improve personnel and to encourage the potential that always deals with demand of personnel.	5	4	3	2	1
Business Performance					
14. Business has business performance reaching for goals setting.	5	4	3	2	1
15. Business gets incomes much more than last year's incomes.	5	4	3	2	1
16. Business gets growth rate and market share that is more increasing than last year's growth rate and market share.	5	4	3	2	1



Part 4 (Continued)

Strategic organizational flexibility capability outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
17. Capacity of business operation holding on efficiency and reaching for goals setting is accepted and well known by customers.	5	4	3	2	1
Business Survival					
18. Business innovation of service's production has quality and standard which is accepted by customers from the past until now even the future.	5	4	3	2	1
19. Business has regular customers who are continuously serviced by business.	5	4	3	2	1
20. Business always has new customers.	5	4	3	2	1
21. Business profit is continuously higher when business compares it with operation in the past.	5	4	3	2	1
22. Market share is continuously higher when business compares it with operation in the past. Overall business performance is capable to be grown up continuously and regularly.	5	4	3	2	1

Part 5 Opinion on internal environmental factors of strategic organizational flexibility of four businesses in Thailand

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Executive Long-Term Vision					
1. The CEOs believe that imposed policy of organization reaching for goals in future can help business make clearly a way and achieving business performance setting.	5	4	3	2	1
2. The CEOs give importance to analyze and predict the business situation changed in future so that they can take it to improve continuous strategy and management.	5	4	3	2	1



Part 5 (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
3. The CEOs aim to invest regularly in aspect of information technology. As this result, it can help to manage with higher efficiency and higher achievement.	5	4	3	2	1
4. The CEOs support their personnel to study research and create continuously new process of operation. That can help management develop and adjust for maximum advantages.	5	4	3	2	1
5. The CEOs pf the business encourages to setting a policy of social responsibility and obvious environment. That can help management being accepted and succeeded from now to future.	5	4	3	2	1
Open-Mindedness Culture					
6. The business CEOs believe that the operation with opening new things helps business adjust, change and improve operational process with higher efficiency.	5	4	3	2	1
7. Business gives importance to perceive and learn new topic of operation continuously so that it can help to adjust and develop higher quality of operation.	5	4	3	2	1
8. Business supports continuously knowledge sharing which can provoke higher efficiency of operation.	5	4	3	2	1
9. Business supports the development of system integrating between existing and new knowledge. That can build higher efficiency of operation.	5	4	3	2	1
10. Business realizes that to learn new things continuously that are necessary and important. So, business manages budget plan of learning new things for now and future.	5	4	3	2	1
11. Business believes that to apply existing resource for creating new thing is better to deal with improving organizational potential.	5	4	3	2	1
12. Business supports the adjustment of resource to be maximally worthwhile. It can motivate more efficient operation and can make outstanding from business competitors.	5	4	3	2	1



Part 5 (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
13. Business gives an importance to apply modern technology to existing resources. It makes maximally advantages of resource management.	5	4	3	2	1
14. Business focuses on a way to regulate operational process with modernity. That can help business reach for target.	5	4	3	2	1
Technology Competency					
15. Business believes that setting clearly a policy about using technology with organizational process encourages more efficient operation.	5	4	3	2	1
16. Business gives an importance to manage suitably a plan of development on a topic of technology. It can help business be more successful.	5	4	3	2	1
17. Business realizes that to apply various technologies to the operation can make ceaselessly new innovation and competitive advantages.	5	4	3	2	1
18. Business intends to use modern technology to business operation in order that business can fulfill customer needs much more.	5	4	3	2	1
Marketing Learning					
19. Business believes that to analyze and to predict continuously marketing environment can make more efficient business operation.	5	4	3	2	1
20. Business realizes learning and understanding marketing competition. That can support good business plan and can make outstanding be different from competitors.	5	4	3	2	1
21. Business focuses on studying information of customers from the past until now and analyzes customer needs in the future. As this impact, business can improve potential in order to fulfill precisely customer needs.	5	4	3	2	1
22. Business supports to follow strategies and operation of main competitors. It can help adapt and apply more suitably operational strategies	5	4	3	2	1
23. Business follows customers' opinion incessantly. This is a way to help to create more efficient marketing plan.	5	4	3	2	1



Part 5 (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Culture					
24. Business realizes that marketing plan is important mechanism for organizational target is capable to make organization get success.	5	4	3	2	1
25. Business supports that personnel accepts and acts on marketing policy of the firm. It can help to adapt potentially operational process associated with any situations.	5	4	3	2	1
26. Business motivates personnel to have an notion and operational process about organizational outstanding of marketing. This result can help continuous business to make satisfaction, to decrease capital and to increase value for customers.	5	4	3	2	1
27. Business realizes that understanding mainly customer needs will make success for operation in short and long time.	5	4	3	2	1

Part 6 Opinion on external environmental factors of strategic organizational flexibility of four businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Environment Complexity					
1. Because of more intensive business competition, business focuses on adjusting and seeking regularly new strategy that is associated with business competition.	5	4	3	2	1
2. Business environment that is rapidly changed motivates frequently process and ways of operation for competition from now to future.	5	4	3	2	1
3. Cultural and social diversity is a part to change behavior, value and consumption. So, many types of business adapt continuously operational process associated with this change.	5	4	3	2	1
4. Technological advance always causes adapting new strategies of operation that is all the time more potential than competitors' operation.	5	4	3	2	1



APPENDIX G

Cover Letters and Questionnaire: Thai Version



แบบสอบถามเพื่อการวิจัย
เรื่อง ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์และความอยู่รอดของธุรกิจ
: หลักฐานเชิงประจักษ์จากธุรกิจนำเที่ยวในประเทศไทย

คำชี้แจง

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์และความอยู่รอดของธุรกิจ: หลักฐานเชิงประจักษ์จากธุรกิจนำเที่ยวในประเทศไทย ข้อมูลที่ได้รับจากท่านมีความสำคัญยิ่งต่อการวิเคราะห์ข้อมูลในการวิจัยและมีประโยชน์ในเชิงวิชาการเป็นอย่างสูง ดังนั้น เพื่อให้ผลการวิจัยที่เที่ยงตรง และเกิดประโยชน์อย่างแท้จริง จึงขอความกรุณาจากท่านโปรดตอบคำถามให้ครบทุกข้อ และทุกตอนตามความเป็นจริง โดยแบบสอบถามฉบับนี้แบ่งออกเป็น 7 ตอนดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารของธุรกิจนำเที่ยวในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจนำเที่ยวในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจนำเที่ยวในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานธุรกิจนำเที่ยวในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจนำเที่ยว
ในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจนำเที่ยว
ในประเทศไทย
- ตอนที่ 7 ข้อเสนอแนะ

การนำเสนอผลการวิจัยในครั้งนี้จะนำเสนอในลักษณะของภาพรวม โดยไม่มีการเปิดเผยข้อมูลใด ๆ ที่ท่านได้ให้มาในแบบสอบถามฉบับนี้ ดังนั้นคำตอบของท่านจะถูกเก็บเป็นความลับ เมื่อท่านตอบแบบสอบถามเสร็จเรียบร้อยแล้ว กรุณาพับใส่ซองจดหมายติดแสตมป์ที่แนบมานี้ ส่งคืนมาตามที่อยู่ระบุไว้ของผู้วิจัยได้โดยตรง อนึ่งหากท่านต้องการรับรายงานสรุปผลการวิจัย โปรดแนบนามบัตรหรือที่อยู่มาพร้อมกับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณล่วงหน้าที่ท่านได้กรุณาสละเวลาเพื่อตอบแบบสอบถามในครั้งนี้ หากท่านมีข้อสงสัยประการใดโปรดติดต่อได้ที่ข้าพเจ้า นางภัทริยา พรหมราชกูร์ (สาขาวิชาการจัดการ) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม ตำบลขามเรียง อำเภอกันทรวิชัย จังหวัดมหาสารคาม 44150 หมายเลขโทรศัพท์ 043-754333

ขอขอบพระคุณที่ให้ข้อมูลไว้ ณ โอกาสนี้

(นางภัทริยา พรหมราชกูร์)

นิสิตปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาการจัดการ

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

ติดต่อโดยตรง: โทรศัพท์มือถือ 081-954-3831 หรือ E-mail: workpattariya @Gmail.com



ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารของธุรกิจนำเที่ยวในประเทศไทย

1. เพศ

ชาย

หญิง

2. อายุ

น้อยกว่า 30 ปี

30 – 40 ปี

41 – 50 ปี

มากกว่า 50 ปี

3. สถานภาพ

โสด

สมรส

หย่าร้าง/หม้าย

4. ระดับการศึกษา

ปริญญาตรีหรือต่ำกว่า

สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

น้อยกว่า 5 ปี

5 – 10 ปี

11 – 15 ปี

มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือนที่ได้รับ

ต่ำกว่า 50,000 บาท

50,000 – 75,000 บาท

75,001 – 100,000 บาท

มากกว่า 100,000 บาท

7. ตำแหน่งงานในปัจจุบัน

กรรมการผู้จัดการ

หัวหน้าผู้จัดการ

อื่นๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจนำเที่ยวในประเทศไทย

1. รูปแบบธุรกิจ

- บริษัทจำกัด ห้างหุ้นส่วน

2. ประเภทการให้บริการ (ตอบได้มากกว่า 1 ข้อ)

- การจัดหาบัตรโดยสารทั่วไป
 การจ้ดนำเที่ยว
 การจัดหาที่พักนักท่องเที่ยว
 การจัดการขนส่งนักท่องเที่ยว
 การแนะนำ วางแผนและให้ข้อมูลการเดินทาง
 อื่นๆ(โปรดระบุ).....

3. ที่ตั้งของธุรกิจ

- ภาคเหนือ ภาคกลาง
 ภาคตะวันออก ภาคตะวันตก
 ภาคใต้ ภาคตะวันออกเฉียงเหนือ
 กรุงเทพมหานคร

4. ระยะเวลาในการดำเนินงาน

- น้อยกว่า 5 ปี 5 – 10 ปี
 11 – 15 ปี มากกว่า 15 ปี

5. ทุนในการดำเนินงาน

- ต่ำกว่า 5,000,000 บาท 5,000,000 – 15,000,000 บาท
 15,000,001 – 25,000,000 บาท มากกว่า 25,000,000 บาท

6. รายได้เฉลี่ยของธุรกิจต่อปี

- ต่ำกว่า 10,000,000 บาท 10,000,000 – 20,000,000 บาท
 20,000,001 – 30,000,000 บาท มากกว่า 30,000,000 บาท

7. จำนวนพนักงานในปัจจุบัน

- น้อยกว่า 10 คน 10 – 30 คน
 31 – 50 คน มากกว่า 50 คน



ตอนที่ 3 ความคิดเห็นเกี่ยวกับศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจนำเที่ยวในประเทศไทย

ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
<p>Organizational Outsourcing Orientation การมุ่งเน้นการใช้ทรัพยากรจากภายนอกองค์กร</p>					
1. กิจการเชื่อมั่นว่าการใช้ทรัพยากรและความสามารถจากหน่วยงานภายนอกองค์กร จะทำให้กิจการสามารถพัฒนาศักยภาพในการดำเนินงานให้มีประสิทธิภาพมากยิ่งขึ้น					
2. กิจการให้ความสำคัญกับการจ้างหน่วยงานภายนอกที่มีความเชี่ยวชาญเฉพาะด้าน ซึ่งจะช่วยให้การดำเนินงานเกิดประสิทธิภาพสูงสุด					
3. กิจการมุ่งเน้นให้มีการวิเคราะห์กิจกรรมการดำเนินงาน ว่างานใดควรจ้างหน่วยงานภายนอกให้ดำเนินการแทน ซึ่งจะช่วยให้การดำเนินงานบรรลุเป้าหมายมากยิ่งขึ้น					
4. กิจการมุ่งเน้นให้มีการค้นหาและวิเคราะห์ความสามารถและศักยภาพของหน่วยงานภายนอกอย่างเป็นระบบและรูปธรรม ซึ่งจะช่วยให้กิจการสามารถตัดสินใจในการเลือกใช้บริการได้อย่างสอดคล้องได้อย่างเต็มที่					
5. กิจการให้ความสำคัญกับการสื่อสารถึงความต้องการขององค์กรที่ชัดเจนกับหน่วยงานภายนอก ซึ่งจะช่วยให้การบริหารทรัพยากรขององค์กรเกิดประสิทธิภาพสูงสุด					
<p>Business Alliance Capability ความสามารถขององค์กรในการสร้างความร่วมมือกับกิจการอื่น</p>					
6. กิจการเชื่อมั่นว่าการสร้างพันธมิตรทางธุรกิจกับกิจการอื่น จะช่วยทำให้เกิดความได้เปรียบในการแข่งขันอย่างต่อเนื่อง					
7. กิจการมุ่งเน้นให้มีการวิจัยและพัฒนาสินค้าและบริการร่วมกันกับกิจการอื่น จะช่วยทำให้การบริหารงานมีประสิทธิภาพมากยิ่งขึ้น					
8. กิจการให้ความสำคัญกับการทำการตลาดร่วมกันกับกิจการอื่น ซึ่งจะช่วยให้การดำเนินงานด้านการตลาดมีประสิทธิภาพมากยิ่งขึ้น					
9. กิจการผลักดันให้มีการประยุกต์ใช้พันธมิตรทางธุรกิจทั้งที่เป็นเชิงกลยุทธ์และเชิงเทคนิคอย่างต่อเนื่อง จะช่วยให้เกิดผลลัพธ์ที่ดีต่อองค์กรทั้งในระยะสั้นและระยะยาว					
10. กิจการให้ความสำคัญในการลงทุนร่วมกันกับหน่วยงานอื่นทางด้านเทคโนโลยีสารสนเทศต่างๆที่เกี่ยวข้อง จะช่วยทำให้การบริหารงานบรรลุเป้าหมายได้ดียิ่งขึ้น					
<p>Inter-Organizational Teamwork Concern การตระหนักถึงการทำงานเป็นทีมระหว่างองค์กร</p>					
11. กิจการเชื่อมั่นว่าการทำงานร่วมกันกับกิจการอื่น โดยมีการปรึกษาหารือตัดสินใจร่วมกันอย่างต่อเนื่อง จะช่วยทำให้การบริหารงานเกิดประโยชน์สูงสุดต่อองค์กร					
12. กิจการให้ความสำคัญกับการแก้ไขปัญหาร่วมกันระหว่างองค์กร ซึ่งจะทำให้เกิดการแบ่งปันความรู้และเกิดการแลกเปลี่ยนเรียนรู้อย่างเป็นระบบเป็นรูปธรรม					



ตอนที่ 3 (ต่อ)

ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
13. กิจการมุ่งมั่นให้มีการบูรณาการความรู้ระหว่างองค์กรเข้าด้วยกัน ซึ่งจะช่วยให้การตัดสินใจมีประสิทธิภาพทั้งในปัจจุบันและอนาคต					
14. กิจการส่งเสริมให้มีการระดมความคิดเห็นระหว่างองค์กร ซึ่งจะช่วยให้มีการวางแผนการบริหารงานที่เกิดประโยชน์สูงสุดแก่องค์กร					
Strategic Linkage Concentration การมุ่งเน้นการเชื่อมโยงกลยุทธ์					
15. กิจการเชื่อมั่นว่าการเชื่อมโยงนโยบายการบริหารองค์กรภายในเข้าด้วยกัน จะช่วยให้การบริหารจัดการองค์กรเกิดประสิทธิภาพสูงสุด					
16. กิจการมุ่งมั่นให้มีการจัดสรรทรัพยากรให้สอดคล้องกับกลยุทธ์ที่วางไว้ ซึ่งจะช่วยให้การบริหารงานบรรลุเป้าหมายได้ดียิ่งขึ้น					
17. กิจการผลักดันให้บุคลากรมีการทำงานร่วมกันอย่างเป็นระบบและเป็นรูปธรรม ซึ่งจะช่วยให้การดำเนินงานประสบความสำเร็จภายใต้สถานการณ์ต่างๆ ได้เป็นอย่างดี					
18. กิจการมุ่งมั่นในการบูรณาการกลยุทธ์เข้าด้วยกันอย่างเป็นระบบ ซึ่งจะช่วยให้การบริหารงานประสบความสำเร็จได้ดียิ่งขึ้น					
19. กิจการมุ่งมั่นให้มีการสร้างความรู้ความเข้าใจ ทักษะและทัศนคติในการทำงานที่ร่วมกันของบุคลากร ซึ่งจะช่วยให้การบริหารจัดการเกิดประโยชน์สูงสุด					

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจนำเที่ยวในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
Organizational Adaptation ความสามารถในการปรับตัวขององค์กร					
1. กิจการมีการแสวงหากลยุทธ์และวิธีการใหม่ๆ มาใช้ในการดำเนินงานที่สอดคล้องกับสถานการณ์					
2. กิจการมีการนำเทคโนโลยีใหม่ๆ เข้ามาประยุกต์ใช้ในองค์กรอย่างเต็มที่					
3. กิจการมีการเรียนรู้และพัฒนากระบวนการดำเนินงานอย่างเป็นระบบ และเป็นรูปธรรม					
4. กิจการมีการวิเคราะห์สถานการณ์และสภาพแวดล้อมทางธุรกิจอย่างต่อเนื่อง					
Organizational Excellence ความเป็นเลิศขององค์กร					
5. กิจการมีกลยุทธ์การปฏิบัติงานที่เหนือกว่าคู่แข่งชั้นในอุตสาหกรรมเดียวกัน					
6. กิจการมีนวัตกรรมในการผลิตสินค้าและบริการที่โดดเด่นและแตกต่าง สามารถตอบสนองความต้องการของลูกค้าได้อย่างรวดเร็วและทันท่วงที					
7. กิจการมีการใช้ทรัพยากรในการดำเนินงานโดยมุ่งเน้นประโยชน์สูงสุด เกิดความคุ้มค่าเกินทุนในการดำเนินงาน					



ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
8. กิจการมีการแสวงหาช่องทางในการดำเนินธุรกิจและเข้าสู่ตลาดใหม่ก่อนคู่แข่งเสมอ					
Organizational Value Creation การสร้างมูลค่าขององค์กร					
9. กิจการมีกระบวนการในการดำเนินงานที่มีความพร้อมและมีศักยภาพสามารถสร้างความแตกต่างเหนือกว่าคู่แข่ง					
10. กิจการมีสินค้า บริการที่ดีและมีคุณภาพที่ลูกค้าพึงพอใจ					
11. กิจการได้รับผลตอบแทนจากการลงทุนเป็นไปตามเป้าหมายที่ตั้งไว้และสามารถตอบสนองความต้องการของผู้ถือหุ้นได้อย่างดีเยี่ยม					
12. กิจการได้รับการยอมรับจากลูกค้าว่ามีบริการที่โดดเด่นเหนือกว่าคู่แข่ง					
13. กิจการมีระบบในการพัฒนาบุคลากรและเสริมสร้างศักยภาพที่สอดคล้องกับความต้องการของบุคลากรอย่างสม่ำเสมอ					
Business Performance ผลการดำเนินงาน					
14. กิจการมีผลการดำเนินงานเป็นไปตามเป้าหมายและวัตถุประสงค์ที่วางไว้					
15. กิจการมีรายได้จากการดำเนินงานเพิ่มสูงขึ้นเมื่อเทียบกับปีที่ผ่านมา					
16. กิจการมีอัตราการเจริญเติบโต/ส่วนแบ่งทางการตลาดเพิ่มขึ้นเมื่อเทียบกับปีที่ผ่านมา					
17. กิจการได้รับการยอมรับและเป็นที่ยอมรับของลูกค้า และแวดวงของธุรกิจถึงความสามารถในการดำเนินงานกิจการที่มีประสิทธิภาพและบรรลุผลสำเร็จตามเป้าหมายที่ตั้งไว้					
Business Survival การอยู่รอดธุรกิจ					
18. กิจการมีนวัตกรรมบริการ ที่มีคุณภาพและมาตรฐานเป็นที่ยอมรับของลูกค้าตั้งแต่อดีต ปัจจุบันและในอนาคต					
19. กิจการมีปริมาณการใช้บริการจากลูกค้าประจำอย่างต่อเนื่อง					
20. กิจการมีลูกค้าใหม่เกิดขึ้นตลอดเวลา					
21. กิจการมีผลกำไรเพิ่มขึ้นอย่างต่อเนื่อง เมื่อเปรียบเทียบกับกิจการดำเนินงานในอดีต					
22. กิจการมีส่วนแบ่งทางการตลาดเพิ่มขึ้นอย่างต่อเนื่อง เมื่อเปรียบเทียบกับกิจการดำเนินงานในอดีต					
23. ในภาพรวมผลการดำเนินงานกิจการ มีการเจริญเติบโตเพิ่มขึ้นอย่างต่อเนื่องและสม่ำเสมอ					



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจ
นำเที่ยวในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อ ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
<p>Executive Long-Term Vision วิสัยทัศน์ในระยะยาวของผู้บริหาร</p> <p>1. ผู้บริหารของกิจการเชื่อมั่นว่าการกำหนดนโยบายขององค์กรที่มุ่งเน้นเป้าหมายในอนาคต จะช่วยให้กิจการมีทิศทางการทำงานที่ชัดเจนและสามารถบรรลุผลการดำเนินงานตามที่องค์กรกำหนด</p>					
<p>2. ผู้บริหารของกิจการให้ความสำคัญกับการวิเคราะห์และคาดการณ์สถานการณ์การเปลี่ยนแปลงในอนาคต เพื่อนำมาใช้ในการพัฒนากลยุทธ์และวิธีการในการบริหารงานอย่างต่อเนื่อง</p>					
<p>3. ผู้บริหารของกิจการมุ่งเน้นให้มีการลงทุนทางด้านเทคโนโลยีสารสนเทศอย่างต่อเนื่อง ซึ่งจะช่วยให้การบริหารงานมีประสิทธิภาพและประสบความสำเร็จมากยิ่งขึ้น</p>					
<p>4. ผู้บริหารของกิจการสนับสนุนให้บุคลากรศึกษา ค้นคว้าและสร้างสรรค์วิธีการในการดำเนินงานใหม่ๆอย่างต่อเนื่อง ซึ่งช่วยให้การบริหารงานมีการพัฒนาปรับปรุงและเกิดประโยชน์สูงสุด</p>					
<p>5. ผู้บริหารของกิจการผลักดันให้มีการกำหนดนโยบายด้านความรับผิดชอบต่อสังคมและสภาพแวดล้อมอย่างชัดเจน ซึ่งช่วยให้การบริหารงานได้รับการยอมรับและประสบความสำเร็จทั้งในปัจจุบันและอนาคต</p>					
<p>Open-Mindedness Culture วัฒนธรรมการเปิดใจกว้าง</p> <p>6. กิจการเชื่อมั่นว่าการดำเนินงานที่มีการเปิดรับสิ่งใหม่ๆ จะทำให้กิจการสามารถปรับปรุง เปลี่ยนแปลง และพัฒนากระบวนการดำเนินงานให้มีประสิทธิภาพยิ่งขึ้น</p>					
<p>7. กิจการให้ความสำคัญกับการรับรู้และเรียนรู้ประเด็นหรือหัวข้อใหม่ที่เกิดขึ้นในการดำเนินงานอย่างต่อเนื่อง ซึ่งช่วยให้เกิดการปรับปรุงพัฒนาการดำเนินงานให้ดียิ่งขึ้น</p>					
<p>8. กิจการสนับสนุนให้มีการแลกเปลี่ยนเรียนรู้อย่างต่อเนื่อง ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น</p>					
<p>9. กิจการส่งเสริมให้มีการพัฒนาระบบการบูรณาการความรู้เดิมกับความรู้ใหม่ ซึ่งจะช่วยทำให้การดำเนินงานมีประสิทธิภาพดียิ่งขึ้น</p>					
<p>10. กิจการตระหนักเสมอว่าการเรียนรู้สิ่งใหม่ๆอย่างต่อเนื่องเป็นสิ่งจำเป็นและมีความสำคัญ ทำให้กิจการได้มีการจัดสรรงบประมาณในการเรียนรู้สิ่งใหม่ทั้งในปัจจุบันและอนาคตอย่างเต็มที่</p>					
<p>Resource Renewal Capability ความสามารถในการปรับประยุกต์ใช้ทรัพยากร</p> <p>11. กิจการเชื่อมั่นว่าการประยุกต์ใช้ทรัพยากรที่มีอยู่เดิม ให้สามารถสรรค์สร้างคุณค่าใหม่ๆ จะนำไปสู่การพัฒนาศักยภาพขององค์กรให้ดีขึ้น</p>					



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อ ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
12. กิจการสนับสนุนให้มีการปรับปรุงการใช้ทรัพยากรให้เกิดความคุ้มค่ามากยิ่งขึ้น ซึ่งจะทำให้การดำเนินงานมีประสิทธิภาพมากขึ้นและแตกต่างจากคู่แข่งชั้นรายอื่น					
13. กิจการให้ความสำคัญในการปรับประยุกต์ใช้เทคโนโลยีที่ทันสมัยกับทรัพยากรที่มีอยู่เดิม ซึ่งจะทำให้การบริหารจัดการทรัพยากรเกิดประโยชน์สูงสุด					
14. กิจการมุ่งเน้นการปรับเปลี่ยนวิธีการดำเนินงานแบบเดิมให้มีความทันสมัย ซึ่งจะช่วยให้กิจการบรรลุเป้าหมายในการดำเนินงานได้อย่างเต็มที่					
Technology Competency สมรรถนะของเทคโนโลยี					
15. กิจการเชื่อมั่นว่าการกำหนดนโยบายในการนำเทคโนโลยีเข้ามาใช้ในกระบวนการดำเนินงานที่ชัดเจน จะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
16. กิจการให้ความสำคัญในการจัดสรรงบประมาณเพื่อการพัฒนาเทคโนโลยีอย่างเหมาะสม ซึ่งจะช่วยให้การดำเนินธุรกิจประสบความสำเร็จมากยิ่งขึ้น					
17. กิจการตระหนักเสมอว่าการประยุกต์ใช้เทคโนโลยีที่มีความหลากหลายเข้ามาใช้ในการดำเนินงาน จะช่วยทำให้เกิดการสร้างสรรคนวัตกรรมใหม่และได้เปรียบในการแข่งขันอย่างต่อเนื่อง					
18. กิจการมุ่งเน้นให้มีการผสมผสานเทคโนโลยีที่ทันสมัยมาใช้ในการดำเนินงาน จะช่วยทำให้กิจการสามารถตอบสนองลูกค้าได้ดียิ่งขึ้น					
Marketing Learning การเรียนรู้ตลาด					
19. กิจการเชื่อมั่นว่าการวิเคราะห์และคาดการณ์ สภาพแวดล้อมทางการตลาดอย่างต่อเนื่อง จะทำให้เกิดการปรับปรุงกระบวนการดำเนินงานของกิจการให้มีประสิทธิภาพมากยิ่งขึ้น					
20. กิจการให้ความสำคัญกับการเรียนรู้ และเข้าใจสภาพการแข่งขันในตลาดได้เป็นอย่างดี จะช่วยให้กิจการสามารถวางแผนการดำเนินงานได้อย่างโดดเด่นแตกต่างจากคู่แข่ง					
21. กิจการมุ่งเน้นให้มีการศึกษาข้อมูลของลูกค้าในอดีตและปัจจุบัน รวมถึงการวิเคราะห์แนวโน้มความต้องการของลูกค้าในอนาคต จะช่วยให้กิจการสามารถพัฒนาศักยภาพเพื่อตอบสนองความต้องการของลูกค้าได้อย่างถูกต้องและแม่นยำ					
22. กิจการส่งเสริมให้มีการติดตามกลยุทธ์และการดำเนินงานของคู่แข่งชั้นหลักอยู่เสมอ ซึ่งจะช่วยให้กิจการสามารถปรับเปลี่ยนกลยุทธ์ในการดำเนินงานได้อย่างมีประสิทธิภาพมากขึ้น					
23. กิจการตระหนักถึงการติดตามความคิดเห็นของลูกค้าอย่างต่อเนื่อง ซึ่งจะช่วยให้มีการพัฒนาแผนการดำเนินงานด้านการตลาดให้มีประสิทธิภาพมากยิ่งขึ้น					



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อ ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
Marketing Culture วัฒนธรรมตลาด					
24. กิจการเชื่อมั่นว่าการนำหลักแนวคิดการมุ่งเน้นทางการตลาดมาเป็น กลไกสำคัญในการนำองค์กรไปสู่เป้าหมาย จะช่วยทำให้การดำเนินงาน ประสบความสำเร็จทั้งในปัจจุบันและในอนาคต					
25. กิจการส่งเสริมให้บุคลากรมีการยอมรับและปฏิบัติตามนโยบายด้าน การตลาดขององค์กร จะช่วยให้กิจการสามารถปรับปรุงและเปลี่ยนแปลง กระบวนการดำเนินงานให้สอดคล้องกับสถานการณ์ต่างๆ ได้อย่างมี ประสิทธิภาพ					
26. กิจการสนับสนุนให้บุคลากรมีแนวคิดและวิธีการปฏิบัติงานที่มุ่งเน้น การตลาดที่เป็นเอกลักษณ์ขององค์กร จะช่วยให้กิจการสามารถสร้างความ พึงพอใจ ลดต้นทุนและเพิ่มคุณค่าให้แก่ลูกค้าได้อย่างต่อเนื่อง					
27. กิจการตระหนักเสมอว่าความเข้าใจถึงความต้องการของลูกค้าเป็นหลัก จะทำให้กิจการสามารถดำเนินงานประสบความสำเร็จทั้งในระยะสั้นและ ระยะยาว					

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์ของธุรกิจ
นำเที่ยวในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อ ความสามารถที่ยืดหยุ่นขององค์กรเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
Environment Complexity ความซับซ้อนของสภาพแวดล้อม					
1. การแข่งขันทางธุรกิจอย่างรุนแรงมากยิ่งขึ้น ทำให้กิจการต่างๆ มุ่งเน้นใน การปรับปรุงและแสวงหากลยุทธ์ใหม่ๆ เพื่อให้สอดคล้องกับการแข่งขันอยู่ เสมอ					
2. สภาพแวดล้อมของธุรกิจที่มีเปลี่ยนแปลงอย่างรวดเร็ว ทำให้กิจการต่างๆ มุ่งมั่นในการปรับปรุงกระบวนการและแนวทางการดำเนินงานอยู่เสมอ เพื่อให้ทันต่อการแข่งขันในปัจจุบันและอนาคต					
3. ความหลากหลายของวัฒนธรรมและสังคมที่มีมากขึ้น ทำให้เกิดการ เปลี่ยนแปลงทางพฤติกรรม ค่านิยมและการบริโภค ส่งผลให้กิจการต่างๆต้อง ปรับเปลี่ยนกระบวนการในการดำเนินงานให้สอดคล้องกับการเปลี่ยนแปลง อย่างต่อเนื่อง					
4. ความก้าวหน้าทางเทคโนโลยีอย่างต่อเนื่อง ทำให้กิจการต่างๆ สามารถ ปรับกลยุทธ์ในการดำเนินงานให้มีศักยภาพในการแข่งขันที่เหนือกว่าคู่แข่ง แข่งขันตลอดเวลา					



APPENDIX H
Letters To Experts





บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
ที่ ศธ.0530.10/ วันที่ พฤษภาคม 2558

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุตสาหกรรมวณิชกิจ

ด้วย นางภัทริยา พรหมราษฎร์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์และความอยู่รอดของธุรกิจ: หลักฐานเชิงประจักษ์จากธุรกิจนำเที่ยวในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.การุณย์ ประทุม)
รองคณบดีฝ่ายบัณฑิตศึกษาและวิจัย

(รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุตสาหกรรมวณิชกิจ)
คณบดีคณะการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
- 9 ก.ค. 2558





บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.สุธนา บุญเหลือ

ด้วย นางภัทริยา พรหมราชภูร์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ศักยภาพความยืดหยุ่นขององค์กรเชิงกลยุทธ์และความอยู่รอดของธุรกิจ: หลักฐานเชิงประจักษ์จากธุรกิจนำเที่ยวในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.ปัทมาภรณ์ บารมี อุตสาหกรรมนิเทศ)
คณบดีคณะการบัญชีและการจัดการ



CURRICULUM VITAE



CURRICULUM VITAE

NAME Mrs. Pattariya Prommarat
DATE OF BIRTH May 15, 1974
PLACE OF BIRTH Roi-Et, Thailand
ADDRESS 77/2 Tawapibal Road, Maung District,
Roi-Et Province, Thailand 45000
POSITION Lecturer
OFFICE Faculty of Business Administration and Accountancy,
Roi-Et Rajabhat University,
113 Kaokeaw Sub-district, Salaphum District,
Roi-Et Province, Thailand 45120

EDUCATION BACKGROUND

1997 Bachelor of Economics (International Economics),
Bangkok University, Bangkok, Thailand
2002 Master of Business Administration,
Ramkhamhaeng University, Khon Kaen campus, Thailand
2016 Doctor of Philosophy (Management),
Mahasarakham University, Mahasarakham, Thailand

RESEARCH

Prommarat, Pattariya and Ussahawanitchakit, Phaprukbaramee. (2014). Organizational Knowledge Creativity and Organizational Profit: An Empirical Investigation of Software Business in Thailand. *Journal of Academy of Business and Economics*, 14(2), 77-96.

