



The Market Orientation, Seven Marketing Activities Lever (7As), and Expectations of Service Toward Service Performance: An Empirical Evidence of Three to Five Star Hotels Business in Thailand

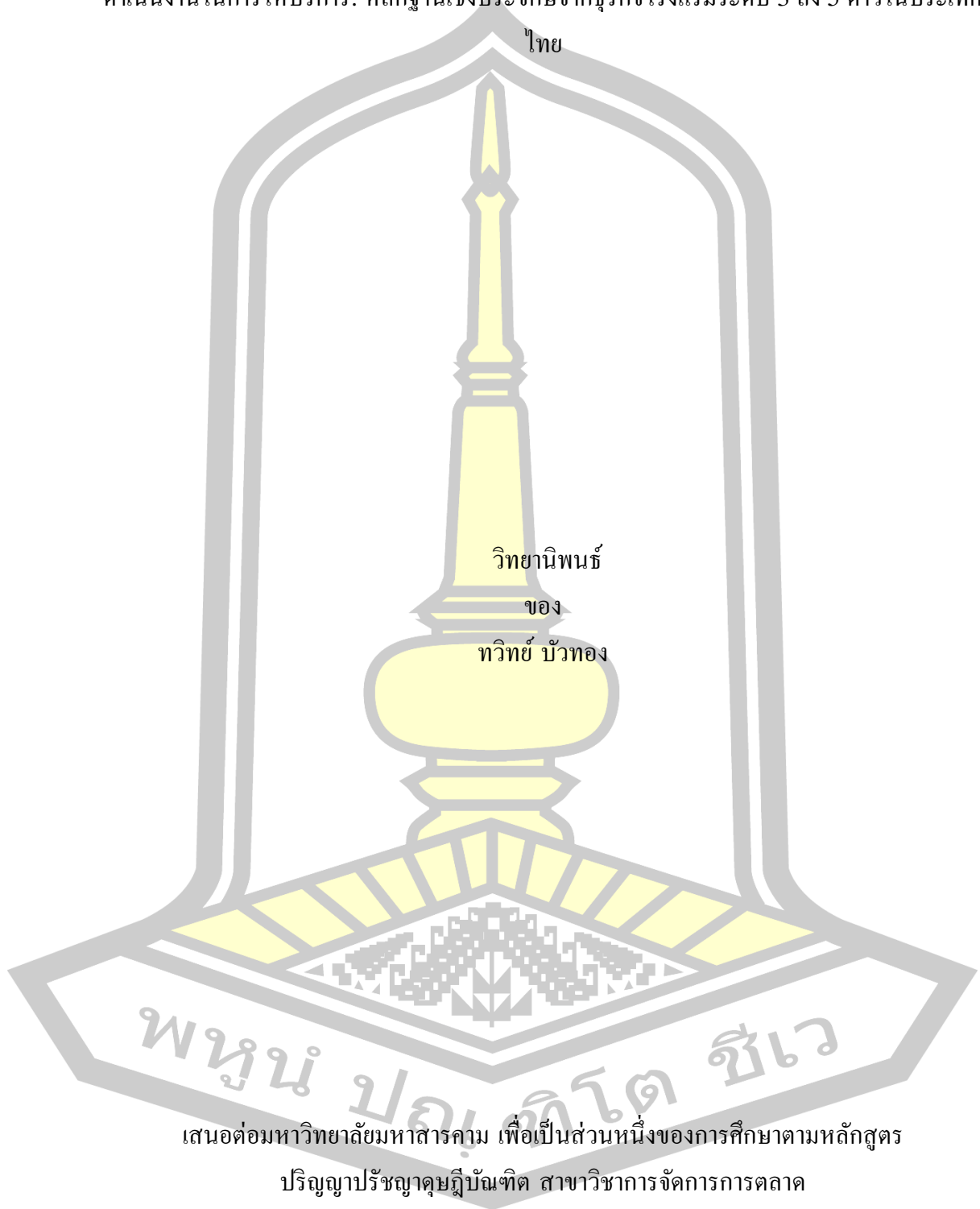
Thawit Buathong

A Thesis Submitted in Partial Fulfillment of Requirements for
degree of Doctor of Philosophy in Marketing Management

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Thawit Buathong

A Thesis Submitted in Partial Fulfillment of Requirements
for Doctor of Philosophy (Marketing Management)

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The examining committee has unanimously approved this Thesis, submitted by Mr. Thawit Buathong , as a partial fulfillment of the requirements for the Doctor of Philosophy Marketing Management at Mahasarakham University

Examining Committee

Chairman

(Asst. Prof. Danupol Hoonsopon ,
D.B.A.)

Advisor

(Narissara Sujchaphong , Ph.D.)

Co-advisor

(Asst. Prof. Chutima
Ruanguttamanun , D.B.A.)

Committee

(Asst. Prof. Theera Erawan , Ph.D.)

Committee

(Prathanporn Jhundra-indra ,
D.B.A.)

Mahasarakham University has granted approval to accept this Thesis as a partial fulfillment of the requirements for the Doctor of Philosophy Marketing Management

(Asst. Prof. Nitiphong Songsrirote ,
Ph.D.)

Dean of Mahasarakham Business School

(Asst. Prof. Krit Chaimoon , Ph.D.)
Dean of Graduate School

TITLE	The Market Orientation, Seven Marketing Activities Lever (7As), and Expectations of Service Toward Service Performance: An Empirical Evidence of Three to Five Star Hotels Business in Thailand		
AUTHOR	Thawit Buathong		
ADVISORS	Narissara Sujchaphong , Ph.D. Assistant Professor Chutima Ruanguttamanun , D.B.A.		
DEGREE	Doctor of Philosophy	MAJOR	Marketing Management
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ABSTRACT

Market orientation is the set of capability for creating and offering values to the customer through market activities that can create into two ways: proactive market orientation (PMO) and responsive market orientation (RMO). Nevertheless, there has been much empirical research of both market orientations in new product and innovation product success but still has lacked is the challenge for generalizing both market orientation in service concept. In addition, in this study offer the seven marketing activities (7As) as mediator role between both market orientations for thought mobilization to superior service performance. In this study, the researcher provides much attention to the hotel business in Thailand. Thailand has a well-developed hotel industry, and stable growth rates in the tourism industry have resulted in significant investments in the country's hotel industry. Also, the record from the gross domestic product shows that the hotel businesses in Thailand contributed highest in the service sectors.

To fulfill this research gap, the primary purpose of this research is to investigate the relationships among PMO and RMO, 7As, service performance and the moderating effects of expectation of service. The 7As is proposed based on seven activities including anticipation activities, adaptation activities, alignment activities, activation activities, accountability activities, attraction activities, and asset management. The resource base views theory, the knowledge base view, market capability, and dynamic capability are applied to describe the relationship between these variables. The population is the hotel businesses in Thailand, and the sample size totals 255 firms (127, 3-star hotels and 128, 4-5-star hotels). A mail survey questionnaire collected the data and sent directly to the marketing directors or marketing managers of each firm. Structural equation model tested hypotheses. The results of the findings reveal they are as follows.

The results indicate that PMO and RMO can be used in all-star hotels. However, RMO only is suitable for use in 3-star hotels. For 4-5-star hotels cannot be to both market orientations effect toward service performance. In addition, the research indicates that relationships among PMO and RMO in all-star hotels, 3-star hotels, and 4-5-star hotels have a substantial positive impact on 7As. It shows that 7As appropriate using on marketing strategy process in the hotel business.

The outcomes reveal that some activities have a different between 3-star hotels and 4-5-star hotels to impact on service performance. Thus, the hotel manager should be appropriate marketing activities being to using in the marketing strategy of a hotel. Besides, the hotel manager should beware in activation activities, adaptation activities, and attraction activities in marketing strategy process that do have to negative impact and not a relationship on service performance. Moreover, the results show that all-star hotels and 3-star hotels and 4-5-star hotels have a difference in full and partial mediator role effect between PMO and RMO, 7As and service performance. Finally, the findings indicate that 7As do not have the differences between 3-star hotels and 4-5-star hotels being too in marketing strategy process impact on expectations of service in service performance.

In conclusion, RMO, PMO, and 7As play a significant role in creating marketing capability and marketing activities for the marketing strategy process in service performance. Notably, the service sector can take utility of the PMO and RMO, and 7As that are appropriate to the hotel industry. This finding provides a unique theoretical contribution in expanding the previous knowledge and literature review of market orientation. Moreover, this finding indicates the importance of 7As for increasing the marketing strategy for firms' competitive advantage and receiving superior performance. Furthermore, researchers should consider reinvestigating other industries to compare the findings and gains for greater generalizability in the future.

Keyword : Proactive market orientation, Responsive market orientation, Seven marketing activities lever (7As), Service performance



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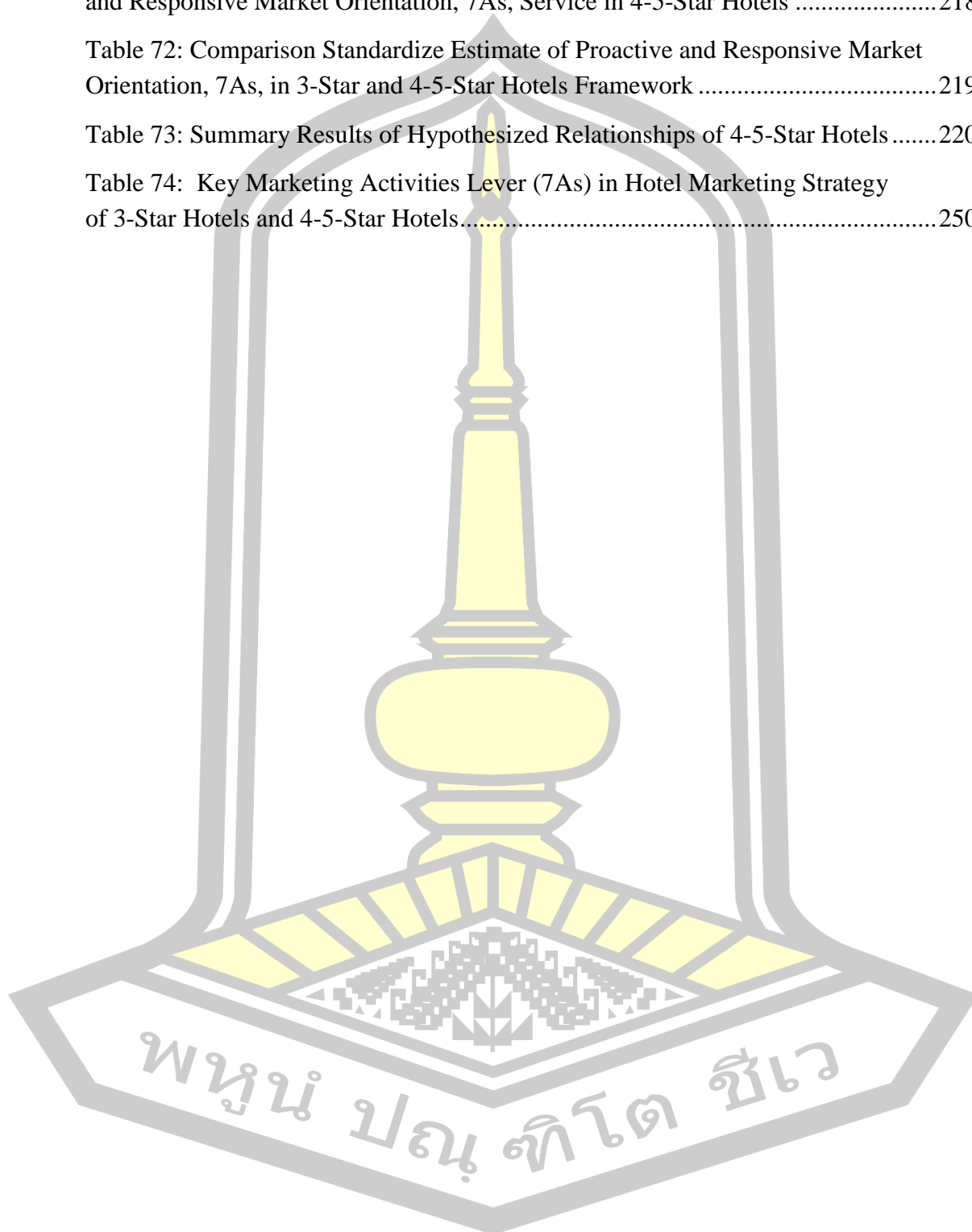
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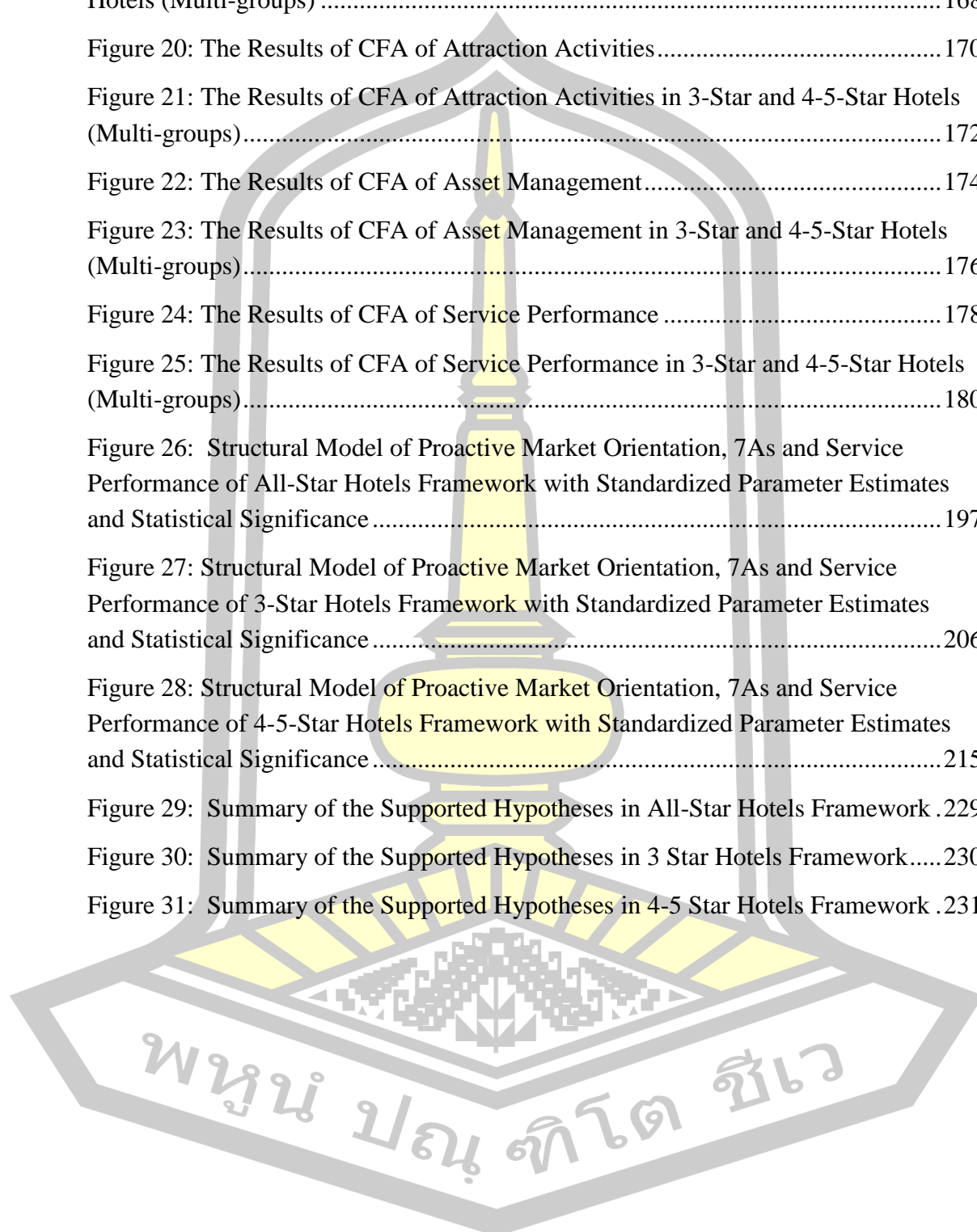
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CHAPTER I

INTRODUCTION

Overview

The business cycle, in general, and especially during high growth, is severely affecting the performance of individual companies and industry sectors, though not all companies perform successfully. Some companies may fail, while other companies see high growth as an opportunity to strengthen their businesses, to invest aggressively, and overtake others. To compete and to be successful in business, organizations need to develop their ability to adapt or have the marketing capability and development strategy to grow with the fluctuation of the constantly-changing environment (Eisenhardt and Martin, 2000). Providing firms with a sustainable competitive advantage require them to have an ability to understand their customers' needs accurately and to continuously anticipate and adapt to the new market rules to guarantee their long-term survival (Rubalcaba, Gallego, and den Hertog, 2010). Moreover, all business sectors create competitive advantage by focusing on outstanding product and service features over their competitors. This is especially so in a dynamic environment in which firms continuously adapt their strategy for customers' needs, and effectively, are compared to their competitors (Muller and Doloreux, 2009)

Service sector marketing approach is very complex and challenging since it has been done in a way that attracts customers to the service and convinces them to select it over other competitors in the market. The business develops comprehensive and yet dynamic marketing strategies that ensure their services are highly regarded by customers resulting in their competitiveness (Enz, 2008). It is the crucial reason that service marketing in business goes beyond the standard marketing strategies and marketing activities, such as advertising, public relations, consumer relationships, and other promotional packages to create a competitive business environment. American Marketing Association (2008) defines marketing as the activity, set of institutions, and processes for producing, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. It also involves managing the relationship between the organization and customers in such a way that

it benefits the firm (Tsai, Song, and Wong, 2009). For this reason, marketing is a customer-oriented approach to doing business for competitive advantage. In consequence, the primary objective of marketing is to generate and retain customers by satisfying their needs. In the past, marketing concepts stated that the key goal of achievement of a business firm was to be more effective and efficient than its competitors in identifying and satisfying the needs of the target market (Kohli and Jaworski, 1990; Kotler and Armstrong, 2010; Narver, Slater, and MacLachlan, 2004).

Kohli and Jaworski (1990) suggested that the once important marketing concept is market orientation which is defined as the organization-wide generation of market intelligence, dissemination of the intelligence across departments, and organization-wide responsiveness to it. When a company has a market orientation approach, it focuses on designing and selling goods and services that satisfy customer's needs to be profitable and consistent in performance. Market orientation also includes two essential sets of behavior: responsive market orientation and proactive market orientation. Atuahene-Gima, Slater, and Olson, (2005) suggested that both market orientations have a positive effect on business performance. Haryanto, Haryono, Sri, and Sawitri (2017) provided evidence that both market orientations and strategy affect marketing performance significantly and consistently. However, it means that both market orientations is essential but still unclear for a company in improving its service in the hospitality industry.

Besides, Glover (1994) suggested that the hospitality industry should be use concept of characteristics of corporate cultures in responsive and proactive as quality management to the expectation of consumer have become the means used to develop and maintain service corporate. He also provides additional confirmed that measures the impact of proactive management in the hospitality industry as opposed to the responsive management intrinsic to many elements of corporate culture mentality. Thus, firms need to select the appropriate characteristic of corporate culture between responsive and proactive to fit for the resource, policy of the organization, and competitive situation to face in the present and future. In this gap, in this study interested investigate difference effect between used proactive and responsive market orientation in-service performance of hotel industry.

The past years have witnessed a renewed emphasis on delivering superior quality service to customers (Parasuraman, Zeithaml, and Berry, 1985) because customer needs and expectations continually evolve, providing consistently high-quality products and service. The market orientation as marketing capability holds that the essential factor in accomplishing organizational goals is to be more effective and efficient than competitors in response to satisfying the needs of target marketing (Kotler and Keller, 2003). Moreover, a firm possesses the necessary development strategy practices, activities, and resources that are appropriate to continue changes in competitive situations to adequately, achieve effective firm performance. Organizing the use marketing activities in ways that successfully enable marketing strategy implementation is recognized as one of the most difficult challenges facing a manager and researcher who know little about how appropriate marketing activities should be organized to enable marketing strategy implementation, or how this affects marketing performance (Vorhies and Morgan, 2003).

This study attempts to investigate the way in which hotel industry generate competitive advantage in marketing strategy for their service performance through the use of proactive and responsive market orientation and seven marketing activities levers (7As). Moorman and Day (2016) suggested that marketing organization capabilities, configuration, culture, and the human capital of marketing leadership and talent are mobilized through 7As that occur during the marketing strategy process. The 7As consist of (anticipation activities, adaptation activities, activation activities, alignment activities, accountability activities, attraction activities, and asset management). The 7As perform their essential functions within the marketing strategy process, which begins with designing strategic choices regarding where to play and how to win, then proceeds through implementing strategic decisions and assessing results. Supporting this process is a resourcing cycle in which marketing and resources are acquired, developed, and deployed in the process. This cycle iterates so that assessment and resource outcomes drive future design and implementation activities. The 7As are within this familiar marketing strategy process, but they also emphasize marketing activities because they are clear, value-adding activities that marketers should perform in the marketing strategy process. Also, Moorman and Day (2016) suggested that the 7As serve as a theoretically-grounded description of the marketing activities needed to

advance marketing excellence and firm performance. The 7As can be categorized into four groups of strategies for describing how the marketing organization contributes to the quality of these activities as follows.

1) The design of marketing strategy design involves the choice of markets, value propositions, and business models. The marketing organization shapes strategy design through two marketing activities. First, anticipation activities provide an early and accurate understanding of external threats and opportunities so the firm can serve the market better than competitors and even mold the market to its advantage (Kohli and Jaworski, 1990). Second, an increasingly volatile, complex, and ambiguous business world requires that marketers continuously adapt activities their organization to stay competitive (Lee, Sridhar, Henderson, and Palmatier, 2015).

2) The implementation of marketing strategy involves the choice of marketing programs and the deployment of marketing resources — the implementing of marketing strategy consisting of two marketing activities which are alignment activities and activation activities. Marketing orientations influence this stage through alignment activities that link and coordinate the firm's processes, structures, and people to improve the efficiency (Homburg, Workman, and Jensen, 2002) and effectiveness of marketing strategies, as well as through activation activities to motivate and inspire individual and organizational behaviors (Gebhardt, Carpenter, and Sherry, 2006).

3) The assessment of marketing strategy occurs as marketing strategies emerge from a continuous learning process, with the assessment stage signaling the end of one cycle and looking ahead to the next development cycle — the assessment of marketing strategy which is accountability activities. This process involves accountability activities that management responsibility for firm performance (Fornell, 1992).

4) The resourcing of the marketing strategy process is fueled by substantial resources including human, financial, knowledge, brand, customer assets and related capabilities. These resources both enable and constrain firm choices — the resourcing of marketing strategy consisting of two marketing activities which are attraction activities and asset management. Excellent marketing organizations do so by directing marketing organizations to enable the attraction of resources, and asset management activities that fully develop and effectively deploy marketing assets to the marketing strategy process (Feng, Morgan, and Rego, 2015).

How well the firm manages these 7As throughout the marketing capability process determines the performance payoffs from the marketing organization. Therefore, it is possible that both market orientations, which is marketing capability may have a relationship with marketing activities levers (7As), because Moorman and Day (2016) indicated that marketing capability is mobilized through seven marketing activities (7As) that occur during the marketing strategy process can generate to the performance payoffs from marketing organization and increase the effect on service performance.

The hospitality industry, particularly in the hotel business, have competition based on offering value in the service and it is necessary to assess the various dimensions of hotel service performance. Studies of performance indicator are discussed in the literature and measured mainly by the firm's financial outcome. Measurement approaches that relied solely on business results are now being replaced by more integrated systems that combine financial and non-financial indicators (Bergin-Seers and Jago, 2007). Hotel industry performance can be measured using occupancy performance owing to the reluctance of hotel managers to provide details regarding hotel financial performance such as average occupancy rate, market share, sales growth, and consumer satisfaction (Sun and Lu, 2005).

This research proposes that using both market orientations through the 7As response to consumer needs can be better for service performance such as, market share growth, average sales growth rate, and average occupancy rates that have matched one's expectation and achieved good customer satisfaction toward service hotel performance. This research observes a transition of the industry towards 3 to 5-star hotels in Thailand. The hotel business in Thailand is considered an appropriate sample for examining the relationships among both market orientations, 7As, and service performance. The record from the gross domestic product shows that the hotel businesses in Thailand contributed 52% of the service sectors (Board of Investment of Thailand, 2017).

Thailand has a well-developed hotel industry, and stable growth rates in the tourism industry have resulted in significant investments in the country's hotel industry, particularly in the high end of the market (Board of Investment of Thailand, 2016). Besides, the hotels would do well to make plans that attract growing numbers of

visitors to staying at 3 to 5-star level hotels (World Travel and Tourism Council, 2018). Moreover, when consumer choosing hotels, customers who visit at 3 to 5 stars (or other equivalent symbols) hotels use rating systems more often than those staying at one and two-star hotels (Callan, 1995). There is also evidence from research in the context of the classification of the stars of the hotel. It has been found that hotel businesses with the highest stars have high expectations for performance (Chand and Katou, 2007). The expectations of service in the hotel as the difference between a customer's initial expectation and observed actual performance is divided to two types consisting of high hope (4-5-star hotel) and medium expectation (3-star hotel). The hotel needs to improve or change marketing activities in the marketing strategy process continuously to survive and succeed in highly competitive conditions and with high growth rates. Thus, this research proposes that the service expectations of 3 and 4-5-star hotels moderate effect in the relationships between market orientation and 7As in the hotel industry from manager perspective for response to consumer need.

This research identifies star hotel through the Tourism Authority of Thailand under the Ministry of Tourism and Sports. The result of this research possibly enhances hotel performance by developing a focus in market orientation behavior, and emphasizing the importance of 7As activities for marketing strategy process, and action responding to, customer's needs for them to gain more service performance. This research uses questionnaires to collect data and has mailed them to each firm. The population and sample chosen are the hotel businesses in the official website of Tourism Authority of Thailand totaling 1,521 firms. For data analysis, both descriptive and inferential statistical techniques consisting of confirming factor analysis, correlation analysis, measurement assessment, structural assessment model, and multi-group analysis are employed in this research for validating the quality of instruments and analyzing the empirical data. Besides, a pre-test method is appropriate to estimate the validity and reliability of the questionnaire throughout the test of non-response bias to ensure proper data before the analysis and testing of all hypotheses.

This research is expected to provide theoretical contributions as well as managerial implications are as follows. The theoretical contribution can explain the underlining mechanism of the relationship between both market orientations, 7As, and service performance. This study, provides the generalizability of both market

orientations constructs to service industry in Thailand context. Moreover, the researcher possibly brings to develop 7As measurement and adopt the proposed model to test this conceptual framework in other hospitality businesses. The managerial contribution, the 3 and 4-5-hotel star rating can appropriately apply proactive and responsive market orientation, 7As for their hotel strategy. Moreover, the marketing manager can adapt item in 7As as indicators for developing marketing activities for the design market strategy process and implementation in the hotel. Besides, the government could modify the research frameworks for creating a policy to support local hotel business. As a result, it clarifies the nature of marketing activities in the marketing strategy process in the hotel business for future research.

This research also attempts to incorporate several theories to propose logical connections in a conceptual framework, including the resource-based view (Wernerfelt, 1984; Barney, 1991), dynamic capability (Teece, Pisano, and Shuen, 1997), marketing capability (Black and Boal, 1994), knowledge-based view (Hult, 2011). Furthermore, the results of this research contribute to managerial practices focusing on market orientations implementation and the usefulness of 7As that stimulate and enhance the competitiveness and success of the service hotel businesses in Thailand.

Purpose of the Research

The primary goal of this research is to examine the relationships between proactive and responsive market orientations and 7As consisting of seven activities that have a relationship to service performance. The specific objectives are as follows:

1. To investigate the relationships between proactive and responsive market orientations and service performance in the hotel industry.
2. To investigate the relationship among proactive and responsive market orientations and 7As, and service performance in the hotel industry.
3. To investigate the relationship between 7As and service performance in the hotel industry.
4. To investigate the partial mediator role of 7As between proactive and responsive market orientations and service performance in the hotel industry.

5. To investigate the moderator effect of expectations of service (high expectation and medium expectation) among proactive and responsive market orientations, 7As, and service performance in the hotel industry.

Research Question

The key research question is how proactive and responsive market orientations and 7As consisting of anticipation activities, adaptation activities, activation activities, alignment activities, accountability activities, attraction activities, and asset management in marketing strategy process have a relationship to service performance. Also, the specific research question is presented as follows:

1. How does the proactive and responsive market orientations influence service performance?
2. How does the proactive and responsive market orientations relationship with 7As?
3. How does the 7As relationship with service performance?
4. How does the relationship between the proactive and responsive market orientations, 7As, and service performance?
5. How does the partial mediator role of 7As influence on market orientations and service performance?
6. How do the different expectations of service (high expectation and medium expectation) moderate effect in relationships among proactive and responsive market orientations and 7As, and service performance?

Scope of the Research

There are four theories focus explaining proactive and responsive market orientations and 7As in this research; namely, the resource-based view theory, dynamic capability, the marketing capability, and the knowledge-based view theory. The theories demonstrate the relationships among proactive and responsive market orientations, and 7As, as well as constructs presented in the next chapter. Moreover, this research proposes theory interaction to describe the relationships of each variable throughout, giving attention to investigating and answering the research questions and research objectives.

Mainly, this research aims at investigating the effects of the proactive and responsive market orientation, 7As on the service performance of hotel business in Thailand. Concerning the research objective and research questions, there are many variables in the research. Both market orientations are independent variables, and they have suitable attributes to manage the marketing capability of the firm. Hence, proactive and responsive market orientations are measured by an item scale from Narver, Slater, and MacLachlan (2004). The 7As are adapting by an item scale from many scholars as suggested by Moorman and Day (2016). Marketing orientations as marketing capability are hypothesized to be positively associated with the 7As. Within the relationship, firm performance is the dependent variable of the research, and it is a subjective measurement by adopting an item scale from Ghalayini and Noble (1996). Also, this research determines the control variable as the investigative element, which is constant and unchanged throughout the investigation. The control variable strongly influences research results, and it is held constant during the experiment to test the relative relationship of the dependent and independent variables. The control variable itself is not of primary interest for examination. This research proposes control variables such as firm size, firm age, firm location, and ownership type.

Organization of the Dissertation

This research is organized into five chapters. Chapter one demonstrates an overview of the study, research questions, purposes of the research, scope of the research and organization of the dissertation. Then, chapter two reviews the relevant literature on market orientations and 7As explains the theoretical framework to describe the conceptual model and the relationships among the different variables and develops the related hypotheses for testing. Chapter three explains the empirical examination of the research method (including sample selection and data collection procedure) the variable measurements of each construct, the necessary verification, the statistics to test the hypotheses, and the summary table definitions and operational variable of the constructs. Chapter four presents the empirical results. Finally, chapter five illustrate the conclusion and discussion, theoretical and managerial contributions, limitations, and future research directions. Also, chapter five compares and explains the differences between previous studies and the empirical results for this empirical research.

CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The previous chapter demonstrated the overview of the situation with proactive and responsive market orientations, marketing activities levers (7As), effects to service performance which operates the research objective, research questions, and scope of research. Consequently, this chapter elaborates to understand better the proactive and responsive market orientations, 7As, expectations of service, and service performance, consisting of the theoretical foundation, literature review, conceptual framework, and hypotheses development. Therefore, these hypotheses are proposed to answer the research objectives and research questions. This study focuses on proactive market orientation, responsive market orientations, 7As, and expectations of service toward service performance phenomenon.

This research provides empirical evidence regarding factors that allow firms to prepare for competence for creating appropriate marketing capabilities and marketing activities. To create a new marketing strategy through proactive, responsive market orientations, and 7As in an organization to firm performance. Hence, this research attempts to integrate several theoretical perspectives that support how proactive and reactive market orientations, 7As, and service performance. Theoretical foundation in this research includes the resource-based view theory, marketing capability, dynamic capability, and the knowledge-based view — the first section overview of the literature on the relationship role of the independent variable (proactive and responsive market orientations), the mediating variable (7As), dependent variable (service performance), and expectations of service, respectively. The literature review aims to provide an understanding of the established field on the proposed conceptual framework. This chapter is organized into three main sections. The first introduces the theory that supports the conceptual framework in this research. The second provides literature reviews of all constructs of the conceptual framework, definition, and previous studies on the subject of proactive and responsive market orientations, and 7As in the context of the hotel business in Thailand. Finally, the section shows the conceptual framework and the details of the hypotheses development.

Theoretical Foundations

The theoretical foundation of the study includes the resource-based view theory, dynamic capability, marketing capability, and the knowledge-based view, which are implemented to describe the abovementioned relationships. This research has illustrated that proactive and responsive market orientations, 7As, and the four theories can link together with empirical evidence to explain the research phenomenon. These theories are integrated to describe, explain, predict, and connect all constructs and variables. The four theoretical frameworks emphasis is to create valuable instruction about possible sources of proactive and responsive market orientations and 7As as follows:

1. Resource-Based View Theory

The resource-based view (RBV) is a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage to a firm. The resource-based view of the firm (Wernerfelt, 1984) envisions the firm as a collection of strategic resources which are heterogeneously distributed across firms to achieve a sustainable competitive advantage (Barney, 1991). The resource-based view in the organization should have the resources that are valuable, rare, costly to imitate, and unable to substitute. In addition, Barney (1991) suggested that the resources that are simultaneously rare and valuable can generate competitive advantage; and if these resources are also hard to imitate, are irreplaceable, and hard to transfer, they will sustain an advantage. The scholars use the resource-based theory (RBT) in marketing research which has increased by more than 500% in the past decade, and which suggests its importance as a framework for explaining and predicting competitive advantages and performance outcomes (Kozlenkova, Samaha, and Palmatier, 2014).

The resource-based view is based on the premise that firms differ, even within an industry (Wernerfelt, 1984). The differences occur in the firms' resources, and the main theory is that a firm's strategy should depend on its resources (Wernerfelt, 2005). The resource-based view makes it possible for businesses to develop and maintain a competitive advantage, to utilize these resources, and to have competitive advantages for superior performance (Wernerfelt, 1984). All firms are unique in that they have different sets of experiences, assets, skills, and cultures. Efficiency and effectiveness

determined by the extent to which the firm has the best and most suitable physical and intangible assets and capabilities for its business and strategy (Collis and Montgomery, 2008).

Barney (1991) defined firm resources as the all assets, such as capabilities, organizational processes, and firm attributes, information, and knowledge, controlled by a firm that enables it to conceive of and implement strategies that improve its efficiency and effectiveness. In addition, the resource-based view (RBV) has three distinct sub-groups including tangible assets, intangible assets and capabilities (Fahy and Smithee, 1999). The tangible assets refer to the fixed and current assets of the organization that have a fixed, long-run capacity (Wernerfelt, 1989). Examples include plant, equipment, land, other capital goods and stocks, debtors and bank deposits. Tangible assets have the properties of ownership, and their value is relatively easy to measure (Hall, 1989). Example, though plant or land may be geographically immobile, they are relatively imitable and substitutable. In this research, the intangible assets are the theoretical base for explaining investigation to the marketing activities in marketing strategy including, resourcing of marketing strategy (attractive operations and asset management). The resourcing of marketing strategy is a source of sustainable competitive advantage in an organization such as knowledge, physical asset, human capital, and market-based asset. Attractive activities as the firm's ability in activities set of institutions, and process for creating communication, delivering and exchanging offers that have value for customers, clients, partners, and society. Asset management as the firm' ability to use marketing resource that is acquired, combined, and transformed into value offerings for target markets, and the extent to which a firm possesses knowledge and resources related to marketing activities. Thus, the intangible support can be explained to construct the resourcing of marketing strategy (attractive operations and asset management) in this research.

Secondly, the intangible assets include intellectual property such as trademarks and patents company brand and reputation, and company networks and databases (Hall, 1992). The presence of intangible assets accounts for the significant differences that are observed between the balance sheet valuation and the stock market valuation of publicly-quoted companies. The intangible assets have a relatively unlimited capacity, and firms can exploit their value by using them in-house, renting them, or selling them.

They are relatively resistant to duplication efforts by competitors. Intellectual property is afforded regulatory protection. Meanwhile, a database, network, and reputation are examples of asset stock. The inherent complexity and specificity of their accumulation hinder imitability and substitutability in the short-run (Rumelt, 2005).

Many scholars (Barney, 1991; Hall, 1992; Grant, 1996) provide definitions intangible resources, as a company that can own them, and it has strategic value for which the firm can increase the value of these resources. Moreover, it can also create a competitive advantage for the company. Kozlenkova and colleagues (2014) hold that characteristics and uses of market-based resources are those such as building brands, relationships, and knowledge. This market-based resource perspective suggests that at marketing research increasingly focuses on intangible, complementary resources, whose effects on the firm's sustained competitive advantage and performance may be higher than the impact of physical resources (Srivastava, Shervani, and Fahey, 1998). In this research, intangible assets are the theoretical base for being able to explain the investigation to the marketing activities in marketing strategy process including, the implementation of marketing strategy (activation activities and alignment activities) and the assessment of marketing strategy (accountability activities). The activation activities are a firm's ability to actively be identified with employee action. The alignment activity as a firm's ability to create an organizational structure that represents the way business divisions and units are organized and include the information that is accountable for a responsible market. The accountability activities as firm's ability to use metrics to link to a firm's market actions from investments in marketing activities, and to take responsibility for the profit or loss that is to financially relevant to outcomes and growth over time. Thus, the intangible resource can be explained to construct the implementation of marketing strategy (activation activities and alignment activities) and the assessment of marketing strategy (accountability activities) in this research.

The capabilities had proved more difficult to delineate and were often described as invisible assets (Itami, 1991). Moreover, essential capabilities encompassed the skills of individuals or groups as well as the organizational routines and interactions through which all the firm's resources are coordinated (Grant, 1991). Typical of the latter, examples are teamwork, organizational culture, and trust between management

and workers. Individual skills may be highly tacit, making them inimitable and non-substitutable; though as noted earlier, they may be hired away by competitors. Where capabilities are interaction-based, they are even more difficult to duplicate due to causal ambiguity. The resource-based view literature has tended to favor capabilities as the most likely source of sustainable competitive advantage (Collis, 1994). The reason is the list of resources in any given company is highly expected to be a long one. One of the principal insights of the resource-based view is that not all resources are of equal importance in possessing the potential to be a source of sustainable competitive advantage. This research, the capabilities is the theoretical base to explaining the investigative in market orientations (proactive and responsive market orientations) and marketing activities in marketing strategy process such as the design of marketing strategy (anticipate activities and adaptation activities). Proactive and responsive market orientation is marketing capability to discover and response consumer need to satisfaction. The anticipated activities are the firm's ability to service a provider's expectation or predict of consumer values that meet the customer need to prepare for future consumer needs ahead of competitors. The adaptation activities as the firm's ability continuously adaptation specific ways in which the firm adjusts as it sought to survive and capitalize on the external situation. Thus, the capability can explain to construct the proactive and responsive market orientation and design of marketing strategy (anticipate activities and adaptation activities) in this research.

As mentioned previously, this capability is the most critical source of sustainable competitive advantage in a firm. In the marketing study, marketing capability is defined as integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services and meet competitive demands (Day, 1994). Marketing capability can help firms sense and respond to market changes such as competitor's moves, technological evolution, and revolution, enabling firm organizations to leverage the capabilities and resources of partners for value creation, and facilitating firms to foretell and anticipate specific and latent customer needs (Saleh, 2014). Thus, marketing orientations as marketing capability are what the organization needs to implement in a marketing organization.

2. Dynamic Capabilities

Business has been faced with difficult competing situations among dynamic market environments. Several examples are: the decline stage is slightly reduced in a product lifecycle, a competitor's response to the fight for sharing in the market from the recognized potential of new products and services, and consumer change in values and lifestyle. Therefore, the business firms need to reshape their strategy continuously.

Dynamic capabilities are the ability of a firm to deploy new configurations of operational competencies relative to the competition by effectively sensing the environment, as well as absorptive, integrating, innovative activities. Teece et al. (1997) introduced the dynamic capability approach as the firm's ability to integrate, build, and reconfigure internal and external competency to address rapidly changing environments. Meanwhile, Barney (1991) argues that the resource-based view of the (RBV) firm explains how competitive advantage within a firm is archived and sustained over time. This perspective emphasizes the internal resources of the firm, whereas dynamic capability perspective extends the RBV to dynamic markets (Teece, Pisano, and Shuen, 1997; Eisenhardt and Martin, 2000). However, the dynamic capability is a part of the RBV extension approach that responds dynamically to the environment (Parthasarathy, Chenglei, and Aris, 2011).

The dynamic capabilities approach is composed of two key views that are relevant as to the ability to assess new forms of competitive advantage. They are the dynamic and capability theories. The first term, dynamic, refers to the ability to renew competency to be appropriate with the changing business environment. For example, innovative reactions are required when there is a high rate of technology growth, market timing, competition in the future, and sophisticated markets to identify. The second term, capability, refers to the role of strategic management in flexibility, reconfiguration, integration, both internal and external firm skills, resources, and the responsibility to right the situation of a changing environment (Teece, Pisano, and Shuen, 1997). Furthermore, there are three new challenges for active business, namely, to sense and shape opportunities and threats, to seize opportunities, and to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets (Teece, Pisano, and Shuen, 2007).

Moreover, the prior research stated that there are three approaches to dynamic capabilities, namely, the radical dynamization approach, the integrative approach, and the innovative routine approach (Schreyögg and Kliesch-Eberl, 2007). The elaboration of each strategy is described in the steps as follows. Firstly, the radical dynamization approach is composed of adapting the concept of capability to the dynamic environment. Based on this logic, rapidly changing consumer behavior and underlying technology growth have influenced peoples' styles. Thus, the firm has to adopt proactive and responsive market capability to support changing service and a higher demand for instant and service that have led to the growth of processed hotel industries (Mohammed and Bin Rashid, 2012).

Therefore, firms have to learn incessantly. Proactive and responsive market orientation capability can be explained by the organizational capability concept that is relevant to sharing, accumulation, and knowledge applied as a dynamic of firm ability. If there is a high intensity of market learning, customer learning, and competitor learning, it can be the source for a firm to reconfigure its capacity, competitive strategy, and flexibility in market operations (Bhatt and Grover, 2005). Particularly, anticipate capability facilitates help in the firm learning to be a potential source of competitive advantage and lead to customer value creation in the competitive market (Lim, Stratopoulos, and Wirjanto, 2011). Secondly, an integrative approach implements new skills demanded by the changing environment. Based on the concept of Teece, Pisano, and Shuen (1997), there are three sub-dimensions (processes, positions, and paths), which provide the firm's ability to adapt, reconfigures, and integrates, keeping its resources and competency. According to the explanation in this context, marketing vision for long-term operations, market uncertainty pressure, and technological complexity force are several potential factors to determine proactive and responsive market orientation. Currently, the underlying high market uncertainty and technological complexity force have more effect on changing consumptive behavior along with marketing leadership and periodic transformation. It reconfigures marketing capability such as marketing strategy, marketing activities (Cummings and Worley, 2009).

Therefore, the firms that have applied proactive and responsive market orientation can introduce marketing activities in participation of future demands, market behaviors, market structures and trends that influence demand, and affect a first-

mover in a competitive market (Lumpkin & Dess, 1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez-Ruiz, 2012). This research attempts to explain all the related phenomena of proactive and responsive market orientation, (7As) are marketing capability. Therefore, proactive and responsive market orientation is a firm's capability that is flexible and reforms incessantly to create and recreate core competency and renew resources to confront a dynamic business environment, leading to firm survival through sustainable competitive advantage. Besides, (Takahashi, Bulgacov, and Giacomini, 2017) indicated that the dynamic capabilities influence organizational performance only when mediated by marketing ability. According to Moorman and Day (2016), suggested that the 7As as the mediating effect to between marketing capability and firm performance. The marketing capability has a vital role in the survival, growth, and renewal on services offerings for the private sector, and consequently in organizational performance. The marketing capability describes in the next section.

3. Marketing Capability

Marketing capability development, when individuals and groups are integrated, apply knowledge and skills to combine and transform resources in ways that contribute to achieving the firm's goals and capabilities, therefore, involving complex coordinated patterns of skills and knowledge that become embedded as organizational routines develop over time (Grewal and Slotegraaf, 2007). The importance of learning processes in the marketing capability development process has been stressed in present research (Vorhies and Harker, 2000). Also, marketing capabilities combine knowledge-based processes can bring to competitive advantage (Grant, 1991). At these organizational levels, marketing capabilities can, therefore, be defined as the specialized, architectural, cross-functional, and dynamic processes by which marketing resources are acquired, combined, and transformed into value offerings for target markets (Day, 1994). Marketing capabilities are developed via learning processes when the firm's employees repeatedly apply their knowledge to solving the firm's marketing problems (Day, 1994; Grant, 1996). While marketing capabilities may involve coordinating with other functions and draw on inputs from outside of the marketing area, the core of these capabilities resides in the marketing function. Specialized

marketing capabilities have therefore typically been viewed as encompassing the tactical marketing program-related processes commonly needed to implement marketing strategy (Vorhies and Morgan, 2003). In addition, Hunt and Morgan (1995) suggested that specialized marketing capabilities are based on the classical marketing mix of activities concerned with product, pricing, communications, and distribution.

Marketing capabilities have therefore been viewed as including the planning-related processes involved in selecting strategic marketing goals and formulating strategies to attain them (Slotegraaf and Dickson, 2004); and the implementation-related processes that facilitated the deployment of the multiple and inter-related resource inputs required to enact strategic marketing decisions (Vorhies and Morgan, 2005). Thus, successful marketing organizations are distinguished not only by well-conceived marketing strategies outlining where, when, and how the firm will compete but also by their ability to execute the marketing strategy decision options selected (Varadarajan, 2010). However, appropriate and expertly executed marketing strategies are required to productively guide the deployment of available resources through the firm's marketing capabilities in pursuit of desired goals (Black and Boal, 1994). Marketing capability suggests two distinct but related aspects to marketing strategy content: marketing strategy decisions and marketing strategy decision implementation. In this research, the marketing capability is applied to suggest that market orientation and 7As is the important capability in marketing implementation and strategy that practitioners and managers create for an advantage in marketplace position to bring about service performance.

However, with the growing interest in resource-based theories of the firm, there has been increased interest in the role of intangible factors such as skills, capabilities, leadership style, and culture in strategy implementation (Barney, 1991). At the core of the strategy implementation approach is the recognition that different types of capabilities, organizational processes, and systems need to be adjusted to implement the selected strategy. Many scholars (Hall, 1992; Barney, 1991) agree that an intangible asset is an essential resource for the company. Within marketing, there has been considerable interest in market orientation as an intangible factor that effects on organizational performance (Homburg, Krohmer, and Workman, 2004). In marketing, there is a greater willingness to use market orientation as an intangible factor that affects

organizational performance. Market orientation is a business culture that through the creation of superior value for customers, affects organizational performance (Narver, Slater, and MacLachlan, 2004).

On the other hand, market orientation, as an organizational culture involves placing customer satisfaction at the center of business operations; therefore, it will have a higher value for customers and better performance for organizations (Doei and Bakhtiari, 2005). Market orientation is the business culture that produces performance by creating superior value to customers (Slater and Narver, 1999). One of these capabilities in the resource-based view is market orientation, which is defined as the organization-wide generation of market intelligence on current and future customer needs, dissemination of the information across departments, and organization-wide responsive to consumer (Kohli and Jaworski, 1990). Market orientation is an essential variable for investigating in this research. Market orientation will be discussed in detail in the next section.

Thus, the resource-based view theory, dynamic capability, and marketing capability are applied to suggest an investigation that is proactive and responsive market orientations as the capability resource which creates an advantage in the marketplace bringing about service performance. In addition, the elements of 7As consisting of the design of marketing strategy, implementation of marketing strategy, assessment of marketing strategy, resourcing of marketing strategy, are constructs that are tangible, intangible, and which capability is considered to affect service performance. In the following sections, this research finds the details of proactive and responsive market orientations and 7As based on the resources-based views which accomplish a comparative advantage that builds service performance. Besides, market orientations are relative to the knowledge-based view theory. Therefore, this research explains the relationships among the resource-based view, the knowledge-based view, and market orientations in the next sector.

4. Knowledge-Based View

The knowledge-based views (KBV) are the essential firm resources. They are similar to the resource-based view of the firm (Wernerfelt, 1985; Barney, 1986) which conceptualizes the firm as a unique bundle of individual resources and capabilities. The

emerging knowledge-based view of the firm is not a theory of the firm in any formal sense (Grant, 2002). However, given the assumptions about the characteristics of knowledge and the knowledge requirements of production, the firm is conceptualized as an institution for integrating knowledge (Grant, 1996). In the marketing scope, Hult (2011) has given assumptions about the characteristics of the market, marketing knowledge and the knowledge requirements of developing and implementing marketing strategy. The marketing organization is conceptualized as an institution for integrating market and marketing knowledge.

The knowledge-based view (KBV) of the firm considers knowledge as the most strategically significant resource of a firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the primary determinants of sustained competitive advantage and superior corporate performance. (Wernerfelt, 1984; Barney, 1991; Conner, 1991). There is an implicit assumption that there is value and that productivity gains can be realized by having marketing professionals who specialize in knowledge acquisition and organizational memory storage. The development of marketing strategy and the accompanying product and service assortment requires the input and coordination of a wide range of specialized market and marketing knowledge (Hult, 2011). If the primary productive resource of the marketing organization is a market and/or marketing knowledge, and if knowledge resides in individual marketing professionals, then it is the marketing professionals who own the bulk of the marketing organization's resources.

The knowledge-based view (KBV) of the firm considers knowledge as the most important strategic resource and, in that sense, this perspective is an extension of the resource-based view (RBV) of the firm (Collis and Montgomery, 1995). Knowledge resources are particularly relevant to ensure that competitive advantages are sustainable, as these resources are difficult to imitate if they are a foundation for sustainable differentiation (Wiklund and Shepherd, 2003). According, to the knowledge-based view, performance differences between organizations accrue due to their different stocks of knowledge and their differing capabilities in using and developing understanding. From this perspective, the firm can be understood as a social community specializing in speed and efficiency in the creation and transfer of

knowledge (Kogut and Zander, 1992). Knowledge is a dynamic human process. It can be either explicit or implicit; and in both cases, it represents intellectual capital. Knowledge-based capabilities are considered to be the most strategically important ones to create and sustain competitive advantage (DeNisi, Hitt, and Jackson, 2003). Superior talent is recognized to be the leading creator of sustained competitive advantage in high-performance firms (Hiltrop, 1999). The knowledge capacity to learn faster than competitors could turn out to be the only sustained competitive advantage (DeGeus, 1988). Marketing knowledge is not the same as marketing skills. Included in marketing skills are forecasting, strategy, planning, analyzing, creating, deciding, motivating, communicating, and implementing (Rossiter, 2001). Marketing knowledge must exist independently of practitioners' ability to use it so that marketing knowledge can be documented and passed on to others. A widely-made distinction is between 'explicit' knowledge, or knowledge that can be communicated, and 'implicit' knowledge, which a user evidently can demonstrate in practice but cannot articulate to others.

Chen and Lee (2017) suggested that KBV and market orientation have integrative characteristics for marketing implementation and marketing success. The four market knowledge categories consist of: First, customer knowledge, including a customer profile, a consumer's psychology, and behavior, and customer relationships management. Second, employee knowledge includes employee equity, workforce management, and performance control. Third, competitor knowledge includes competitive status and competitive response. Fourth, partner knowledge includes partners' characteristics and supply chain management. It is suggested that high levels exist, due to the importance of knowledge acquisition, classification, dissemination, and usage. Therefore, it is clear that the relationship between the knowledge-based view and market orientation, are similar and impartible in this generation of market intelligence concern for current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsive to the customer.

In this research, the knowledge-based view and market knowledge is applied to suggest that proactive and responsive market orientations in generate knowledge, dissemination knowledge across organization for response it and used in 7As is the important knowledge in marketing implement and strategy (anticipation activities and

adaptation activities) is that a manager and practitioners must create for gaining advantage in marketplace positioning and bringing in service performance.

Relevant Literature Reviews and Research Hypotheses

The relevant literature is developed for the conceptual framework as shown in Figure 1 from the main research. The framework includes one main construct, namely, market orientation, consisting of two essential behaviors: proactive and responsive market orientations. Besides, there are two variables influential on 7As, consisting 1) the design of marketing strategy (anticipation activities, adaptation activities); 2) implementation of marketing strategy (activation activities, alignment activities); 3) assessment of marketing strategy (accountability activities), and 4) resourcing of marketing strategy (attraction activities, asset management).

The marketing strategy is studied in all marketing fields (Varadarajan, 2010) while there is infinitesimal empirical research on proactive and responsive market orientations based on the marketing strategy of firms that create a firm performance. Also, there are the Moorman and Day (2016) studies on the new dimension of 7As to increase firm performance. Moreover, much prior research shows little relevant empirical generalizations of proactive and responsive market orientations and 7As in the service industry because they pay attention only to the study of each new product developments as well as product innovation and marketing success. The relationship between proactive and responsive market orientation, 7As and service performance are investigated. Particular, this research focuses on an empirical study in the hotel industry in Thailand.

To gain insight and a deep understanding of the relationships between proactive and responsive market orientations and their consequences is that it constructs in 7As, this chapter has the following topics consisting of theoretical foundations, a relevant literature review, research hypotheses, and a summary as discussed earlier. In addition, the next section attempts to generate theoretical perspectives that support how proactive and responsive market orientations affect to 7As and service performance. Accordingly, the consequence factors of proactive and responsive market orientations, 7As and service performance consist four performance aspects: average growth rate in market share, average sales growth rate, average occupancy rate, and customer satisfaction.

The moderating variable is possible expectations of service that have a moderate or strong effect on the relationships between both market orientations variables and 7As toward service performance.

Because of the above description, this research agenda is proposed to aim at linking the key theoretical aspects of proactive and responsive market orientations to the main ideas with the 7As. The final result is the hotel service performance. Hence, a conceptual model of this research is illustrated in Figure 1 as shown below.

The next section addresses the literature reviews and proposes hypotheses of proactive and responsive market orientations and the 7As toward service performance as shown below.

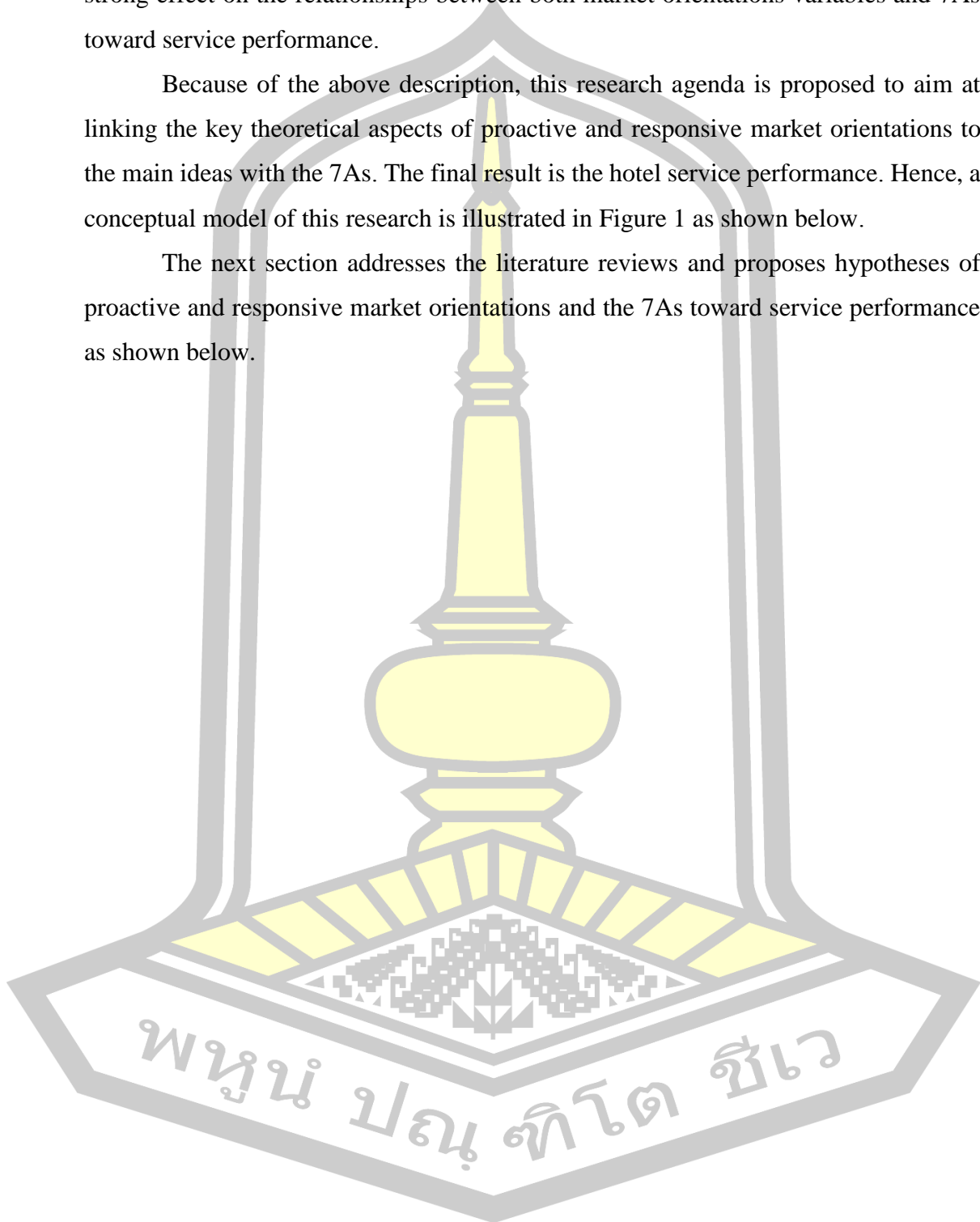
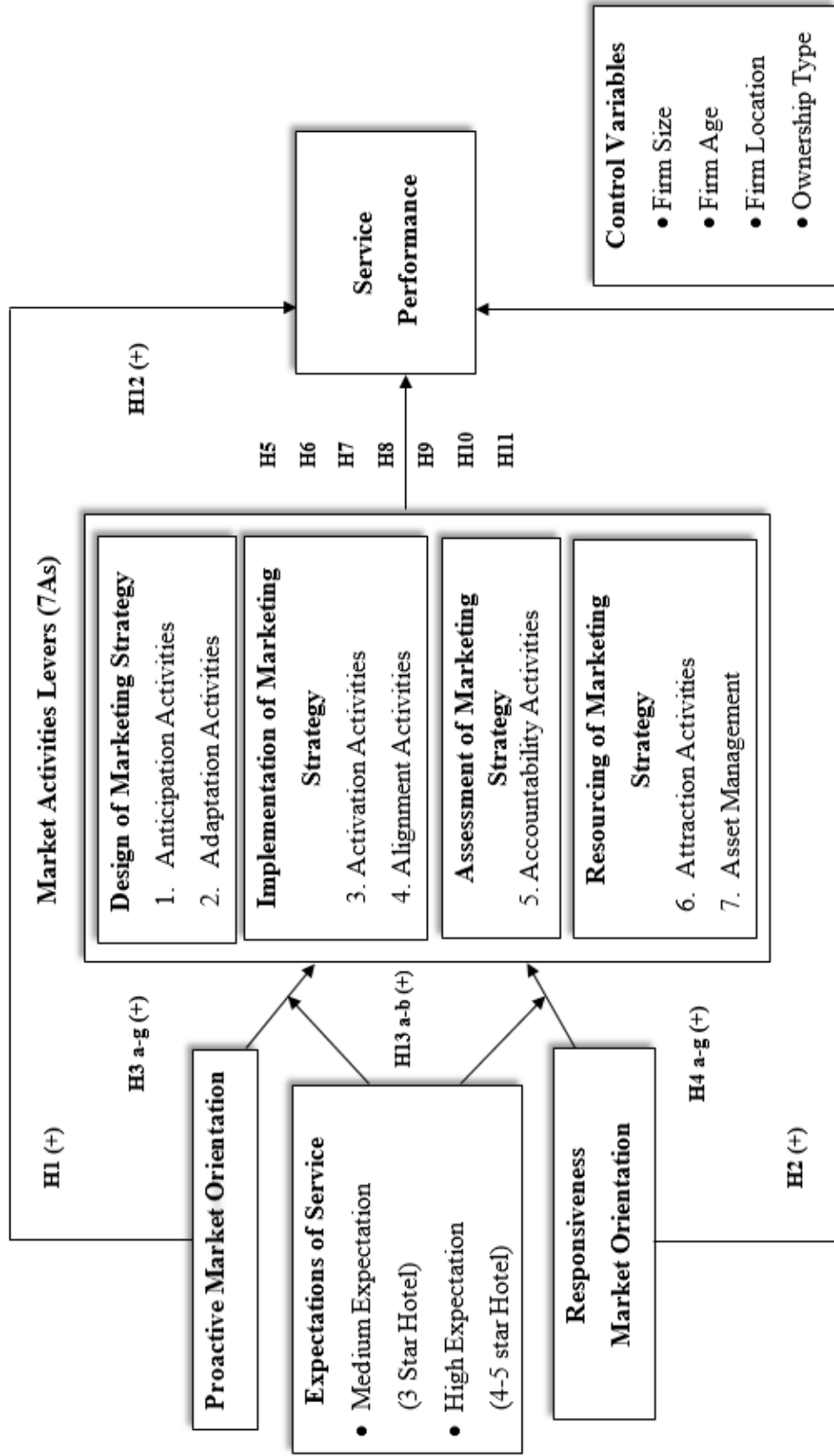


Figure 1: Conceptual Frameworks of Proactive and Responsive Market Orientations, Market Activities Levers (7As), and Expectations of Service toward Service Performance: An Empirical Evidence of Three to Five-star Hotels in Thailand



Market Orientation

Jaworski and Kohli (1993) defined the market orientation as the organization wide-generation of market intelligence on current and future customer needs, dissemination of the intelligence across departments, and an organization-wide responsive to it. Marketing orientation as marketing concept holds that the key important factor to achieving the goals of the organization are effective and more efficient than its competitors, to identify and satisfy the needs of the target market (Joseph, 2016). A firm with a marketing orientations make the demands and wants of customers a primary driver of business decisions (Kokemuller, 2018).

When a firm has a market orientation approach, it focuses on designing and selling goods and services that satisfy customer needs to be profitable. Moreover, the implementation of the market orientation shown form many previous studies of a positive relationship to firm performance (Tomaskova, 2007). The researchers posit that a market orientation provides firms with a source of competitive advantage (Jaworski and Kohli, 1993). The market orientation positioned as a capability is valuable because it enables firms to serve their target markets better. In general, a business attains and sustains leadership in its target markets only by superior execution in understanding and by meeting customers' needs.

Narver and Slater (1990) argued that market orientation consists of three components: customer orientations, competitor orientations, and inter-functional coordination. Customer orientations are the sufficient understanding of one's target buyers to be able to create superior value for them continuously. Customer orientations require that a seller understand a buyer's entire value chain (Day and Wensley, 1988). Competitor orientations mean that a seller understands the short-term strengths and weaknesses, and long-term capabilities and strategies of both the key current and the key potential competitor. Customer orientations and competitor orientations include all of the activities involved in acquiring information about the buyers and competitors in the target market and disseminating it throughout the businesses. The inter-functional coordination orientation of the company resources are in creating superior value influence on target customer. The inter-functional coordination is based on customer and competitor information and comprises the business's coordinated effort, typically involving more than the marketing department, to create superior value for the buyers

(Narver and Slater, 1990). The three components of a market orientation comprehend the activities of market information acquisition and dissemination, and the coordinated creation of customer value.

In the previous study, the satisfaction of potential needs has received some theoretical comment in the analyses of market orientation (Kohli and Jaworski, 1990; Slater and Narver, 1995). Market orientation has a positive effect on firm performance in both the short and long-run. However, the sustained advantage in firm performance from having a market orientation is higher for the firms that are not only in early developing a market orientation but are unsuitable with later firms (Kumar, Jones, Venkatesan, and Leone, 2011). Market orientation is strongly related to profitability among both commodity businesses and non-commodity businesses. Commodity businesses which one sell physical products such as dimension lumber, plywood, wood chips, and logs; all of which are substantially identical in quality and performance to those of competitors as well as long-established technology-driven industries to have some form of U-shaped market orientation or profitability relationship. The likelihood is even higher if the businesses in non-commodity businesses are ones that, in trying to create superior value for buyers, can somewhat adapt their generic product as well as add customer benefits to their generic product and/or reduce the customers' non-price costs that rely heavily on market orientation (Narver and Slater, 1990). Thus, market orientation can use appropriately in all industries, but a possibly unclear result. Notably, this research proposes to investigate market orientation in the service industry.

Market Orientation in the Hotel Industry

Tse, Sin, Yim, and Heung (2005) indicated that market orientation positively affects hotel performance. In addition, market orientation has the mediating effect between management and hotel performance. Notably, in hotel performance, market orientation has an essential factor and mediating effect between management and hotel performance. However, market orientation positively affects hotel performance when external environmental factors in more significant changes that are going to help to build a relationship with a customer, to enhance hotel performance, and further to gain the chance of a hotel's survival (Wang, Chen, and Chen, 2012).

In contrast, when the economy was gloomier in Hong Kong, determining how the change in the economic climate could affect the link between market orientation and hotel performance. Surprisingly, market orientation occurs negative correlation on business performance. However, the market orientation has a significant and positive association with hotel business performance for the current study (Tse et al., 2005). Therefore, hotels need market orientation practices in striving to generate superior performance and competitive advantage in the modern turbulent marketplace. The concept of market orientation often comes up during the process of determining what priority should be considered when a company makes decisions. Market environment changes over time. Nowadays, most hotels consider the customers as the most important factor to which all marketing should be oriented. In the hotel industry, hotel units that practice in market orientations believe in having large buildings with many rooms, and try to minimize the running costs of the hotel by employing fewer workers, reducing overall costs and the fixed costs of the operation, which are usually the goal. In this research, the objective is to investigate the relationships between proactive and responsive market orientations, and 7As. Thus, the next sector describes the relationship between the proactive and responsive market orientations and the 7As.

The Proactive and Responsive Market Orientations

According to Narver et al. (2004), they indicated that market orientation consists of two essential sets of behaviors. The first is a responsive market orientation referring to discovering, understanding, and satisfying expressed customer needs. In contrast, the second is a proactive market orientation relating to exploring, understanding, and satisfying latent customer needs. Although the two are most frequently mentioned in definitions of market orientations from the early 1990s, they refer to the importance of understanding the present and future target customers (Narver et al., 2004), and gathering information about current and future customer needs (Kohli and Jaworski, 1990). The more recent market orientation literature suggests that both forms of market orientations are needed for long-run business performance (Sheth and Sisodia, 1995). An implicit assumption with the two-dimensional conceptualization of market orientation is that proactive market orientation is complementary to responsive market orientation. That is, the productive capacity of responsive market orientation is

enhanced through its interaction with proactive market orientation. Similarly, responsive market orientation augments the impact of proactive market orientation by encouraging realism in the firm's attempt to foray into new and distant customer needs. Thus, it ensures the effectiveness of proactive market orientation by safeguarding against undue risk-taking (Jaworski, Kohli, and Sahay, 2000; Narver, Slater, and MacLachlan, 2000; Slater and Narver, 1998). Besides, Voola and O'Cass (2010) argued that proactive market orientation has a stronger influence on business performance than a responsive market orientation. Proactive and responsive market orientation is described as follows.

The Proactive Market Orientation

According to Narver et al. (2004), proactive market orientation is a business that attempts to discover, understand, and satisfy the latent needs of customers; and the firms' leading their customers to uncover new, unconscious needs and then developing future products to meet these unexpressed needs (Lamore, Berkowitz, and Farrington, 2013). Thus, proactive market orientation is an essential specification in the product innovation industry and firm performance. In general, proactive market orientation has different responsive in its theories and practices. Proactive market orientation is the attempt to understand and to satisfy customers' latent needs; whereas, the responsive market orientation is a business's attempt to understand and to satisfy customers' expressed needs.

Furthermore, because of proactive market orientation which requires the creation of new products, new product design and developing new products, it differs from those of a competitor's to achieve superior competition. However, proactive and responsive market orientations behaviors are key capabilities in that they generate information and use processes that involve complex interactions among individuals and departments within the firm (Jaworski and Kohli, 1993). Proactive market orientation has emphasized discovering and satisfying the latent needs of customers through observation of customers' behaviors in context to uncover new market opportunities, while working closely with lead users, undertaking market experiments to discover future needs, and cannibalizing sales of existing products (Atuahene-Gima, Slater, and Olson, 2005). However, the important factors of strategic success depended on the

application and use of a firm's capabilities that enable the firm to perform activities which provide a firm's advantage and a firm's performance (Lin, McDonough, Lin, and Lin, 2013).

Proactive market orientation can be a source of competitive advantage when it is rare in a firm's industry (Barney, 1991). Also, Narver et al. (2004) argued that to develop and maintain a competitive advantage is that the firms must increasingly give proactive complement and responsive market orientations. Furthermore, to understand and discover latent needs and to respond with new solutions, proactive market orientation firms are more likely to scan the markets more widely than firms that focus on responsive market orientations (Day, 1994). Owing to demands having more complicated market-sensing and linking processes involved in proactive market orientation, as opposed to responsive market orientation, possibly effect difference to firm performance. However, Day (1994) argues that firms adopting proactive market orientation are more likely to understand not only the expressed needs but the latent needs of the customers, allowing firms, for example, to uncover new market opportunities and to undertake market experiments to improve marketing strategies (Atuahene-Gima et al., 2005), all of which affect customer value and firm performance.

The Responsive Market Orientation

Responsive market orientation refers to discovering, understanding, and satisfying expressed customer needs, and can be the adaptation of the organization to the expressed needs of customers (Narver et al., 2004; Oswald, Brettel, and Engelen, 2012). The responsive market orientation in the short-term is focused and can be successful in relatively predictable and stable environments (Bodlaj, Coenders, and Zabkar, 2012). In dynamic environments, however, this responsive market orientation rarely leads to competitive advantage, because it does not provide sufficient incentive for important innovations (Slater and Narver, 1998). A responsive market-oriented company focuses mainly on its current knowledge and experience to satisfy expressed customer needs, thereby reflecting utilization (Atuahene-Gima et al., 2005) or adaptive learning (Slater and Narver, 1998).

In contrast, a proactive market orientation company explores new knowledge and markets significantly distant from extant experience (Tsai and Shih, 2004), thereby

reflecting exploratory (Atuahene-Gima et al., 2005) or generative learning (Slater and Narver, 1998). The market orientation distinguishes between responsive and proactive marketing orientations. While proactive market orientation is a determinant of both the innovation and the market success of the organization, the impact of responsive market orientation on the innovation and market success is positive and significant only in a rapidly-changing market environment. Responsive market orientation addresses expressed needs in existing markets, pursues incremental innovation, and prefers to utilize learning and low levels of risk-taking (Oswald et al., 2012).

However, the businesses strategies and marketing concept influence two important marketing orientations: proactive and responsive market orientations which in turn influence performance. The researchers support this contention (e.g., Atuahene-Gima et al., 2005; Blocker et al., 2011; Oswald et al., 2012; Lamore et al., 2013). Extensive extant research confirms that this type of market orientation is positively related to various organizational performance measures. The empirical research shows that responsive and proactive market orientations fully capture the benefits of the competitive strategies and act as fundamental mechanisms for transmitting the benefits of competitive strategy to performance. In addition, numbers of empirical studies were found to show that responsive market orientation and proactive market orientation have a positive influence on firm performance. Moreover, the results show that differentiation strategy in market orientations has a proactive market orientation as a stronger influence on performance than responsive market orientation. Much research in proactive and responsive market orientations is related to product innovation, product success, market success, technological products, and firm performance. There is little empirical research using the proactive and responsive market orientations in the field of service performance. Proactive and responsive market orientations are defined as techniques of the firm's capability to bring fundamental changes in the development of the industry by influencing the process of creating competitive advantage in the market or industry (Lamore et al., 2013). The idea is to emphasize new service in anticipation of the future, behaviors, market demand, market structure and trends influencing demand and first-movers in a competitive market (Lumpkin and Dess, 2001; Venkatraman, 1989). Consequently, a summary of the definition of proactive and responsive market orientations is presented in Table 1 below.

Table 1: Summary of the Definition of Proactive and Responsive Market Orientations

Author(s) (year)	Definitions	
	Proactive market orientation	Responsive market orientation
Jaworski, Kohli, and Sahay (2000)	Firm ability to the generation, dissemination, and use of market intelligence about customers' potential future needs; it increases the firm's ability to identify and satisfy latent needs of customers, which are opportunities for customer value of which the customer may be unaware.	Firm ability to the generation, dissemination, and use of market information on the current customers and product domain; it allows the firm to address the expressed needs of existing customers better.
Narver et al. (2004)	Business attempts to discover, to understand, and to satisfy the latent needs of customers.	Business attempts to discover, to understand, and to satisfy the expressed needs of customers.
Atuahene-Gima et al. (2005)	Firm's ability concerned with discovering and satisfying the latent, unarticulated needs of customers through observation of customers' behavior in context to uncover new market opportunities, with working closely with lead users, with undertaking market experiments to discover future needs, and with cannibalizing sales of existing products.	Firm's ability to the generation, dissemination, and use of market information on the current customers and product domain and focuses on expressed customer needs.

Table 1: Summary of the Definition of Proactive and Responsive Market Orientations (Continue)

Author(s) (year)	Definitions	
	Proactive market orientation	Responsive market orientation
Blocker, Flint, Myers, and Slater (2011)	A provider's capability to continuously probe customers latent needs and uncover future needs, possibly offering ideas even before customers realize they had such a need; from the customer's perspective, it reflects customer's perceptions that providers have proactive processes and skills to anticipate their latent and future needs successfully.	A provider's capability to respond effectively and to satisfy the customers' expressed needs.
Oswald et al. (2012)	Proactive market orientation addresses latent needs in either existing or new markets, pursues radical innovations, and prefers exploratory learning and higher levels of risk-taking.	Responsive market orientation addresses expressed needs in existing markets, pursues incremental innovation, and prefers exploitative learning and low levels of risk-taking.
Lamore et al. (2013)	A proactive approach as research-driven, with research and development being central to deciphering unexpressed needs and translating these needs into new products.	A responsive approach is more market driven, with the marketing department paying strict attention to the customers to ensure that their current needs are being satisfied.

Based on the definition in Table 1, the proactive and responsive market orientations are defined as the techniques of the firm's capability to bring fundamental changes in the development of the industry by influencing the process of creating competitive advantage in the market or industry. However, this research can be synthesized and summarized in the definition of Table 1, proactive market orientation is continually discovered latent needs of consumers which is a requirement for businesses. The firm uses the information to meet the needs for opportunities to generate sales volume to existing products or services, and the creation of a new product or service to respond to the needs of the consumer. According to Narver et al. (2004) proactive market orientation refers to the firm that attempts to discover, understand, and satisfy the latent needs of customers and the firms leading their customers to uncover new, unconscious needs and then developing future products to meet these unexpressed needs. Besides, responsive market orientation is the company that has a clearance to express customer needs. Accurate information in the product or service meets the needs of the customer. The information is driven by the market orientation and business that can be used to exploit and reduce operational risk in marketing implementation. According to Deshpandé and Farley (1998), the firm attempts to discover, understand, and satisfy expressed customer needs and can be the adapt the organization to the expressed needs of customers. Thus, both market orientations are to emphasize new service in anticipation of the future, behaviors, market demand, market structure, trends that influence demand and first-movers in a competitive market (Lumpkin and Dess, 2001; Venkatraman, 1989).

As for this summarization, there can be a clear understanding that proactive and responsive market orientations are essential tools for the approaches of marketing capability which leads to firm performance and competitive advantage. These things, when used proactive and responsive market orientation in the service industry, make it possible for a contribution to service performance. Consequently, a summary of the key literature review on proactive and responsive market orientations is presented in Table 2 below.

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Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations

Authors	Title	Relative finding
Narver et al. (2004)	Responsive and Proactive Market Orientations and New Product Success	The results have shown that proactive market orientation plays a significant positive role in a business's new product success and sustain new product success. Meanwhile, Responsive market orientation is not sufficient.
Atuahene-Gima et al. (2005)	The Contingent Value of Responsive and Proactive Market Orientations for New Product Program Performance	This result shows that exploring different responsive and proactive market orientation for new product program performance. The proactive and responsive market orientation has different in a U-shaped relationship with new product program performance. The proactive and responsive market orientation is positively related to new product program performance under different conditions such as strategic consensus, learning orientations, and marketing power is high.

Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations (Continue)

Authors	Title	Relative finding
Voola and O’Cass (2010)	Implementing Competitive Strategies: the Role of Responsive and Proactive Market Orientations	<p>The results show that competitive strategies influence proactive and responsive market orientations, which then influence firm performance.</p> <p>The proactive and responsive market orientations have differentiation strategy a stronger influence on cost-leadership strategy, and that proactive market orientation has a stronger influence on performance more than responsive market orientation.</p>
Kouropalatis, Kingdom, and Morgan (2006)	The Polydextrous Effects of Peripheral Vision Capability, Proactive and Responsive Market Orientations on New Product Program and Financial Performance	<p>This result shows that firms with a high level of peripheral vision capability, proactive and responsive market orientations, can trigger mediating organizational elements and capabilities and become more successful at launching new products in their target focal markets.</p>

Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations (Continue)

Authors	Title	Relative finding
Blocker et al. (2011)	Proactive Customer Orientations and Its Role for Creating Customer Value in Global Markets	The results show that robustness effects for the interaction of proactive and responsive customer orientations to create superior value thought moderating conditions the impact of this capability such as intense levels of customer value change, global relationship scope, and transnational relationship structure. Besides, the study finds that, relative to other firm capabilities, proactive customer orientations are the most consistent driver of customer value across our multinational data set.
Bodlaj (2010)	The Impact of a Responsive and Proactive Market Orientations on Innovation and Business Performance	The results show that only a proactive market orientation is positively related to the degree of novelty, whereas no support was found for the direct impact of both market orientations on innovation performance and business performance.

Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations (Continue)

Authors	Title	Relative finding
Bodlaj et al. (2012)	Responsive and Proactive Market Orientations and Innovation Success Under Market and Technological Turbulence	These results show that support for distinguishing between the two complementary forms of proactive and responsive market orientations. The proactive market orientation is a determinant of both innovation and market success of the organization, and the impact of responsive market orientation on the innovation and market success is positive and significant only in a rapidly changing market environment.
Wang, Zeng, Anthony Di Benedetto, and Song (2013)	Environmental Determinants of Responsive and Proactive Market Orientations	The result shows that responsive market orientation is positively related to market turbulence, technological turbulence, and competitive intensity. On the contrary, proactive market orientation is negatively related to market turbulence, technological turbulence, and competitive intensity.

Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations (Continue)

Authors	Title	Relative finding
Tan and Liu (2014)	Paths to Success: an Ambidexterity Perspective on How Responsive and Proactive Market Orientations Affect SMEs' Business Performance	The study shows that responsive and proactive market orientations are positively associated with exploitative and exploratory innovation strategies and exploitative and exploratory innovation strategies are both positively related to business performance.
Kharabsheh, Jarrar, and Simeonova (2015)	The Impact of Competitive Strategies on Responsive Market Orientation, Proactive Market Orientation, Learning Orientations, and Organizational Performance	This result show strong and significant relationships are shown in the links between differentiation responsive market orientation, proactive market orientation, and learning orientations toward organizational performances. In addition, the results show that differentiation strategy is more important than cost leadership strategy and that learning orientations are the most important factor for better organizational performance.

Table 2: Summary of Key Literature Review on Proactive and Responsive Market Orientations (Continue)

Authors	Title	Relative finding
Haryanto and Haryono (2015)	The Influence of Market Orientations on Innovation Type and Enterprise Performance	The result shows that a proactive market effect on the orientations of different type of innovation in companies: organizational innovation, the process of innovation, marketing innovation and product innovation but responsive market orientation impact on organization innovation and marketing innovation. However, responsive and proactive market orientations show that there has been an influence upon the achievement of the performance of innovative.
Bucktowar, Kocak, and Padachi (2015)	Entrepreneurial Orientations, Market Orientations, and Networking: Impact on Innovation and Firm Performance	The result show seem to support both proactive and responsive market orientations, entrepreneurial orientations and networking have positive relationships on firm performance with radical and incremental innovation as the mediator.

Table 2 shows that proactive and responsive market orientations have the same root from market orientation theory. Their implementation depends on the influences of the internal and external environment in each situation. Different market orientation and strategy implementation affect firm performance. Namely, proactive market orientation plays a significant positive role in a business's new product success under various conditions such as strategic consensus, learning orientations, and high marketing power. The proactive market orientation is positively related to the degree of novelty, innovation performance, business performance, and market performance. Especially the proactive market orientation relationship affects on the different types of innovation in companies such as organizational innovation, the process of innovation, marketing innovation and product innovation. The research indicates that proactive market orientation is also vital for a strong research and development marketing department. In addition, proactive customer orientations are the most consistent driver of customer value across this multinational data set. However, proactive market orientation is negatively related to market turbulence, technological turbulence, and competitive intensity.

Meanwhile, a responsive market orientation is not sufficient in a business's new product success. Responsive cannot support the direct impact on innovation performance and business performance. The research shows that the effects of responsive market orientation the innovation and market success are positive and significant, only in a rapidly-changing market environment. In addition, responsive market orientation is positively related to market turbulence, technological turbulence, and competitive intensity. However, responsive market orientation has a positive relationship with market performance.

From prior literature, there is unclear evidences about the influences between proactive, and responsive market orientation that affect to firm performance. Moreover, lacking of empirical evidences on how these two market orientation (proactive and responsive) affect service performance are observed. Thus, there are possible, significant implications for proactive and responsive market orientations research in similarity result for the application of service performance. This research attempts to investigate the effect of proactive and responsive market orientations toward service performance which are shown in Figure 2 as below.

Figure 2: conceptual frameworks show the effect of proactive and responsive market orientations toward service performance: empirical evidence of three to five-star hotel businesses in Thailand.

Conceptual Frameworks the Effects of Proactive and Responsive Market Orientations on Service Performance

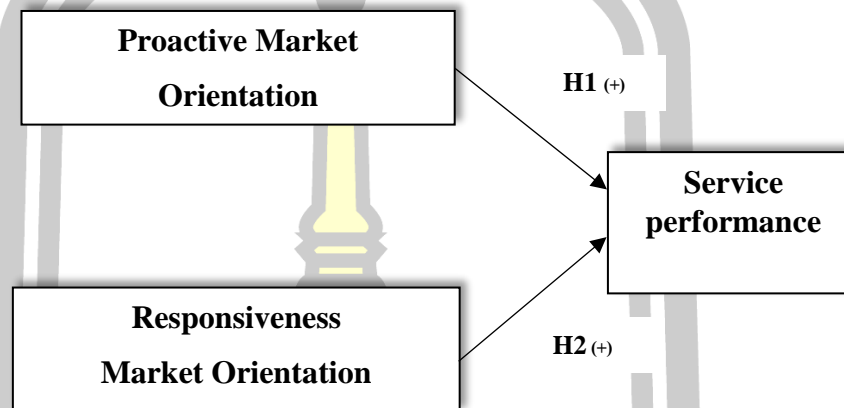


Figure 2: Conceptual Frameworks of the Effects of Proactive and Responsive Market orientations on Service Performance

The Effects of Proactive and Responsive Market Orientations on Service Performance.

As mentioned earlier, demonstrates the relationship between market orientation and firm performance. Grewal and Tansuhaj (2001) suggested that the market orientation helping firms manage on firm performance. According to Srihadi, Hartoyo, Sukandar, and Soehadi (2015) indicated that market orientation positively affected supplier partnership and firm performance. In addition, Kazemian, Rahman, Ibrahim, and Adeymi (2014) showed that market orientation affects financial performance. Morgan, Vorhies, and Mason (2009) suggested that market orientation contributed to superior firm performance. Also, Hilman and Kaliappen (2014) indicated that hotels practiced in market orientation as their core marketing strategy. Specifically, market orientations positively linked to organizational performance in the hotel industry. This research shows that proactive and responsive in market orientations behavior has a strong, important factor to marketing organizations, marketing departments, and new products (Narver et al., 2004; Atuahene-Gima et al., 2005; Voola and O’Cass, 2010;

Bodlaj, 2010). Moreover, many studies indicated that proactive and responsive behavior in market orientations have a positive relationship with marketing research and development integration, and both forms may lead to closer collaboration among marketing, marketing research, and development functions (Bodlaj et al., 2012; Oswald et al., 2012). Proactive and responsive market orientations are positively associated with exploitative and exploratory innovation strategies. Some researchers found that responsive and proactive market orientations show that there has been an influence upon the achievement of the performance of innovation (Bodlaj, 2010; Bodlaj et al., 2012; Tan and Liu, 2014; Haryanto and Haryono, 2015; Bucktowar et al., 2015).

Especially, proactive and responsive market orientations, entrepreneurial orientations and networking have positive relationships with firm performance as too radical and incremental innovation as the mediator. In addition, the finding in prior research reveals that proactive market orientation has a stronger influence on business performance than responsive market orientation. For example, an innovation product business product success (Voola and O’Cass, 2010) prior results, indicated that there is substantial evidence about the relationship between proactive market orientation and responsive market orientation on firm performance (e.g., Atuahene-Gima et al., 2005; Blocker et al., 2011; Oswald et al., 2012; Lamore et al., 2013).

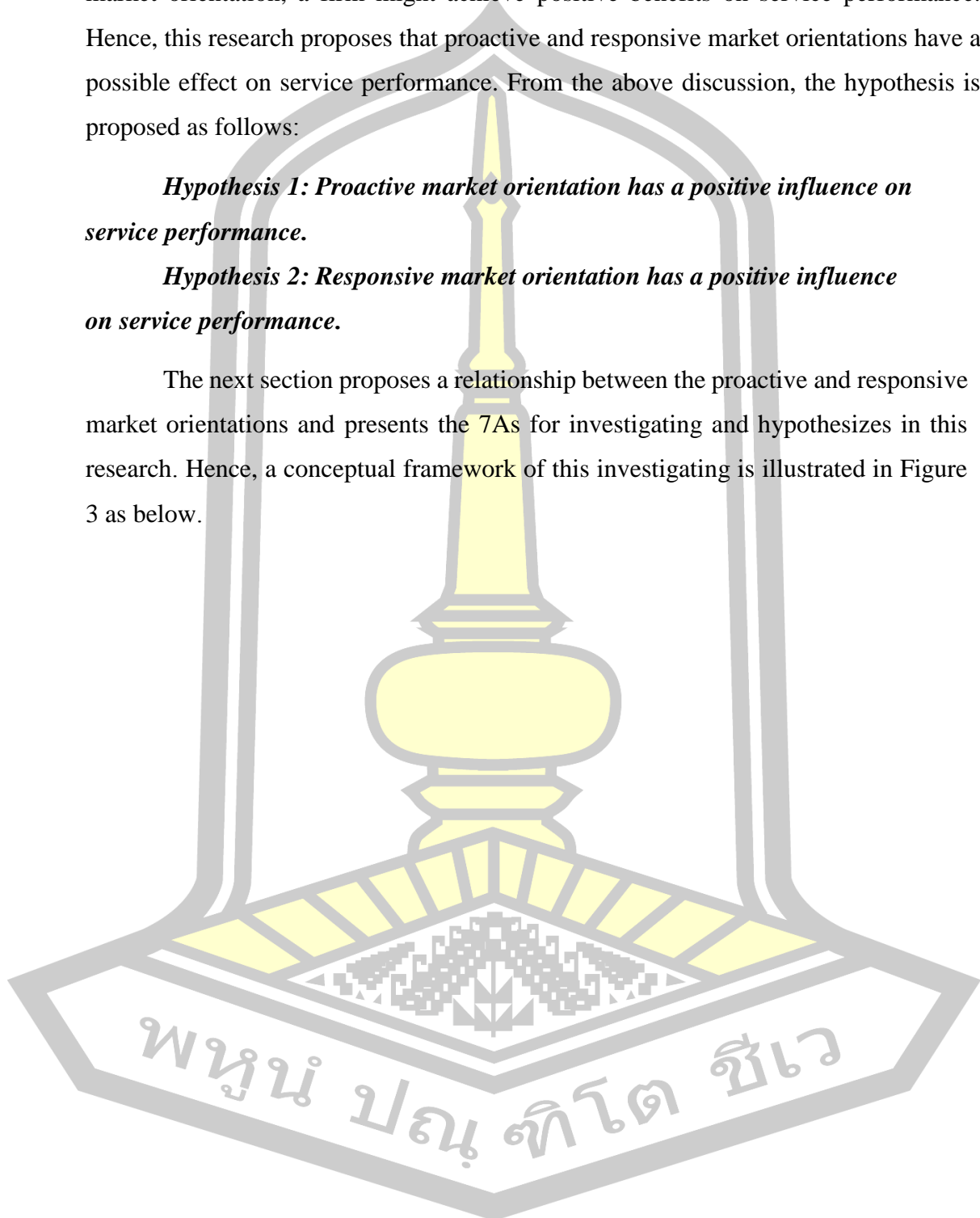
To be able to develop services advantages to elevate customer satisfaction, the hotel must understand the needs of customers which increase the customer value and improve existing service (Weng et al., 2012). Hotels must be able to exploit these processes to initiate further improvement and over accentuate a marketing process that may lead a hotel to take more service performance. Moreover, the market orientation literature indicated that firm with market orientation influences effectiveness in business performance. Therefore, service hotel might have the same phenomenon. To be able to create better service performance, the hotels require an effective marketing capability that contributes to service performance of the hotel business. Prior empirical evidence also showed only the positive effects of market orientation and firm performance (Wang et al., 2012). But, neither proactive nor responsive market orientation influences in service performance haven’t been investigated before.

Therefore, if a firm focus on both proactive market orientation and responsive market orientation, a firm might achieve positive benefits on service performance. Hence, this research proposes that proactive and responsive market orientations have a possible effect on service performance. From the above discussion, the hypothesis is proposed as follows:

Hypothesis 1: Proactive market orientation has a positive influence on service performance.

Hypothesis 2: Responsive market orientation has a positive influence on service performance.

The next section proposes a relationship between the proactive and responsive market orientations and presents the 7As for investigating and hypothesizes in this research. Hence, a conceptual framework of this investigating is illustrated in Figure 3 as below.



Conceptual Frameworks relationship between Proactive and Responsive Market Orientations and Marketing Activities Levers (7As)

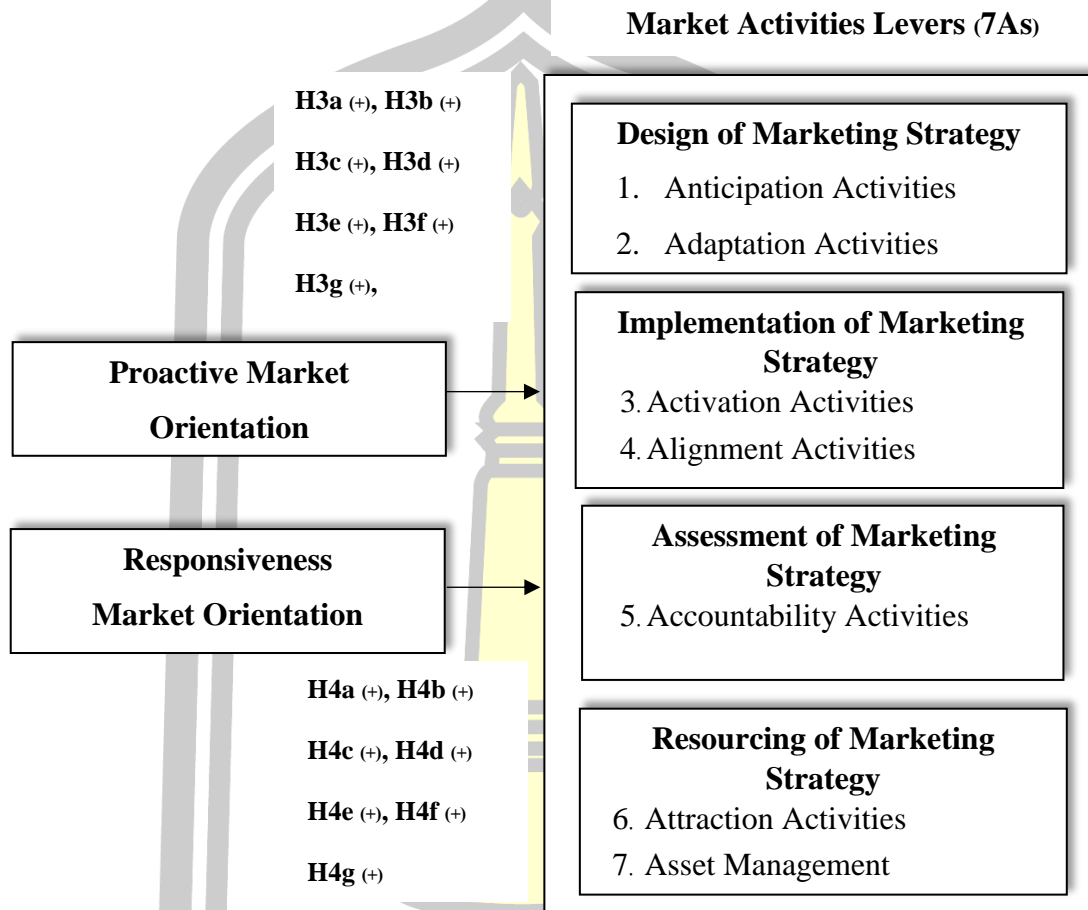


Figure 3: Conceptual Frameworks the Relationship between Proactive and Responsive market orientations and Marketing Activities Levers (7As)

The Relationship between Proactive and Responsive Market Orientations and Marketing Activities Levers (7As)

According to Köseoglu, Parnell, and Doyle (2015), they showed empirical analysis of hotel properties draws on market orientation, marketing capabilities literature highlighted the benefits of a differentiation strategy and customer-value focus for competitors in the hotel industry. The relationship management and organizational resource management are key drivers of sales growth in this industry, and hotel operators facing high competitive intensity are particularly encouraged to develop these capabilities and to adopt a differentiation strategy instead of resorting to price cutting and other pricing and promotional tactics to grow revenues.

The hotel industry is under competitive, requires the hotel to formulate a dynamic mechanism which can adapt to the changes in the market environment, the competitiveness of the market, and the economic climate. Moreover, the hotel in the initial stage of starting a hotel business, the hotel will not gain profits. Even in the second year, the hotel will only achieve the breakeven point, and the hotel may initiate to gain a little profit since the third year.

On the other hand, other marketers in the hotel industry thought that the hotel could start to make a profit immediately since the first year of entering into the industry if the right marketing strategies were used (Talabi, 2015). Hotel experts who want to achieve the success need to gain the deep understanding of marketing orientation and how to combine various marketing strategy except for many marketing activities such as the price setting, product promotion, and distributions. The hotel industry needs to employ different combinations of diverse marketing strategies and operations to acquire the desired return on investment.

This research has brought Moorman and Day (2016) suggested that marketing capability such as market orientation thought marketing activities levers (7As) consisting of (anticipation activities, adaptive activities, activation activities, alignment activities, accountability activities, attraction activities, asset management) to be employed to create a firm performance. In the next section, marketing activities levers (7As) will be explained in details.

The Role of the Seven Marketing Activities (7As) in Marketing Strategy

According to (Kotler and Keller, 2009), Marketing management can be defined as the art and science of choosing a target market and getting, keeping, and growing customer through creating, delivering, and communicating, superior customer value. Marketing strategy highlights the role of marketing as a link between the organization and its customers. The arguments of Slater and Olson (2001) noted that competitive strategies drive market orientation is founded on the assertion that marketing strategy is likely to be influenced by strategic choices at the macro competitive strategy level. Moreover, marketing strategy also describes as a long-term, forward-looking approach to planning with the fundamental goals of achieving a sustainable competitive advantage (Barker, 2008). The marketing strategy informs the marketing plan, which

lays out the types and timing of marketing activities. Marketing activities involve an analysis of the company's strategic initial situation before the formulation, evaluation, and selection of a market-oriented competitive position that contributes to the company's goals and marketing objectives (Homburg, Wieseke, and Bornemann, 2009).

The marketing organization is the intertwining of the firm with its markets and where the work of marketing gets done. This process is supported by resourcing cycles in which marketing and resources are acquired, developed, and deployed in the processes. Assessment cycle is repeated, and resource outcomes drive future design and implementation activities. The 7As within this familiar marketing strategy process emphasize the 7As because they are comprised of, value-adding activities that marketers should perform in the marketing strategy process. Aaker (2008) suggested that a marketing strategy including processes that allow an organization to deliberate on resources for optimal opportunities with the goals of increasing sales and achieving a sustainable competitive advantage. Based on the preceding statement, it can be said that marketing strategy is an organization's strategy that combines all of its marketing goals into one comprehensive plan. It involves participating in selling business objectives and formulating corporate and business unit strategies.

For many organizations, marketing strategies are designed and developed to help the organization meet its objectives. However, if the objectives are met, consumer satisfaction must be taken seriously because marketing strategies are evolved as a means to consumers' satisfaction. It should be clarified that the marketing strategy is quite different from an organization's corporate strategy. The corporate strategy consists of top management actions in deciding the scope and purposes of the business, its objectives, actions, and resources necessary to achieve the objectives (Ekinici and Sirakaya, 2004). Marketing strategy has many processes which started by scanning both the internal and external factors that can affect business activities. After examining the business environment, firms have to choose the strategy which can lead them accomplishing the business goals. (Homburg et al., 2009). Marketing strategy gain profits from value creation which the customer can perceive (Kotler and Armstrong, 2013).

Buttle (1993) suggested that marketing activities are the overall marketing strategy and action program including, all elements of complex marketing to clarify the set of goals and objectives. These activities collectively form the “marketing mix” that describes how a company produces, prices, places and promotes a product or service within a market. A company that manufactures multiple products, or a service provider that offers services to different markets, often uses a diverse marketing mix for each offering. Each unique marketing program requires its marketing activities. Companies use a range of marketing activities to achieve revenue, market share growth, and profit objectives. The firm identifies the needs of different customer groups and meets the requirements with products and services to take products to market. Companies develop a range of communications programs to win and retain customers.

Webb, Ireland, Hitt, Kistruck, and Tihanyi (2011) suggested that marketing activities are relevant to the process as follows. First, planning underpins all marketing activities. Marketing executives set overall marketing objectives. The marketing department plans a program of activities, create marketing calendar of key dates for activities such as advertising campaigns, product launches or customer events; and develops schedules to ensure that program elements are ready and approved. Second, the companies carry out market research to identify opportunities or threats and to gain a better understanding of customer’s needs. Marketing executives review the company’s overall product mix to assess strengths and identify gaps. The manager works with product development teams to ensure that new products and product upgrades meet the needs identified by customer research. Third, marketing reviews customers’ purchasing patterns to determine the most important channels to the market. Fourth, customer acquisition protects and grows revenue; and replaces business lost to competitors, while companies need to acquire new customers. Marketing develops activities to generate sales. Finally, marketing aims to build strong relationships with customers, protect the customer base, increase the value of individual customers and grow revenue over the long-term. Marketers use the information to personalize communications and make targeted offers and strengthen relationships further.

Marketing activities are the basic ingredients of organizations and are central to strategy, beginning with value chain analysis and strategy maps (Porter, 1996) and then advancing to the contemporary view that organizations are systems composed of

choices of activities that interact to create a competitive advantage (Zott and Amit, 2010). The field of marketing treats the concept of activities very loosely, with the activities ascribed to marketing mostly confined to product management, price strategy, distribution channels, and marketing communication. This narrow view fails to capture many of the vital marketing roles emergent in rapid competition in the present marketing organization. The marketing activities levers (7As) perform their essential functions within the marketing strategy process which begins with a designing strategic choice regarding where to play and how to win, then proceeding through implementing strategic decisions and assessing results. Supporting this process is a resource cycle in which marketing and non- marketing resources are acquired, developed, and deployed in the process. This cycle iterates so that assessment and resource outcomes drive future design and implementation activities.

Moorman and Day (2016) suggested that elements of 7As the design of marketing strategy (anticipation activities, adaptation activities) implementation of marketing strategy (activation activities, alignment activities) assessment of marketing strategy (accountability activities) resourcing of marketing strategy (attraction activities, asset management) effect to organization performance. These activities enable the firm to anticipate market changes, adapt the strategy to stay ahead of the competition, align the organization to the strategy and market, activate effective implementation, ensure accountability for results, attract resources, and manage marketing assets. How well the firm manages to deploy these seven activities toward the marketing strategy process determines the performance payoffs from a marketing organization. Therefore, it is possible that the marketing orientations, which are a marketing strategy, may have a relationship with 7As, increasing the effects on firm performance, particularly in the hotel industry.

This research has brought the 7As as a familiar marketing strategy process which emphasizes the explicit and value- adding activities that marketers should perform in the marketing strategy process. The 7As consist of seven activities, the design of marketing strategy (anticipation activities, adaptation activities), the implementation of marketing strategy (activation activities, alignment activities), assessment of marketing strategy (accountability activities), and resourcing of marketing strategy (attraction activities, asset management).

Next, this research provides a literature review on each of the 7As objectives, describing how both market orientations contribute to the quality of these activities.

1. The Design of Marketing Strategy

The design of marketing strategy is the long-term directions and scope of an organization that fulfills its vision and maximizes the possibility of its future success (Monger, 2012). In other words, the unique and sustainable ways by which organizations create value. Strategies define the goals of the organization over the long-term. It is the process of findings and implementing the optimum sustainable, competitive position in any market. Competitive business advantage grows out of the difference in the cost of creating the value offering and what buyers are willing to pay for it. The value represents what buyers are prepared to pay. Superior value comes from offering superior value for prices lower or equal to competitive offerings. Designing of marketing strategy includes two activities as follows. First, anticipation activities provide an early and accurate understanding of external threats and opportunities so the firm can serve the market better than competitors and even mold the market to its advantage (Kohli and Jaworski, 1990). Second, adaptation activities enable changes firm strategy and organization. Adaptation to an increasingly volatile, complex, and ambiguous business world requires that marketers continuously adapt their organizations to stay competitive (Lee et al., 2015). Thus, the design of marketing strategy consists of anticipating activities and adaptation activities. The details of both activities are as follows.

1.1 Anticipate Activities

According to Ballantyne and Varey (2008), they indicated that anticipation activities refer to the firm's ability to provide expected service, or predict customer value to meet the customer's needs in order to prepare for future competition. Kohli and Jaworski (1990) suggested that anticipation activities are an important idea expressed by several executives. Anticipation activities enhance, and effective market intelligence pertains not just for current needs, but future needs as well. This idea echoes Houston (1986) assertion and reflects a departure from conventional views of find a need and fill it in that it urges organizations to anticipate the needs of customers and initiate steps to meet them. The findings indicate that responsive to market intelligence takes the

form of selecting target markets, designing and offering products/services that cater to their current and anticipated needs. Besides, Deshpande, Farley, and Webster (1993) addressed that market orientation have relative market anticipation and profitability, a relative size, a relative growth rate, and a relative share of the market. Their business was correlated positively with the customer's evaluation of the market orientations, but the own assessment of market orientations correspond well to that of the customer. Thus, a manager should be forced to allocate time and effort with either less or more emphasis on the future. Future focus refers to the amount of attention devoted to events that are yet to occur (Chandy and Tellis, 1998).

Moreover, market orientation and anticipation also describe as actions to be taken by the department or firm, anticipated outcomes of actions in activities, or other developments in preparing consumer needs before the competitor (Jaworski and Kohli, 1993). From a literary review, market orientation proposes to enhance the customer-perceived quality of the organization's products and services by helping create and maintain superior customer value (Brady and Cronin, 2001). Market orientation enhances anticipation customer because market orientation firms are well positioned to anticipate customer needs and to offer goods and services to satisfy those needs (Slater and Narver, 1994). Market orientation connotes that a business obtains important information from customers about their desires and preference and then takes action based on the gathered information, while also putting into consideration competition and market regulations. In a changing market environment, marketers would continuously change their offering mix concerning the anticipation of changing needs and competitors' actions. Such consistent efforts by a marketing centered organization will help tighten the gap between the firm's management structure and its customers (Chang and Chen, 1998). Many researchers identified that market orientation relates to anticipation activities (e.g., Deshpande, Farley, and Webster, 1993; Brady and Cronin, 2001; Slater and Narver, 1994). The anticipation activities literature indicated that market orientation influences on anticipation activities. However, proactive and responsive market orientations of the hotel might have the same phenomenon as market orientation. So, creating a better market capability, the hotels require effective proactive and responsive market orientations which contribute to anticipation activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive marketing orientation refers to a firm's capability to help customers' anticipation developments consumer needs. Proactive market orientation increases insightful data including user's existing need and future's need also (Narver, Slater, and MacLachlan, 2004). Meanwhile, responsive market orientation refers to the firm's strategy to compete with competitors by increasing understanding of the existing customer's need. The firm with responsive market orientation uses customer satisfaction data and then disseminated all data throughout all levels in their business unit (Deshpande and Farley, 1998). Therefore, both market orientation relates with anticipated activities because of both focus on finding information base on expectation or predict customer's value that meet the consumer needs to prepare for future consumer needs ahead of competitors (Ballantyne and Varey, 2008); however, both market orientation influence on the varying degree of anticipation activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3a: Proactive market orientation has a positive influence on anticipation activities in the design of marketing strategy.

Hypothesis 4a: Responsive market orientation has a positive influence on anticipation activities in the design of marketing strategy.

1.2 Adaptation Activities

According to Schindehutte and Morris (2001), adaptation activities refer to the firm's ability to continuously adapt itself in specific ways in which the firm makes adjustments as it seeks to survive and capitalize on external situations. In addition, adaptability capability shows that necessary respondent and change for an existing or potential situation (Lukas, 1999). It states the coordinating, regulating, and allocating of resources to meet the changes requested by customers or suppliers (Lu, Zhou, Bruton, and Li, 2010), or to create the company's environment (Tuominen, Rajala, and Möller, 2004). According to Homburg et al. (2002) adaptation ability of the organization can change marketing activities to fit different market situations better than its competitors. According to Chakravarthy (1982), adaptability is the potential to identify and capitalize on a growing market and technology opportunities by the

company. Companies shape their adaptive strategies according to their perception of the environment. Adaptation strategy can provide specific ways in which the firm makes adjustments as it seeks to survive and capitalize on external situations (Schindehutte and Morris, 2001).

According to George, Day, and Fitzpatrick (2011), adaptation activities, and three adaptive capabilities are needed in the following: First, vigilant market learning enhances deep market insights with a warning system to expect market changes and unmet needs; second, adaptive market experimentation that continuously learns from experiments; and third, open marketing that forges relationships with those at the forefront of new media and social networking technologies, and mobilizes the skills of current partners. The benefits of these adaptive capabilities will only be realized in organizations that are more resilient and free-flowing, with vigilant leadership and more adaptive business models. These marketing capabilities are adaptive and enable the firm to adjust its strategies to fit fast-changing markets. With these adaptive capabilities in place, the existing marketing capabilities also become more responsive to accelerating market changes.

In addition, the company uses adaptation activities must be available in issues as follows. First, the willingness to cannibalize which represent to an attitude that puts up, for review and sacrifice, current profit-generating assets, including current profitable and successful innovations, so that the firm can get ahead with the next generation of innovations (Chandy and Tellis, 1998). Second, future orientations: this attitude forces a firm to realize the limitation of current technology and the emergence of a new generation of technology that may become dominant in the future. Finally, risk tolerance represents an attitude that is ready to trade a current, ensure a stream of a profit-generating asset for a future. An uncertain stream of profits come from radical innovations (Tellis, Prabhu, and Chandy, 2009).

However, Grewal and Tansuhaj (2001) addressed that the role of market orientation and strategic adaptation in helping firms manage the present economic crisis. The results demonstrate that under crisis, market orientation and strategic adaptation has occurred. Market orientation and strategic adaptation have adverse effects, which is enhanced by the competitive intensity and moderated by demand and technological uncertainty. It seems that market orientation and strategic adaptation

complement each other in their efficacy to help firms manage varying environmental conditions (Grewal and Tansuhaj, 2001). Many researchers identified that market orientation relates to adaptation activities (e.g., Tellis, Prabhu, and Chandy, 2009; Grewal and Tansuhaj, 2001). The adaptation activities literature indicated that market orientation influences in adaptation activities. However, the proactive and responsive market orientation of the hotel might have the same phenomenon as market orientation. By creating better marketing capability, the hotels require an effective, and responsive market orientation contributes to adaptation activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientation is the firm strategy aims to search for a new area of customer need, and then firm adapts their strategy according to their new customer needs (Narver, Slater, and MacLachlan, 2004). Meanwhile, responsive market orientation strategy aims to primarily response existing customer's satisfaction and emphasize to monitor the commitment level of the existing customer (Deshpande and Farley, 1998). Therefore, both market orientations seem to have a relationship with adaptation activities. Both market orientations require adapting their service quickly responding to the changing of customer's need. In other words, a firm must achieve the ability to continuously adaptation specific ways in which the firm makes adjustments as it seeks to survive and capitalize on external situations (Schindehutte and Morris, 2001). Thus, proactive and responsive market orientation might influence to the varying degree of adaptation activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3b: Proactive market orientation has a positive influence on adaptation activities in the design of marketing strategy.

Hypothesis 4b: Responsive market orientation has a positive influence on adaptation activities in the design of marketing strategy.

2. The Implementation of Marketing Strategy

Marketing strategy implementation is described as the final stage in the marketing strategy process. The control or monitoring acts as the main function of marketing strategy implementation (Wind and Robertson, 1983). Marketing strategy implementation also described as the actions initiated within the organization and its

relationships with external constituencies to realize the strategy (organizational structure and coordination mechanisms) (Bonoma, 1984; Bonoma and Crittenden, 1988). Moreover, marketing strategy implementation also explains as execution or enforcement of skills that include interacting, allocating, monitoring, and organizing, as well as being a good implementer (manager) with attributes such as being goal-centered, highly interactive, and controlled (Varadarajan and Jayachandran, 1999). The implementation marketing of strategy includes the communication, adoption, and enactment of strategic market initiatives (Noble and Mokwa, 1999).

According to Akroush (2007) suggested that superior marketing competencies and organizational culture, as cited by the managers, were among the most important factors that exerted a strong influence on the success of marketing strategy implementation. The managers need to understand relationships and interrelated factors to implement a marketing strategy successfully and more effectively of firm performance. Marketing strategy implementation literature has also confirmed a link between strategy role commitment and performance (Noble and Mokwa, 1999). Thus, implementing a marketing strategy involves the choice of marketing programs and the deployment of marketing resources (Slotegraaf, Moorman, and Inman, 2003). Marketing organization influences this stage through alignment activities that link and coordinate the firm's processes, structures, and people to improve the efficiency and effectiveness of marketing strategies as well as through activation activities to motivate and inspire individual and organizational behaviors. However, the implementation of marketing strategy consists of alignment activities and activation activities. The details of both activities are as follows.

2.1 Activation Activities

According to Homburg and Pflesser (2000), activation activities refers to the firm's ability to be identified with employee action actively. Their responsibilities are very often connecting to the implementation of negotiating conditions, and the motivation employees to work together with rewards for the sales staff. Moreover, marketing activation also describes as the execution of the marketing activities as part of the marketing process. The activation phase typically comes after the planning phase during which managers plan their marketing activities and is followed by a feedback

phase in which results are evaluated with marketing analytics. Also, Homburg and Pflesser (2000) indicated that a market orientation culture influences activation employee indirectly through market performance and that this relationship is stronger in highly dynamic markets. Thus, the firm can create a market orientation that requires dramatic changes of the employee's motivation, an organization's culture, and the creation of organizationally-shared market understandings (Gebhardt et al., 2006). However, Homburg and Pflesser (2000) supported that market orientation, norms for market orientation, and market-oriented behaviors are decided toward employee's behavior within in organizations. Market orientation is a foundation of marketing and is increasingly important in human resource and marketing organization, such as strategic management organization.

Moreover, Homburg and Pflesser (2000) found that distinguishing features of organizational culture with market-oriented companies are norms, values, and behavior of their employees, as well as market orientation elements (for example stories, rituals, and language) which all have some symbolical importance. Previous studies have stated that the diverse responsibilities of employees, such as salespeople and frontline employees who topically perform in organizations have been disregarded in academic studies. Moreover, frontline employees, especially those in service or sales positions are likely to face unscripted and challenging situations with different customers, which could contribute to disengagement (Anaza and Rutherford, 2012). Many researchers identified that market orientation relates to activation activities (e.g., Homburg and Pflesser 2000; Gebhardt et al., 2006). The activation activities literature indicated that market orientation influences in activation activities. However, the proactive and responsive market orientation of the hotel might have the same phenomenon as market orientation. By creating better in marketing capability, the hotels require an effective of proactive and responsive market orientation that contributes to the activation activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientation is employee's behavior on brainstorm activities to understand customer's behavior about their firm's service. An employee works closely with leading users to recognize their customer need (Narver, Slater, and MacLachlan, 2004). Meanwhile, responsive market

orientation is employee activities on communicates information about the successful freely or fail practices base on their customer experiences across all business (Deshpande and Farley, 1998). Therefore, both market orientations likely to have a relation with activation activities. Both market orientations enhance integrative activities to create new service to their customer and improve to employee's responsibility and action actively toward customers. In other word, responsibilities are very often connecting to the implementation of negotiating conditions, and the motivation employees to work together with rewards for the sales staff (Homburg, Workman, and Jensen, 2002). Thus, proactive and responsive market orientation influence on the varying degree of activation activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3c: Proactive market orientation has a positive influence on activation activities in the implementation of marketing strategy.

Hypothesis 4c: Responsive market orientation has a positive influence on activation activities in the implementation of marketing strategy.

2.2 Alignment Activities

According to Moorman and Rust (1999), alignment activities refers to the firm's ability to create an organizational structure that represents the way of organizing business divisions and business units as well as the information that is accountable for a responsible market. Homburg et al. (2002) suggested that alignment activities approach is consistent with the configurational perspective of organizational analysis. The basic premise of the configurational perspective is that organizational structures and management systems are best understood regarding overall patterns rather than concerning analyses of narrowly-drawn sets of corporate properties (Meyer, Tsui, and Hinings, 1993). Moorman and Rust (1999) stated that the alignment activities relate to the market orientation as follows. First, market orientation is the best viewed as the function of manages connections between the alignment organization and the customer. Second, marketing orientation function leads this alignment contributes to organization structure. Third, the marketing orientation improves its contribution to the firm by expanding its scope beyond the traditional customer and product connection to include more emphasis on service delivery to the consumer. In addition, Bahadori, Yaghoubi,

Javadi, and Rahimi (2015) indicated that market orientation has a significant relationship with organizational structure and can lead managers' view to the analysis and recognizing elements of success and achievement to goals. With increasing competition in markets, globalization of services, and presence in international markets, service forces firm to get more understand on the target market and increase the importance of market orientation strategy, and then to promote organization structure respond to new environmental setting.

In summary, market orientations have a relationship with alignment activities in the implementation of marketing strategy (e.g., Homburg and Pflesser, 2000; Gebhardt et al., 2006; Bahadori et al., 2015). The alignment activities literature indicated that market orientation influences in alignment activities. However, a proactive and responsive market orientation of the hotel might have the same phenomenon as market orientation. By creating better in alignment activities, the hotels require an effective proactive and responsive market orientation that contributes to the alignment activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientations focus on marketing organization. In other words, the firm must organize new marketing's practices about how they work closely with leading users to recognize customer need (Narver, Slater, and MacLachlan, 2004). Meanwhile, responsive market orientation is relying on regular activities about using customer database on customer satisfaction and then disseminate all customer data toward the existing structure of a business unit (Deshpande and Farley, 1998). Therefore, both market orientations trend to have a relation to alignment activities. Marketing organization structure within the firm must have the knowledge and skill to link customer needs matching a firm's operations (Moorman and Rust, 1999). Thus, proactive and responsive market orientation influence on the varying degree of alignment activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3d: Proactive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.

Hypothesis 4d: Responsive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.

3. The Assessment of Marketing Strategy

The assessment of marketing strategy performance aims to foster new and enhance effective thinking about the value of marketing and the productivity of marketing investments. Invaluable marketing activities must be removed because it cannot increase firm effectiveness. Especially, Moorman and Lehmann (2004) indicate that their theory posits organizing marketing activities in ways that fit the implementation requirements of a business's strategy and enhances performance. The marketing organization fit with business strategy can be defined as the degree to which a business's marketing organization profile differs from that of an ideal marketing organization which achieves superior performance by arranging marketing activities in a way that enables the implementation of a given business strategy (Vorhies and Morgan, 2003).

In the context of marketing organization fit with business strategy, this approach requires the identification of high-performing businesses implementing a given strategy and calibration of their marketing organization characteristics as an ideal profile for implementing that strategy. Assessing the organizational marketing fit with a strategic type requires identification of different ideal profiles against which to determine fit for firms seeking to maximize either the effectiveness or the efficient dimension of their marketing performance (Ostroff and Schmitt, 1993). Therefore, marketing theory suggests that organizing marketing activities in the ways that fit the strategic type is an essential driver of marketing performance outcomes (Walker and Ruekert, 1987). However, assessment marketing strategy consists of accountability activities. The detail of accountability activities is as follows.

3.1 The Accountability Activities

According to Verhoef and Leeﬂang (2009), accountability activities refers to the firm's ability to use indicators to link to a firm's marketing actions from investments in marketing activities, and to take responsibility for the profit or loss that is financially relevant to outcomes and growth over time (Blair, Barns, Sirkin, and Stewart, 2016). However, this accountability allows marketing to take responsibility

for the profit or loss from investments in marketing activities, and to demonstrate the financial contributions of specific marketing programs to the overall financial objectives of the firm, including brand asset value. A return on marketing investment, customer acquisition costs, and retention rates are common marketing accountability indicators. Accountability is the obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results transparently. It also includes the responsibility for money or other entrusted property. In many firms, marketers have a difficult time justifying their expenditures concerning direct return on investment. In other words, the inability to account for marketing's contribution has undermined its standing within the firm (O'Sullivan and Abela, 2007). Recent calls for more attention to accountability, marketing indicators, and dashboard marketing may be helpful in this respect (Farris, Bendle, and Pfeifer, 2010). Kazemian, Rahman, Ibrahim, and Adeymi (2014) indicated that market orientation including customer orientation and inter-function coordination have significantly affected financial performance. Nevertheless, competitor orientation in market orientation has a negative and insignificant effect on sustainable financial performance.

Thus, accountability involves a determination of the effects of marketing orientation on the value of the firm. Some successful attempts have helped determine these effects (Gupta, Lehmann, and Stuart, 2004). The importance of accountability has been acknowledged widely (Lehman, 2004). In addition, Moorman and Rust (1999) indicate that there is a positive relationship between the market orientation and accountability in marketing department influence within the firm to the consumer. Besides, (O'Sullivan and Abela, 2007) report that top management is more satisfied with market orientation when it is more accountable activities. Many researchers identified that market orientation relates to accountability activities (e.g., Gupta, Lehmann, and Stuart, 2004; Moorman and Rust, 1999; O'Sullivan and Abela, 2007). The accountability activities literature indicated that market orientation influences in accountability activities. However, a proactive and responsive market orientation of the hotel might have the same phenomenon as market orientation. By creating better in the marketing capability, the hotels require an effective proactive and responsive market orientation that contributes to the accountability activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientation is the firm extra additionally assessment about marketing activities, and leading users need to create an extraordinary need of consumers (Narver, Slater, and MacLachlan, 2004), and financial outcomes. Meanwhile, a responsive market orientation is a routine assessment of consumer satisfaction on a regular basis (Deshpande and Farley, 1998). Therefore, proactive and responsive market orientations seem to have a relation with accountability activities. In other words, firm's ability to use indicators to link to a firm's marketing actions from investments is relevant to outcomes and growth over time (Blair, Barns, Sirkin, and Stewart, 2016). Thus, proactive, responsive market orientation influence to the varying degree of accountability activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3e: Proactive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.

Hypothesis 4e: Responsive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.

4. The Resourcing of Marketing Strategy

Capron and Hulland (1999), define resources as stocks of knowledge, physical assets, human capital, and other tangible and intangible factors that a business owns or controls (Amit and Schoemaker, 1993), which enable the firm to produce, efficiently and/or effectively, marketing offerings that have value for some market segments (Barney, 1991). The firm's resources can be a source of sustainable competitive advantage only if there are no strategically equivalent valuable resources that are not themselves rare or imitable. Resources are strategically equal when each can be exploited separately to implement the same strategy. Thus, resource substitutability must be low for a sustainable competitive advantage to arise. According to the traditional goods- dominant logic, the primary unit of exchange is goods; people exchange for goods. These goods serve primarily as an operant resource, which is defined as resources on which an operation is performed to produce an effect (Constantin and Lusch, 1994). According to the service- dominant logic, people exchange to acquire the benefits of specialized competencies (knowledge and skill) or

service. Knowledge and expertise are operant resources, which are defined as resources that are employed to act on operand resources and produce effects (Constantin and Lusch, 1994). Moorman and Day (2016) use the term resourcing to convey that managers make decisions about which resources are essential and how funds will be developed and leveraged in the marketing strategy process. Excellent marketing organizations do so by directing the market organization to enable the attraction of resources and asset management activities that fully develop and effectively deploy marketing assets — the resourcing of marketing strategy consisting of the engaging activities and asset management. The detail of both activities is as follow.

4.1 The Attractive Activities

According to Johnson, Sohi, and Grewal (2004), attraction activities refers to the firm's ability in activities, processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Moreover, attraction marketing also described as the process of drawing interest to a company, product or service, using carefully-devised techniques. The goal is to attract potential customers. The company representative must first, develop a comfort level and relationship with the prospect then convince the prospect that the product, service or company can give him the same positive results (Balle, 2014). Luo and Homburg (2007) indicated that human resource managers should have a keen interest in customer satisfaction as well. High customer satisfaction increases employee and manager quality. Zhou, Li, and Zhou (2004) suggested that junior managers and front-line workers are less likely to perceive their firms more market-oriented than senior managers, group culture facilitates employees' market orientation perceptions, and a positive personal attitude toward change is beneficial to developing market orientation behaviors. The results also show that market orientation has a strong, positive impact on employees' job satisfaction, organizational commitment, and confidence in the firm's future performance.

In addition, Johnson, Sohi, and Grewal (2004) suggested that the knowledge stores affect the outcome variables differently and that the effects vary by levels of industry turbulence and capability outputs that attract strong brands which also attract employees at lower pay (Tavassoli, Sorescu, and Chandy, 2014). Cordon, Vollmann,

and Hald (2005) identified and developed three significant components of attraction activities: First, the perception of expected value gained from the dyadic relationship, second, the influence of comfort on the effectiveness of the relationship. Third, dyad partners have a perception of dependence perception. In summary, resourcing marketing strategy is fueled by firm resources including partnership, stakeholder, human, financial, knowledge, brand, customer assets, and related capabilities (Srivastava et al., 1998). In addition, Srihadi, Hartoyo, Sukandar, and Soehadi (2015) indicates that market orientation positively affects the supplier and partnership. Thus, market orientations have a relationship with attraction activities in assessment marketing strategy. Many researchers identified that market orientation relates to attraction activities (e.g., Sukandar, and Soehadi, 2015; Srivastava et al., 1998). The attraction activities literature indicated that market orientation influences in attraction activities. However, the proactive and responsive market orientation of the hotel might have the same phenomenon. By creating better marketing capability, the hotels require an effective proactive and responsive market orientation that contributes to the accountability activities of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientation focuses on making cooperation with all partners to engage in proactive marketing with external customers and partnerships (Narver, Slater, MacLachlan, 2004). Meanwhile, responsive market orientation focuses on cooperation with some required partner in responding to necessary marketing with the customer need (Deshpande and Farley, 1998). In addition, proactive and responsive market orientation create communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Therefore, proactive and responsive market orientation likely to have a relation with attraction activities because the firm has to plan and manage their stakeholder and partnership (Johnson, Sohi, and Grewal, 2004). Thus, proactive and responsive market orientation influence to the varying degree of attraction activities. Hence, the hypotheses are proposed as follows:

Hypothesis 3f: Proactive market orientation has a positive influence on attractive activities in the resourcing of marketing strategy.

Hypothesis 4f: Responsive market orientation has a positive influence on attractive activities in the resourcing of marketing strategy.

4.2 Asset Management

According to Ramaswami, Srivastava, and Bhargava (2009), asset management refers to the firm's ability to use marketing resources which are human resource, financial, knowledge, brand, customer needs, asset, and related capabilities into value offerings for target market and the extent a firm possesses knowledge and resource related to market activities (Moorman and Day, 2016). However, assets in organization attribute that an organization can acquire, develop, nurture, and leverage for both internal (organizational) and external (marketplace) purposes (Barney, 1991). Resources are the assets controlled by the firm that serve as inputs to organizational capabilities and thus have rent-earning potential (Grant, 1991; Miller and Shamsie, 1996). As such, resources provide the raw materials for firms' business and marketing strategies (Black and Boal, 1994; Peteraf, 1993).

From a marketing perspective, marketing resources may, therefore, be defined as the assets available to marketers and others within the organization. Firm transform marketing capabilities to create valuable outputs. Asset management in a marketing field as a market-based asset is principal of two related types. First, relational market assets are based on factors such as trust and reputation, where the potential exists for any organization to develop intimate relations with customers to the point that they may be relatively rare and difficult for rivals to replicate. Second, intellectual market-based assets are the types of knowledge a firm possesses about its competitive environment. Market orientation and asset management which advocates systematic acquisition, dissemination, and use of information to guide strategy development and implementation (Kohli and Jaworski, 1990). At a minimum, the business strategy involves identifying and selecting market segments, developing appropriate asset offerings and assembling the resources required to produce and deliver the offerings. This, in turn, requires that organizations increasingly invest considerable time, energy and money to create deep and insightful customer knowledge (Fahy and Smithee, 1999). According to Kirca et al. (2005), the market orientation capability correlation asset in the marketing is stronger for both cost-based and revenue-based performance

measures in manufacturing firms than in service firms. Thus, market-based capabilities can be outcomes and results of processes that provide the necessary indicators to determine the presence and comparative worth of capabilities (Collis and Montgomery, 1995). Marketing specific capabilities capture and reflect how well a firm performs each key customer-connecting process (Day, 2011); and in designing and managing sub-processes within the customer relationship management process (Srivastava et al., 1998).

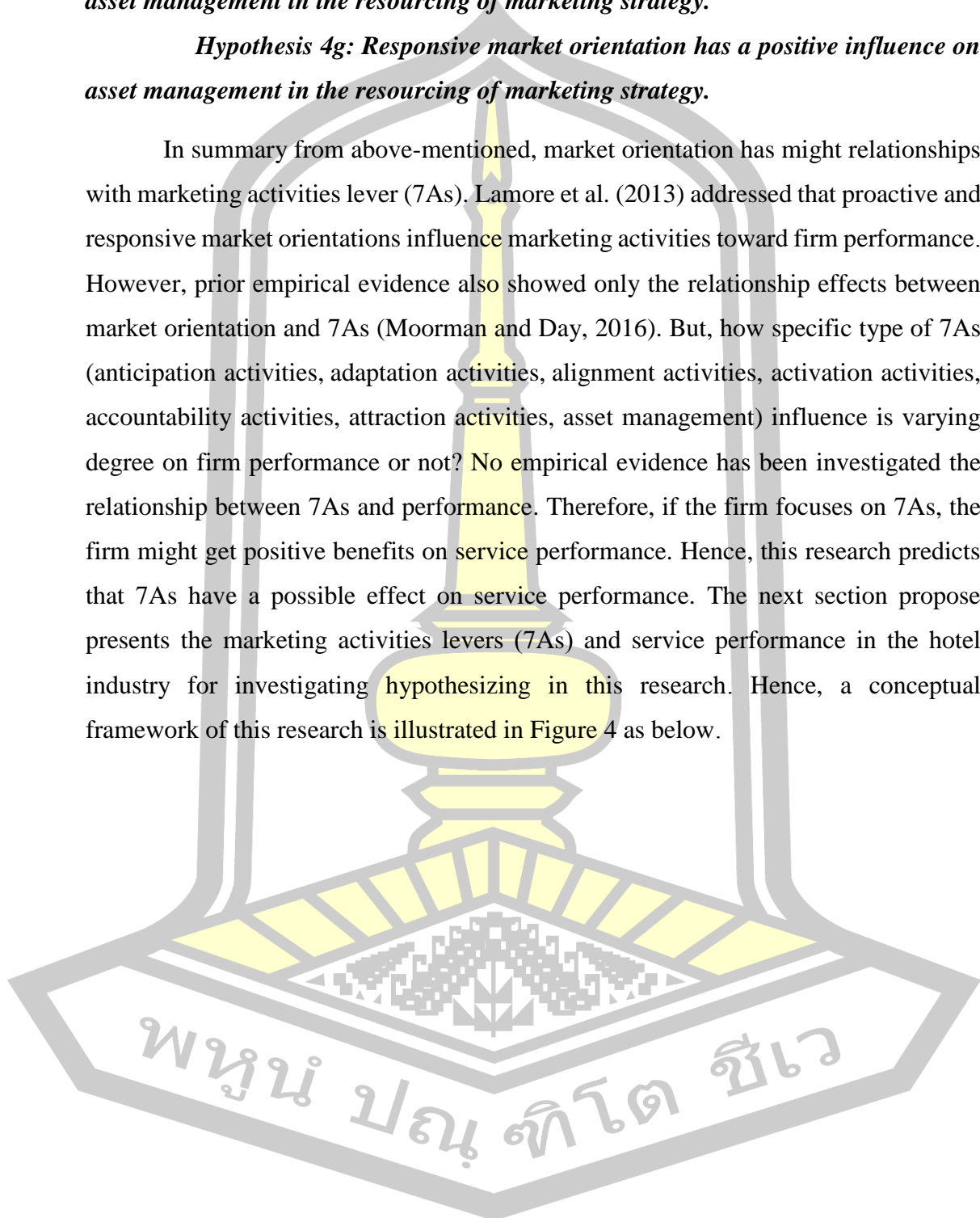
The findings of Morgan, Vorhies, and Mason (2009) indicated that market orientation impact to assets management. In addition, one finds that market orientation has a direct effect on a firm's return on assets management. Thus, market orientations have a relationship with asset management in assessment marketing strategy. Many researchers identified that market orientation relates to asset management (e.g., Kirca et al., 2005; Morgan et al., 2009). The asset management literature indicated that market orientation influences in asset management. However, the proactive and responsive market orientation of the hotel might have the same phenomenon as market orientation. By creating better marketing capability, the hotels require effective proactive and responsive market orientation that contributes to the asset management of the hotel business.

As mentioned earlier, this research investigates two types of market orientation (proactive, responsive) as the main concepts of this study. Proactive market orientation focuses on the availability of required resources in all aspects to meet the extraordinary needs of customers by creating innovation services in order avoid the risk of service obsolete (Narver, Slater, and MacLachlan, 2004). Meanwhile, responsive market orientation focuses on certain types of resources to meet the obvious needs of customers (Deshpande and Farley, 1998). Therefore, proactive and responsive market orientations seem to have a relation with firm's asset management including human, financial, knowledge, brand, customer, asset, and capability to compete with a competitor (Ramaswami, Srivastava, and Bhargava, 2009). In other words, capability on offerings target market with desired service and the extent a firm possesses knowledge and resource are related to market activities (Moorman and Day, 2016). Thus, proactive and responsive market orientation influence to the varying degree of asset management. Hence, the hypotheses are proposed as follows:

Hypothesis 3g: Proactive market orientation has a positive influence on asset management in the resourcing of marketing strategy.

Hypothesis 4g: Responsive market orientation has a positive influence on asset management in the resourcing of marketing strategy.

In summary from above-mentioned, market orientation has might relationships with marketing activities lever (7As). Lamore et al. (2013) addressed that proactive and responsive market orientations influence marketing activities toward firm performance. However, prior empirical evidence also showed only the relationship effects between market orientation and 7As (Moorman and Day, 2016). But, how specific type of 7As (anticipation activities, adaptation activities, alignment activities, activation activities, accountability activities, attraction activities, asset management) influence is varying degree on firm performance or not? No empirical evidence has been investigated the relationship between 7As and performance. Therefore, if the firm focuses on 7As, the firm might get positive benefits on service performance. Hence, this research predicts that 7As have a possible effect on service performance. The next section propose presents the marketing activities levers (7As) and service performance in the hotel industry for investigating hypothesizing in this research. Hence, a conceptual framework of this research is illustrated in Figure 4 as below.



Conceptual Frameworks of Marketing Activities Levers (7As) on Service Performance

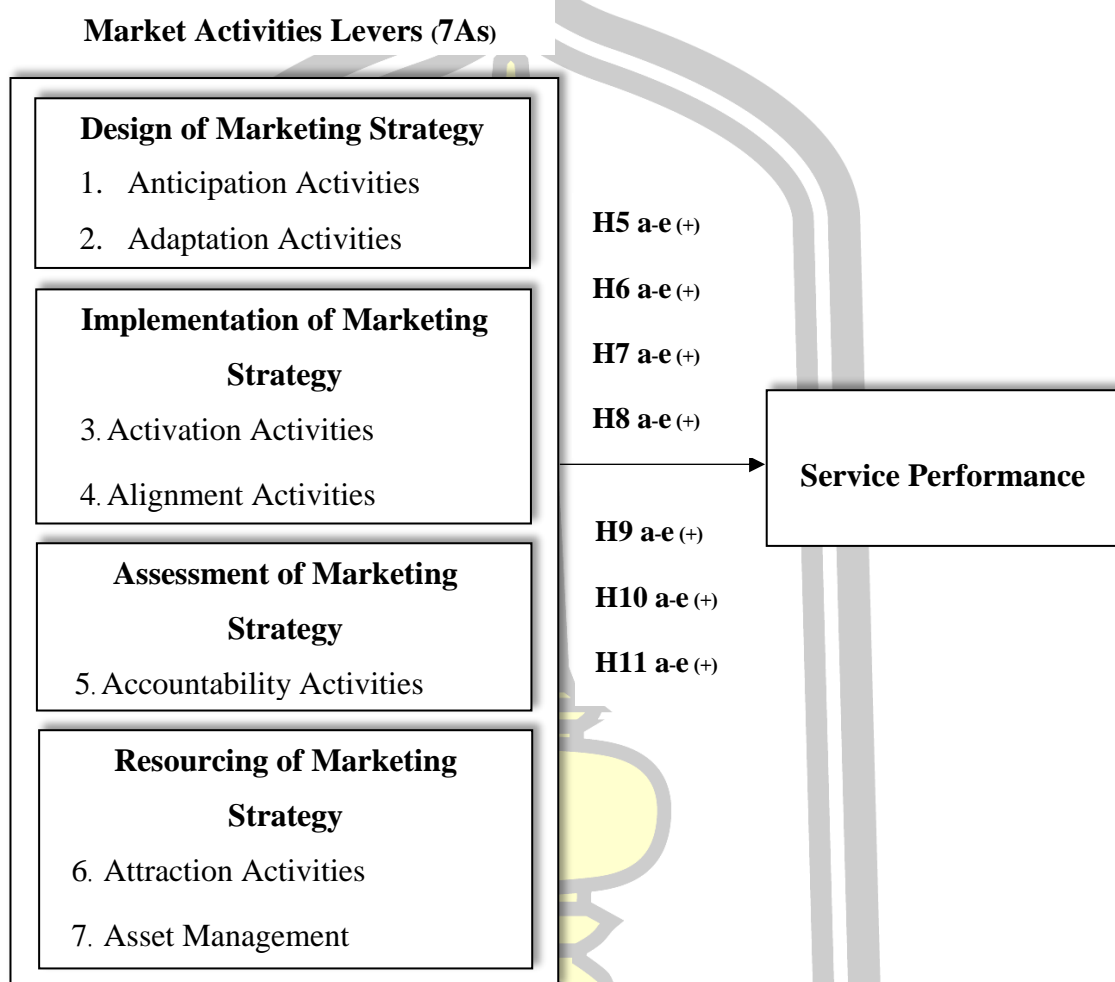


Figure 4: Conceptual Frameworks the Effects of Marketing Activities Lever (7As) on Service Performance

The Effects of Marketing Activities Levers (7As) on Service Performance

Zeithaml (1988) defined service performance as a customer's judgment about the superiority, esteem, or excellence of the service in relative terms. In the hotel industry, customers evaluate the perceived quality of a hotel by their understanding of service delivery and performance and integrate all of the service characteristics of their service associations to arrive at an evaluation of quality. Thus, service performance creates direct experiences that allow hotel guests to be accustomed to brand awareness and brand meanings, including building consumer satisfaction (Hosseini, Zainal, and

Sumarjan, 2015). Brady and Cronin (2001) suggested that customers form their service performance perceptions by evaluations in the customer's overall impressions of service quality, primary dimensions of service, and sub-dimensions of service. Thus, customers have ultimately combined these judgments including personal interaction with suppliers, physical environment, and outcome of the service encounter total in an overall service quality outlook. There is a diversity of services in the tourism sector. This research chooses the hotel industry as a suitable research setting to examine performance in the service industry (Lopes Favero, 2011). This research has concentrated on service performance in the hotel industry, which includes three to five-star hotel ratings in Thailand.

Service performance measurement is a fundamental element of business management to understand the source of a sector's competitiveness and support the implementation of strategies. Service performance relates to both external and internal factors. The external factor is when firms compete in sectors and markets which influence strategy and results. The internal factor is when firms have to decide every day on the correct way to operate and manage and to allocate resources to manage business functions and reach goals (Bresciani, Thrassou, and Vrontis, 2015). However, the parameters of performance measurement have changed significantly, making it necessary to join classic financial indicators with non-financial indicators and creating an integrated system of evaluation. In the hotel industry, in particular, competition is based on the total value offered with the services. So, it is necessary to evaluate the various dimensions of the cost. Hence, hotel industry performance can be measured using occupancy performance, such as the average occupancy rate, operating revenues, average production value per employee, and others indicators (Sun and Lu, 2005). Several studies have investigated the topic through different interpretations. The first stream of studies has looked for a correlation between performance and external factors. Tang and Jang (2009) analyzed the relationship between the performance of four industries linked to tourism (casinos, restaurants, hotels, airlines) and GDP in the U.S., finding no correlation between industry performance and economic growth. Conversely, it is possible to assume that tourism drives economic growth and development (Brida, Pereyra, Rizzo, Devesa, and Zapata-Aguirre, 2009). The other research tried to find a correlation between performance and internal factors by using

the balanced scorecard, which highlights the importance of some internal factors to reach performance (Sainaghi, 2010); and it emphasized the importance of internal functions like strategy, marketing, production and organization (Larsen, Wolff, Marnburg, and Øgaard, 2013).

Service firms performance is not just related to balance sheets and financial data such as return on investment, return on sales, price variances, sales per employee, productivity and profit per unit of production (Ghalayini and Noble, 1996); but also to human resources, quality, image, brand awareness and other less-tangible and/or quantifiable factors (Thrassou and Vrontis, 2009). Specifically, in the hotel industry, competition is based on the value offerings of the service product, and it is consequently necessary to define and assess its various dimensions regarding hotel performance. Studies of performance indicators are discussed in the literature and measured mainly by the firm's financial outcomes. In addition, competition in the hotel industry is generated and offers value to the customer in the service and product; and, it is necessary to assess the various dimensions of hotel performance. Studies of performance indicators are discussed in the literature and primarily measured by the firm's financial outcomes; however, in the last 25 years, there has been a revolution in performance measurement (Neely and Bourne, 2000).

Measurement approaches that relied solely on financial results are now being replaced by more integrated systems that combine financial and non-financial indicators (Bergin-Seers and Jago, 2007). Traditional performance measurement focused on financial data, such as return on investment, return on sales, price variances, sales per employee, productivity and profit per unit of production (Ghalayini and Noble, 1996). When using non-financial performance measures, it became apparent improvement efforts that cannot be quantified in dollar terms alone. Particularly if they relate to customer satisfaction and product or service quality (Ghalayini and Noble, 1996), therefore through these new approaches and their combination, performance in the hotel industry has been studied by linking performance to both external and internal factors (Tarí, Claver-Cortés, Pereira-Moliner, and Molina-Azorín, 2010). Measurement approaches that relied solely on financial results are now being replaced by more integrated systems that combine financial and non-financial indicators (Bergin-Seers and Jago, 2007). Traditional performance measurement is focused on financial data,

such as return on investment, return on sales, price variances, sales per employee, productivity and profit per unit of production. When it comes to using non-financial performance measures, it became apparent that improvement efforts cannot be quantified in dollar terms alone, particularly if they relate to customer satisfaction and product or service quality (Ghalayini and Noble, 1996).

Hotel industry performance can be measured using occupancy performance owing to the reluctance of hotel managers to provide details regarding hotel financial performance, such as average occupancy rate (Sun and Lu, 2005). Additionally, service performance also indicators in the hotel industry include total operating revenues, average creation value per employee, and consumer satisfaction (Wassenaar and Stafford, 1991). This research, objectives to measures service hotel performance from Tseng, Kuo, and Chou (2008) work which examined the marketing innovation and performance in the service hotel industry consisting, of the average growth rate in market share, average sales growth rate, average occupancy rate as an expectation, and consumer satisfaction. Thus, this research chooses and explains in detail four service performance factors in the hotel industry on a subjective scale as follows.

1. The Average Growth Rate in Market Share

The average growth rate in market share refers to the level of average trends of market share that show the past company's sales over a period of a year when dividing it by the total sales of the industry over the same period, for indicators of growth of its business in the industry (Farris et al., 2010). Increasing market share is one of the most important objectives of the business. Marketing shows its importance in every kind of tourist and hotel industry, since it presents itself as a tool that contributes to better management hotel operations, help in defining appropriate strategies for their development; and, with the main objective, increase in financial results. Thus, the thought of marketing and promotion strategy should be developed in a planned, staffed and structured way to provide enabling a hospitality company to move the market to a better condition that can ensure greater market share, making it possible to take the product or service to customers and potential customers (Luis Pereira, 2014). A market share represents the percentage of an industry or market's total sales that is earned by a

particular company over a specified period, and the percentage of a market accounted for by a specific entity (Farris et al., 2010).

Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company concerning its market and its competitors. A firm looks at market share increases and decreases carefully because market share can be a sign of the relative competitiveness of the company's products or services. As the total market for a product or service grows, a company that is maintaining its market share is increasing revenues at the same rate as the entire market. A company that is growing its market share will be expanding its revenues faster than its competitors. Besides, market share is the number of rooms in one's hotel as a percentage of the rooms in a hotel's competitive in the market. Market share increases can allow a company to achieve greater scale in its operations and improve profitability. Companies are always looking to expand their share of the market, in addition to trying to grow the size of the total market by appealing to larger demographics, lowering prices, or marketing strategy. Matovic (2002) findings from the study indicate that the competitive market structure strongly impacts the financial performance of hotel brands and increases in the competition are negatively correlated with a hotel's market share.

Competition has a strong negative relationship with the financial performance of hotel brands. Market share improves as the growth rate of hotel brands increases. As the growth rate of brands increases, profitability also enhances. Likewise, improvements in a hotel brand's market share are positively related to increases in profitability. Chen and Chiu (2014) examined market structure effects on hotel performance using market share inequality, indicated that increasing the number of competitors may improve hotels' profitability; and by contrast, greater inequalities in market shares may be detrimental to the profit in the hotel market. Thus, market orientation, marketing activities, market share have a relationship to the effectiveness of service performance.

2. The Average Sales Growth Rate

The average sales growth rate refers to the level of the amount a company derives from sales compared to a previous, corresponding period of time in which the

latter sales exceed the former, typically from year to year (Kasus and Manufaktur, 2017). When sales increase, the sales growth ratio will increase. This affects the operational performance of the company, where the higher the sales growth ratio increases the level of company profit. In general, companies use a range of marketing activities to achieve revenue, market share, sales growth, and profit objectives. The firm identifies the needs of different customer groups and meets the requirements of products and services. The firm takes products and service to market; and companies develop a range of activities programs to win and retain customers, gaining high sales growth. The sales growth rate refers to a level of the amount a company derives from sales compared to a previous, corresponding period of time in which the latter sales exceed the former, typically from year to year. Thus, sales and income growth can be expected to influence the rate of return and market value measures in both service and product industries. It is clear if sales growth in two years will increasingly affect performance and profitability measures in a succeeding year in marketing strategy and operational environments. How the management optimizes and facilitates rising sales figures, perhaps through better credit terms or other changes within the marketing activities and promotion functions will further have a great influence on cash flow. As a result, management has the challenge of tackling any operational issues that may arise in the process of rapid growth.

In addition, Buffa and Bogue (1985) stated that there are sales growth rate factors that contribute to increasing economic value: scale (size), returns in excess of the cost of capital, growth inherent in selected opportunities, and the duration over which growth can be maintained. However, the sales growth rate is the most significant growth variable affecting financial performance in the actual industries examined. The indirect effects vary widely from industry to industry; but research intensity appears to negatively impact the sales growth rate in the durable products industry, and has a positive impact on sales growth rate in the non-durable products industry (House and Benefield, 1995). Jayawardhana, Silva, and Athauda (2013) examined the relationships between different types of business strategies, market orientation, and sales growth. The results showed that the degree of market orientation based on the business strategy of hotels, and also market orientation, has a significant, positive relationship with sales growth. The majority of hotels' business strategies was to offer services at lower prices,

which raises the question of the long-term sustainability of the hotel industry. The study strongly suggests that the hotels should make a bold, strategic move from offering low-cost services to providing innovative services ahead of competitors, and also maintain a higher degree of market orientation and marketing activities, through customer orientations, competitor orientation, and inter-functional coordination.

Köseoglu et al. (2015) addressed that the benefits of a differentiation marketing strategy and customer orientation in market orientation for significant competition in this hotel industry. Market orientation, marketing activities, and resource management are key drivers of sales growth rate in this industry, and hotel operators facing high competitive intensity are particularly encouraged to develop these capabilities and to adopt a differentiation strategy instead of resorting to price-cutting and other pricing and promotional tactics to grow revenues. The study suggests opportunities for future research to include examining relationships between market activities, customer satisfaction, and employee satisfaction. Thus, marketing activities and sales growth rates have a relationship link with service performance.

3. The Average Occupancy Rate as Expectation

The average occupancy rate as an expectation refers to the ratio of rented or used space compared to the total amount of available space of a hotel (American Hotel and Lodging and Institute Educational, 2018). The average occupancy rate is the percentage of available rooms that were sold during a specified period of time. Occupancy is calculated by dividing the number of rooms sold by rooms available. Analysts use occupancy rates when discussing senior housing, hospitals, bed-and-breakfasts, hotels, and rental units, among other categories. The occupancy rate is a key performance indicator used by those within the hotel industry to assess the performance of a hotel. As a metric, it is concerned with the percentage of a hotel that is occupied and can be used alongside other key performance indicators such as average daily rate and revenue available per room as part of a revenue management strategy.

Thus, the average occupancy rate as an expectation refers to the level of the occupancy rate of rental units rented versus the total number of rooms available in the hotel, which matches the goals or expectations of the hotel. Bardi (2002) Indicate that internal success factors that have the most significant impact on the hotel occupancy

rate. The success of a hotel operation depends on how well hotels can fulfill and meet customers' expectations. In the hotel industry, the primary indicator of success depends largely on the occupancy rate. It is measured by the number of rooms booked, divided by the number of rooms available (Bardi, 2002). The higher the number of room occupancy, the bigger will be the profits.

On the contrary, the lower number in the occupancy rate, the lower will be the profits. A hotel occupancy rate is seasonal. Thus, it is common for a hotel to record a high occupancy rate during the peak seasons. However, Lau, Nash, Vogler, and Cullings (2005) suggested that the hotel occupancy rate depends both on external and internal factors. The external factors involve more significant issues such as the state of the economy, technologies, politics, legislation, and demographics. Internal factors relate to challenges in the hotel management, quality of service, pricing and fees, variety and quality of food, accommodation, entertainment, facilities, and location of the hotel.

The occupancy rate represents the ability of hotel management to attract guests, which is a measure that has traditionally been used to judge hotel performance. Due to the substantial fixed costs of hotel operation and perishability of hotel services, the profit level of a hotel is significantly tied to the occupancy rate, and the occupancy rate is highly influenced by marketing activities (Allen, 1988). Therefore, a hotel will have to focus its attention on improving marketing activities to coordinate demand and supply efficiently. Hence, improvements in marketing activities could lead to higher occupancy rates and consequently higher profits (Rahmati and Jalil, 2014). However, the hotels with a higher number of stars tend to have more technical problems in transforming marketing inputs into the occupied rooms (Rahmati and Jalil, 2014). In addition, Sada, Raheem, Saleem, Flayyih, and Al-Juboori (2013) indicate that hotel's occupancy rates influenced by many factors, regardless of the seasonality and other fixed factors. The many factors that impact the occupancy rate consist of a hotel characteristics (hotel location, size, number of rooms), hotel's internal factors (service quality, marketing strategy, room facilities, prices, employees' attitudes, and cleanliness), a and hotel's external factors (economic status, exchange rate, political situation, intensive competition). However, the hotels have to set different strategies to raise their occupancy rate such as reducing their room's rate (in low season in

particular), creating special promotional programs for local citizens to consume hotel services; and finally, targeting new markets with new marketing strategies that can attract tourists (O'Neill, 2011). Thus, the marketing strategy and occupancy rate have a relationship linking to the hotel service performance.

4. Customer Satisfaction

Customer satisfaction refers to the level of expression as a function of pre-purchase expectations and post-purchase perceived performance of the respective product or service (Churchill and Surprenant, 1982). Customer satisfaction conducted an overall evaluation based on the total purchase and consumption experience with goods or services over time. According to Anderson, Fornell, and Lehmann (1994), customer satisfaction term frequently used in marketing. It is a measure of how products and services supplied by a company meet or surpass customer expectation. In addition, customer satisfaction is influenced by overall quality, price, expectations, firm image (Aga and Safakli, 2007), person desires (Spreng, MacKenzie, and Olshavsky, 1996), and absence of customer complaints. Fornell, Johnson, Anderson, Cha, and Bryant (1996) pointed out that the relationship between complaining behaviors and customer satisfaction should be negative. Also, they argued that the results of increased customer satisfaction are a decrease in complaining behavior. In addition, customer satisfaction is defined as the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals (Farris et al., 2010).

Consumer satisfaction is the overall impression of a consumer about suppliers and their products or services. In addition, Yi (1993) defined consumer satisfaction as a measure of how products and services supplied by a company meets or surpasses a customer's expectation. Consumer satisfaction is a key performance indicator. It shows the prudence a company has used in its business unit strategies. In a competitive marketplace where business organizations compete for customers, consumer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. Consumer satisfaction provides a leading indicator of consumers, purchase intentions, and loyalty (Dow, Serenko, Turel, and Wong, 2006). The central focus of consumer satisfaction on the part of the supplier is to narrow the gap between

consumers' expectations and perceived performances of the product or service. (Farris et al., 2010) Consumer satisfaction is a central concept in modern marketing thought and practice. The concept emphasizes delivering satisfaction to consumers and obtaining profits in return. Thus, consumer satisfaction is crucial to meeting the various needs of consumers, business and society. As mentioned above, customer satisfaction is the overall essence of the impression about the supplier by the customers. According to (Homburg, Jensen, and Krohmer, 2008), a well-developed and implemented market strategy may result in additional revenue to the organization. If this has to be, it must create customer satisfaction. Therefore, the extent of customer satisfaction with service depends on the proper use of an organization's strategies (Anderson, Fornell, and Mazvancheryl, 2004).

The essence of every marketing activity is to attract customers and increase their desires for a specific product or service. Thus, organizations pursue consumers' satisfaction with a large number of resources. Oliver (1997) addressed that customer satisfaction is the core philosophy of a marketing strategy of any organization and plays a key role in an organization's success. Kapiki, Mou, and Fu (2014) observed that excellent service quality by the company's results in excellent customer satisfaction. In addition, Lin, Wu, and Chang (2011) have studied the impact of marketing strategy on consumer satisfaction, finding the intermediary roles of price and service quality in the relationship between marketing strategy and customer satisfaction. A coordination-integration strategy can reduce the price, both standardization and coordination-integration strategies can reduce price and enhance service quality and then enhance customer satisfaction. According to Shaw (2012), the consumer's satisfaction is so important that many organizations allocate a large portion of their resources to pursue this objective. One of the ways to achieve a consumer's satisfaction is through effective marketing strategies which are developed around the identification of consumers' expectations using such dimensions as product, price, place, and promotion along with an organization's distinctive competence.

In the hotel industry, customer satisfaction is mostly looked upon as quality of service. A management approach focused on customer satisfaction can improve customer loyalty, thus increasing the positive image of the touristic destination. The hotel's ability to achieve higher customer satisfaction levels is the standardization of

services that reduce the possibility to customize the offer for specific guest needs. However, Li, Ye, and Law (2013) found that transportation convenience, food and beverage management, convenient access to tourist destinations, and value for money are identified as excellent factors that customers, booking both luxury and budget hotels, consider important and for which the performance is greatly satisfactory to themselves. Customers paid more attention to but were less satisfied with, bed, reception services, room size, and decoration. In addition, the correlation of image, customer expectation, service quality, perceived value, and customer loyalty are significant enough to show the correlation with customer satisfaction in the hotel industry (Mohajerani and Miremadi, 2012).

Kandampully and Suhartanto (2000) indicated that hotel image and customer satisfaction is in the performance of housekeeping, reception, and food and beverage. Thus, the quality of products or services rendered to customers determines a customer's satisfaction (Poon and Lock-Teng Low, 2005). Today's hotel employees are becoming less generous with their smiles and would prefer avoiding customers to avoid responsibilities. A Friendly and courteous approach would make customers feel welcomed and appreciated. Cronin and Taylor (1992) found that satisfaction would lead to purchase intention. It is also important because it leads to customer loyalty. Meeting customer's expectations to the level that the competitor finds it difficult to achieve, can ensure sustainability. Hotel operators should also be proactive in promoting higher standards of performance and be aware of the needs of customers.

Summary, service performance including, the average growth rate in market share, the average sales growth rate, the average occupancy rate as expectation, and the consumer satisfaction was used in this study to measure service performance, as many firms declined to reveal information on other indicators. Thus, this research uses service performance by using the past hotel's occupancy rate between the three time periods (years) from the marketing manager's perspective.

The Relationship between Marketing Activities Levers (7As) and Service Performance

Marketing strategy is the process or activities that allow a firm or organization to focus limited resources on the best opportunities to increase sales and thereby achieve a sustainable competitive advantage (Stevenson and Gumpert, 1985). The goal of the marketing strategy is to set a foundation for a business's marketing plan. This is accomplished by having a good understanding of customer wants and needs. Marketing strategies refer to the set of activities designed to meet business goals.

Marketing strategies are the steps to be taken to achieve the marketing objectives. It guides and directs the firm to achieve its goal. Marketing strategies set its target market and the marketing mix that it must use (Prasanna, 2013). Every company tries to develop innovative marketing strategies to gain competitive advantage. Hence, marketing strategies are developed, keeping in mind the customer's needs, the firm's objectives and resources, and the competitor's strategies (Lasune, 2012). Marketing strategies are determined by various factors such as product diversity, quality, market segment, marketing channel, geographic area covered, and branding. It also depends upon the development of a new product, the firm's position in the market, innovation, and pricing policy, relationship with its customers, partners, suppliers, and competitors. Apart from this, the strategies should also consider marketing complexity, stakeholders and customer's expectations, and the dynamic external and internal environments. Thus, marketing strategies, to be successful, need to choose the right segments, develop differential products, devise alternative distribution channels, and use innovative manufacturing processes that produce high-quality products at lower prices.

Marketing activities in ways that successfully enable marketing strategy implementation are recognized as one of the most difficult challenges facing a manager, and researchers know little about how marketing activities should be organized to facilitate business strategy implementation or how this affects performance (Vorhies and Morgan, 2003). The argument that competitive strategies drive market orientation is founded on the assertion that marketing activities are likely to be influenced by strategic choices at the macro-competitive strategy level (Slater and Olson, 2001). Thus, market orientation provides the mechanism through which strategy is performed

through its possession and appropriate deployment. This, the researchers argue, is fundamental in that top management and the marketing manager is critical for developing strategies (e.g., differentiation and cost-leadership); and therefore they will drive market orientation, market activities development, and deployment to implement a strategy for performance (Voola and O' Cass, 2010).

The hotel industry is so competitive that it requires the hotel to formulate a dynamic mechanism which can adapt to the changes in the market environment, the competitiveness of the market and the economic climate. The ultimate goal of having a marketing strategy is usually to identify the opportunity to serve the market in a way that is profitable and effective enough to the extent that it becomes difficult, if not impossible, for another company to take up the venture without running into losses. Some authors believe that at the initial stage of starting a hotel business, the hotel will not make a profit. Even in the second year, the hotel will only breakeven; and the hotel may begin to make a little profit from the third year (Talabi, 2015). On the other hand, other marketers in the hotel industry think that the hotel can start to make a profit immediately from the first year of entering into the industry if the right marketing strategies were used — the basic marketing strategy of a hotel consisting product or service strategy, price strategy, promotion strategy, and distribution strategy. A hotel needs to use different combinations of various inputs such as advertising marketing channels, personal selling, and advertising, and so on, to get the desired return on investment. It is common to see society changes in its value and needs; thus, hotel marketers also have to change the overall marketing strategy to fit the changes in society (Jha, 2010).

Moorman and Day (2016) observe and suggest seven activities or action levers (7As) that perform the translational work of marketing organization on performance. Reviewing the literature highlights the mediating function of the 7As. The 7As include marketing contributions for anticipating marketplace changes; adapting the firm to such changes; aligning processes, structures, and people; activating efficient and effective individual and organizational behaviors; creating accountability for marketing performance; attracting important financial, human, and other resources; and engaging in asset management that develops and deploys marketing assets. Thus, 7As tends to

gain service firm performance consisting of average growth rate in market share, average sales growth rate, average occupancy rate, and customer satisfaction.

However, the market orientation and marketing activities toward firm performance are the major reason for the attention of market orientation and marketing strategy that was sure to elaborate its consequences; more specifically, its impact on the performance. As a result, some research has been conducted mainly in manufacturing companies, and there has been found a link between them and the research in the hotel industry which received relatively less attention. The hotels like any other business, exist to make a profit; and for this, they have to create value for their customer's continuously. The changes in the industry and macro environment offers opportunities for hotels and also threats. Therefore, in this rapidly changing business environment today, hotels have, and future customer needs and wants, disseminate this information to all departments, and respond to changes promptly. In short, they have to be market-oriented. So, this will result in satisfied, loyal customers, repeat business and consequently, positive firm performance.

Therefore, this research focus examines the market orientations through 7As in marketing strategy that can respond to a consumer and create service performance in the hotel industry. Overall, the 3-5-star hotel, when using appropriate 7As, can be better in the average growth rate of market share growth, average sales growth rate, and average occupancy rate, and consumer satisfaction. This research demonstrates the details that can be proposed and hypotheses are as follows.

1. Anticipation Activities

According to Ballantyne and Varey (2008), anticipation activities refer to the firm's ability to provide expected service, or predict customer value to meet the customer's needs in order to prepare for future competition. The findings of this research have indicated that market orientation capabilities should improve firm anticipation, including early market entry (Kohli and Jaworski, 1990). When performed effectively, anticipation activities provide a rapid and accurate understanding of external environment intimidation and opportunities so that the firm can serve the consumer better than competitors and even mold the market to its advantage and firm performance (Kohli and Jaworski, 1990). Cultural values focused on the customer emphasize regular

collection of related information (Deshpande et al., 1993), and a cultural focus on the future which increases the likelihood of introducing radical innovation (Yadav, Prabhu, and Chandy, 2007). Configuration choices about market-based reward systems increase attention toward the acquisition, dissemination, and use of market information (Kirca et al., 2005) while employee knowledge about customers improves customer management (Homburg et al., 2009) and account profitability (Mullins, Ahearne, Lam, Hall, and Boichuk, 2014).

Therefore, anticipation activities are defined as the evaluation by the customer of whether the service provider's prediction of customer value meets the customer's needs. For the service provider, customer value anticipation is the capacity to respond dynamically to changing customer needs (Ballantyne and Varey, 2008). With customer needs as a focus, the service provider can effectively align organizational structure, decision-making processes, and strategic indicators first to predict customers' future needs, then fulfill customers' needs and, ultimately, provide customer value (Woodruff, 1997). The anticipation has enhanced service standards, while service providers can decrease customer uncertainties and satisfy the expectations of customers. However, (Zeithaml, Parasuraman, and Berry, 1990) have affirmed that service quality is best determined by closely studying the correlation between a client's anticipation and desires, and the perceived performance of the services. Ho, Hsieh, and Yu (2014) show that companies must improve their customer value anticipation capacity to strengthen the long-term relationship with their customers toward service performance. Zhang, Liang, and Wang (2016) shows that customer perceived customer value anticipation can significantly influence product innovativeness and marketing performance. According to Hansemark and Albinsson (2004) indicated that satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire. Kandampully and Duddy (1999) a customer's interest in maintaining a loyal relationship is dependent on the firm's ability to anticipate the customer's future needs and offering them before anyone else.

According to Flint, Blocker, and Boutin (2011) customer value anticipation is a strong driver of satisfaction and loyalty, with satisfaction acting as a significant mediator for loyalty. Thus, the marketing department may take in charge of this process,

and anticipate the outcomes throughout the whole process of new product development and market success. To increase the effectiveness of the anticipation process, the firms should pay more attention to their future (Yadav et al., 2007). The ability to anticipate customer is critical for firms. Following Flint et al. (2011) indicate that customer value anticipation is the firm's ability to sense, foresee, and anticipate what specific customers will value from its offerings. Many researchers identified that anticipation activities relate to firm performance (e.g., Kandampully and Duddy, 1999; Hansemark and Albinsson, 2004; Morgan et al., 2009; Flint, Blocker, and Boutin, 2011). Thus, the anticipation activities literature indicated that anticipation activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create a better service performance, the hotels require an ability to provider expected service, or predict customer value to meet the customer's needs in order to prepare for future competition. As mentioned earlier, this research investigates anticipation activities in 7As as the main concepts of this study. Hence, anticipation activities might influence service performance. Thus, the hypotheses are proposed as follows:

Hypothesis 5: Anticipation activities in the design of marketing strategy has a positive influence on service performance.

2. Adaptation Activities

According to Schindehutte and Morris (2001), adaptation activities refers to the firm's ability to continuously adapt itself in specific ways in which the firm adjusts as it seeks to survive and capitalize on external situations. Scholars agree that consumer learning capabilities are a critical input to adaptation. Moreover, an increasingly volatile, complex, and ambiguous business world requires that marketers continuously adapt their organization to stay competitive (Lee et al., 2015). Adaptation activities enable changes in firm strategy and organization. Research has adopted one of two approaches for other capabilities that are important to adaptation. However, Day (2011) focuses on two key learning tools, adaptive market experimentation (targeted experiments for trial-and-error learning) and open marketing (utilizing partners' resources for transformation). Other research has focused on more general firm adaptation capabilities (resource reconfiguration and capability enhancement)

(Morgan, 2012), and strategic flexibility capabilities (Grewal and Tansuhaj, 2001). Cultural elements are also important to adaptation, including a firm's willingness to cannibalize current offerings or empower product champions (Tellis et al., 2009). Thus, adaptation activities involve the use of specific strategies in each market, where the organization adapts its marketing mix and resource to each environment (Zou, Andrus, and Norvell, 1997). In addition, Sands (1979) defines adaptation activities as the use of marketing strategies with no common elements. That is, the firm should always observe national identity, language, tastes, culture, and preferences. Defenders of adaptation believe that markets are subject to changing macro-environmental issues, such as climate, language, race, occupations, topography, education, tastes, legal and political barriers and socio-economic matters (Jain, 2014).

Akgün, Keskin, and Byrne (2012) suggested that adaptive capabilities are the reshaping of resources and the coordinating of processes in time to develop more successful products and services. Martin-Rios and Pasamar (2018) indicated that the leading service firms which attempt to maximize adaptation by the commitment to expansion approach; ensure the long-term survivability of their strategic orientations and generate growth in their operating profits, sales, and market capitalization. However, Mu (2015) suggested that marketing capability is essential for the firm to adaptation to external changes as long as the firm aligns organizational structural factors, should play critical roles in the relationship between firm capability, adaptation, and firm performance outcomes. Therefore, adaptation capability is strongly linked to strategic actions that aim towards the reconfiguration of organizational resources, and routines to meet demands and opportunities within a changing business environment to firm performance (Ambrosini and Bowman, 2009). Kaehler, Busatto, Becker, Hansen, and Santos (2014) showed that the company's strategic orientations affect its adaptive capability, and also suggest that the stronger the respondents' perception of the company's dynamic capability, the higher its adaptive organizational capability in its market of operation to firm performance. Many researchers identified that adaptive activities relate to firm performance (e.g., Akgün, Keskin, and Byrne, 2012; Mu, 2015; Martin-Rios and Pasamar, 2018). Thus, the adaptation activities literature indicated that adaptation activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create a better service

performance, the hotels require an ability to continuously adapt itself in specific ways in which the firm adjusts as it seeks to survive and capitalize on external situations. As mentioned earlier, this research investigates anticipation activities in 7As as the main concepts of this study. Therefore, adaptation activities might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 6: Adaptation activities in the design of marketing strategy has a positive influence on service performance.

3. Alignment Activities

According to Moorman and Rust (1999), alignment activities refers to the firm's ability to create an organizational structure that represents the way business divisions and units are organized and includes the information which is accountable for a response market. Alignment is facilitated by several configuration elements adopting a key account management structure (Homburg et al., 2002); strengthening cooperation between marketing, sales, and R&D (Ernst, Hoyer, and RübSaamen, 2010); and improving marketing's knowledge and skills to connect the customer to other functions (Moorman and Rust, 1999). The coherence of market-oriented values, norms, behaviors, and artifacts aligns through hiring, training, and rewards (Gebhardt et al., 2006). In addition, the market orientation influences this stage through alignment activities that link and coordinate the firm's processes, structures, and people to improve efficiency (Homburg et al., 2002). Alignment is also aided when marketing leaders stimulate firm employee identification (Wieseke, Ahearne, Lam, and Dick, 2009), and when employees match brand personalities (Sirianni, Bitner, Brown, and Mandel, 2013). Thus, alignment activities are the firm's ability to create an organizational structure the represents the way business divisions and units are organized and includes the information of who is accountable to whom for a responsive market. In other words, the structure is the organizational chart of the firm. It is also one of the most visible and accessible to change (Ravanfar, 2015).

However, the structure is the architecture of business competence, leadership, talent, functional relationships, and arrangement (Deming, 1986). The identified structure is the basis for organizing, to include hierarchical levels and spans of responsibility, roles and positions, and mechanisms for integration and problem-

solving. Jensen and Meckling (1976) argued that structure is the internal differentiation and patterning of relationships. However, Hassan and Tawaha (2015) the results indicate a significant effect between the strategic alignment and organizational performance. In addition, Chi, Kilduff, and Gargeya (2009) confirm that corroborate the impact of the alignment between business environment characteristics, competing priorities, and supply chain structures on firm business performance.

Moreover, alignment activities have referred to the structure as the means by which the organization sets limits and boundaries for efficient performance by its members, by delimiting responsibilities, having control over resources, and other matters. Many researchers identified that alignment activities relate to firm performance (e.g., Chi, Kilduff, and Gargeya, 2009; Hassan and Tawaha, 2015; Moorman and Rust, 1999). Thus, the alignment activities literature indicated that alignment activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create a better service performance, the hotels require an ability to create an organizational structure that represents the way business divisions and units are organized and includes the information which is accountable for a response market. As mentioned earlier, this research investigates alignment activities in 7As as the main concepts of this study. Therefore, alignment activities might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 7: Alignment activities in the implementation of marketing strategy has a positive influence on service performance.

4. Activation Activities

According to Homburg and Pflesser (2000), activation activities refers to the firm's ability to promote activities identified with employee action actively. Their responsibilities are very often connected to the implementation of negotiating the sales terms and conditions, and employee motivation works together with rewards for sales staff. Underlying cultural values, such as the idea that the firm's original reason is to serve the market (Gebhardt et al., 2006); and that employees are responsible for the firm success (Homburg and Pflesser, 2000); influence a key form of activation in market orientation behaviors among employees. Also, the effectiveness of marketing

strategies, as well as thought the activation activities, motivate and inspire individual and organizational behaviors (Gebhardt et al., 2006). The effect of these values is mediated by the presence of cultural artifacts including stories, physical arrangements, and rituals that keep this aspect of culture in the forefront of day-to-day activities — other employee traits even fuel activation, including the individual employee's trait of customer orientations (Zablah, Franke, Brown, and Bartholomew, 2012).

Moreover, marketing activation also describes the execution of the marketing staff as part of the marketing process. The activation phase typically comes after the planning phase during which managers plan their marketing activities and is followed by a feedback phase in which results are evaluated with marketing analytics. Even if the employer employs marketing staff, their responsibilities are very often connected to the implementation of sales plans, negotiating the sales terms and conditions, preparation of tenders, dispatching the information materials, and motivation of employees to work together with a reward for sales staff (Switala, 2013). Sinawi's, Piaw's, and Idris (2015) suggested that training and performance appraisal have a significant influence on improving employees' service performance. In addition, Molina and Ortega (2003) indicated that higher training could have a positive effect on firm performance through factors such as employee satisfaction, employee motivation, and customer loyalty. Overall, it is found that higher levels of training are associated with significant benefits which can increase firm value and firm performance.

According to Masdek, Aziz, and Awang (2011), efficient marketing strategy and activities in the hotel industry, improving the recruitment of service employees, evaluating the effectiveness of customer complaint handling, training programs, reward systems, and the customer service orientations of the hotel is through the understanding and managing of factors contributing to service recovery performance. The marketing managers could take the appropriate measures and actions as a means to enhance their quality of service performance. For instance, hotel managers can enhance employees' service recovery performance by investing in-service training programs such as social skills training, problem-solving training, teamwork-building training, and others related to improving their working performance, growth development, and firm performance. Many researchers identified that alignment activities relate to firm performance (e.g., Homburg and Pflesser, 2000; Molina and Ortega, 2003; Sinawi's, Piaw's, and Idris,

2015). Thus, the activation activities literature indicated that activation activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create a better service performance, the hotels require an ability to promote activities identified with employee action actively. As mentioned earlier, this research investigates activation activities in 7As as the main concepts of this study. Therefore, activation activities might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 8: Activation activities in implementation of marketing strategy has a positive influence on service performance.

5. Accountability Activities

According to Verhoef and Leeflang (2009), accountability refers to the firm's ability to use indicated tools in linking a firm's marketing actions to investments in marketing activities and to take responsibility for the profit or loss in financially relevant outcomes and growth over time. Accountability activities can link to the next cycle is a monitoring and control system to compare realized performance with objectives and to learn what needs to change in the future (Moorman and Day, 2016). This process involves accountability activities that management responsibility for firm performance (Claes Fornell, 1992). Thus, accountability activities are a capability to link marketing strategies and actions to financial performance measures. This process involves accountability activities that management responsibility for firm performance. Marketing organization has essential effects on this aspect of strategy through configuration elements, including building a strong marketing function (Verhoef and Leeflang, 2009) through the use of incentive and control systems that influence decision-making criteria (Hauser, Simester, and Wernerfelt, 1994); and through the use of metrics offers performance feedback information (Mintz and Currim, 2013).

Moreover, the accountability activities are financial accountability also describes links between a firm's actions and profitability. The customer financial accountability connection can efforts focused on linking customers to financial outcomes. Still, other approaches investigate the customer satisfaction–financial accountability relationship at the industry level by relating quality to stock price changes (Aaker and Jacobson, 1994); and customer satisfaction to profitability and customer loyalty (Fornell, 1992).

In addition, the marketing function might have three subgroups related to the product, service delivery, and financial accountability toward service performance. Stewart (2014) showed relationships of marketing activities and outcomes and measures of the financial performance of the firm. More specifically, suggests the need to link marketing outcomes to the cash flow of the firm and the business model that generates the cash flow. The result indicates that should include greater alignment of measures of marketing accountability with expectations and responsibilities of the marketing organization and performance. Thus, O'Sullivan and Abela, (2007) indicated that the ability to measure marketing performance has a significant impact on firm performance, profitability, stock returns, and marketing's stature within the firm.

However, the financial gain in marketing activities can be determined by applying straightforward economic and marketing concepts. According to Sexton, Sen, and Gorti (2010) explained to the process through which marketing determines the financial performance of an organization. That process suggests the key metrics of perceived value and customer value added to be leading indicators of financial performance. Marketing managers can use these key metrics to obtain steering control over their marketing decisions through the ability to predict financial consequences before actions are taken. Many researchers identified that alignment accountability relates to firm performance (e.g., Fornell, 1992; O'Sullivan and Abela, 2007; Stewart, 2014; Sexton, Sen, and Gorti, 2010). Thus, the accountability activities literature indicated that accountability activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create a better service performance, the hotels require an ability to use indicated tools in linking a firm's marketing actions to investments in marketing activities and to take responsibility for the profit or loss in financially. As mentioned earlier, this research investigates accountability activities in 7As as the main concepts of this study. Therefore, accountability activities might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 9: Accountability activities in the assessment of marketing strategy has a positive influence on service performance.

6. Attraction Activities

According to Johnson et al. (2004), attraction activities refers to the firm's ability in activities and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. A handful of studies have examined how marketing organization elements are successfully mobilized and deployed to attract resources. Research has shown that experienced marketing leaders help attract firm venture capital funding (Homburg, Hahn, Bornemann, and Sandner, 2014) and that customer and competitor orientations influence initial public offering outcomes (Saboo and Grewal, 2013). Meanwhile, firms with stronger brands attract higher-quality employees (Luo and Homburg, 2007) at lower pay (Tavassoli et al., 2014), and firms with strong relational capabilities attract good partners (Johnson et al., 2004). The researcher uses the term resourcing to convey that managers make decisions about which resources are essential and how resources will be developed and leveraged in the marketing strategy process (Kirca et al., 2005).

Prior studies of business relationships stages emphasized attracting and especially motivating partners as the important part of setting up new relationships and performance (Das and Teng, 2000). Therefore, attraction activities create understanding and enhance performance in suppliers and customer dyads. The management of both quality and buyer-supplier relationships are issues that have attracted the attention of both academics and managers. For a dyadic relationship to survive each of the participating companies must experience a notion of attraction and relationship value to firm performance.

Further, the initiating attraction and expected value must be maintained during the lifespan of the dyad. That is, initial attraction and value assessments that are not fulfilled in a dyadic relationship leads partners to be unsatisfied (Anderson and Weitz, 1989). They increase mutual attraction, both from the supplier and the customer perspective which as the use of marketing techniques specifically designed to help what the customer does, and how a service or product will benefit them well before they purchase that product and service to market success. Attraction activities have three perception components of attraction consisting of expected value in impression management; comfort concerned with continuation or expansion and dependence on the existence of alternatives toward firm performance (Cordon et al., 2005). Beckman,

Haunschild, and Phillips (2004) emphasized that firms expand networks by forming new relationships by motivating new partners. Thus, the successful companies implement activities which allow them to both attract valuable new partners with whom they have some indirect network ties, as well as attracting partners with no network ties at all. Many researchers identified that attraction activities relate to firm performance (e.g., Das and Teng, 2000; Cordon et al., 2005; Beckman, Haunschild, and Phillips, 2004).

Thus, the attraction activities literature indicated that attraction activities influence in business performance. However, the service performance of the hotel might have the same phenomenon. To create better service performance, the hotels require an ability in activities and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. As mentioned earlier, this research investigates attraction activities in 7As as the main concepts of this study. Therefore, attraction activities might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 10: Attraction activities in the resourcing of marketing strategy has a positive influence on service performance.

7. Asset Management

According to Moorman and day (2016), asset management refer to the firm's ability to use marketing resources which are human resource, financial, knowledge, brand, customer, asset, and related capabilities into value offering for target markets and the extent to which a firm possesses knowledge and resources relate to marketing activities. The excellent marketing organizations do so by directing marketing organization to enable the attraction of resources and asset management activities that fully develop and effectively deploy marketing assets (Feng et al., 2015). Marketing organization influences asset management. For a configuration, a strong marketing function improves the firm's long-term development and short-term leveraging of market-based assets (Feng et al., 2015). In the area of human capital, firms with CMOs have higher financial performance (Germann, Ebbes, and Grewal, 2015), and satisfied marketing employees create satisfied customers (Kamakura, Mittal, de Rosa, and Mazzon, 2002). Pervan and Višić (2012) shown that assets turnover strong positive

relationship between the business processes, market base asset and financial performance of a company. Tsai, Lu, and Yen (2012) indicated that intangible assets are seen as the company's dynamic capacity, created by knowledge, organizational structure, innovative capacity, brand, research and development, and market share.

Meanwhile, tangible assets importance has become evident due to the great appreciation of companies with intensive use of assets. Tangible assets are easily acquired since the company possesses a financial position to do so. However, tangible assets are unique and owned by a single company. This makes it an important differentiating factor, contributing to the achievement of competitive advantage (Kayo, Kimura, Martin, and Nakamura, 2006).

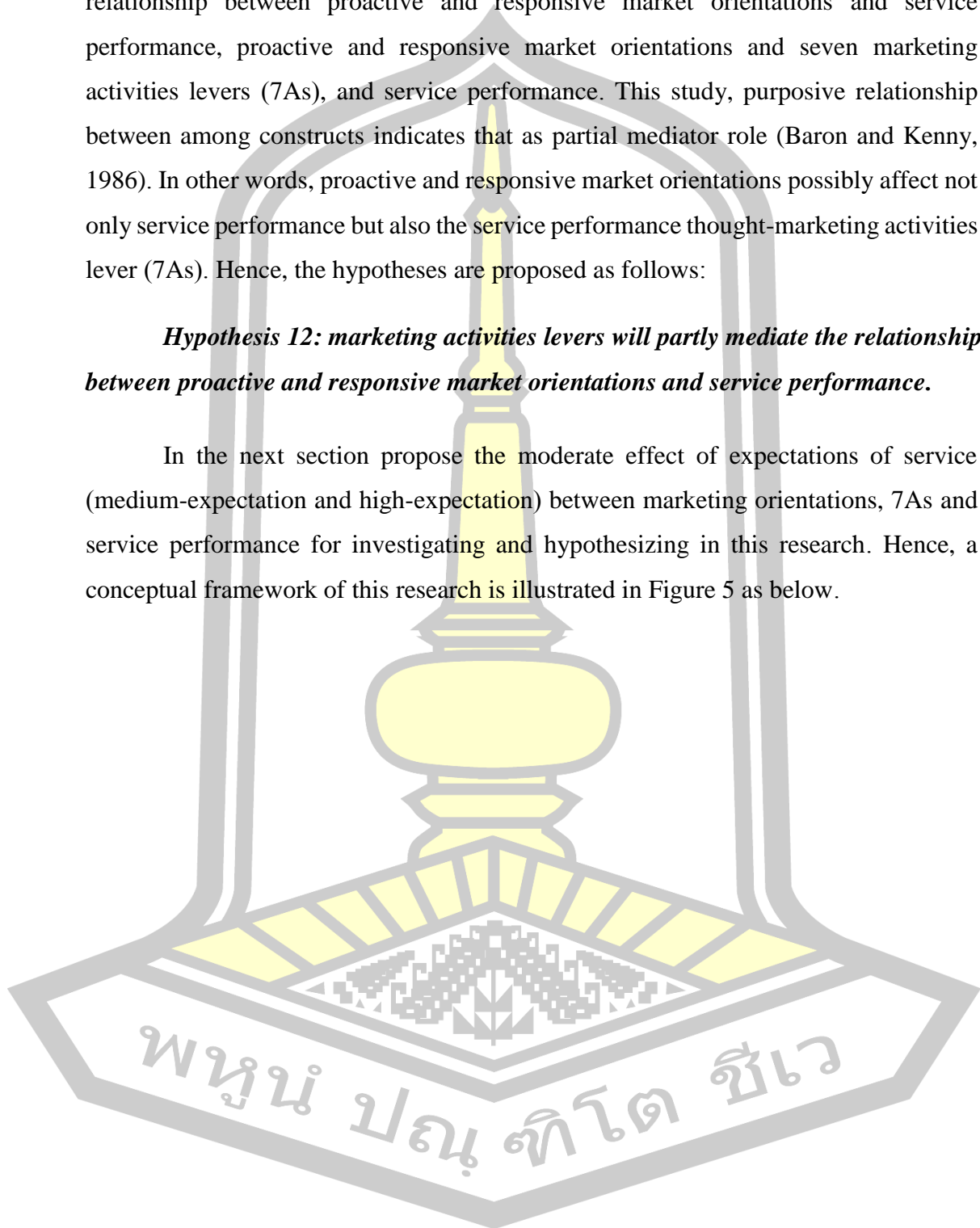
Moreover, asset management in the resourcing of marketing strategy is still as market-based assets which are a principal between marketing and shareholder value. Although internal processes, such as superior product development or customer intelligence, can also be leveraged to enhance shareholder value, this focus is exclusively on external, market-based assets. According to Srivastava, Fahey, and Christensen (2001), strategic relationships with alliance partners and relationships with customers are considered market-based assets. The both of these resources are capable of providing a competitive advantage to a local firm; and consequently, both resources can improve a firm's short-term and long-term performance (customer relationships) (Aksoy et al., 2008). Many researchers identified that asset management is related to firm performance (e.g., Kayo et al., 2006; Tsai, Lu, and Yen 2012; Pervan and Višić, 2012). Thus, the asset management literature indicated that asset management influences in business performance. However, the service performance of the hotel might have the same phenomenon. To create better to service performance, the hotels require ability to use marketing resources which are human resource, financial, knowledge, brand, customer, asset, and related capabilities into value offering for target markets. As mentioned earlier, this research investigates asset management in 7As as the main concepts of this study. Therefore, asset management might influence service performance. Hence, the hypotheses are proposed as follows:

Hypothesis 11: Asset management in the resourcing of marketing strategy has a positive influence on service performance.

According to the all discussion above, this research has a purpose in the relationship between proactive and responsive market orientations and service performance, proactive and responsive market orientations and seven marketing activities levers (7As), and service performance. This study, purposive relationship between among constructs indicates that as partial mediator role (Baron and Kenny, 1986). In other words, proactive and responsive market orientations possibly affect not only service performance but also the service performance thought-marketing activities lever (7As). Hence, the hypotheses are proposed as follows:

Hypothesis 12: marketing activities levers will partly mediate the relationship between proactive and responsive market orientations and service performance.

In the next section propose the moderate effect of expectations of service (medium-expectation and high-expectation) between marketing orientations, 7As and service performance for investigating and hypothesizing in this research. Hence, a conceptual framework of this research is illustrated in Figure 5 as below.



**Conceptual Frameworks of Moderator Effects of Expectations of Service
between Proactive and Responsive market orientations, and
Marketing Activities Levers (7As)**

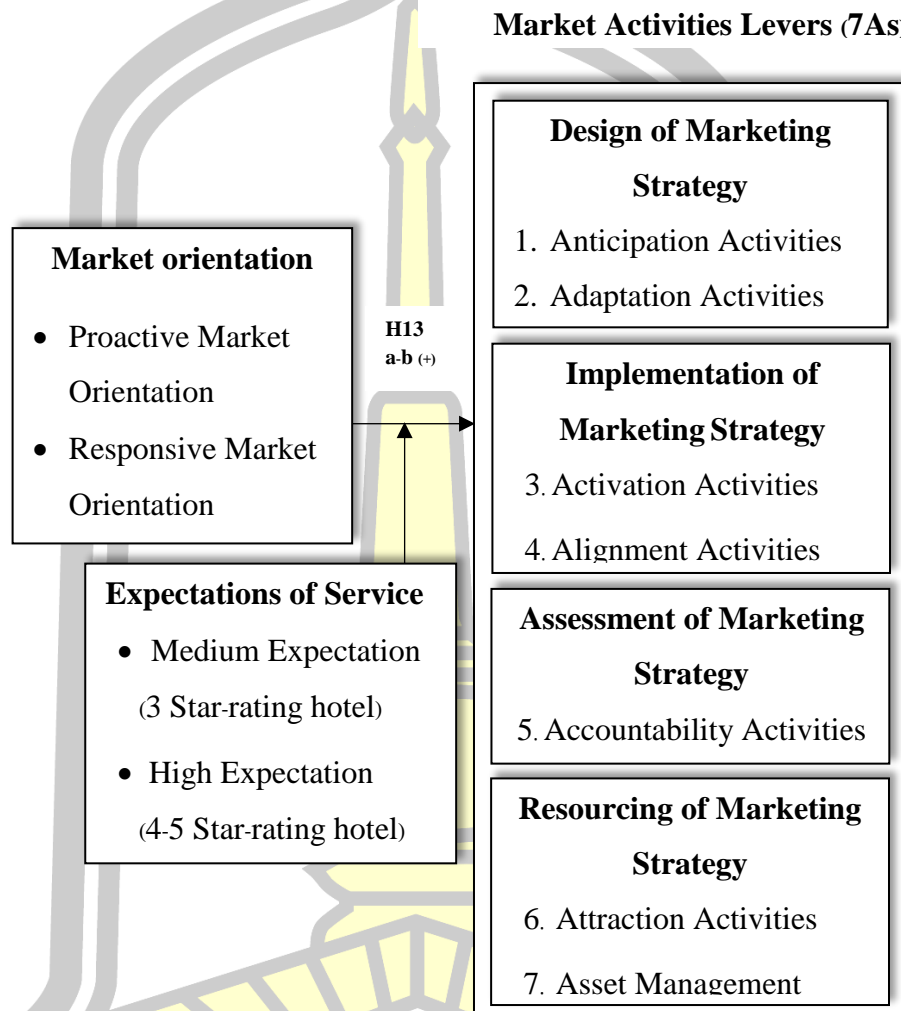


Figure 5: Conceptual Frameworks the Moderator Effect of Expectations of Service between Proactive and Responsive Marketing Orientation, and Marketing Activities Levers (7As)

The Moderator Effects of Expectations of Service between Market Orientations and Marketing Activities Levers (7As)

Knutson (1988) defined customer expectation as the primary picture about a product or service that is supplied as ideals or indicated positions that are aligned with which services are evaluated. Zeithaml, Berry, and Parasuraman (1993) found that consumer expectations are pretrial beliefs about a given product that serves as a

standard or reference for a point against which to judge its performance. Finally, Kujala, Mugge, and Miron-Shatz (2017) suggested that consumer expectations determine what an individual expects to receive from service; and that they, in turn, are conditioned by the desires and level of abstraction of the individual achievement during the evaluation process. Parasuraman, Berry, and Zeithaml (1991) offered the realization of customers' expectations in the service industries (such as hospitality) that might influence the extruding of the most suitable services.

Moreover, several authors have examined the positive relationship between expectation and satisfaction (Churchill and Surprenant, 1982), the product's perceived performance, and the customer's expectations regarding that performance (Oliver, 1997; Yi, 1990; Tse and Wilton, 1988). In addition, Oliver and DeSarbo (1988) suggested that the effects of expectations and perceived performance are mediated through a disconfirmation construct (Churchill and Surprenant, 1982). Thus, customer expectations are beliefs about service delivery that function as standards or reference points against which performance is judged (Zeithaml and Bitner, 1996). The customers compare their perceptions of performance with these reference points when evaluating service quality, such as a thorough knowledge about customer expectations which is critical to services marketers (Phiri and Mcwabe, 2013). Therefore, marketers and practitioners should be knowledgeable about what the customer expects is the first and possibly most critical step in delivering excellent quality service.

However, the implementation of the wrong expectations can cause problems in the operation as follows. First, being wrong about what customers can mean losing a customer's business when another company hits the target accurately. Second, being wrong can also mean expending money, time and other resources on things that do not count to the customer. Third, being wrong can even mean not surviving in a fiercely competitive market (Zeithaml et al., 1990). Many researchers developed an argument which is that customers hold different types of expectations for service performance (Zeithaml and Bitner, 2003). Customers compare their perceptions of service delivery with these reference points when evaluating service quality, and therefore knowing what customers expect is critical in gaining a competitive advantage. Failure to understand the levels of service customers expect can mean losing a customer to competitors who can meet customer's expectations and therefore be at risk of losing

business (Zeithaml and Bitner, 2003). According to the fact that service is less tangible than a product, the major portion of service quality is found within the delivery. However, customer expectations vary according to the service type. The importance of customers' expectations highlights the fact that product quality represents its ranking according to established standards. When a consumer assesses product or service quality, it is performed according to internal standards, which are the expected quality of service. Therefore, the expectations are internal standards upon which the consumer ranks the quality of the delivered service. The level of customers' expectations differs from case to case. If a guest stays in a particular hotel with a high level of its personnel courtesy and low prices, but the interior ambiance fails to match the expected level, the guest expectations will form according to the case (Njau, 2017).

Customer expectation is also related to other factors such as word of mouth, individual needs, external communication, company image, and experience. However, of these factors, experience has the most impact on customer expectation. The experience can be from TV programs, in particular for those who visit for the first time (Buswell, Williams, Donne, and Sutton, 2017). In conclusion, the term customer expectation in this paper refers to the desired and fair expectation from a manager's perspective. The adequate expectation is derived from a customer's basic needs, while the desired expectation is met through addressing customer wants. If the hotel service is excellent compared to the money that customers pay, expectations will be achieved, and the customer can accept it. Customers will be satisfied, and as a result will become more loyal to the hotel. Tefera and Govender (2017) found that positive relationship and significant effect of hotel ratings on the customer's service expectations; and a positive relationship and significant effect of the hotel ratings on a customer's service perception.

Classification of hotels

According to Gee (1994) hotel classification is the assignment of hotels to a categorical rating according to the type of property, facilities, and amenities offered. The classification system was brought into the hotel industry at a time when there were only a few establishments that strove to provide safe and reliable lodging and food to travelers. The system was initially developed as a regulatory framework which ensured

a customer's protection. In recent years, the focus of the classification system has changed a little from protecting to informing the customers. Additionally, the system is now being used to market hotel establishments, and also to standardize the industry by various local, state and national governments (Brody, 2009).

Due to the heterogeneity of the hotel industry, it is difficult to have a unified classification system, as different classifications exist in different countries. Among the most popular and well-respected trademark classification systems in the global hotel and traveling industry are the stars rating systems. Association American Automobile (2010) was among the first authorities to approve designations for hotels and restaurants. The criteria for its rating are based on a combination of the overall quality, the range of facilities available, and the level of services offered by the hotel. Additionally, the rating also represents the type of experience which the travelers should expect from the hotel unit.

Star rating system in the hotel industry

The star rating system is everywhere across the globe. Most travelers and hotel guests prefer making inquiries about hotels in relation to their stars even though the criteria for the star rating of hotels vary from one country to another. Star rating is useful in the hotel industry for many reasons. At the national level, it provides the customers the opportunity of finding a hotel that conforms to their desired standard. Additionally, hotel management also benefits from the rating because it helps to improve the quality of the product being offered to the guests (Brody, 2009).

Just like the diamond ratings, each of the stars has its distinctive characteristics. "No-category" hotels include motels, cottages, bungalows, and others with limited services. However, these hotels represent 41% of the total hotel market share. In a one-star hotel, customers can expect a small hotel which is often operated by the owner with a personal atmosphere and basic accommodation services which do not include restaurant service; but one is usually within walking distance. One-star hotels are usually located near public transportation and major intersections (low-budget hotels are inexpensive and may not have maid service or room service). Whereas, a two-star hotel is often part of a hotel chain that offers consistent quality and limited amenities. A customer can expect a small or medium-sized room which is furnished with a phone

and TV. Although a two-star hotel may not have the convenience of room service, customers can still expect a small restaurant onsite (budget hotels are slightly more expensive and usually have daily maid service). Therefore, “no-category” hotels, one-star hotels, and two-star hotels have low-service quality. Hence, customers have low expectations to receive the service quality in 1 to 2-star rating hotels.

Three-star hotels are mostly located near a major expressway, business center and/or shopping area. They offer nice, spacious rooms and decorative lobbies. On-site restaurants may be average in size but will provide breakfast, lunch, and dinner. Valet and room service, a small fitness center and a pool are often available in this category of hotel (middle-class hotels are moderately priced, have daily maid service, room service, and may have dry-cleaning, internet access, and a swimming pool). Therefore, three-star hotels have a medium-service quality. Hence, customers have medium expectations into receiving the service of quality in a 3-star rated hotel.

On the other hand, in a four-star hotel, the customer can expect a formal, large hotel, with top-notch service. It is not uncommon to see a four-star hotel located in places where there are other hotels of the same caliber clustered nearby. Four-star hotels are strategically located close to shopping malls and places full of entertainment. At the same time, the customers can expect beautifully furnished rooms, restaurants, valet parking, a fitness center, a concierge and room service which is above average (first class hotels are expensive by middle-class standards, and have all of the previously-mentioned services; they have many luxury services such as, massages or a health spa). In a five-star hotel, customers can expect a luxurious hotel is offering the highest degree of personal service with much elegance and a style of rooms equipped with quality linens, VCR, CD stereo, jacuzzi tub, and in-room video. There can also be multiple restaurants on site with extensive, gourmet menus, and room-service which is available 24/7. (luxury hotels are the most expensive hotels/resorts in the world. Numerous extras enhance the quality of the client's stay such as private golf courses and even a small private airport).

Additionally, customers can also expect a fitness center, valet parking, and concierge service. Therefore, four to five-star hotels have high service quality. Hence, customers have high expectations to receive the service of quality in 4 to 5 star-rated hotels. The five-star ratings used to be the highest in the hotel rating system. However,

in recent years, there has been the emergence of the first six-star hotel built in Dubai, United Arab Emirates, and some other countries that have claimed to have seven-star hotels. Due to the controversy regarding the criteria for a six or seven-stars hotel, this research would like to adopt the three and four to five-stars as the medium and high expectations of service of the hotel in this research work.

A hotel as a business is hard to manage. The staff turnover is as big as in retail trade, while there is a strong need to implement standards and to maintain the safety of catering and accommodation. All that presents a difficult management problem. The role of management in the hotel business is defined by continually changing conditions of the hotel services market, by competitiveness, by the aim to increase profitability and economic efficiency of hotel business objects, by room occupancy level, and by the quality of the provided service. The main problem in the hotel industry can be formulated as following: The hotel business is faced with low room occupancy, especially in the regions, and few visits from foreign tourists (incoming tourism). The hotel, having bank debts, was experiencing difficulties, because they had taken loans before the crisis. In addition, the hotel business has high accommodation rates, a shortage of highly-skilled personnel, and low quality of service.

The Analysis of the hotel business has revealed the following trends in its development, which are the step-by-step recovery and gradual return to the pre-crisis levels of occupancy. The hotel business is expanding annually. International operators entering the market will contribute to the increasing activities and qualitative development of the hotel services market, and local operators are developing the middle-call segment of hotels (Besekey, 2013). According to International Hotel and Restaurant Association (2015), hotel rating is the classification of accommodation establishments denoting a system, duly published, in which accommodation establishments of the same type (e.g., hotels and motels) have been conventionally broken down into classes, categories, or grades according to their common physical and service characteristics and established at government, industry or other private levels. The European Standardization Committee clarifies the term accommodation rating or classification scheme as a system providing an assessment of the quality standards and provision of the facility and/or service of tourist accommodation, typically within five categories, often indicated by one-to-five symbols.

Hotel rating systems offer benefits to various sectors such as travel agencies, tour operators, hotels, governments, and consumers. The systems facilitate travel agent's selections of hotels for their customers. Hotel companies use classification schemes as branding, which conveys both qualitative and quantitative grading of properties to their customers. The rating system provides consumers with an easy way to compare hotels. Governments use hotel ratings or classification systems to regulate the hotel industry with tariffs and taxes and to meet the basic requirements of safety and hygiene. The research found that when consumers choose hotels, customers staying at three-to-five star (or other equivalent symbols) hotels use rating systems more often than do those staying at one and two-star hotels (Callan, 1995). The hotels, particularly the lower star-ranking ones, have considerable managerial problems in transforming the utilized service capacity into profit (Rahmati and Jalil, 2014).

The Star Hotel and Expectations of Service

Star ratings are determined by the quality of service and physical facility in the level of service, which is the two most significant contributors to a hotel's cost structure. Past research of the star hotel indicated that there were factors that affected hotel ratings by customers, based on an analysis of verbal reviews in association with their hotel ratings. For setting up customer service expectations, it was argued that hotel ratings were one of the important factors in the hotel and lodging sector (Callan and Fearon, 1997). However, Felix and Clever (2014) indicated a positive relationship between hotel rating and perceived service quality and customer expectation. In other words, in the hotel industry, customer satisfaction depends on customer service expectations, service perceptions, and overall service quality, and generates customer loyalty (Mohajerani and Miremadi, 2012). As confirmation of this, Minazzi (2012) reiterated that the quality of service is a result of a comparison between the customer's service expectations and actual experiences. Customer satisfaction is not linked to a specific quality category but depends on the hotel's ability to meet a customer's service expectations (Briggs, Sutherland, and Drummond, 2007).

The hotel rating system has five levels of quality, ranging from one to five stars. To obtain a higher star rating, a progressively higher quality, range of services, and physical facilities should be provided across all areas with a particular emphasis in six

key areas such as cleanliness, service, food, bedrooms, bathrooms, and hospitality. Much research indicates that quality is of key importance, but visitors also expect the level of services and range of facilities in hotels to increase at each star rating level. These standards indicate typical consumer expectations of each star rating (AA hotel service, 2011).

Israeli and Urlely (1999) found that star ratings could partially explain the price variations, and the star rating system was a significant predictor of hotels' decisions in setting prices. When choosing hotels, customers who stay at three to five- star (or other equivalent symbols) hotels use rating systems more often than those staying at one and two-star hotels (Callan, 1995). This research can observe a transition of the industry towards 3 to 5-star hotels. In addition, the number of 2 to 3-star hotels and non-categorized hotels is decreasing. The number of hotels with any number of stars accounts for 22% of the total accommodations. The rest is in an unordered and unclassified market. In summary, the hotel rating system is one of many instruments that the hotel industry uses as a guideline to reach an expectation level of service quality and to convey this message to the public (Narangajavana and Hu, 2008).

Levels of expectations

Zeithaml and Bitner (2009) suggested that customers hold different types of expectations about service, while the highest type of these is desired service and adequate service. The desired service is the level of service the customer hopes to receive. It is a combination of what customers believe can be and should be. The expectations signal the level of customer hopes and wishes, and the belief that they may be fulfilled. Thus, failure to meet these expectations may result in customers cutting down on purchases. Customers generally accept that the service would not always be performed according to their expectations and this is formerly known as adequate service. Adequate service is the level of service that customers will accept. Though customers' hopes and wishes may still be high, they, however, have a certain level of understanding in cases where receiving the desired service does not seem possible at all.

Fernández and Bedia (2004) examined whether a hotel rating system was a good indicator of its service quality and found that, based on values of expectations and

perceptions of their differences, the ranking of the consumer expectation similarity exactly followed the ranking of stars. In addition, it was found that customers from highly rated hotels had differences between perceptions and expectations indicating a demanding clientele. The Thai Hotel Standard is divided into five levels and arranged in ascending order with one star denoting the lowest standard and five stars denoting the highest standard. It is certain that the star of the high standard of competition is intense concerning strategy and business development services for quality standards and to be better than in the past. Pine and Phillips (2005) described that the relationship of the evidence of rooms had a significant impact on the performance of the hotel. There is also evidence from research in the context of the classification of the stars of the hotel. It has found that hotel businesses with the highest stars have high expectations for performance (Chand and Katou, 2007). In summary, the hotel rating system is one of many instruments that the hotel industry uses as a guideline to reach an expectation level of service quality and to convey this message to the public. Therefore, this research determined the expectations of service as the difference between a customer's initial expectations and observed actual performance which is divided into two types consisting of is a high expectation of service and average expectation of service as follow.

Medium Expectation of service

Medium expectations of service are defined as the consumer who expects to receive the medium quality of service that meets the needs of the consumer in a 3-star hotel.

High Expectations of service

High expectations of service are defined as the consumers who expect to receive a high quality of service that meets the needs of consumers in 4 to 5-star hotels.

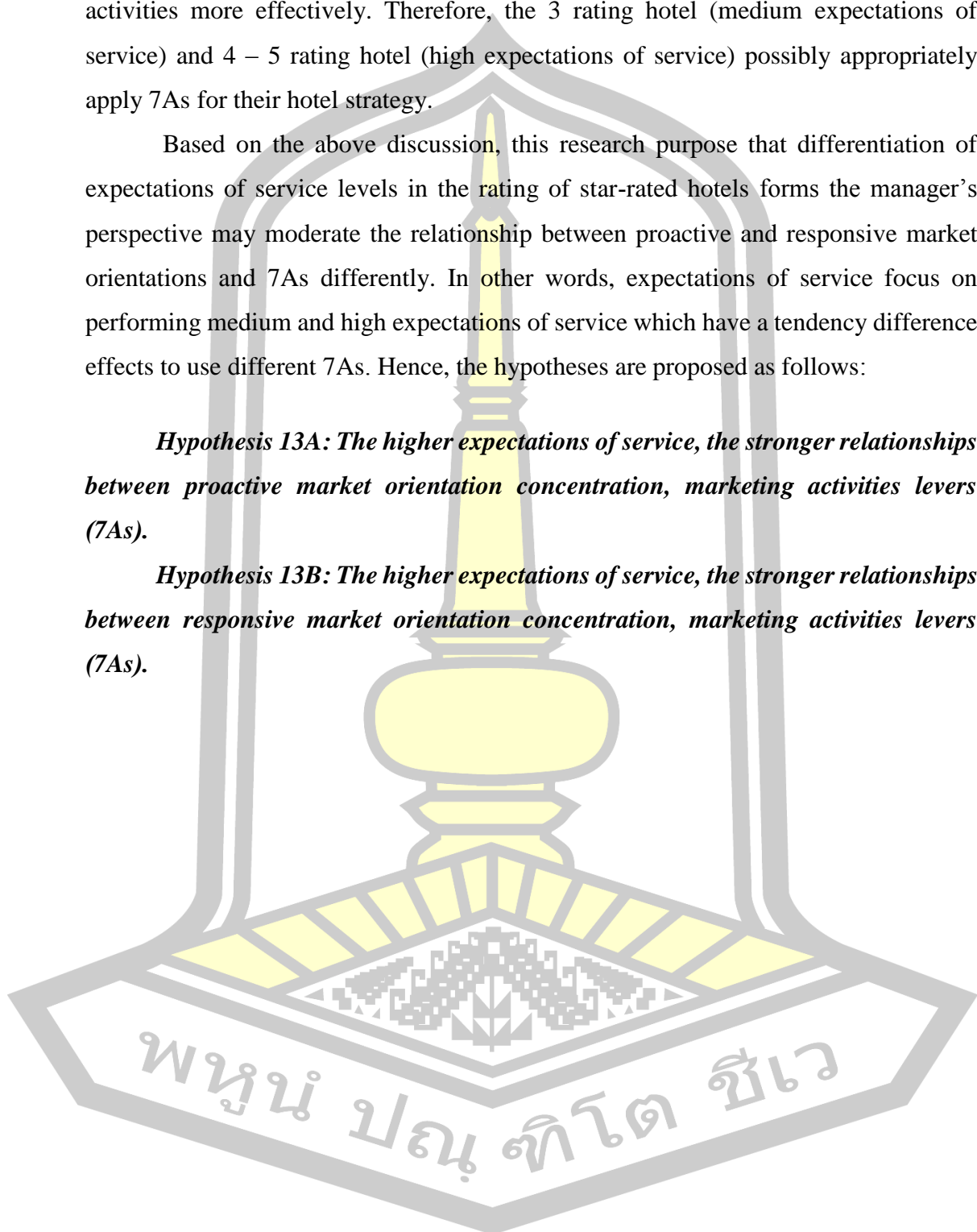
Rahmati and Jalil (2014) indicated that hotels with a lower number of stars face fewer technical problems in transforming the marketing activities inputs to the utilized service capacity, namely the occupied rooms. However, the hotels, particularly the lower star-ranking ones have considerable managerial problems in transforming the utilized service capacity into profit. According to Hardy (2014) demonstrated that companies use many similar marketing practices. To market themselves more

competitively, each star rating hotels must utilize differentiation strategies and activities more effectively. Therefore, the 3 rating hotel (medium expectations of service) and 4 – 5 rating hotel (high expectations of service) possibly appropriately apply 7As for their hotel strategy.

Based on the above discussion, this research purpose that differentiation of expectations of service levels in the rating of star-rated hotels forms the manager's perspective may moderate the relationship between proactive and responsive market orientations and 7As differently. In other words, expectations of service focus on performing medium and high expectations of service which have a tendency difference effects to use different 7As. Hence, the hypotheses are proposed as follows:

Hypothesis 13A: The higher expectations of service, the stronger relationships between proactive market orientation concentration, marketing activities levers (7As).

Hypothesis 13B: The higher expectations of service, the stronger relationships between responsive market orientation concentration, marketing activities levers (7As).



Summary

Based on the literature review, this chapter has detailed the conceptual framework of the relationship of proactive and responsive market orientations, 7As and service firm performance. The study of the literature provides an overview construct of proactive and responsive market orientations, 7As and service firm performance. Besides, the theoretical framework is proposed, based on the resource-based views, marketing capability, and dynamic capability. This chapter has also proposed a set of 13 testable hypotheses which has detailed the theoretical framework and proposed a set of testable hypotheses, including three components.

In conclusion, the scope of this research consists of four major parts: The first part investigates the relationship effect of proactive and responsive market orientations on service performance. The second part examines the proactive and responsive market orientations on the 7As. The third part examines the influence of the 7As on service firm performance. The fourth part examines the partial mediate role between proactive and responsive market orientations, 7As, and service performance. The fifth part examines the relationships between proactive and responsive market orientations along with expectations of service in moderating effects. The hypotheses are demonstrated in Table 3: Summary of hypothesized relationships. Then, the next section comprises is the research methods. In this context, each is thoroughly described in the next chapter.

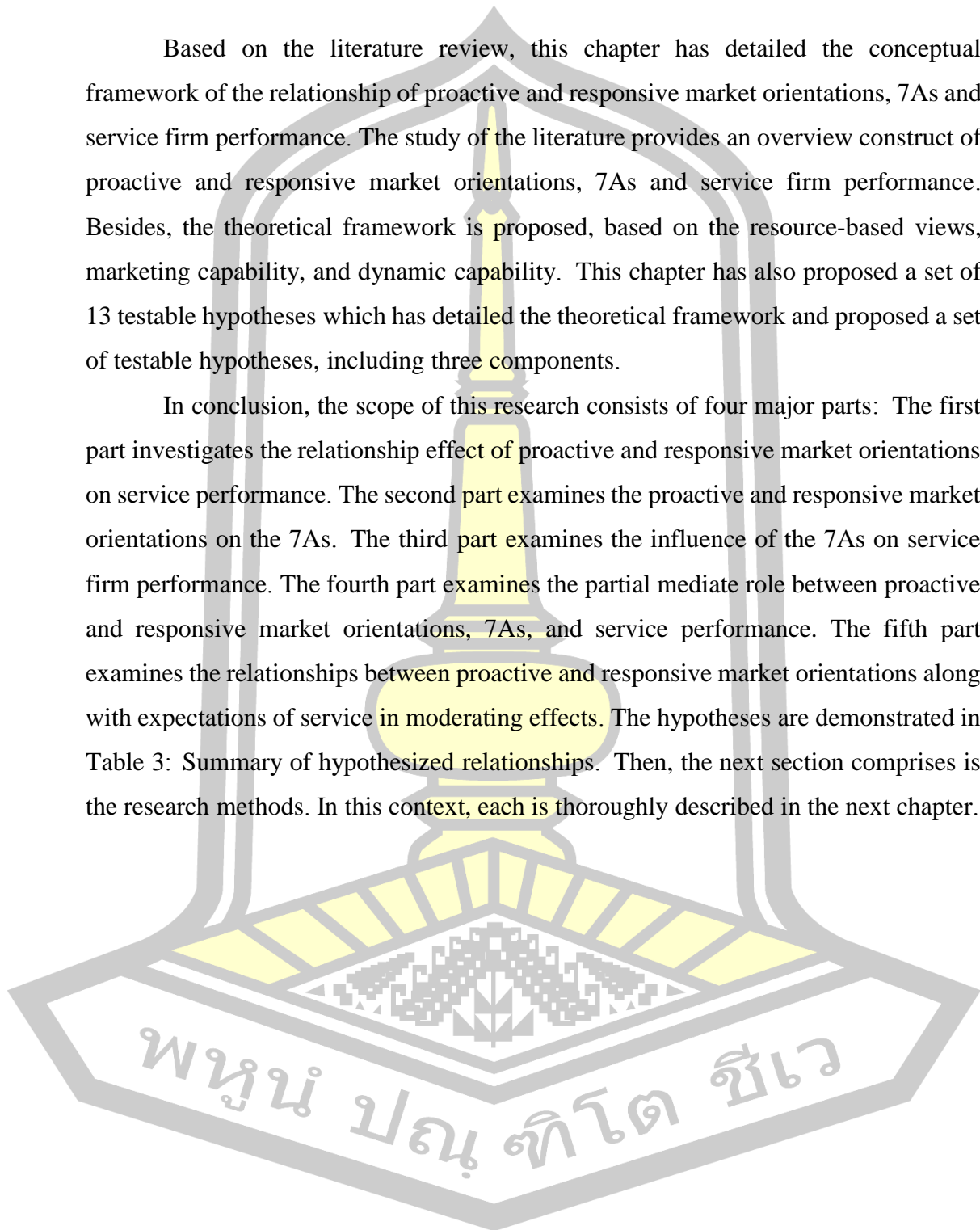


Table 3: Summary of Hypothesized Relationship

Hypotheses	Description of Hypothesized Relationships
H1	Proactive market orientation has a positive influence on service performance.
H2	Responsive market orientation has a positive influence on service performance
H3a	Proactive market orientation has a positive influence on anticipation activities in the design of marketing strategy.
H3b	Proactive market orientation has a positive influence on adaptation activities in the design of marketing strategy.
H3c	Proactive market orientation has a positive influence on activation activities in the implementation of marketing strategy.
H3d	Proactive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.
H3e	Proactive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.
H3f	Proactive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.
H3g	Proactive market orientation has a positive influence on asset management in the resourcing of marketing strategy.
H4a	Responsive market orientation has a positive influence on anticipation activities in the design of marketing strategy.
H4b	Responsive market orientation has a positive influence on adaptation activities in the design of marketing strategy.
H4c	Responsive market orientation has a positive influence on activation activities in the implementation of marketing strategy.
H4d	Responsive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.

Table 3: Summary of Hypothesized Relationships (Continue)

Hypotheses	Description of Hypothesized Relationships
H4e	Responsive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.
H4f	Responsive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.
H4g	Responsive market orientation has a positive influence on asset management in the resourcing of marketing strategy.
H5	Anticipation activities in the design of marketing strategy have a positive influence toward service performance.
H6	Adaptation activities in the design of marketing strategy have a positive influence on service performance.
H7	Activation activities in the implementation of marketing strategy has a positive influence on service performance
H8	Alignment activities in the implementation of marketing strategy have a positive influence on service performance.
H9	Accountability activities in the assessment of marketing strategy have a positive influence on service performance.
H10	Attraction activities in the resourcing of marketing strategy has a positive influence on service performance.
H11	Asset management in the resourcing of marketing strategy has a positive influence on service performance.
H12	Marketing activities levers (7As) will partly mediate the relationship between proactive and responsive market orientations and service performance.
H13a	The higher expectations of service, the stronger relationships between proactive market orientation concentration and marketing activities levers (7As).

Table 3: Summary of Hypothesized Relationships (Continue)

Hypotheses	Description of Hypothesized Relationships
H13b	The higher expectations of service, the stronger relationships between responsive market orientation concentration and marketing activities levers (7As).



CHAPTER III

RESEARCH METHODS

The previous chapter demonstrated an extensive review of the relevant literature detailing proactive and responsive market orientations, marketing activities levers (7As), and service performance in the hotel industry, the theoretical foundations, the moderators variable (expectations of service), and the hypothesis development for investigation. Consequently, this chapter thoroughly illustrates the research methods which are organized as follows. Firstly, the sample selection and data collection procedure section include the population and sampling, the data collection, and the test of non-response bias. Secondly, the variable measurements are illustrated. Thirdly, the method section includes the proposed examination of validity and reliability, and the analytical statistics are detailed. Also, the measurement model, structural model analysis and multi-group analysis are depicted. Finally, the table that presents a summary of the definitions of variables, and an overview of the constructs are included.

Sample Selection and Data Collection Procedure

This research investigates the two independent variables (proactive and responsive market orientations), seven mediating variable (7As), the dependent variable (service performance), and the moderator (expectations of service) consisting of three to five-star hotels businesses in Thailand. These hotels business were chosen from the website database of the Tourism Authority of Thailand, which are displayed on the website: www.tourismthailand.org/where-to-stay. This database is an excellent source of information, providing all the complete addresses and showing the level of hotel standards of all hotels in Thailand, which could confirm the data of whether a hotel could remain in business. The star rating standard system classifies all hotels.

The hotel industry in Thailand is interesting to investigate because the state of the hotel sector directly relies on the tourism situation. As regards the to latter, information from the World Travel and Tourism Council (2017) indicates that tourism contributes around 10% of global GDP, though, in the case of Thailand, this rises to over 17% of national GDP, generating THB 2.5 trillion for the domestic economy.

Overall, Thailand benefits in particular from its inexpensive accommodation options, natural resources, and tourism infrastructure, while these strengths help to underpin the competitiveness of the Thai tourism sector. Therefore, most of the investment in new hotels in Thailand is going into the expansion of the supply of 3 and 4-5-star accommodations and budget hotels. Most investments are directed toward the 3 to 5-star hotels and the budget hotels belonging to large operators, particularly those in the regional growth centers, other tourist destinations, and border towns which are expected to benefit from the AEC.

Based on the discussion above, the hotel industry is interesting to examine in this research. Entrepreneurs in tourism, especially hotel business entrepreneurs, are faced with intensifying competition and the further need to adjust marketing strategies to accommodate changing situations in tourism. The hotel and catering industry rank the importance of problems faced by managers differently from managers in other industries, and those managers in different sectors of the hotel and catering industry also rank their problems differently from each other. Moreover, Price appears to be the primary marketing tool used, and there is a lack of emphasis on marketing as a tool to increase sales volume (Larmour, 1983). The hotel as a business is hard to manage. The main problem in the hotel industry can be formulated as the following: The hotel business is faced with low room occupancy, especially in the regions, and there are few visits of foreign tourists (incoming tourism) (Ustenova and Smykova, 2012). The hotel business has high accommodation rates, a shortage of highly-skilled personnel, and low quality of service (Besekey, 2013).

Besides, the hotel industry in Thailand was selected to investigate in this research. Another important reason, the hotel industry in the marketing perspective has the characteristics of significant service with support goods and genuine service. Namely, vital services with support goods and services refer to the essential part of the offering which is service; but some products and support services are required. Also, the hotel still has a format as a pure service in that the offering is primarily a service, such as a seminar, or relaxing massage; minimal tangible goods are required (Kotler and Keller, 2003). Therefore, the hotel business can clearly and appropriately to investigate service firm performance.

The hotel necessarily to develop a marketing strategy that is, better than ever before, and appropriate. The hotel sector in the country is obliged to create the capacity to adapt to increasing competition due to the dynamic and promising offer of new services (Limpsurapong, Chattawat, and Ussahawanitchhakit, 2011). Despite the perspectives as mentioned earlier of the researchers regarding the crucial role of marketing strategy for the hotel performance and the growing importance of the business industry Thailand, there is no such study examining the proactive and responsive market orientations factors that improve 7As toward firm performance in hotel businesses. Therefore, this research focuses on the proactive and responsive marketing orientations capability, 7As, and service firm performance achievement of the hotel sector in Thailand and has elected to examine the population in this research.

In this study, the information from the database of the Tourism Authority of Thailand, Ministry of Tourism and Sports, Thailand, are displayed on the website: www.tourismthailand.org/where-to-stay. The population in this research consists of 937 three-star hotels, 392 four-star hotels, and 192 five-star hotels. The total hotel business has been assessing the quality of the star rating system. The samples size in this research uses the rule of thumb for the structural equation model (SEM) to calculate the sample size. Although the determination of appropriate sample size is a critical issue in SEM, unfortunately, there is no consensus in the literature regarding what would be the proper sample size for SEM.

Some evidence exists that simple SEM models could be meaningfully tested even if the sample size is quite small (Hoyle and Kenny, 1999); (Wen, Marsh, and Hau, 2002)), but usually, $N = 100 - 150$ is considered the minimum sample size for conducting SEM (Anderson and Gerbing, 1988); (Ding, Velicer, and Harlow, 1995). Some researchers believe an even larger sample size for SEM, for example, simulation studies show that with normally distributed indicator variables and no missing data, a reasonable sample size for a simple CFA model is about $N = 150$ (Muthén and Muthén, 2002). For analyze multi-group modeling, the rule of thumb is 100-150 cases or observations per group (Kline, 2011). The sample size is often considered in light of the number of observed variables.

Thus, in this research used from Anderson and Gerbing (1988) suggested that the minimum sample size for conducting SEM should be $N = 100-150$ and Kline,

(2011) multi-group modeling the rule of thumb is 100 case/observations per group. Thus, the sample size should be $N = 150$ case/observations for each group (3-star hotels and 4-5 star hotels). According to Aaker, Kumar, and Day (2001), the mail survey with 20 % response rate, and without appropriate follow-up procedure should use a formula to calculate the sample sizes for a population as follows:

$$n = \frac{150 \times 100}{20}$$

$$n = 750$$

Thus, 1,500 required respondents are considered as a 20% response rate, and the sample size for the mail survey should equal 750 per groups. Therefore, the number of hotel businesses in the population was 1,500 hotels. This research has compared the number of samples size required for a response rate between the star rating groups. Calculation sample sizes for each star-rated hotel are shown in the table as follows:

Table 4: Sample Size of Star Rated Hotels

Star Rated Business	Numbers Population (N)	Numbers Sample size (n)	Sample size for SEM
Medium expectations of service 3-Star hotels	937	750	150
High expectations of service 4-5-Star hotels	584	584	150
Total	1,521	1,334	300

From table 4 demonstrates the numbers of the response rate (20%) from a sample size for each star rating hotel business in Thailand. This research uses these numbers of response rates for data collection. This study distributes the sample size in the data collection to 3 to 4-5 star rating groups of the hotels. Notably, the collected data in medium expectations of service (3-star rated hotels) uses probability sampling because it has a known probability of being selected. In this study, uses a simple random sample from random computer method follows determinate sample size in the database.

Moreover, it was necessary to determine all the population in 4-5-star rating hotel as the sample size for the mail survey in this research. Since in the high expectations of service had response rate a higher count than the population. Therefore, it was necessary to determine all the population as the sample size for the mail survey in this research.

Data Collection

This research has collected the data instrument by using questionnaires. It is appropriate because it is a widely-used method for large-scale data collection in a geographical area; and besides, mailing questionnaires is effective (Neuman, 2006). The questionnaire uses less time to ask many people at once. The respondent can choose their own opinion in an answer. The questionnaire can improve the question by using statistical techniques. Mainly because a behavioral marketing manager often uses this method, it can be widely and thoroughly collected from a representative population in a variety of locations at a lower cost (Winston, David, Kwok, and Sharp, 1998). The advantages of storing data using questionnaires to answer the mail are to enable those with more time to respond.

In addition, a valid and reliable self-administered questionnaire comprises six sections. In the first section, respondents are requested to provide their personal information such as gender, age, income, marital status, education level, work experience, and current position. The second section questions the organizational characteristics; for example, firm size, firm age, firm location, business ownership type, rating star of the hotel, current operational capital, the period in business, number of rooms, and annual revenues. For the third to sixth section, respondents are surveyed on their perceptions toward proactive and responsive market orientations, the 7As, and service performance, respectively. Moreover, a Likert five-point interval scale, ranging from 1 = strongly disagree, to 5 = strongly agree, is employed. (See the APPENDIX E for Thai version and APPENDIX F for English version). A psychometric response scale primarily is used in questionnaires to obtain a participant's preferences or degree of agreement with a statement or set of statements. Likert scales are a non-comparative scaling technique and are unidimensional (only measure a single trait) in nature. In each question, respondents are asked to indicate their level of agreement with a given statement by way of an ordinal scale (Likert, 1961).

To be more specific, the third section collects the key concepts of proactive and responsive market orientations as a single dimension. The fourth section consists of anticipation activities, adaptation activities, activation activities, alignment activities, accountability activities, attraction activities, and asset management. The fifth section includes questions regarding the consequence of 7As in-service performance, including the average growth rate in market share, average sales growth rate, average occupancy rate, and customer satisfaction. Finally, the sixth section provides an open-ended question to gather key respondent suggestions and opinions. In this research, the key informants are the marketing executives or marketing executive representatives such as, ownership, and general manager who are considered appropriate key informants because they determine the marketing activities, provide the factual information, and truly understand their business hotels in Thailand. Moreover, to facilitate the respondents, each package of the instrument consists of a cover letter containing an explanation of the research, a questionnaire, and a postage pre-paid return mail.

All the questionnaires sent were 1,334 packages mailed in August - September 2018. The schedules plan to collect data was within eight weeks. At the first stage, the survey was answered and sent to the researcher within the first four weeks. After four weeks, to increase the response rate, a follow-up postcard was sent to firms which had not yet replied, to remind them to complete the questionnaire and to request them to cooperate in answering. For the convenience of a follow-up mailing, each questionnaire was assigned a coded number at the left corner on the back of the fifth questionnaire page. Concerning the questionnaire mailing, 28 of the surveys were undeliverable because they were no longer in business or had moved to unknown locations. After removing the undeliverable from the original 1,334 mailed, the valid mailing was 1,306 surveys, from which 258 responses were returned. Due to three found incomplete and with response errors, they were deducted from further analysis. Of the surveys completed and received, only 255 were usable. The effective response rate in each star hotel was approximately 255 (19.52%), 127 (17.44%), and 128 (22.14%), respectively. Table 5 shows the results of the questionnaire mailing used for analysis in this research.

Table 5: Details of Questionnaire Mailing

Details	All-Star	3-Star	4-5-Star
Amount of questionnaire mailed	1,334	750	584
Number of undelivered questionnaires	28	22	6
Number of successful questionnaire mailed	1,306	728	578
Received questionnaires	258	130	128
Unusable questionnaires	3	3	0
Usable questionnaires	255	127	128
Response Rate	19.52%	17.44%	22.14%

Test of Non-Response Bias

A non-response bias has been claimed in using mail surveys so that it may cause the reduction of generalizability of the sample to the population (Armstrong and Overton, 1977). The other words, if there is a substantial difference of response between the responding firm and non-responding firms, it does not allow inferring to the entire sample and population. Therefore, a non-response bias is assessed to ensure that it is not a severe problem in this research. Seemingly, a non-response bias may arise when the non-responding firm differs from the responding firms in observable characteristics (Whitehead, Groothuis, and Blomquist, 1993). Following the recommendations of Armstrong and Overton (1977), a t-test comparison of demographics information between early and late respondents are tested to prevent and assure possible response bias problem. If the results of the t-test statistics show no statistically significant differences in demographics information between early and late respondents can confirm that no non-response bias exists (Nwachukwu, Vitell, Gilbert, and Barnes, 1997). All 255 received questionnaires are separated into two equal groups: the first 127 responses are treated as the early respondents (the first group), and another 128 responses are treated as the late respondents (the second group). By employing a t-test statistic, the differences of organizational demographics concerning business capital register, number of employees, the period in an operating business, the location of the hotel, nature of the business, number of the room in the hotel, and current operational capital were compared.

The results are as follows: the business capital register ($t = -0.941, p > 0.05$), number of employees ($t = -0.728, p > 0.05$), period of time in an operation business ($t = -0.035, p > 0.05$), location of hotel ($t = 0.618, p > 0.05$), nature of business ($t = 0.527, p > 0.05$), number of room in hotel ($t = -0.743, p > 0.05$), and current operational capital ($t = -0.567, p > 0.05$). It can be seen from the findings that there were no statistically significant differences between the two groups at a 95% confidence level. Thus, it can be mentioned that the non-response bias is not a concern in this research (Armstrong and Overton, 1977). The results of non-response bias test are presented in APPENDIX B, Table B1.

Measurements

In this research, the measurement procedures involve the multiple items development for measuring each construct in the conceptual frameworks. The most construct is abstractions that cannot be directly measured or observed and should be measured by multiple items (Churchill, 1979). Nevertheless, some variables in this research (average growth rate in market share, average sales growth rate, occupancy rate as expectation, customer satisfaction) are measured by a single item. Diamantopoulos, Sarstedt, Fuchs, Wilczynski, and Kaiser (2012) shown that under most conditions typically encountered in practical applications, multi-item scales outperform single items regarding predictive validity. Only under particular circumstances do single items perform equally well as multi-item scales. Therefore, the use of single-item measures in empirical research should be approached with caution. However, Bergkvist and Rossiter (2007) indicated that there is no difference in the predictive validity of the multiple-item and single-item measures, which are two of the most widely measured constructs in marketing. Furthermore, single-item measures have generally been employed as a measurement for marketing constructs. Moreover, Bergkvist (2015) shown that it is possible to estimate single-item reliabilities and accurate single-item measures for attenuation, which makes them as predictively valid as multiple-item measures.

Likewise, the literature review and an examination of relevant documents are the best ways to create or modify a development tool and questionnaire that are consistent with the purpose of the measurement (Roberts, Laughlin, and Wedell, 1999).

These constructs, derived from the literature review, are transformed into the operational variables for precise measuring. The variable measurements of this research are developed by the definitions and the relevant literature as shown in Table 6 that defines each construct, operational variables, scale source, and sample questions and items. Therefore, the variable measurements of the dependent variable, independent variables, mediating variables, moderating variables, and control variables of this research are elaborated as follows.

1. Independent Variable

1.1 *Proactive market orientation* refers to business attempts to discover, to understand, and to satisfy the latent needs of customers and the firms' leading their customers to uncover new, unconscious needs, and then developing future products to meet these unexpressed needs (Lamore et al., 2013). This research develops eight items from (Narver et al., 2004).

1.2. *Responsive market orientation* refers to business attempts in discovering, understanding, and satisfying expressed customer needs, and can be the adaptation of the organization to the expressed needs of customers (Oswald et al., 2012). This research develops ten items from (Deshpandé and Farley, 1998).

2. Dependent Variables

The independent variable of this research is service performance. Service performance, in this research, refers to a customer's opinion about the superiority, esteem, or excellence in relative terms. In the hotel industry, customers evaluate the perceived quality of a hotel from their understanding of service delivery and performance and integrate all of the service characteristics of their brand associations to arrive at an evaluation of quality.

Notably, the main issues in the study are requiring service performance consisting of four elements: average growth rate in market share, average sales growth rate, average occupancy rate, and customer satisfaction. The parameters of performance measurement have changed significantly, making it necessary to join the traditional financial indicators with non-financial indicators, and creating an integrated system of evaluation. Hotel industry performance can be measured using occupancy performance owing to the reluctance of hotel managers to provide details regarding hotel financial

performance (Sun and Lu, 2005). Based on Tseng et al., 2008's work, this research uses subjective rating scales to measure each dependent variable. Wall et al. (2004) indicated that the subjective measure of company performance could be used in research and typically are interpreted as equivalent to objective measures. The subjective measure and objective company performance measures with a range of independent variables were equal in construct validity. Especially, Leung and Xu (2013) show that subjective measures is good content validity and statistically significant construct validity in single-item measures, which are easy and straightforward in administration, and were found to be useful in business areas. Moreover, the subjective rating scale measurement has direction in the factual from manager perspective to measure dependent variable. The measure of each dependent variable, depends on being able to measure service hotel performance by developing a five-item scale measure which is adapted from Tseng et al. (2008) they examine marketing innovation and performance in the service hotel industry consisting the average growth rate in market share, average sales growth rate, average occupancy rate as expectation, and consumer satisfaction where details can be found below. All of the items asked for perceptions of the past three years of monitoring and the evaluation from the marketing manager's hotel, including complete, accurate evidence which directs the facts and credibility.

1. ***The average growth rate in market share*** refers to the level of trend averages of market share that show the past company's sales over the year period when dividing it by the total sales of the industry over the same period obtain an indicator for the growth of its business in the industry (Farris et al., 2010). In this research, the average growth rate in market share was a single dimension to use in measuring hotel service performance.

2. ***The sales growth rate*** refers to the level of the amount a company derives from sales compared to a previous, corresponding period in which the recent sales exceeded the former, typically from year to year. The result affects the operational performance of the company, where a higher sales growth ratio increases the level of profit in the company (Janifairus et al., 2010). In this research, the sales growth rate was a single dimension used in measuring hotel service performance.

3. ***The occupancy rate as expectation*** refers to the ratio of rented or used space compared to the total amount of available space in a hotel (Abdullah and Hamdan, 2012). Abdullah and Hamdan (2012) indicate that the success of a hotel operation depends on how well hotels can fulfill and meet customers' expectations. In the hotel industry, the leading indicator of success depends mostly on the occupancy rate. In this research, the occupancy rate as the expectation was the single dimension used in measuring hotel service performance. The occupancy rate as the expectation is designated to measure this competency, based on previous performance.

4. ***Customer satisfaction*** refers to the level of expression as a function of pre-purchase expectations and post-purchase perceived performance of the respective product/service (Churchill and Surprenant, 1982). Customer satisfaction is operating an overall evaluation based on the total purchase and consumption experience with goods or services over time (Anderson et al., 1994). This research, consumer satisfaction was the single dimension use in measuring hotel service performance. The consumer satisfaction is designated to measure this competency based on previous performance.

3. Mediating Variables

Moorman and Day (2016) suggested that the seven marketing activities levers (7As) operate in the mediating variable of marketing organization on firm performance. The seven activities consist of anticipation activities, adaptation activities, activation activities, alignment activities, accountabilities activities, attraction activities, and asset management. To measure these variables, the key informants were asked for their perceptions of following relevant marketing activities that were strictly built as a competitive advantage and service performance. This construct is adapted from an existing scale following the suggestion of Moorman and Day (2016) which studied implications including seven activities, thirty-five items.

1. ***Anticipation activities*** refer to the firm's ability to provider expected service, or predict customer value to meet the customer's needs in order to prepare for future competiton. Customer value anticipation is the capacity to respond dynamically to changing customer needs (Ballantyne and Varey, 2008). Thus, the anticipation activities focus on planning the future as to customer needs, decision-making processes and strategic indicators to fulfill customers' needs and, ultimately, to provide customer

value for the increase of service performance (Woodruff, 1997). This research develops a five-scale measure which is adapted from (Schatzel and Calantone, 2006) and (Tellis et al., 2009).

2. **Adaptation activities** refer to the firm's ability to continuously adapt itself in specific ways in which the firm adjusts as it seeks to survive and capitalize on external situations. (Schindehutte and Morris, 2001). Nowadays, there is an intensity of change in the marketing environment. The firm needs to adapt itself to survive and achieve in business performance. To measure this variable, the key informants were asked for their perceptions of the effectiveness of the hotel for quickly adapting to changes in the business environment and the changing needs of customers. This research develops a five-scale measure which is adapted from (Homburg et al., 2002).

3. **Activation activities** refer to the firm's ability in marketing activities that are identified with the employee action actively. Their responsibilities are very often connected to the implementation of negotiating the sales terms and conditions, and the motivation employees to work together with the reward for the sale staff (Homburg and Pflesser, 2000). To be able to measure this variable, the key informants were asked for the perceptions about integration in the activities of a new service program of employees, the availability of market information, and the response of employees to the marketing objectives of the hotel. This research develops a five-scale measure which is adapted from (Homburg and Pflesser, 2000).

4. **Alignment activities** refer to the firm's ability to create an organizational structure that represents the way business divisions and units are organized and includes information that is accountable for a responsive market (Yadav et al., 2007). The alignment activities are best viewed as the function that manages connections between the organization and the customer. To be able to measure this variable, the key informants were asked for the perceptions about a marketing organization that is effective at linking customer needs and employees concerning customer orientation. This research develops a five-scale measure which is adapted from Moorman and Rust (1999); and (Wieseke et al., 2009).

5. **Accountability activities** refer to the firm's ability to use metrics to link a firm's marketing actions in financially from investment in marketing activities (Verhoef & Leeflang, 2009). This accountability allows marketing to take

responsibility for the profit or loss from investments in marketing activities, and to demonstrate the financial contributions of specific marketing programs to the overall business objectives of the firm. To be able to measure this variable, the key informants were asked for their perceptions about marketing activities that are effective at linking to consumer satisfaction and financial outcomes. This research develops a five-scale measure which is adapted from Moorman and Rust (1999); and Verhoef and Leeflang (2009)

6. **Attraction activities** refer to the firm's ability in their operations and processes for creating, communicating, delivering, and exchanging offerings that have value for stakeholders (customers, clients, partners, and society) at large (Johnson et al., 2004). To be able to measure this variable, the key informants were asked for their perceptions about capability in negotiating with partners, planning, and management of partnering activities. This research develops a five-scale measure which is adapted from (Johnson et al., 2004).

7. **Asset management** refers to the firm's ability to use marketing resources which are human resource, financial, knowledge, brand, customer needs, asset and related capabilities into value offerings for target markets and the extent to which a firm possesses expertise and resources related to market activities (Moorman and Day, 2016). To be able to measure this variable, the key informants were asked for the perceptions about how the organization recognizes customers as assets and designed systems to better understand and serve our customers. This research develops a five-scale measure which is adapted from Ramaswami et al. (2009).

4. Moderator Variables

The expectations of service refer to consumer expectations that determine what an individual expects to receive from service and that they, in turn, are conditioned by the desires and level of abstraction the individual achieves during the evaluation process (Kujala et al., 2017); (Parasuraman et al., 1991). Thus, customer expectations are beliefs about service delivery that function as standards or reference points against which performance is judged (Zeithaml and Bitner, 1996). In the hotel industry, customer satisfaction depends on customer service expectations, service perceptions, and overall service quality and generates customer loyalty (Mohajerani and Miremedi, 2012). Much research indicates that quality is of crucial importance, but visitors also

expect the level of services and range of facilities in hotels to increase at each star rating level. This research can observe a transition of the industry towards 3 and 4 to 5-star hotels. Pine and Phillips (2005) describe the relationship of the evidence of rooms that had a significant impact on the performance of the hotel. There is also evidence from research in the context of the classification stars of the hotel. It has been found that hotel businesses with the highest stars have high expectations for performance (Chand and Katou, 2007). In summary, the hotel rating system is one of many instruments that the hotel industry uses as a guideline to reach an expectation level of service quality and to convey this message to the public. Therefore, this research determined the expectations of service as the difference between a customer's initial expectations and observed actual performance that is divided into two types consisting of high expectation of service and average expectation of service as follows.

1. **Medium expectations of service** are defined as consumers who expect to receive a medium quality of service that meets the needs of the consumer in a 3-star hotel.

2. **High expectations of service** are defined as consumers who have the hope to receive a high quality of services that meet the needs of consumers in 4 to 5-star hotels.

The expectations of service are measured by the Association American Automobile (2010) criteria for its rating which is based on a combination of the overall quality, the range of facilities available, as well as the level of services offered by the hotel. In this research, the measurement of the expectations of service is by setting up a dummy variable, including 0 (three-star rated hotels) and 1 (four and five-star rated hotels).

5. Control Variables

The control variables include firm size, firm age, firm location, and ownership type which may affect the relationships among proactive and responsive market orientations, the 7As, and the service performance of hotel businesses. In the conceptual framework, four variables use dummy variables instead.

1. **Firm age** may influence the firm's performance, and older firms benefit from accumulating experience to create new products or innovation (Leiblein, Reuer, and Dalsace, 2002). Therefore, the firm's performance and marketing outcomes are affected by their age. Firm age is measured by the years resulting from subtracting the years of the firm establishment from the year of current study (Lahiri and Kedia, 2009). In this research, firm age is represented by a dummy variable in which 0 represents firms that have been established for 20 years in business or less, and 1 represents firms that have been established for more than 21 years in business.

2. **Firm size** is past evidence; confirming that a large firm has grown to financial superiority (Leiblein et al., 2002; Richard and Johnson, 2001). Firm size measures the company's ability to invest in assets for the investment or operations of the company, which can reflect the wealth of the company (Jantarajaturapath and Ussahawanitchkit, 2009). Likewise, Baotham and Ussahawanitchakit, (2009) have found firm capital is related to competition and strategic decisions. In the same way, the measurement of firm capital is vital for monitoring the hotel business by setting up a dummy variable, including 0 (50,000,000 baht or less) and 1 (more than 50,000,000 baht).

3. **Firm location** is one of the most critical factors for hotel performance (Rigby and Brown, 2015). The location factor showed that hotels situated in city centers perform better than those located elsewhere (J. Zhang and Enemark, 2016). Thus, a hotel stays in different locations between final destination (city centers) and second destinations (other provinces) may influence disparately to hotel's performance. In the same way, the measurement of firm location is essential for monitoring the hotel business by setting up a dummy variable, including 0 (a hotel stay in the city center) Bangkok, Pattaya, Phuket, Rayong, Chiang Mai and Kanchanaburi, Nakhon Ratchasima, Phitsanulok and Khon Kaen and 1 (hotel stay in other provinces).

4. **Ownership type** is the hotel owner's corporate strategies to influence hotel property level financial performance. Specifically, a hotel owner's expertise in implementing superior policies regarding segment, brand, operator, and location are critical to the hotel unit's financial performance (Xiao, O'Neill, and Mattila, 2012). Kapiki, Mou, and Fu (2014) indicate that, generally, independent hotels tend to be more profitable than chain hotels. Thus, hotel differences in ownership between independent

or single-owner hotels and chain or franchise hotels may influence different a hotel's performance. In this research, hotel ownership is represented by a dummy variable in which 0 represents hotel ownership is independent or a single-owner hotel; and 1 represents firms that have a chain or a franchise hotel, company.

Methods

This research collects data from a questionnaire mail survey in which all constructs in the conceptual frameworks adapt to existing scales from an extensive literature review. After that, two academic experts critique a study of the instruments. Then, comments are made to improve the questionnaire to attain the complete possible scale measure. A pre-test method is appropriately conducted to assert the validity and reliability of the questionnaire. In this research, one of thirty hotels is chosen from a sampling frame that is the marketing manager or the chief director of the marketing manager, for the marketing activities of business hotels in Thailand. Thirty questionnaires are included in the final data analysis for hypotheses and assumption testing of the structural equation model. Also, the process of pre-test to verify the validity and reliability of each of the measures employed in the questionnaire is to be discussed below.

1. Validity

Validity is defined as the degree to which the measurement accurately evidences the concept of consideration (Hair, Black, Babin, Anderson, and Tatham, 2010). To verify whether this measure addresses absoluteness and accuracy, this research examines the content and construct which can validate the survey questionnaire. Validity is the degree to which instruments measure the data correctly and accurately from the questionnaire (Hair et al., 2010). It is necessary to examine the quality of the questionnaire as a powerful predictor of future behaviors (Wainer, 1988; Piercy and Morgan, 1994). In this research, validity is appropriate for accurately confirming the concept or construct of the study. Two types of validity, content validity and construct validity were tested.

Content validity is the extent to which the items of the scales sufficiently reflect the interrelated theoretical domains (Green, Tull, and Albaum, 1988). Expert judgment by professional academics and the authors together evaluate the adequacy and improvement of the measurement, based on the relevant theory and literature review (Rosier, Morgan, and Cadogan, 2010). The items are scaled in each construct by not only the hard literature reviews to ensure conceptual correction, but also the appropriate word, phrase, and statement of the interrogation that should verify appropriation in the context. This research reaches content validity sufficiency by three expert's suggestions as distinguished scholars (Gable and Wolf, 1993). The result of item-objective congruence (IOC) equals $0.64 \geq 0.50$ is acceptable (Turner and Carlson, 2003). After these three experts designed the questionnaire, they provided comments and improvements; and they then chose the best possible scale of measure corresponding with the conceptual definitions. See letter to experts in APPENDIX D.

Construct validity refers to harmony, and the internal consistency of a theoretical concept and a specific concept which are used for measures and instruments (Trochim, 2006). Construct validity is an agreement between a theoretical concept and a particular measuring instrument or procedure. Additionally, construct validity refers to a set of measured items that reflect the latent theoretical constructs that those items are designed to measure (Hair et al., 2010). This research tests the validity of the instrument to confirm that a measure or set of measures accurately represents the concept of study. In this research, confirmatory factor analysis (CFA) is used to test the construct validity developed from prior research (Carlo and Randall, 2002). In regards to factor analysis, all constructs have factor loading that is greater than 0.40, which rely on the suggestion of (Nunnally and Bernstein, 1994).

This research utilizes CFA to examine the construct validity. The reason for the study is because there are ten constructs and fifty-seven items that are adapted from the previous literature. The convergent validity of the scale items was assessed using the factor loadings that should be higher than 0.40 as proposed by (J. F. Hair et al., 2010). The criterion of Fornell and Larcker (1981) has been commonly used to assess the degree of shared variance between the latent variables of the model. For this criterion, the convergent validity of the measurement model can be evaluated by the Average Variance Extracted (AVE) and Composite Reliability (CR). AVE measures

the level of variance captured by a construct versus the scale due to measurement error. Values above 0.70 are considered very well, whereas, the level of 0.50 is acceptable (Fornell and Larcker, 1981) CR is a less-biased estimate of reliability than Cronbach's alpha, the fair value of CR is 0.70 and above (Hair, Ringle, and Sarstedt, 2011). Therefore, construct validity of the measurement models was a test.

2. Reliability

Reliability is the level of the measurement in the questionnaire that is true, and observed variables that are error-free, which designate the degree of internal consistency between the multiple variables (Hair et al., 2010). For examining the internal consistency or reliability of the constructs, Cronbach's alpha is widely used to evaluate reliability (Hair et al., 2010). Additionally, (Nunnally and Bernstein, 1994) suggested that Cronbach's alpha coefficients have to be greater than 0.70 which is widely accepted. In this study, all variables which have reliability more than 0.70 are acceptable. The results of the reliability tests are shown in Table C1 in APPENDIX C.

Statistical Techniques

In this research, before hypotheses testing, all of the raw data were checked, encoded, and recorded in a data file. After that, the underlying assumption of the structural equation model was tested. This process involves checking the normal distribution for the underlying assumption of SEM. This research used several statistical techniques, including descriptive and inferential statistical techniques such as mean, standard deviation, t-test, ANOVA, correlation analysis, measurement model, structural model, and multi-group analysis. For the criteria used to discuss the results of data analysis. It is shown in Chapter IV for consisting discussion of the data analysis.

This study uses structural equation modeling (SEM) to analyze the data derived from respondents. Besides, SEM can be used to examine the total effect of exogenous variables on the endogenous variable in the structural model. A two-steps approach was used to test the structural model as recommended by Anderson and Gerbing (1988). The software used for analyzing the data in this study was AMOS 20 and SPSS 22. The first step was to test the measurement model. This step examines the validity of a measurement model including convergent validity, discriminant validity, and construct validity. Further, assessment of the fit of a measurement model between

the observed and estimated covariance matrix is taken. Confirmatory factor analysis (CFA) technique is used to assess fit and validity. Next, the second step was to test the theoretical framework. This step verifies the fit of the hypothetical framework by comparing the observed covariance matrix and the estimated covariance matrix. Also, thirteen hypotheses for a proactive and responsive market orientation, 7As, and service performance are tested in this step.

Additionally, this research's purpose is to use multi-group structural equation modeling that plays a key role in studying measurement invariance and in-group comparison. Model-Based research in hotel star-rating levels and strategic marketing management is often confronted with the need to analyze multi-group data with a focus on assessing the distinct features of each group and variation across groups (Bou and Satorra, 2010). However, existing methods for multi-groups in SEM assume that different samples are independent. One of the main goals of multi-group analysis is to compare pairs of path coefficients for identical models, but based on different samples. This research would analyze the same model but with data collected in two different groups. This study examines for multi-group SEM with correlated samples (3-star rating and 4 to 5-star rating). The parallel to that is for independent samples, and the focus here is on the cross-group stability of the within-group structure and parameters.

Summary

This chapter details the research methods in this research for data collection and will investigate all constructs in the conceptual framework to answer the research questions. The contents involve the population, sample selection, and data collection procedure, including population and sample, data collection, and test of non-response bias. Moreover, the variable measurements are followed for each of all variables in the conceptual frameworks. In addition, instrumental verification, including the test of validity and reliability, and the statistical analysis is presented. Finally, Table 6 concludes the definition of each construct, operational variables, scale sources and sample questions, and items. Following this, the next chapter analyzes the results and hypotheses testing of this research. The remaining part of the chapter focuses on hypotheses testing and using equation structural model statistical analysis techniques.

Table 6: Definition and Operational Variable of Constructs

Construct	Definition	Operational Variables	Scale Source
<u>Independent Variable</u> Proactive Market Orientations (PMO)	The firm attempts to discover, to understand, and to satisfy the latent needs of customers and the firms' leading their customers to uncover new, unconscious needs and then developing future products to meet these unexpressed needs.	Customers anticipate developments, discover additional needs, solutions to unarticulated customer needs, brainstorm for consumer needs, search for opportunities customer needs, work closely with the consumer, and extrapolate key trends to consumer need in the future.	Narver, Slater, and MacLachlan (2004) (8 Items)
<u>Independent Variable</u> Responsive Market Orientation (RMO)	The firm attempts to discover, understand, and satisfy expressed customer needs and can be the adaptation of the organization to the expressed needs of customers.	The measure of customer satisfaction drives the hotel objective. The hotel monitor in level consumer needs, communicate information consumer experience, more customer-focused, understanding of customer needs, and use data on customer satisfaction are disseminated at all levels.	Deshpande and Farley (1998) (10 Items)

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

Construct	Definition	Operational Variables	Scale Source
<u>Mediating Variable</u> Anticipation Activities (ANTI)	The firm's ability to provide expected service, or predict customer value to meet the customer's needs in order to prepare for future competition.	The hotel emphasizes customers of the future, oriented more toward the future consumer's needs, obtaining information about customer's needs in the future, planning activities are more oriented toward the future.	Tellis, Prabhu, and Chandy, (2009) Srinivasan, Lilien, and Rangaswamy, (2002) (5 Items)
<u>Mediating Variable</u> Adaptation Activities (ADAP)	The firm can continuously adapt itself in specific ways in which the firm adjusts as it seeks to survive and capitalize on external situations.	The hotel can be adapting to changes in the business environment, adapting to changes in competitors' reacting quickly to the changing needs of customers, new market threats and new market opportunities.	Homburg, Workman, Jensen, (2002) (5 Items)
<u>Mediating Variable</u> Activation Activities (ACTI)	The firm's ability to activities is identified with the employee action actively, their responsibilities are very often connected to the implementation negotiating the sales terms and conditions, and motivated employee to work together with a reward for sales staff.	The hotel employee expects that customers are integrated into the activities. The employee feels highly responsible for the detection and solution of potential and actual customer problems.	Homburg and Pflesser (2000) (5 Items)

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

Construct	Definition	Operational Variables	Scale Source
<u>Mediating Variable</u> <u>Alignment Activities</u> (ALIG)	The firm's ability to create organizational structure represents the way business divisions and units are organized and includes the information is accountable for response market.	Marketing organization has knowledge and skills Is effective at linking customer need to the operations of employees. The employees have respect for customer-oriented negotiation.	Moorman and Rust, (1999) Wieseke, Ahearne, Lam, and Dick, (2009) (5 Items)
<u>Mediating Variable</u> <u>Accountability Activities</u> (ACCO)	The firm can use indicators to link a firm's marketing actions from investments in marketing activities to take responsibility for the profit or loss financially relevant outcomes and growth over time.	Marketing activities are effective at linking customer satisfaction or retention to financial outcomes, Shows the financial results of their plans and marketing strategy.	Moorman and Rust (1999) Verhoef and Leeflang, (2009) (5 Items)
<u>Mediating Variable</u> <u>Attraction Activities</u> (ATTR)	The firm's ability in activities, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for stakeholders (customers, clients, partners, supplier, and society) at large.	The hotel has the ability in negotiating with customer, clients, partners, and society. The hotel has planning and management of stakeholder's activities, initiating and implementing cooperative programs and enhanced with supplier and partners.	Johnson, Sohi, and Grewal, (2004) (5 Items)

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

Construct	Definition	Operational Variables	Scale Source
<u>Mediating Variable</u> Asset management (ASSE)	The firm's ability to use marketing resources which are human resources, financial, knowledge, brand, customer, assets, and related capabilities into value offerings for target markets and the extent to which a firm possesses expertise and resources related to marketing activities.	The hotel has recognized, willing to spend, management, design systems, attach importance to human, financial, knowledge, brand, customer assets and related capabilities to implement in marketing activities.	Ramaswami, Srivastava, and Bhargava, (2009) (5 Items)
<u>Dependent Variable</u> The Average Growth Rate in Market Share (PER1)	Level of trends average of market share that shows the former company's sales over the year when dividing it by the total sales of the industry over the same period for an indicator for the growth of its business in the industry.	How well the hotel has performed concerning market share growth, during the last three years.	Tseng, Kuo, and Chou (2008) (1 Item)
<u>Dependent Variable</u> The Average Sale Growth Rate (PER2)	Level of the amount a company derives from sales compared to a previous, corresponding period in which the recent sales exceed the former, typically from year to year.	How well the hotel has performed concerning the average sales growth rate, during the last three years.	Tseng, Kuo, and Chou (2008) (1 Item)

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

Construct	Definition	Operational Variables	Scale Source
<u>Dependent Variable</u> The Average Occupancy Rate As Expectation (PER3)	The ratio of rented or used space compared to the total amount of available space of the hotel. The average occupancy rate measured by the number of rooms booked divided by the number of room available.	How well the hotel has performed in terms, average occupancy rate has matched our expectations, during the last three years.	Tseng, Kuo, and Chou (2008) (1 Item)
<u>Dependent Variable</u> Customer Satisfaction (PER4)	Level of expressed as a function of pre-purchase expectations and post-purchase perceived performance of the respective product/service.	How well the hotel has performed in terms, the hotel has achieved good customer satisfaction, during the last three years.	Tseng, Kuo, and Chou (2008) (1 Item)
<u>Moderator Variable</u> The High Expectations of Service (HES)	The consumer expects to receive the medium quality of service that meets the needs of the consumer in 3-star hotel.	0 = Three-star levels 1 = Four-or five-star levels (Dummy variables)	Pine and Phillips (2005)
<u>Moderator Variable</u> The Medium Expectation of service (MES)	The consumers are the expectation of receiving a high quality of services that meet the needs of consumers in 4-5 star hotels.	0 = Three-star levels 1 = Four-or five-star levels (Dummy variables)	Pine and Phillips (2005)

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

Construct	Definition	Operational Variables	Scale Source
<u>Control Variable</u> Firm size (FS)	The capital or asset on investment operation in organization.	0 = 50,000,000 Baht or less than, or equal to 50,000 Baht, 1 = More than 50,000,000 Baht (Dummy variables)	Actual Collected Data
<u>Control Variable</u> Firm age (FA)	Period the firm has been in business.	0 = Firm has been in business for less than or equal to 20 years, 1 = Firm has been in business for more than 20 years. (Dummy variables)	Actual Collected Data
<u>Control Variable</u> Firm location (FL)	The hotel stays in place between the central city and other provinces.	0 = Final destination (city centers) (Bangkok, Pattaya, Phuket, Rayong, Chiang Mai and Kanchanaburi, Nakhon Ratchasima, Phitsanulok and Khonkaen) 1 = Second destinations (other provinces) (Dummy variables)	Actual Collected Data
<u>Control Variable</u> Ownership type (OT)	The characteristic of the ownership of hotel between independent of only owner hotels and chain or franchise hotels.	0 = independent or single owner hotels 1 = chain or franchise hotels, company ltd. (Dummy variables)	Actual Collected Data

CHAPTER IV

DATA ANALYSIS

This chapter shows the analyses of the survey data and the results of hypothesis testing which are organized as follows. Firstly, it shows the respondent and firm characteristics to increase the understanding of the sample characteristic. Secondly, demonstrate in testing observed variable in the conceptual framework including comparing the mean difference of each variable, confirmatory factor analysis, descriptive statistic, and correlation analysis. Third, measurement model assessment reliability, validity, and structural model assessment. Fourth, the hypothesis testing and results are detailed. Finally, the summary of hypothesized relationships of all star hotels, 3-star hotels, and 4-5- star hotels are showed in Table 58, 65, and 73.

The total numbers of the observed variable in this research are fifty-seven. These variable and abbreviations of them and their constructs are already shown in this chapter. Variables in this study are classified into two groups: eighteen observed variables are exogenous variables, and thirty-nine observed variables are endogenous variables.

For exogenous variables, they are grouped into two constructs. They are a proactive market orientation (eight variables), responsive market orientation (ten variables). Endogenous variables are grouped into eight constructs. They are anticipation activities (five variables), adaptation activities (five variables), activation activities (five variables), alignment activities (five variables), accountability activities (five variables), attraction activities (five variables), asset management (five variable), and service performance (four variables).

Abbreviations of all constructs and observed variables in this research are presented in Table 7. The meaning of abbreviation of observed variables is shown in operationalization section in chapter 3.

Table 7: Abbreviations of Exogenous Latent and Endogenous Latent Constructs and Variables

Constructs	Abbreviation	
	Construct	Observed Variable
Exogenous latent		
Proactive Market Orientation	PMO	PMO1,PMO2,PMO3,PMO4,PMO5 PMO6, PMO7, and PMO8
Responsive Market Orientation	RMO	RMO1,RMO2,RMO3,RMO4,RMO5 RMO6, RMO7, RMO8, RMO9, and RMO10
Endogenous latent		
Anticipation Activities	ANTI	Anti1, Anti2, Anti3, Anti4, and Anti5
Adaptation Activities	ADAP	Adap1, Adap2, Adap3, Adap4, and Adap5
Activation Activities	ACTI	Acti1, Acti2, Acti3, Acti4, and Acti5
Alignment Activities	ALIG	Alig1, Alig2, Alig3, Alig4, and Alig5
Attraction Activities	ATTR	Attr1, Attr2, Attr3, Attr4, and Attr5
Accountability Activities	ACCO	Acco1, Acco2, Acco3, Acco4, and Acco5
Asset Management	ASSE	Asse1, Asse2, Asse3, Asse4, and Asse5
Service Performance	PERS	Per1, Per2, Per3, and Per4

Respondent Characteristics

The respondents are a marketing director, either the marketing director, marketing manager or general manager who has the most comprehensive knowledge regarding firm characteristics, market orientation, marketing activities, and service performance. The respondent characteristics are described by the demographic characteristics, including gender, age, marital status, level of education, working experience, average monthly income per month and current position. The demographic characteristics of 255 respondents are as the following. Approximately 62.40 percent of respondents are female. The span of the age of respondents is 31 to 40 years old (35.70 percent). Most respondents are single (52.20 percent). A total of 78.00 percent earned a bachelor's degree or equal. Of the respondents, 26.70 percent have work experience of 6 - 10 years — the average monthly income of lower 40,000 Baht (47.50 percent). Finally, most of the respondents hold a position as other (45.90 percent) such as owner, president, finance director, and human resource director, marketing manager (32.90 percent), general manager (14.50), and marketing director (6.70 percent) respectively.

The result of the demographic characteristics of 255 hotels is as follow. Most of hotels businesses in this study indicate that as a 3-star rating (49.80 percent), 4-5-star rating (50.20 percent). Most of the firm respondents have business capital register is less than 50,000,000 baht (58.80 percent). The most of firm respondent's number of employs is less than 100 full-time employees (60.00 percent). The period in an operating business is less than ten years (39.60 percent). Most of the business is in the final destination (city centers) (66.70 percent), and second destinations (other provinces) (33.30 percent) respectively. Most of the business types that respondents provided in this research are the single owner (73.30 percent). A total of 94.10 percent of the nature of business are Thai business. Also, approximately 56.90 percent of firm respondents have been some rooms in a hotel is less 100 rooms. Most of the current operational capital is less than 100,000,000 Baht (42.70 percent). Finally, in the organization, there have average revenue per year less than 20,000,000 Baht (42.70 percent). Table A1 and A2 in Appendix A shows frequency and percentage of respondent and firm characteristics.

Testing Validity of Observed Variable

The concept of testing the validity of the observed variable is to the first stage investigate all variables in the conceptual framework. This section also reveals the results of examining the validity of the observed variables in this study. There are ten constructs (two exogenous constructs and eight endogenous constructs) for proactive and responsive market orientation, seven marketing activities lever (7As), and service performance model.

In this section uses analysis of variance (ANOVA) to test the mean difference and confirmatory factor analysis (CFA) technique to test the validity of variable. Four variables (Firm age, Firm size, Firm location, Ownership Type) are investigated mean differences among groups for each variable. The objective of testing the mean difference is to determine whether these four variables should be added to the model as control variables.

1) Comparing Mean Difference of Each Variable

This section presents of testing mean differences of four variable which are firm age, firm size, firm location, ownership type by using the analysis of variance (ANOVA). If the finding does not significate difference of the mean of all variable, the four variables will not be added into the conceptual framework for depreciating complexity of the model.

Differences of Firm Age

In this study, test mean differences between different of firm Age. There are two dummy variables including 1) less than 20 years and 2) more than 20 years. Therefore, mean differences among two times period are tested, and the findings are presented in Table 8. An underlying assumption of ANOVA states that variances must be equal across groups. The finding of Levene's test shows that all ten constructs except PERS have equal variances across groups at a level of significance 0.05. The results of mean differences show that ten constructs expect PERS do not have mean differences among firm age at a level of significance 0.05. It shows that firm age has a significant effect on the service hotel performance. The mean differences among firm age are tested, and the finding is shown in Table 8.

Therefore, it can be concluded from the analysis that different types of firm age do not have an impact on the analysis of models. Thus, this variable will be excluded from the model.

Table 8: Mean Difference among Firm Age

Construct	Levene's Test	F	p-value
PMO	0.698	0.107	0.748
RMO	0.922	1.173	0.280
ANTI	0.120	0.165	0.685
ADAP	0.795	1.786	0.183
ALIG	0.503	0.658	0.418
ACTI	0.978	3.839	0.051
ACCO	0.184	1.805	0.180
ATTR	0.532	1.300	0.255
ASSE	0.640	3.865	0.052
PERS	0.002**	1.110	0.293

Note: ** is significant level at 0.05.

Differences in Firm Size

In this study, it tests the mean differences between different firm sizes. There are two observed including 1) less than 50,000,000 Bath and 2) more than 50,000 Bath. Therefore, mean differences among the two observed are tested, and the findings are presented in Table 9. An underlying assumption of ANOVA states that variances must be equal across groups. The finding of the test shows that all ten constructs except ANTI have equal variances across groups at a level of significance 0.05. The results of means differences show that three constructs (PMO, RMO, ACTI) of the business capital register has a mean difference at a level of significance 0.05. It shows that firm size has a significant effect on the anticipation activities in-service performance of the hotel. The mean differences among firm size are tested, and the finding is shown in Table 9.

Therefore, it can be concluded from the analysis that different types of firm size do not have an impact on the analysis of models. Thus, this variable will be excluded from the model.

Table 9: Mean Difference among Firm Size

Construct	Levene's Test	F	p-value
PMO	0.163	10.847	0.001**
RMO	0.104	18.317	0.000**
ANTI	0.014**	3.892	0.052
ADAP	0.646	1.241	0.266
ALIG	0.273	2.972	0.086
ACTI	0.636	7.610	0.006**
ACCO	0.985	3.658	0.057
ATTR	0.129	3.919	0.052
ASSE	0.967	1.735	0.189
PERS	0.222	3.663	0.057

Note: ** significante level at 0.05.

Differences of Firm Location

In this study, it tests the mean differences between different firm location. There are two dummy variables including 1) destination (City centers) and 2) second destinations (another province). Therefore, mean differences among two locations are tested, and the findings are presented in Table 10. An underlying assumption of ANOVA states that variances must be equal across groups. The finding of the test shows that all ten constructs except RMO have equal variances across groups at a level of significance 0.05. The results of means differences show that three constructs (PMO, ANTI, PERS) of hotel location has a mean difference at a level of significance 0.05. It shows that firm location has a significant effect on the responsive market orientation in-service performance of the hotel. The mean differences among firm age are tested, and the finding is shown in Table 10.

Therefore, it can be concluded from the analysis that different types of firm location do not have an impact on the analysis of models. Thus, this variable will be excluded from the model.

Table 10: Mean Difference among Firm Location

Construct	Levene's Test	F	p-value
PMO	0.289	6.218	0.013**
RMO	0.027**	4.291	0.059
ANTI	0.461	6.811	0.010**
ADAP	0.255	0.401	0.527
ALIG	0.568	1.754	0.187
ACTI	0.190	0.316	0.575
ACCO	0.333	1.571	0.211
ATTR	0.787	0.093	0.761
ASSE	0.719	1.308	0.254
PERS	0.584	4.247	0.040**

Note: ** significate level at 0.05.

Differences of Firm Ownership

In this study, it tests the mean differences between different firm ownership. There are two dummy variables including 1) Single ownership and 2) Chain, Franchise, and Company. Therefore, mean differences among two ownership are tested, and the findings are presented in Table 11. An underlying assumption of ANOVA states that variances must be equal across groups. The finding of the test shows that all ten constructs have equal variances across groups at a level of significance 0.05. The results of means differences show that three constructs (PMO, RMO, ADAP, ATTR) of hotel ownership has a mean difference at a level of significance 0.05. It shows that firm ownership has no significant effect on all constructs in-service performance of the hotel. The mean differences among firm age are tested, and the finding is shown in Table 11.

Therefore, it can be concluded from the analysis that different types of firm ownership do not have an impact on the analysis of models. Thus, this variable will be excluded from the model.

Table 11: Mean Difference among Firm Ownership

Construct	Levene's Test	F	p-value
PMO	0.519	9.562	0.002**
RMO	0.286	6.155	0.014**
ANTI	0.807	1.278	0.259
ADAP	0.111	5.439	0.020**
ALIG	0.234	1.399	0.238
ACTI	0.679	2.080	0.150
ACCO	0.478	2.461	0.118
ATTR	0.747	4.491	0.035**
ASSE	0.846	1.487	0.224
PERS	0.142	1.267	0.262

Note: ** significate level at 0.05.

Finally, in this study, it tests the mean differences between different rating star hotels. There are two dummy variables including 1) 3-star hotels and 2) 4-5-star hotels. Therefore, mean differences among two rating stars are tested, and the findings are presented in Table 12. The results show that all constructs except ADAP and ALIG have differences in means between each construct at a level of significance 0.05.

Therefore, it can be concluded from the analysis that different types of star rating hotel (3-star hotels and 4-5-star hotels) do have an impact on the analysis of conceptual models. Thus, this variable confirms that should be included in the conceptual model.

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Table 12: Testing Equality of Means of Constructs between 3-Star and 4-5-Star Hotels

Construct	t-test for Equality of Means	
	t	p-value (2-tailed)
PMO	-3.964	0.000**
RMO	-2.598	0.010**
ANTI	-2.399	0.017**
ADAP	-0.889	0.375
ALIG	-1.909	0.057
ACTI	-2.171	0.031**
ACCO	-3.349	0.001**
ATTR	-2.486	0.014**
ASSE	-2.329	0.021**
PERS	-1.820	0.070**

Note: ** significate level at 0.05.

Confirmatory Factor Analysis (CFA)

In this section, the study shows confirmatory factor analysis of all constructs three groups in star hotels (all-star hotels, 3-star hotels, and 4-5-star hotels) base on proactive market orientation, responsive market orientation, 7As, and service performance conceptual frameworks. In this research use confirmatory factor analysis (CFA) technique to test validity for testing the validity of observed variables in this study.

Proactive Market Orientation

Proactive market orientation (PMO) construct is measured by eight observed variables (PMO1-PMO8). Correlation matrix, means, and standard deviation are shown in Table 13. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.388 which is the correlation between PMO2 and PMO7, and the highest correlation is 0.665 which is the correlation between PMO7 and PMO8. Bartlett's test of sphericity chi-square is 1115.656, $df = 28$ and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.887 (Kim & Mueller, 1978), and all observed

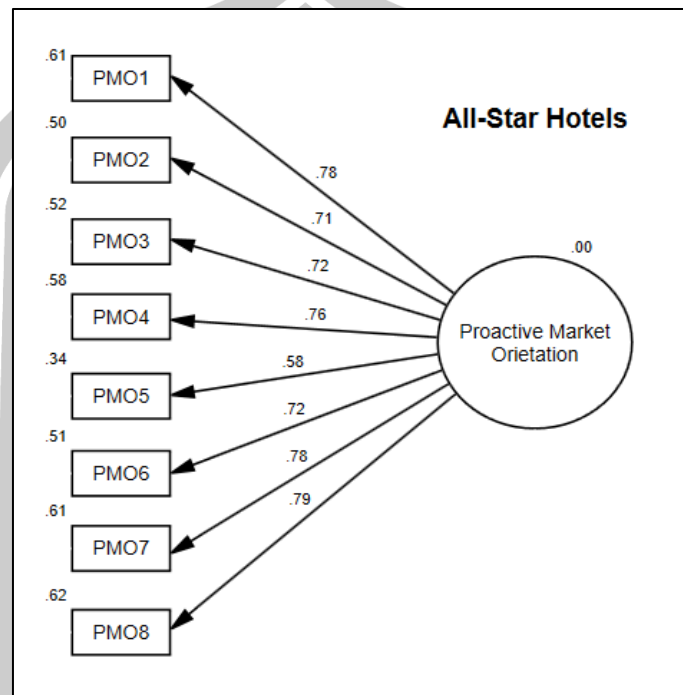
variables have a measure of sampling adequacy (MSA) between 0.835 and 0.938. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 13: Show Correlation Matrix, Means, and Standard Deviation of Proactive Market Orientation Construct

	PMO1	PMO2	PMO3	PMO4	PMO5	PMO6	PMO7	PMO8
PMO1	1.000							
PMO2	0.647***	1.000						
PMO3	0.578***	0.635***	1.000					
PMO4	0.594***	0.583***	0.558***	1.000				
PMO5	0.447***	0.321***	0.392***	0.408***	1.000			
PMO6	0.569***	0.464***	0.611***	0.521***	0.560***	1.000		
PMO7	0.537***	0.388***	0.554***	0.563***	0.509***	0.632***	1.000	
PMO8	0.609***	0.527***	0.471***	0.617***	0.538***	0.521***	0.665***	1.000
X	4.14	4.15	3.97	4.05	3.41	3.89	4.01	4.20
S.D.	0.820	0.828	0.839	0.929	0.895	0.809	0.865	0.771

Note: *** is significant level at the 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 6 and table 14. In figure 6, in this research fixes parameter PMO1 to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005). The benefit of a fixed parameter is a more straightforward comparison of a magnitude of highest reliability between observed variables in the model. Covariance of PMO is 0.381. Table 14 show that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df= 1.384, p=0.207$), root mean square error of approximation (RMSEA) is 0.039 and goodness of fit index (GFI) is 0.990. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.584 (PMO5) to 0.790 (PMO8). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.341 (PMO5) to 0.625 (PMO8). It can be concluded that all observed variables should be included in the further analysis.

Figure 6: The Results of CFA of Proactive Market Orientation

Chi-square=9.689, df=7, p=0.207
 $\chi^2/df = 1.384$, gfi=0.990, rmsea=0.039

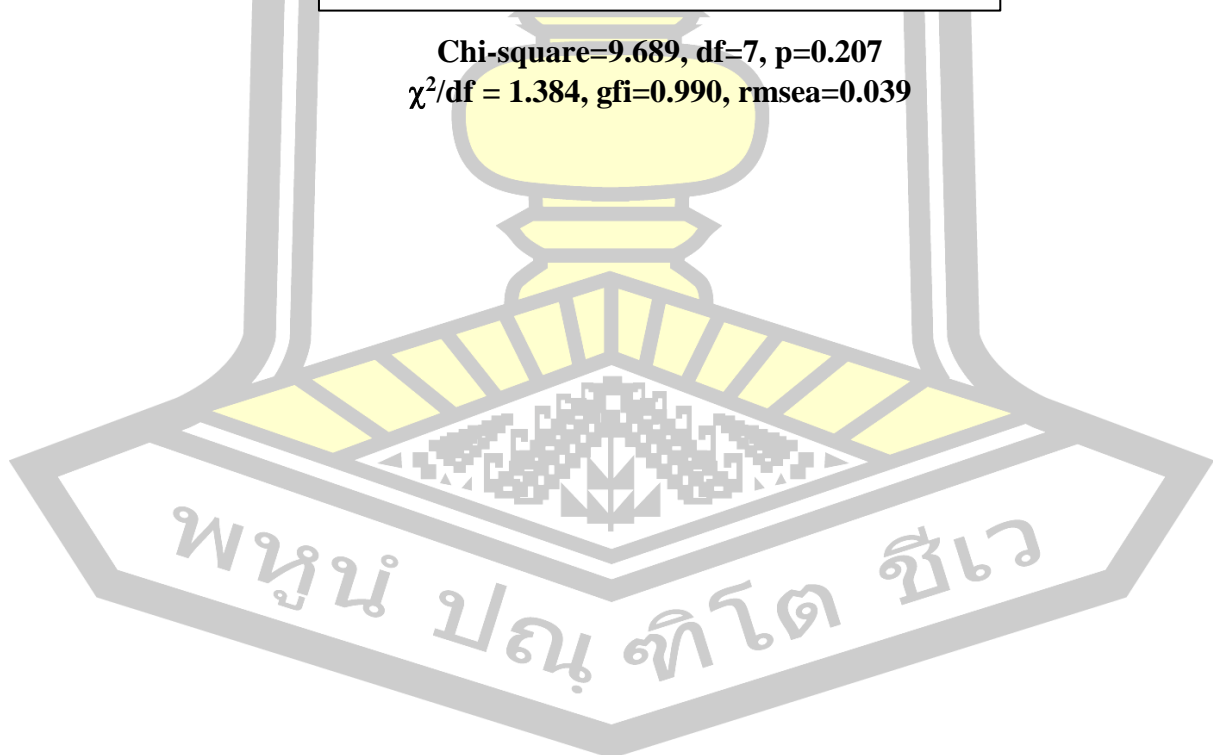


Table 14: Standardized Factor Loading, t-value, and R² of Proactive Market Orientation

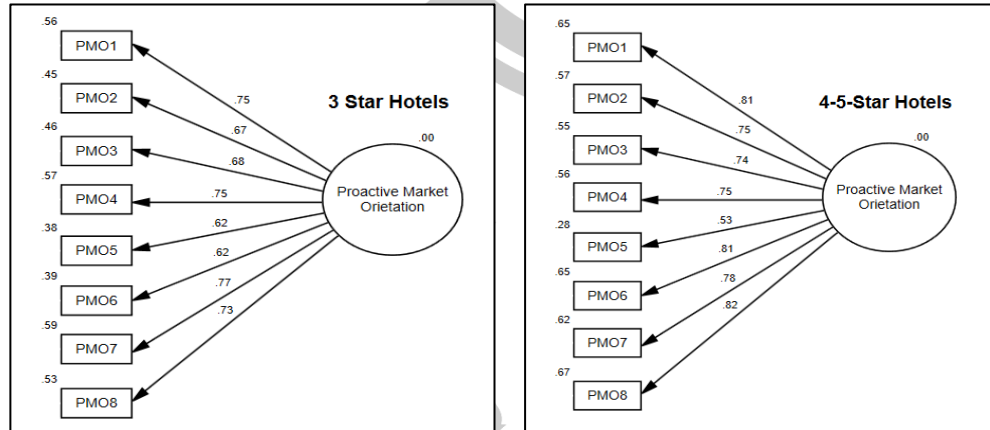
Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
PMO1	0.783	-	-	0.614
PMO2	0.710	0.074	12.279***	0.505
PMO3	0.723	0.083	11.314***	0.523
PMO4	0.760	0.089	12.408***	0.578
PMO5	0.584	0.090	9.026***	0.341
PMO6	0.716	0.084	10.750***	0.513
PMO7	0.780	0.093	11.328***	0.608
PMO8	0.790	0.089	12.408***	0.625

$\chi^2/df = 1.384$ $p = 0.207$ $GFI = 0.990$ $RMSEA = 0.039$

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 7 and table 15. In figure 7, in this study fixed parameter PMO7 in 3-star and PMO8 in 4-5-star to 1 as a reference indicator of a model. Table 15 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 1.497$, $p = 0.044$), root mean square error of approximation (RMSEA) is 0.044 and goodness of fit index (GFI) is 0.986. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.616 (PMO5) to 0.769 (PMO7) in 3-star and 0.534 (PMO5) to 0.820 (PMO8) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by the observed variable. R^2 has ranged from 0.389 (PMO6) to 0.591 (PMO7) in 3-star and 0.285 (PMO5) to 0.673 (PMO8). It can be concluded that all observed variables should be included in the further analysis.

Figure 7: The Results of CFA of Proactive Market Orientation in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=14.966, df=10, p=0.133
 $\chi^2/df = 1.497$, gfi=0.986, rmsea=0.044

Table 15: Standardized Factor Loading, t-value, and R² of Responsive Market Orientation in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t		R ²	
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
PMO1	0.747	0.807	0.126	0.109	7.399***	9.308***	0.558	0.651
PMO2	0.672	0.754	0.130	0.133	6.066***	8.189***	0.451	0.569
PMO3	0.675	0.740	0.126	0.127	6.600***	8.112***	0.456	0.547
PMO4	0.754	0.749	0.151	0.119	7.316***	8.969***	0.568	0.561
PMO5	0.616	0.534	0.125	0.135	6.124***	6.133***	0.378	0.285
PMO6	0.623	0.807	0.097	0.134	7.460***	8.390***	0.389	0.651
PMO7	0.769	0.784	-	0.110	-	9.181***	0.591	0.615
PMO8	0.731	0.820	0.104	-	8.017***	-	0.535	0.673

$\chi^2/df = 1.497$ p = 0.133 GFI = 0.986 RMSEA = 0.044

Note: *** is significant level at 0.01.

Responsive market orientation

Responsive market orientation (RMO) construct is measured by ten observed variables (RMO1-RM010). Correlation matrix, means, and standard deviation are shown in Table 16. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.321 which is the correlation between RMO7 and PMO8, and the highest correlation is 0.795 which is the correlation between RMO5 and PMO6. Bartlett's test of sphericity chi-square is 1692.37 df = 45 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.881, and all observed variables have a measure of sampling adequacy (MSA) between 0.798 and 0.924. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 16: Show Correlation Matrix, Means, and Standard Deviation of Responsive Market Orientation Construct

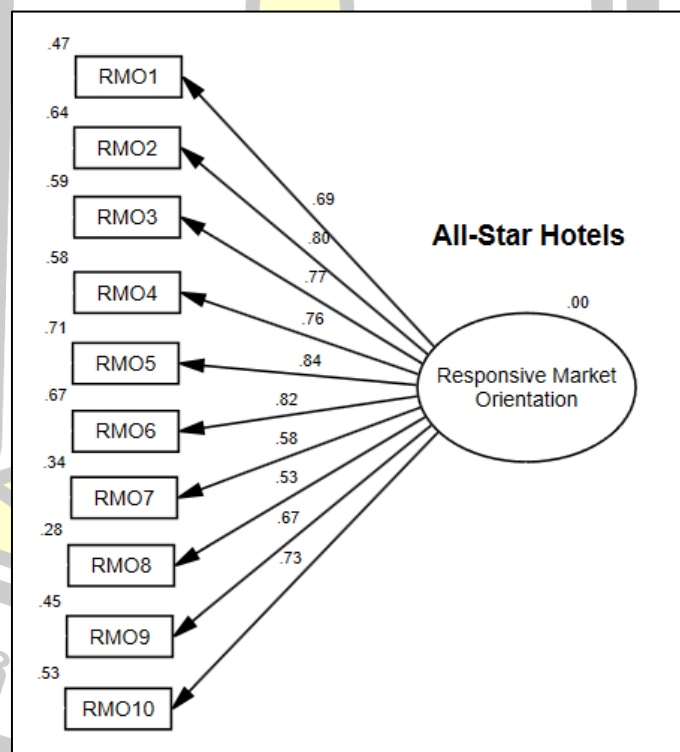
	PMO1	PMO2	PMO3	PMO4	PMO5	PMO6	PMO7	PMO8	PMO9	PMO10
RMO1	1.000									
RMO2	0.666***	1.000								
RMO3	0.447***	0.629***	1.000							
RMO4	0.528***	0.585***	0.681***	1.000						
RMO5	0.479***	0.630***	0.640***	0.645***	1.000					
RMO6	0.571***	0.658***	0.612***	0.625***	0.795***	1.000				
RMO7	0.398***	0.500***	0.426***	0.473***	0.466***	0.499***	1.000			
RMO8	0.421***	0.479***	0.341***	0.382***	0.413***	0.452***	0.743***	1.000		
RMO9	0.429***	0.533***	0.594***	0.541***	0.580***	0.565***	0.363***	0.348***	1.000	
RMO10	0.489***	0.574***	0.564***	0.492***	0.632***	0.588***	0.321***	0.375***	0.767***	1.000
\bar{X}	4.42	4.33	4.19	4.20	4.12	4.24	4.44	4.55	4.02	4.13
S.D.	0.646	0.689	0.850	0.784	0.840	0.811	0.677	0.612	1.021	0.882

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 8 and table 17. In figure 8, in this research fixes parameter (RMO6) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of RMO is 0.328. Table 17 show that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.859$, $p = 0.651$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.986. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.533 (RMO8) to 0.843 (RMO5). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by the observed variable. R^2 has ranged from 0.284 (RMO8) to 0.710 (RMO5). It can be concluded that all observed variables should be included in the further analysis.

Figure 8: The Results of CFA of Responsive Market Orientation



Chi-square=18.900, df=22, p=0.651
 $\chi^2/df = 0.859$, $gfi=0.986$, $rmsea=0.000$

Table 17: Standardized Factor Loading, t-value, and R² of Responsive Market Orientation

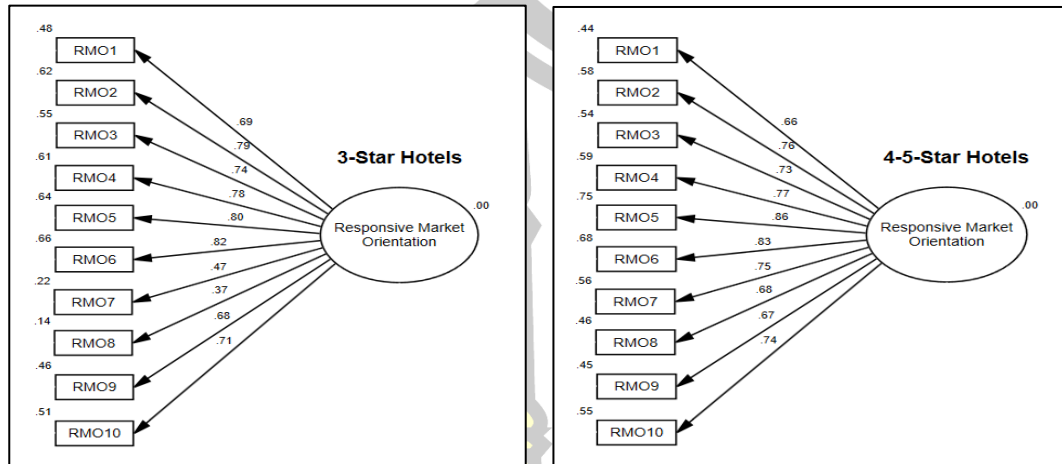
Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
RMO1	0.688	0.059	11.428***	0.473
RMO2	0.803	0.059	14.184***	0.645
RMO3	0.767	0.074	13.299***	0.588
RMO4	0.762	0.068	13.177***	0.581
RMO5	0.843	0.056	18.938***	0.710
RMO6	0.818	-	-	0.669
RMO7	0.581	0.061	9.573***	0.337
RMO8	0.533	0.057	8.665***	0.284
RMO9	0.672	0.089	11.604***	0.452
RMO10	0.730	0.077	12.595***	0.532

$\chi^2/df = 0.859$ $p = 0.651$ $GFI = 0.986$ $RMSEA = 0.000$

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 9 and table 18. In figure 9, in this study fixes parameter RMO6 in 3-star and RMO5 in 4-5-star to 1 as a reference indicator of the model. Table 18 show that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 1.332$, $p = 0.074$), root mean square error of approximation (RMSEA) is 0.036 and goodness of fit index (GFI) is 0.986. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.369 (RMO8) to 0.825 (RMO6) in 3-star and 0.662 (RMO1) to 0.863 (RMO5) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by the observed variable. R² has ranged from 0.136 (RMO6) to 0.665 (RMO6) in 3-star and 0.438 (RMO1) to 0.745 (RMO5). It can be concluded that all observed variables should be included in the further analysis.

Figure 9: The Results of CFA of Responsive Market Orientation in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=55.924, df=42, p=0.074
 $\chi^2/df = 1.332$, gfi=0.959, rmsea=0.036

Table 18: Standardized Factor Loading, t-value, and R² of Responsive Market Orientation in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t		3-Star	4-5-Star
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star		
RMO1	0.693	0.662	0.080	0.080	8.119***	7.398***	0.480	0.438
RMO2	0.789	0.761	0.082	0.071	9.776***	9.980***	0.622	0.579
RMO3	0.739	0.733	0.108	0.088	8.689***	9.338***	0.545	0.537
RMO4	0.781	0.771	0.093	0.085	9.463***	10.113***	0.610	0.594
RMO5	0.799	0.863	0.075	-	12.831***	-	0.638	0.745
RMO6	0.815	0.825	-	0.063	-	13.956***	0.665	0.681
RMO7	0.471	0.747	0.088	0.072	5.220***	9.661***	0.222	0.558
RMO8	0.369	0.679	0.077	0.072	4.043***	8.484***	0.136	0.461
RMO9	0.677	0.668	0.129	0.107	7.995***	8.320***	0.458	0.446
RMO10	0.714	0.745	0.115	0.086	8.408***	9.628***	0.510	0.555

$\chi^2/df = 1.332$ p = 0.074 GFI = 0.959 RMSEA = 0.036

Note: *** is significant level at 0.01.

Anticipation Activities

Anticipation activities (ANTI) construct is measured by five observed variables (Anti1-Anti5). Correlation matrix, means, and standard deviation are shown in Table 19. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.396 which is the correlation between Anti2 and Anti5, and the highest correlation is 0.751 which is the correlation between Anti2 and Anti5. Bartlett's test of sphericity chi-square is 732.409 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.847, and all observed variables have a measure of sampling adequacy (MSA) between 0.819 and 0.898. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 19: Show Correlation Matrix, Means, and Standard Deviation of Anticipation Activities

	Anti1	Anti2	Anti3	Anti4	Anti5
Anti1	1.000				
Anti2	0.653***	1.000			
Anti3	0.676***	0.751***	1.000		
Anti4	0.579***	0.650***	0.750***	1.000	
Anti5	0.403***	0.396***	0.553***	0.603***	1.000
X̄	3.420	3.730	3.640	3.82	3.84
S.D.	.646	.689	.850	0.784	0.840

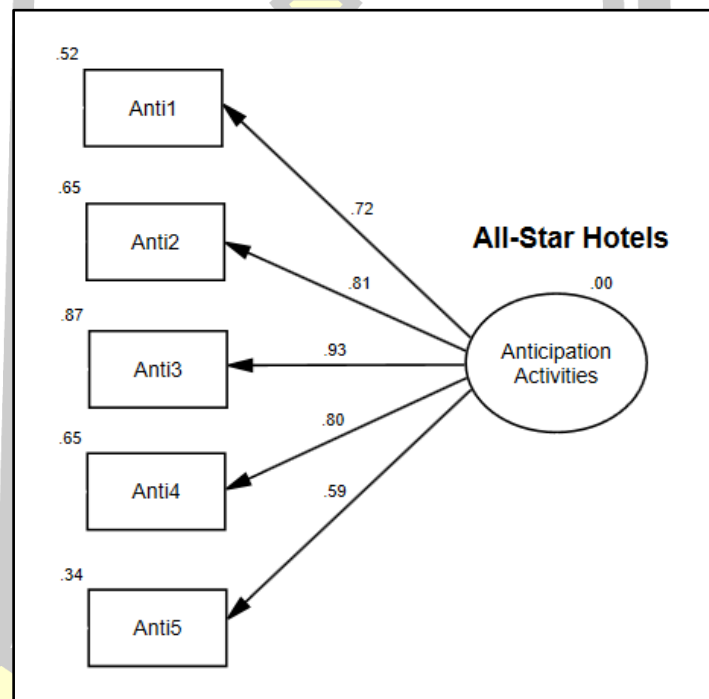
Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 10 and table 20. In figure 10, in this research fixes parameter (ANTI3) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ANTI is 0.437. Table 20 show that Chi-Square test is not significantly different from zero at a

level 0.05 ($\chi^2/df = 0.237$, $p = 0.789$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.999. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.587 (RMO5) to 0.934 (RMO3). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.345 (RMO5) to 0.873 (RMO3). It can be concluded that all observed variables should be included in the further analysis.

Figure 10: The Results of CFA of Anticipation Activities



Chi-square=0.474, df=2, p=0.789
 $\chi^2/df = 0.237$, gfi=0.999, rmsea=0.000

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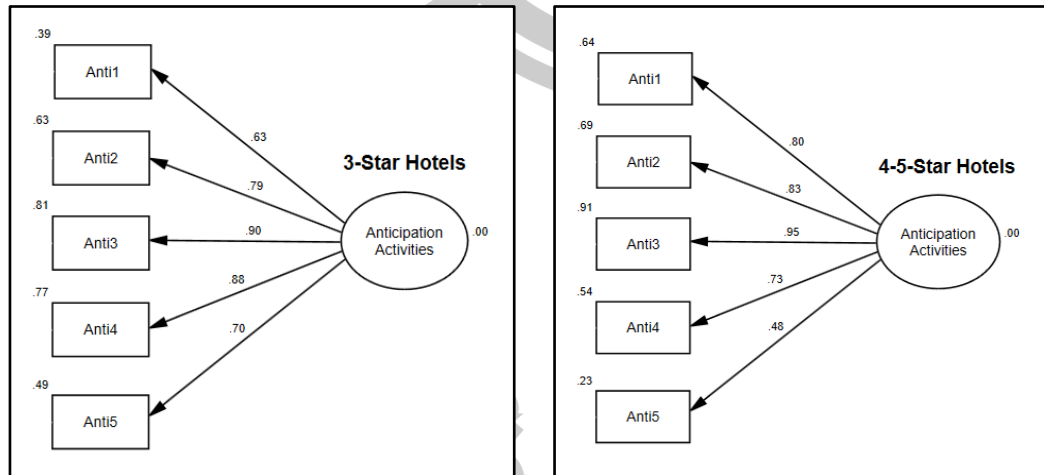
Table 20: Standardized Factor Loading, t-value, and R² of Anticipation Activities

Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Anti1	0.722	0.060	13.438***	0.521
Anti2	0.806	0.053	16.002***	0.649
Anti3	0.934	-	-	0.873
Anti4	0.803	0.051	16.242***	0.645
Anti5	0.587	0.061	9.990***	0.345
$\chi^2/df = 0.237$ $p = 0.789$ GFI = 0.999 RMSEA = 0.000				

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 11 and table 21. In figure 11, in this study fixes parameter Anti in 3-star and Anti3 in 4-5-star to 1 as a reference indicator of the model. Table 21 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 1.147$, $p = 0.887$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.998. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.626 (Anti1) to 0.903 (Anti3) in 3-star and 0.478 (Anti5) to 0.954 (Anti3) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.392 (Anti1) to 0.815 (Anti3) in 3-star and 0.229 (Anti5) to 0.911 (Anti3). It can be concluded that all observed variables should be included in the further analysis.

Figure 11: The Results of CFA of Anticipation Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=1.147, df=4, p=0.887
 $\chi^2/df = 0.287$, gfi=0.998, rmsea=0.000

Table 21: Standardized Factor Loading, t-value, and R², of Anticipation Activities in 3-Star and 4-5-Star Hotel (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t			
	3-Star	4-5 Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Anti1	0.626	0.800	0.97	0.076	7.790***	11.169***	0.392	0.639
Anti2	0.791	0.830	0.81	0.072	10.989***	11.892***	0.625	0.689
Anti3	0.903	0.954	-	-	-	-	0.815	0.911
Anti4	0.879	0.733	0.081	0.067	12.819***	10.122***	0.772	0.538
Anti5	0.701	0.478	0.094	0.082	8.478***	5.635***	0.492	0.229

$\chi^2/df = 0.287$ p = 0.887 GFI = 0.998 RMSEA = 0.000

Note: *** is significant level at 0.01.

Adaptation Activities

Adaptation Activities (ADAP) construct is measured by five observed variables (Adap1-Adap5). Correlation matrix means, and the standard deviation is shown in Table 22. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.539 which is the correlation between Adap1 and Adap4, and the highest correlation is 0.742 which is the correlation between Adap3 and Adap4. Bartlett's test of sphericity chi-square is 844.032 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.840, and all observed variable have a measure of sampling adequacy (MSA) between 0.813 and 0.892. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 22: Show Correlation Matrix, Means, and Standard Deviation of Adaptation Activities

	Adap1	Adap2	Adap3	Adap4	Adap5
Adap1	1.000				
Adap2	0.772***	1.000			
Adap3	0.664***	0.703***	1.000		
Adap4	0.539***	0.548***	0.742***	1.000	
Adap5	0.604***	0.638***	0.681***	0.688***	1.000
\bar{X}	4.03	3.96	4.09	4.27	4.01
S.D.	0.742	0.765	0.737	0.727	0.799

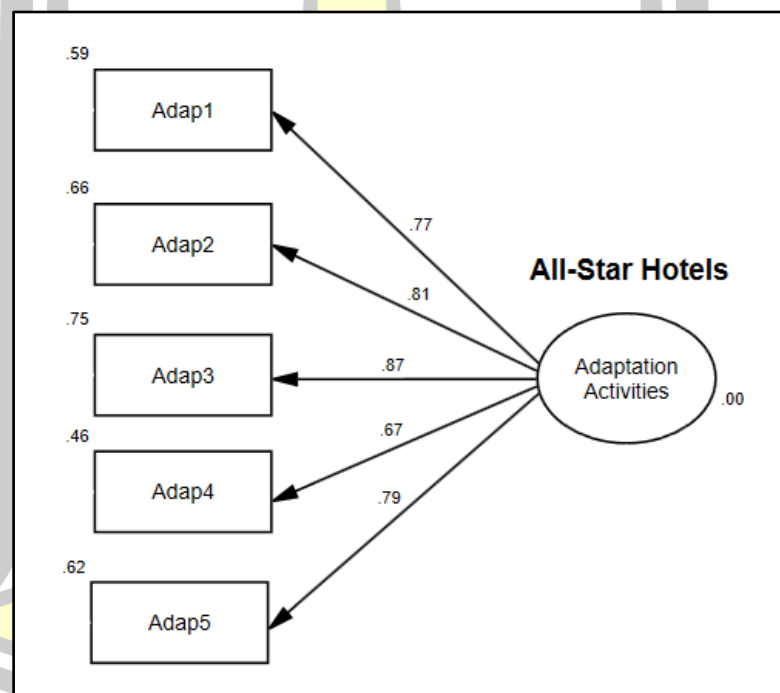
Note: *** is significant level at 0.01

The finding of confirmatory factor analysis (CFA) is shown in Figure 12 and table 23. In figure 12, in this research fixed parameter (Adap3) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is a more straightforward comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ADAP is 0.374. Table 23 shows that Chi-Square test is not significantly different

from zero at a level 0.05 ($\chi^2/df = 0.002$, $p= 0.968$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 1.000. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.675 (Adap4) to 0.866 (Adap3). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.455 (Adap4) to 0.749 (Adap3). It can be concluded that all observed variables should be included in the further analysis.

Figure 12: The Results of CFA of Adaptation Activities



Chi-square=0.002, df=1, p=0.968
 $\chi^2/df = 0.002$, **gfi=1.000, rmsea=0.000**

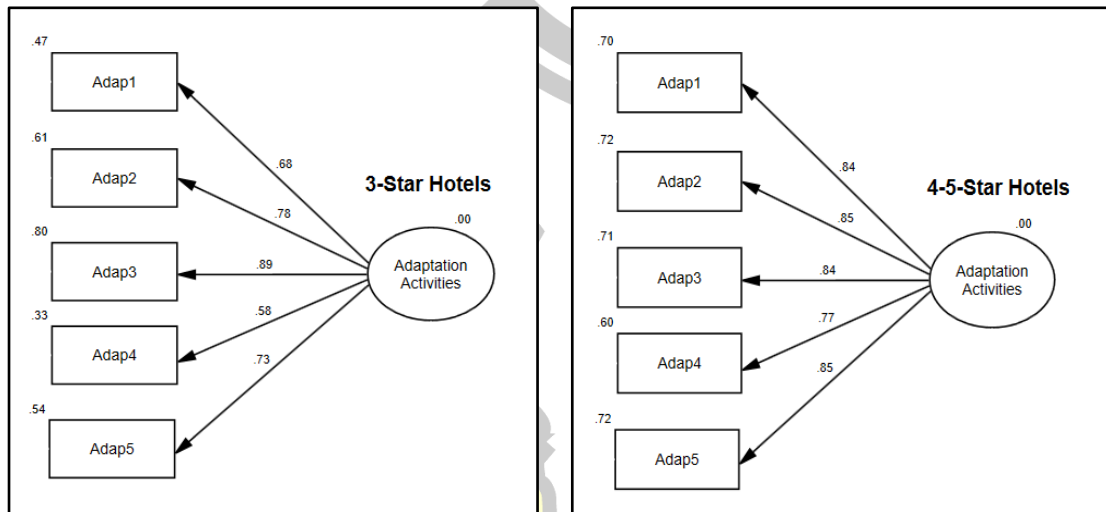
Table 23: Standardized Factor Loading, t-value, and R² of Adaptation Activities

Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Adap1	0.768	0.070	12.794***	0.768
Adap2	0.812	0.071	13.804***	0.812
Adap3	0.866	-	-	0.866
Adap4	0.675	0.059	13.067***	0.675
Adap5	0.786	0.072	13.757***	0.786
$\chi^2/df = 0.002$ $p = 0.968$ $GFI = 1.000$ $RMSEA = 0.000$				

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 13 and table 24. In figure 13, in this study fixes parameter Adap3 in 3-star and Adap1 in 4-5-star to 1 as a reference indicator of the model. Table 24 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 1.279$, $p = 0.278$), root mean square error of approximation (RMSEA) is 0.033 and goodness of fit index (GFI) is 0.996. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.576 (Adap4) to 0.894 (Adap3) in 3-star and 0.774 (Adap4) to 0.850 (Adap2) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.332 (Adap4) to 0.799 (Adap3) in 3-star and 0.559 (Adap4) to 0.722 (Adap2). It can be concluded that all observed variables should be included in the further analysis.

Figure 13: The Results of CFA of Adaptation Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=2.557, df=2, p=0.278
 $\chi^2/df = 1.279$, gfi=0.996, rmsea=0.033

Table 24: Standardized Factor Loading, t-value, and R² of Adaptation Activities in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t			
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Adap1	0.683	0.838	0.099	-	7.539***	-	.0467	0.702
Adap2	0.782	0.850	0.101	0.076	8.846***	13.625***	0.612	0.722
Adap3	0.894	0.845	-	0.092	-	10.647***	0.799	0.714
Adap4	0.576	0.774	0.089	0.088	7.511***	9.541***	0.332	0.599
Adap5	0.733	0.846	0.109	0.094	8.476***	10.661***	0.537	0.716

$\chi^2/df = 1.279$ p = 0.278 GFI = 0.996 RMSEA = 0.033

Note: *** is significant level at 0.01.

Alignment Activities

Alignment Activities (ALIG) construct is measured by five observed variables (Alig1-Alig5). Correlation matrix means, and the standard deviation is shown in Table 25. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.580 which is the correlation between Alig1 and Alig5, and the highest correlation is 0.795 which is the correlation between Alig2 and Alig3. Bartlett's test of sphericity show chi-square is 1079.636 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.812, and all observed variable have a measure of sampling adequacy (MSA) between 0.774 and 0.929. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 25: Show Correlation Matrix, Means, and Standard Deviation of Alignment Activities

	Alig1	Alig2	Alig3	Alig4	Alig5
Alig1	1.000				
Alig2	0.752***	1.000			
Alig3	0.741***	0.795***	1.000		
Alig4	0.619***	0.640***	0.671***	1.000	
Alig5	0.580***	0.610***	0.622***	0.846***	1.000
\bar{X}	4.06	3.97	3.95	4.11	4.22
S.D.	0.794	0.860	0.875	0.901	0.801

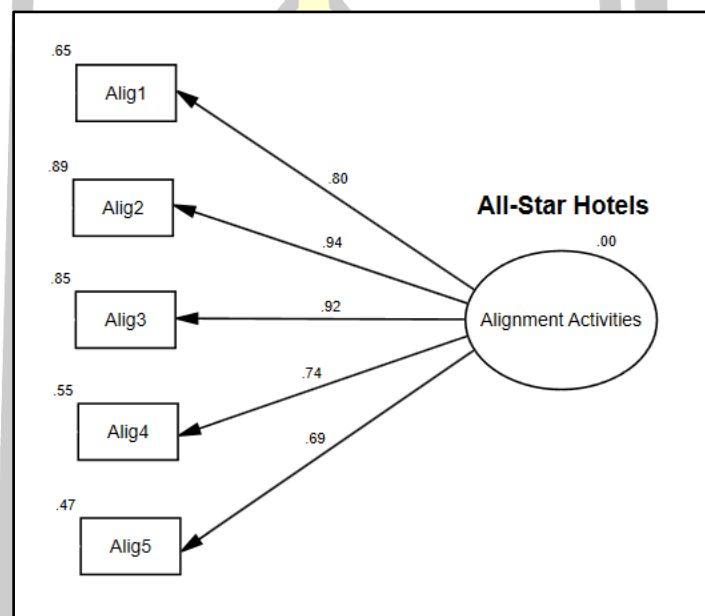
Note: *** is significant level at 0.01

The finding of confirmatory factor analysis (CFA) is shown in Figure 14 and table 26. In figure 14, in this research fixes parameter (Alig3) to 1 as a reference indicator of the model. The selection of variables as a reference an indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ALIG is 0.499. Table 26 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.858$, $p = 0.424$), root mean square error of approximation

(RMSEA) is 0.000 and goodness of fit index (GFI) is 0.997. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.687 (Alig5) to 0.944 (Alig2). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.472 (Alig5) to 0.891 (Alig2). It can be concluded that all observed variables should be included in the further analysis.

Figure 14: The Results of CFA of Alignment Activities



Chi-square=1.726, df=2, p=0.424
 $\chi^2/df = 0.858$, gfi=0.997, rmsea=0.000

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Table 26: Standardized Factor Loading, t-value, and R² of Alignment Activities

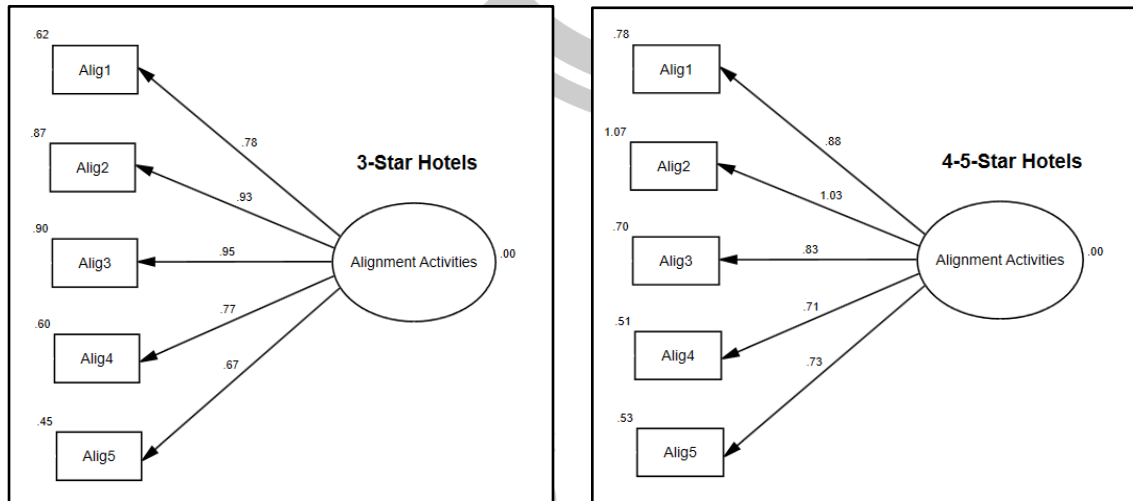
Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Alig1	0.805	0.044	18.003***	0.648
Alig2	0.944	0.042	23.776***	0.891
Alig3	0.921	-	-	0.848
Alig4	0.739	0.058	14.228***	0.546
Alig5	0.687	0.054	12.675***	0.472

$\chi^2/df = 0.858$ $p = 0.424$ $GFI = 0.997$ $RMSEA = 0.000$

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 15 and table 27. In figure 15, in this study fixes parameter Alig2 in 3-star and Alig3 in 4-5-star to 1 as a reference indicator of the model. Table 27 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.099$, $p = 0.906$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 1.000. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.669 (Alig5) to 0.772 (Alig4) in 3-star and 0.713 (Alig4) to 1.035 (Alig2) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.447 (Alig5) to 0.895 (Alig3) in 3-star and 0.508 (Alig4) to 1.071 (Alig2). It can be concluded that all observed variables should be included in the further analysis.

Figure 15: The Results of CFA of Alignment Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=0.198, df=2, p=0.906
 $\chi^2/df = 0.099$, gfi=1.000, rmsea=0.000

Table 27: Standardized Factor Loading, t-value, and R² of Alignment Activities in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Loading		S.E.		t			
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Alig1	0.784	0.883	0.059	0.099	13.421***	9.935***	0.615	0.779
Alig2	0.933	1.035	-	0.136	-	9.361***	0.871	1.071
Alig3	0.946	0.834	0.087	-	12.319***	-	0.895	0.696
Alig4	0.772	0.713	0.075	0.100	12.207***	8.441***	0.596	0.508
Alig5	0.669	0.727	0.075	0.089	9.566***	8.666***	0.447	0.529

$\chi^2/df = 0.099$ p = 0.906 GFI = 1.000 RMSEA = 0.000

Note: *** is significant level at 0.01.

Activation Activities

Activation Activities (ACTI) construct is measured by five observed variables (Acti1-Acti5). Correlation matrix means, and the standard deviation is shown in Table 28. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.570 which is the correlation between Acti1 and Acti5, and the highest correlation is 0.705 which is the correlation between Acti1 and Acti4. Bartlett's test of sphericity chi-square is 748.039 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.880, and all observed variable have a measure of sampling adequacy (MSA) between 0.850 and 0.912. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 28: Show Correlation Matrix, Means, and Standard Deviation of Activation Activities

	Acti1	Acti2	Acti3	Acti4	Acti5
Acti1	1.000				
Acti2	0.614***	1.000			
Acti3	0.622***	0.695***	1.000		
Acti4	0.667***	0.701***	0.681***	1.000	
Acti5	0.570***	0.617***	0.564***	0.705***	1.000
\bar{X}	4.23	4.20	4.13	4.19	4.46
S.D.	0.772	0.765	0.845	0.825	0.697

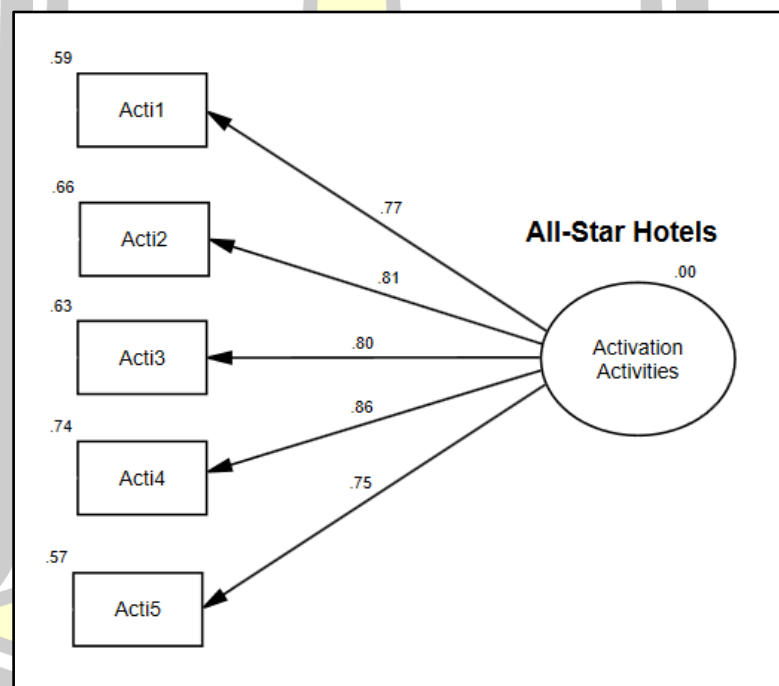
Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 16 and table 29. In figure 16, in this research fixes parameter (Acti4) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is a more straightforward comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ACTI is 0.393. Table 29 shows that Chi-Square test is not significantly different

from zero at a level 0.05 ($\chi^2/df = 0.344$, $p=0.709$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.999. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.753 (Acti5) to 0.863 (Acti4). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.567 (Acti5) to 0.744 (Acti4). It can be concluded that all observed variables should be included in the further analysis.

Figure 16: The Results of CFA of Activation Activities



Chi-square=0.687, df=2, p=0.709
 $\chi^2/df = 0.344$, **gfi=0.999, rmsea=0.000**

Table 29: Standardized Factor Loading, t-value, and R² of Activation Activities

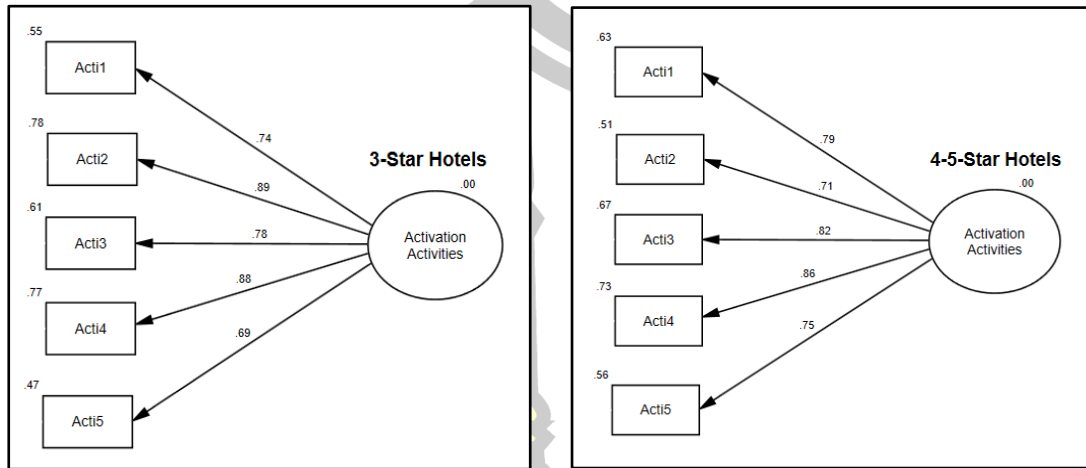
Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Acti1	0.769	0.061	13.712***	0.592
Acti2	0.810	0.063	13.792***	0.656
Acti3	0.796	0.071	13.338***	0.633
Acti4	0.753	-	-	0.567
Acti5	0.863	0.051	14.487***	0.744

$\chi^2/df = 0.344$ $p = 0.709$ $GFI = 0.999$ $RMSEA = 0.000$

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotels and 4-5-star hotels is shown in Figure 17 and table 30. In figure 17, in this study fixes parameter Acti4 in 3-star and Acti4 in 4-5-star to 1 as a reference indicator of the model. Table 30 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.734$, $p = 0.480$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.998. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.689 (Acti5) to 0.886 (Acti2) in 3-star and 0.712 (Acti2) to 0.856 (Acti4) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.474 (Acti5) to 0.785 (Acti2) in 3-star and 0.507 (Acti2) to 0.733 (Acti4). It can be concluded that all observed variables should be included in the further analysis.

Figure 17: The Results of CFA of Activation Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=1.468, df=2, p=0.480
 $\chi^2/df = 0.734$, gfi=0.998, rmsea=0.000

Table 30: Standardized Factor Loading, t-value, and R² of Activation Activities in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t		R ²	
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Acti1	0.740	0.793	0.086	0.093	9.553***	8.872***	0.548	0.629
Acti2	0.886	0.712	0.089	0.092	11.109***	7.752***	0.785	0.507
Acti3	0.781	0.818	0.106	0.098	8.805***	9.850***	0.611	0.668
Acti4	0.879	0.751	-	-	-	-	0.772	0.733
Acti5	0.689	0.856	0.071	0.080	9.559***	8.861***	0.474	0.563

$\chi^2/df = 0.734$ p = 0.480 GFI = 0.998 RMSEA = 0.000

Note: *** is significant level at 0.01.

Accountability Activities

Accountability Activities (ACCO) construct is measured by five observed variables (Acco1-Acco5). Correlation matrix means and standard deviation are shown in Table 31. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.649 which is the correlation between Acco4 and Acco5, and the highest correlation is 0.799 which is the correlation between Acco1 and Acco2. Bartlett's test of sphericity chi-square is 1020.821 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.873, and all observed variable have a measure of sampling adequacy (MSA) between 0.846 and 0.938. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 31: Show Correlation Matrix, Means, and Standard Deviation of Accountability Activities

	Acco1	Acco2	Acco3	Acco4	Acco5
Acco1	1.000				
Acco2	0.799***	1.000			
Acco3	0.769***	0.777***	1.000		
Acco4	0.686***	0.652***	0.787***	1.000	
Acco5	0.665***	0.672***	0.724***	0.649***	1.000
\bar{X}	4.14	4.13	4.11	4.17	4.02
S.D.	0.771	0.770	0.818	0.809	0.846

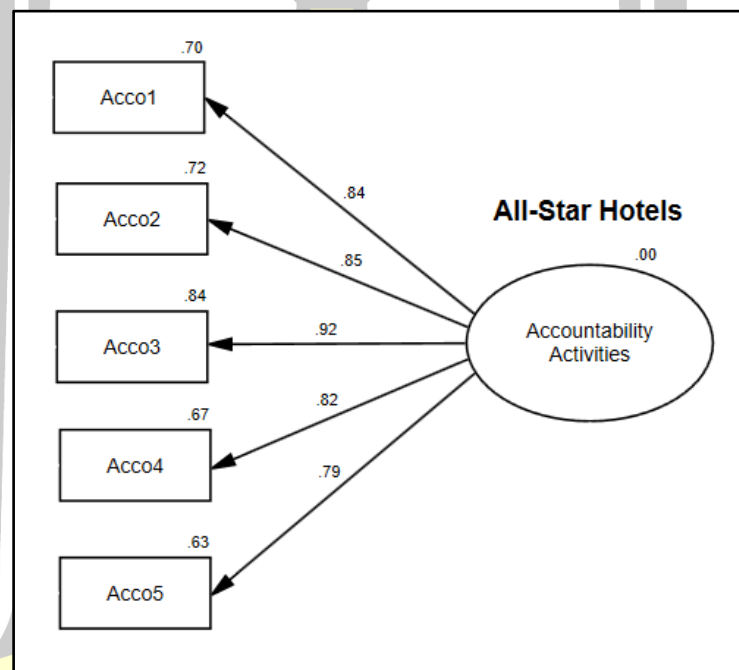
Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 18 and table 32. In figure 18, in this research fixes parameter (Acco3) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is a more straightforward comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ACCO is 0.464. Table 32 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.007, p=0.932$), root mean square error of

approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 1.000. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.792 (Acco8) to 0.915 (Acco3). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.627 (Acco5) to 0.837 (Acco3). It can be concluded that all observed variables should be included in the further analysis.

Figure 18: The Results of CFA of Accountability Activities



Chi-square=0.007, df=1, p=0.932
 $\chi^2/df = 0.007$, gfi=1.000, rmsea=0.000

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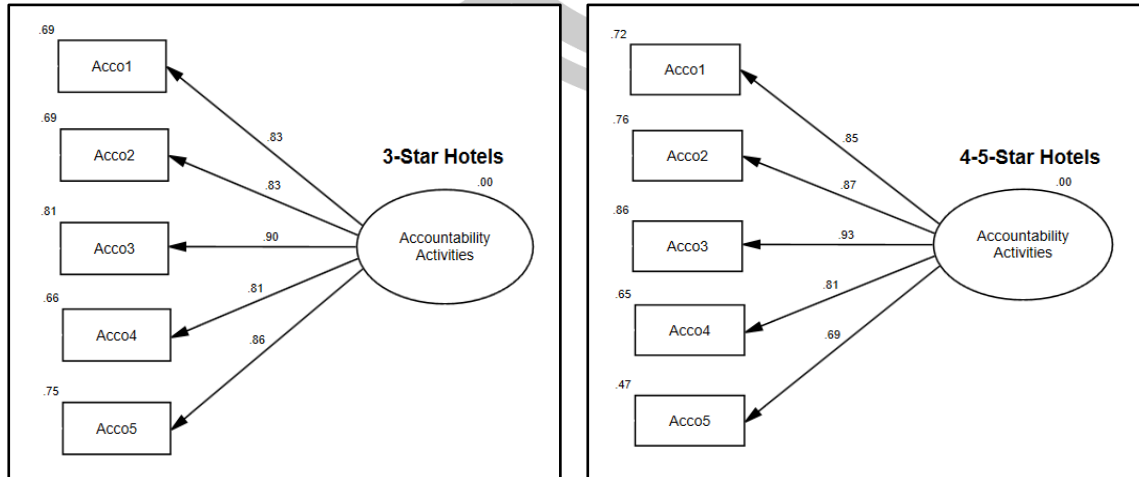
Table 32: Standardized Factor Loading, t-value, and R² of Accountability Activities

Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Acco1	0.839	0.052	16.642***	0.704
Acco2	0.849	0.053	16.633***	0.721
Acco3	0.915	-	-	0.837
Acco4	0.819	0.049	18.000***	0.671
Acco5	0.792	0.057	15.660***	0.627
$\chi^2/df = 0.007$ $p = 0.932$ $GFI = 1.000$ $RMSEA = 0.000$				

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 19 and table 33. In figure 19, in this study fixes parameter Acco3 in 3-star and Acco3 in 4-5-star hotel to 1 as a reference indicator of the model. Table 33 show that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.156$, $p = 0.960$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.999. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.813 (Acco4) to 0.800 (Acco3) in 3-star and 0.686 (Acco5) to 0.925 (Acco3) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.661 (Acco4) to 0.810 (Acco3) in 3-star and 0.471 (Acco5) to 0.856 (Acco3). It can be concluded that all observed variables should be included in the further analysis.

Figure 19: The Results of CFA of Accountability Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=0.625, df=4, p=0.960
 $\chi^2/df = 0.156$, gfi=0.999, rmsea=0.000

Table 33: Standardized Factor Loading, t-value, and R² of Accountability Activities in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Loading		S.E.		t			
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Acco1	0.833	0.851	0.065	0.088	12.019***	11.256***	0.694	0.725
Acco2	0.829	0.874	0.072	0.079	11.883***	11.650***	0.687	0.764
Acco3	0.900	0.925	-	-	-	-	0.810	0.856
Acco4	0.813	0.808	0.057	0.082	14.558***	11.548***	0.661	0.653
Acco5	0.864	0.686	0.070	0.093	12.961***	8.974***	0.746	0.471

$\chi^2/df = 0.156$ p = 0.960 GFI = 0.999 RMSEA = 0.000

Note: *** is significant level at 0.01.

Attraction Activities

Attraction Activities (ATTR) construct is measured by five observed variables (Attr1-Attr5). Correlation matrix means and standard deviation are shown in Table 34. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.635 which is the correlation between Attr1 and Attr5, and the highest correlation is 0.798 which is the correlation between Attr3 and Attr4. Bartlett's test of sphericity chi-square is 1079.637 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.878, and all observed variable have a measure of sampling adequacy (MSA) between 0.862 and 0.915. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 34: Show Correlation Matrix, Means, and Standard Deviation of Attraction Activities

	Acco1	Acco2	Acco3	Acco4	Acco5
Attr1	1.000				
Attr2	0.796***	1.000			
Attr3	0.728***	0.788***	1.000		
Attr4	0.720***	0.757***	0.798***	1.000	
Attr5	0.635***	0.725***	0.696***	0.738***	1.000
\bar{X}	4.00	3.94	3.97	3.97	3.87
S.D.	0.801	0.820	0.844	0.853	0.919

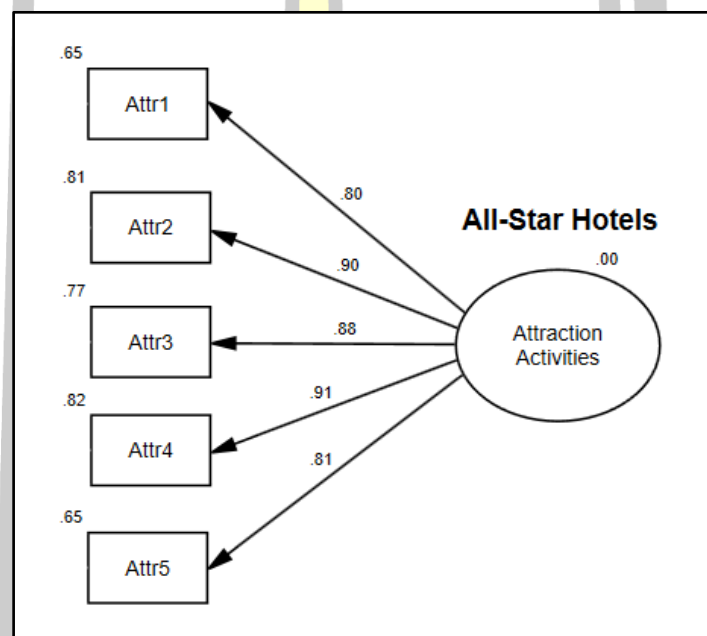
Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 20 and table 35. In figure 20, in this research fixes parameter (Attr2) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ATTR is 0.531. Table 35 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 1.773, p=0.170$), root mean square error of approximation (RMSEA)

is 0.050 and goodness of fit index (GFI) is 0.994. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.804 (Attr1) to 0.906 (Attr5). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.646 (Attr1) to 0.821 (Attr4). It can be concluded that all observed variables should be included in the further analysis.

Figure 20: The Results of CFA of Attraction Activities



Chi-square=3.546, df=2, p=0.170
 $\chi^2/df = 1.773$, gfi=0.994, rmsea=0.055

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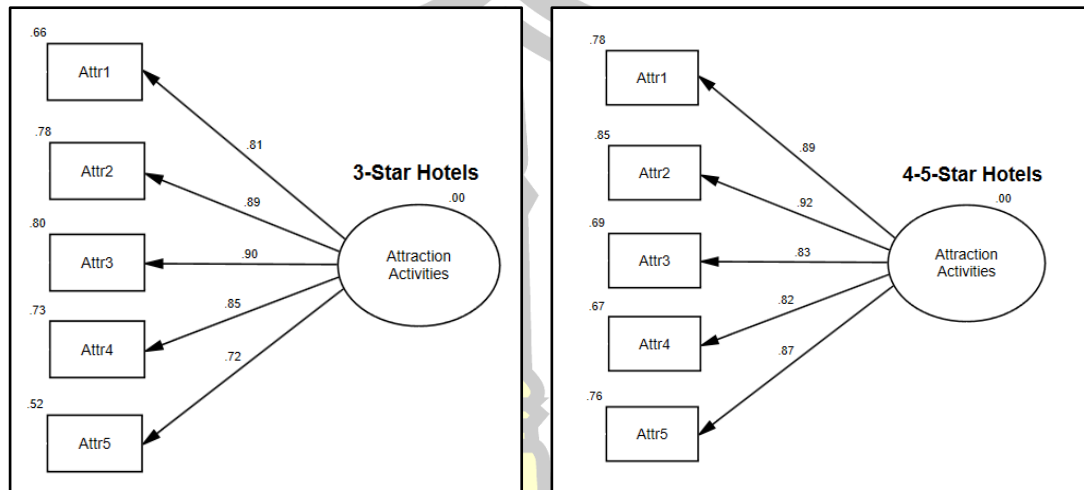
Table 35: Standardized Factor Loading, t-value, and R² of Attraction Activities

Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Attr1	0.804	0.045	19.247***	0.646
Attr2	0.898	-	-	0.806
Attr3	0.879	0.056	17.879***	0.772
Attr4	0.906	0.060	17.461***	0.821
Attr5	0.807	0.061	16.434***	0.651
$\chi^2/df = 1.773$ $p = 0.170$ $GFI = 0.994$ $RMSEA = 0.050$				

Note: *** is significant level at 0.01

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 21 and table 36. In figure 21, in this study fixes parameter Attr4 in 3-star and Attr2 in 4-5-star hotel to 1 as a reference indicator of the model. Table 36 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 2.085$, $p = 0.124$), root mean square error of approximation (RMSEA) is 0.065 and goodness of fit index (GFI) is 0.994. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.722 (Attr5) to 0.896 (Attr3) in 3-star and 0.821 (Attr4) to 0.923 (Attr2) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.521 (Attr5) to 0.803 (Attr3) in 3-star and 0.674 (Attr4) to 0.851 (Attr2). It can be concluded that all observed variables should be included in the further analysis.

Figure 21: The Results of CFA of Attraction Activities in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=4.170, df=2, p=0.124
 $\chi^2/df = 2.085$, gfi=0.994, rmsea=0.065

Table 36: Standardized Factor Loading, t-value, and R² of Attraction Activities in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t			
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Attr1	0.811	0.885	0.096	0.064	9.336***	14.589***	0.657	0.784
Attr2	0.886	0.923	0.095	-	10.574***	-	0.785	0.851
Attr3	0.896	0.831	0.070	0.076	14.706***	12.545***	0.803	0.691
Attr4	0.854	0.821	-	0.080	-	11.775***	0.728	0.674
Attr5	0.722	0.874	0.080	0.086	10.706***	13.476***	0.521	0.764

$\chi^2/df = 2.085$ p = 0.124 GFI = 0.994 RMSEA = 0.065

Note: *** is significant level at 0.01.

Asset Management

Asset Management (ASSE) construct is measured by five observed variables (Asse1-Asse5). Correlation matrix, means, and standard deviation are shown in Table 37. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.504 which is the correlation between Asse1 and Asse3, and the highest correlation is 0.768 which is the correlation between Asse3 and Asse4. Bartlett's test of sphericity show chi-square is 743.061 df = 10 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.824, and all observed variable have a measure of sampling adequacy (MSA) between 0.772 and 0.888. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 37: Show Correlation Matrix, Means, and Standard Deviation of Asset Management

	Asse1	Asse2	Asse3	Asse4	Asse5
Asse1	1.000				
Asse2	0.642***	1.000			
Asse3	0.504***	0.625***	1.000		
Asse4	0.508***	0.630***	0.768***	1.000	
Asse5	0.564***	0.639***	0.562***	0.617***	1.000
\bar{X}	4.40	4.16	3.92	3.95	4.16
S.D.	0.655	0.778	0.738	0.730	0.733

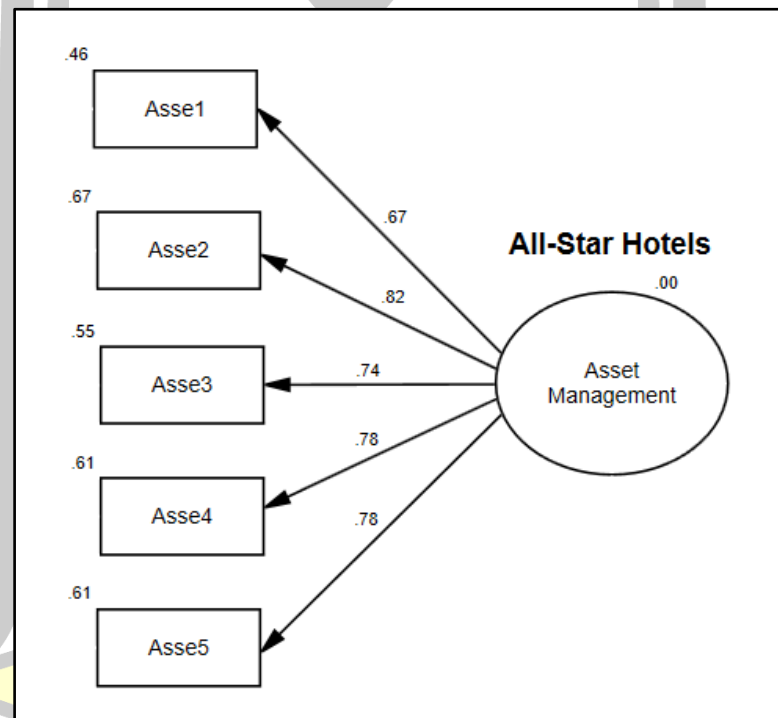
Note: *** is significate level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 22 and table 38. In figure 22, in this research fixes parameter (Asse4) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of ASSE is 0.324. Table 38 shows that Chi-Square test is not significantly different from zero at a

level 0.05 ($\chi^2/df = 2.645$, $p = 0.104$), root mean square error of approximation (RMSEA) is 0.080 and goodness of fit index (GFI) is 0.996. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.675 (Asse1) to 0.821 (Asse2). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.445 (Asse1) to 0.675 (Asse2). It can be concluded that all observed variables should be included in the further analysis.

Figure 22: The Results of CFA of Asset Management



Chi-square=2.645, df=1, p=0.104
 $\chi^2/df = 2.645$, gfi=0.996, rmsea=0.080

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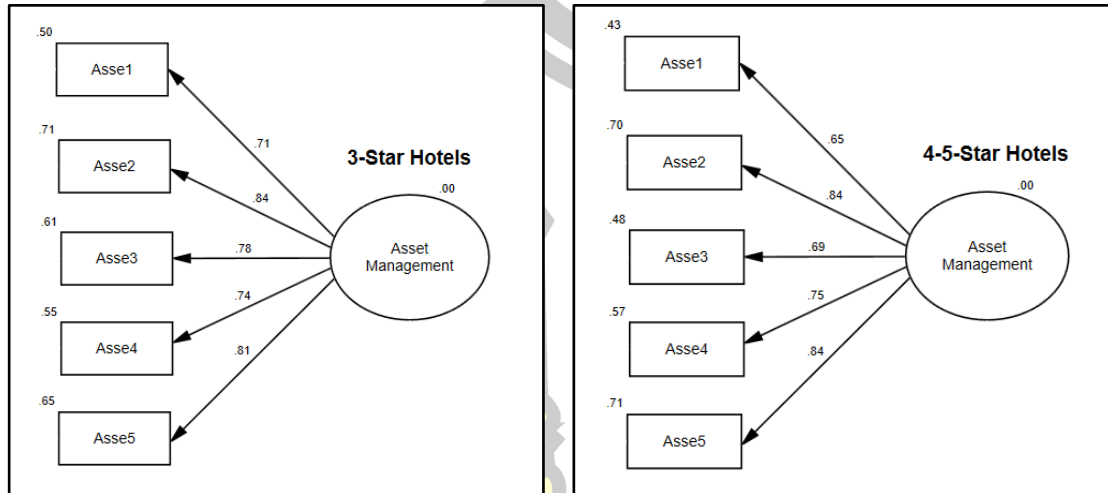
Table 38: Standardized Factor Loading, t-value, and R² of Asset Management

Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Asse1	0.675	0.092	8.467***	0.455
Asse2	0.821	0.096	11.754***	0.674
Asse3	0.778	0.054	17.758***	0.606
Asse4	0.779	-	-	0.607
Asse5	0.744	0.087	11.531***	0.554
$\chi^2/df = 2.645$ $p = 0.104$ $GFI = 0.996$ $RMSEA = 0.080$				

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 23 and table 39. In figure 23, in this study fixes parameter Asse2 in 3-star and Asse4 in 4-5-star hotel to 1 as a reference indicator of the model. Table 39 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.009$, $p = 0.991$), root mean square error of approximation (RMSEA) is 0.065 and goodness of fit index (GFI) is 1.000. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.708 (Asse1) to 0.846 (Asse2) in 3-star and 0.652 (Asse1) to 0.843 (Asse5) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.501 (Asse1) to 0.708 (Asse2) in 3-star and 0.425 (Asse1) to 0.711 (Asse5). It can be concluded that all observed variables should be included in the further analysis.

Figure 23: The Results of CFA of Asset Management in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=0.018, df=2, p=0.991
 $\chi^2/df = 0.009$, gfi=1.000, rmsea=0.000

Table 39: Standardized Factor Loading, T-value, and R² of Asset Management in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t		3-Star	4-5-Star
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star		
Asse1	0.708	0.652	0.078	0.130	8.415***	6.553***	0.501	0.425
Asse2	0.842	0.838	-	0.200	-	6.174***	0.708	0.702
Asse3	0.739	0.691	0.136	0.057	6.385***	16.292***	0.615	0.477
Asse4	0.806	0.754	0.112	-	8.038***	-	0.546	0.568
Asse5	0.784	0.843	0.152	0.173	6.092***	6.823***	0.650	0.711

$\chi^2/df = 0.009$ p = 0.991 GFI = 1.000 RMSEA = 0.000

Note: *** is significant level at 0.01.

Service Performance

Service Performance (PERS) construct is measured by five observed variables (Per1-Per5). Correlation matrix, means, and standard deviation are shown in Table 40. The results show that correlations of all pairs of observed are different from zero at significance level 0.01. The lowest correlation is 0.112 which is the correlation between Per1 and Per3, and the highest correlation is 0.522 which is the correlation between Per2 and Per3. Bartlett's test of sphericity chi-square is 161.598 df = 6 and significance is 0.000 at a level of significance 0.05, Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is 0.640, and all observed variable have a measure of sampling adequacy (MSA) between 0.590 and 0.759. It can be concluded that a correlation matrix is considered correlated thus in the study could proceed to perform the next step in data analysis.

Table 40: Show Correlation Matrix, Means, and Standard Deviation of Service Performance

	Per1	Per2	Per3	Per4
Per1	1.000			
Per2	0.326***	1.000		
Per3	0.112**	0.522***	1.000	
Per4	0.142***	0.390***	0.360***	1.000
\bar{X}	4.35	4.17	4.11	4.06
S.D.	0.615	0.583	0.664	0.696

Note: ** is significant level at 0.05.

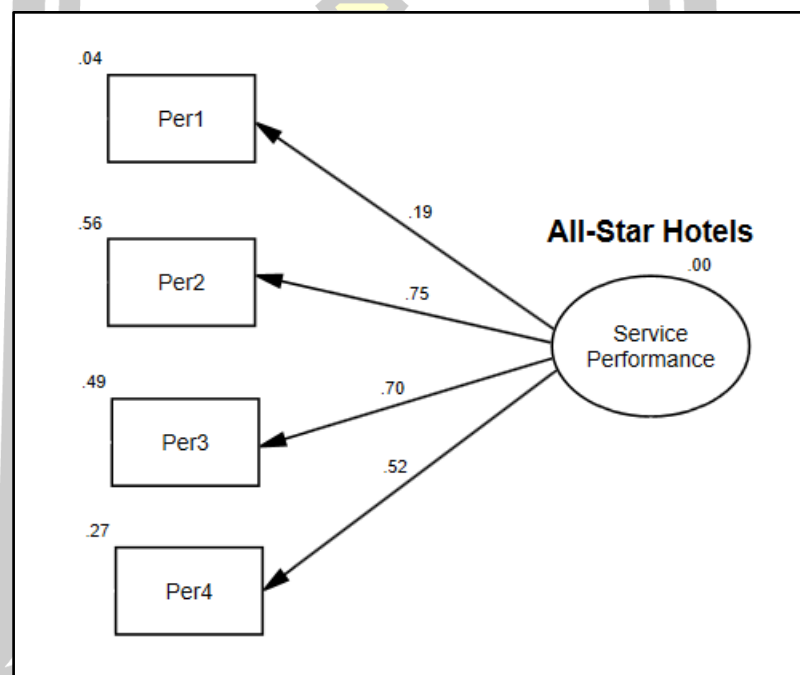
*** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) is shown in Figure 24 and table 41. In figure 24, in this research fixes parameter (Per2) to 1 as a reference indicator of the model. The selection of variables as a reference indicator should be performed with the highest reliability observation variable in the model (Kline, 2005).

The benefit of a fixed parameter is an easier comparison of a magnitude of highest reliability between observed variables in the model. Covariance of PERS is 0.125. Table 41 shows that Chi-Square test is not significantly different from zero at a

level 0.05 ($\chi^2/df = 0.954$, $p = 0.331$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.998. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.192 (Per1) to 0.750 (Per2). All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R^2) is the percentage of variance of construct explained by an observed variable. R^2 has ranged from 0.037 (Per1) to 0.562 (Per2). It can be concluded that all observed variables should be included in the further analysis.

Figure 24: The Results of CFA of Service Performance



Chi-square=0.945, df=1, p=0.331
 $\chi^2/df = 0.945$, gfi=0.998, rmsea=0.000

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Table 41: Standardized Factor Loading, t-value, and R² of Service Performance

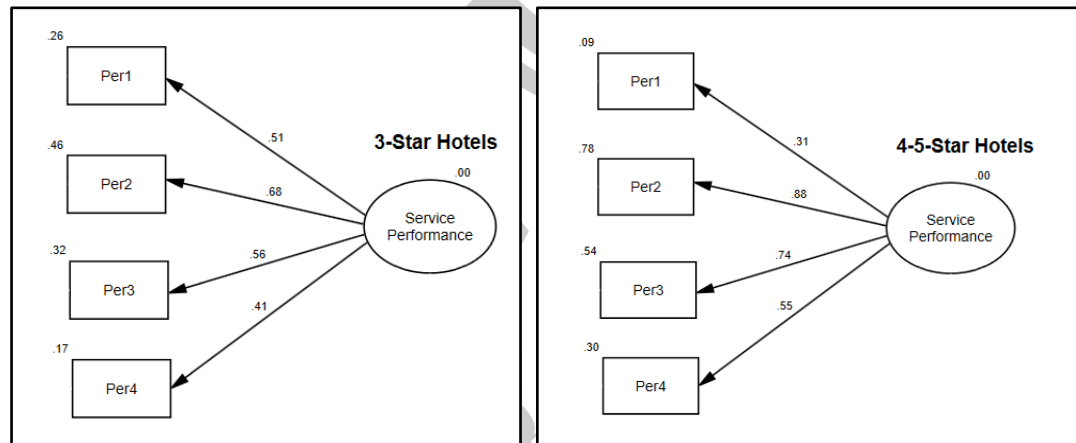
Variables	Factor Loading			R ²
	Standardized Factor Loading	S.E.	t	
Per1	0.192	0.111	2.428***	0.037
Per2	0.750	-	-	0.562
Per3	0.698	0.174	6.086***	0.487
Per4	0.516	0.139	5.919***	0.266

$\chi^2/df = 0.945$ $p = 0.331$ $GFI = 0.998$ $RMSEA = 0.000$

Note: *** is significant level at 0.01.

The finding of confirmatory factor analysis (CFA) in multi-groups between 3-star hotel and 4-5-star hotel is shown in Figure 25 and table 42. In figure 25, in this study fixes parameter Per2 in 3-star and Per2 in 4-5-star hotel to 1 as a reference indicator of the model. Table 42 shows that Chi-Square test is not significantly different from zero at a level 0.05 ($\chi^2/df = 0.961$, $p = 0.383$), root mean square error of approximation (RMSEA) is 0.000 and goodness of fit index (GFI) is 0.996. It can be implied that there is a goodness of fit between observed data and estimated model. Standardized factor loading of each observed variable has ranged from 0.708 (Asse1) to 0.846 (Asse2) in 3-star and 0.414 (Per1) to 0.676 (Per2) in 4-5-star. All standardized factor loadings have a significant impact at a level of significance 0.01. Squared Multiple Correlation (R²) is the percentage of variance of construct explained by an observed variable. R² has ranged from 0.171 (Per4) to 0.457 (Per2) in 3-star and 0.093 (Per1) to 0.781 (Per2). It can be concluded that all observed variables should be included in the further analysis.

Figure 25: The Results of CFA of Service Performance in 3-Star and 4-5-Star Hotels (Multi-groups)



Chi-square=1.922, df=1, p=0.383
 $\chi^2/df = 0.961$, gfi=0.996, rmsea=0.000

Table 42: Standardized Factor Loading, t-value, and R² of Service Performance in 3-Star and 4-5-Star Hotels (Multi-groups)

Variables	Factor Loading						R ²	
	Standardized Factor Loading		S.E.		t			
	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star	3-Star	4-5-Star
Per1	0.514	0.305	0.301	0.116	2.828***	2.961***	0.264	0.93
Per2	0.676	0.884	-	-	-	-	0.457	0.781
Per3	0.562	0.738	0.313	0.159	2.945***	6.126***	0.316	0.544
Per4	0.414	0.552	0.227	0.131	3.344***	5.401***	0.171	0.305

$\chi^2/df = 0.961$ p = 0.383 GFI = 0.996 RMSEA = 0.000

Note: *** is significant level at 0.01.

Summery, the section of confirmatory factor analysis, all fifty-seven-measurement item except Per1: 0.192 (All-Star Hotels) and Per1: 0.302 (4-5-Star Hotels) have factor loading higher than 0.40. As a rule of thumb to access significant of factor loading, factor loading of 0.30 to 0.40 are minimally accepted (Hair et al., 2010). Variables with factor loadings below 0.40 were eliminated (Hair et al., 2010). Therefore, one variable is deleted from a measurement model.

Descriptive Statistics

In this section, the study shows descriptive statistics of all variables and constructs for all-star rating hotels in proactive and responsive market orientation, 7As and service performance conceptual framework. Descriptive statistics describes the characteristic of empirical data in the quantitative term. In addition, correlation matrices of three frameworks are examined for testing a relationship among constructs.

1) Descriptive statistics

Descriptive statistics which are mean (\bar{X}), Median, Standard deviation (S.D.), skewness (Skew), standard error of skewness (S.E.), kurtosis and standard error of kurtosis (S.E. kur) for all-star rating hotels in proactive and responsive market orientation, 7As and service performance conceptual framework are shown in Table 43.

Table 43: Descriptive Statistic of Proactive and Responsive Market Orientation, Marketing Activities Lever (7As) and Service Performance

Construct	All-Star Hotels						
	\bar{X}	Median	S.D.	Skewness	S.E. Skew	Kurtosis	S.E. Kur
PMO	3.978	4.000	0.650	-0.364***	0.153	-0.583**	0.304
PMO1	4.14	4.000	0.820	-0.482***	0.153	-0.780***	0.304
PMO2	4.15	4.000	0.828	-0.494***	0.153	-0.821***	0.304
PMO3	3.97	4.000	0.839	-0.472***	0.153	-0.185	0.304
PMO4	4.05	4.000	0.929	-0.703***	0.153	-0.399	0.304
PMO5	3.41	3.000	0.895	-0.097	0.153	-0.431*	0.304
PMO6	3.89	4.000	0.809	-0.254**	0.153	-0.554**	0.304
PMO7	4.01	4.000	0.865	-0.530***	0.153	-0.264	0.304
PMO8	4.20	4.000	0.771	-0.620***	0.153	-0.273	0.304
RMO	4.265	4.400	0.598	-0.787***	0.153	0.155	0.304
RMO1	4.42	5.000	0.646	-0.667***	0.153	-0.559**	0.304
RMO2	4.33	4.000	0.689	-0.619***	0.153	-0.436*	0.304
RMO3	4.19	4.000	0.850	-0.921***	0.153	0.465*	0.304
RMO4	4.20	4.000	0.784	-0.706***	0.153	-0.042	0.304
RMO5	4.12	4.000	0.840	-0.635***	0.153	-0.144	0.304

Table 43: Descriptive Statistic of Proactive and Responsive Market Orientation, Marketing Activities Lever (7As) and Service Performance (Continue)

Construct	All-Star Hotels						
	\bar{X}	Median	S.D.	Skewness	S.E. Skew	Kurtosis	S.E. Kur
RMO6	4.24	4.000	0.811	-0.964**	0.153	0.957**	0.304
RMO7	4.44	5.000	0.667	-0.955**	0.153	0.442*	0.304
RMO8	4.55	5.000	0.612	-1.020**	0.153	0.013	0.304
RMO9	4.02	4.000	1.021	-0.911**	0.153	0.283	0.304
RMO10	4.13	4.000	0.889	-1.063**	0.153	1.145***	0.304
ANTI	3.691	3.800	0.703	0.051	0.153	-0.495*	0.304
Anti1	3.42	3.000	0.897	0.149	0.153	-0.118	0.304
Anti2	3.73	4.000	0.846	-0.286**	0.153	-0.091	0.304
Anti3	3.64	4.000	0.858	-0.062	0.153	-0.475*	0.304
Anti4	3.82	4.000	0.833	-0.219*	0.153	-0.382	0.304
Anti5	3.84	4.000	0.827	-0.163	0.153	-0.695***	0.304
ADAP	4.072	4.000	0.642	-0.380***	0.153	-0.316	0.304
Adap1	4.03	4.000	0.742	-0.517***	0.153	0.185	0.304
Adap2	3.96	4.000	0.765	-0.419***	0.153	-0.104	0.304
Adap3	4.09	4.000	0.737	-0.375**	0.153	-0.378	0.304
Adap4	4.27	4.000	0.727	-0.589***	0.153	-0.464*	0.304
Adap5	4.01	4.000	0.799	-0.295**	0.153	-0.705***	0.304
ALIG	4.059	4.104	0.736	-0.621***	0.153	-0.125	0.304
Alig1	4.06	4.000	0.742	-0.534***	0.153	-0.180	0.304
Alig2	3.97	4.000	0.765	-0.539***	0.153	-0.143	0.304
Alig3	3.95	4.000	0.737	-0.612***	0.153	-0.124	0.304
Alig4	4.11	4.000	0.727	-0.764***	0.153	-0.228	0.304
Alig5	4.22	4.000	0.799	-0.733***	0.153	-0.153	0.304
ACTI	4.242	4.200	0.661	-0.809***	0.153	-0.254	0.304
Acti1	4.23	4.000	0.772	-0.787***	0.153	0.189	0.304
Acti2	4.20	4.000	0.765	-0.835***	0.153	0.844***	0.304
Acti3	4.13	4.000	0.845	-0.928***	0.153	1.054***	0.304
Acti4	4.19	4.000	0.825	-1.041***	0.153	1.275***	0.304
Acti5	4.46	5.000	0.697	-0.048***	0.153	0.350	0.304
ACCO	4.111	4.000	0.707	-0.418***	0.153	-0.518**	0.304
Acco1	4.14	4.000	0.771	-0.508***	0.153	-0.398	0.304
Acco2	4.13	4.000	0.770	-0.539***	0.153	-0.244	0.304
Acco3	4.11	4.000	0.818	-0.589***	0.153	-0.305	0.304
Acco4	4.17	4.000	0.809	-0.684***	0.153	-0.189	0.304
Acco5	4.02	4.000	0.846	-0.359***	0.153	-0.814***	0.304

Table 43: Descriptive Statistic of Proactive and Responsive Market Orientation, Marketing Activities Lever (7As) and Service Performance (Continue)

Construct	All-Star Hotels						
	\bar{X}	Median	S.D.	Skewness	S.E. Skew	Kurtosis	S.E. Kur
ATTR	3.949	4.000	0.754	-0.391***	0.153	-0.275	0.304
Attr1	4.00	4.000	0.801	-0.595***	0.153	0.310	0.304
Attr2	3.94	4.000	0.802	-0.357***	0.153	-0.265	0.304
Attr3	3.97	4.000	0.844	-0.384***	0.153	-0.603***	0.304
Attr4	3.97	4.000	0.853	-0.561***	0.153	-0.245	0.304
Attr5	3.87	4.000	0.919	-0.567***	0.153	0.013	0.304
ASSE	4.117	4.200	0.604	-0.280**	0.153	-0.419*	0.304
Asse1	4.40	4.000	0.665	-0.711***	0.153	-0.148	0.304
Asse2	4.16	4.000	0.778	-0.483***	0.153	-0.602***	0.304
Asse3	3.92	4.000	0.738	-0.052	0.153	-0.739***	0.304
Asse4	3.95	4.000	0.730	-0.111	0.153	-0.652***	0.304
Asse5	4.16	4.000	0.733	-0.321***	0.153	-0.881***	0.304
PERS	4.172	4.000	0.443	0.448***	0.153	-0.138	0.304
Pers1	4.35	4.000	0.615	-0.381***	0.153	-0.656***	0.304
Pers2	4.17	4.000	0.583	-0.161	0.153	0.304	0.304
Pers3	4.11	4.000	0.664	-0.121	0.153	-0.736***	0.304
Pers4	4.06	4.000	0.696	-0.085	0.153	-0.923***	0.304

Note: * is significant level at 0.10.
 ** is significant level at 0.05.
 *** is significant level at 0.01.

Means of all variables in Table 43 range from 3.41 (PMO5) to 4.55 (RMO8) and means of all constructs range from 3.69 (ANTI) to 4.26 (RMO). Medians of almost all variables are approximately equaled with their means. To meet the underlying assumption of SEMs a variable should have a normal distribution for reliable results of data analysis. The finding shows that the almost constructs is significant in Skewness and Kurtosis test. Thus, the data of proactive and responsive market orientation, 7As, and service performance framework may encounter a problem of non-normal distribution of variables and constructs. Due to large enough of sample size ($N > 200$) in data testing, the result of proactive and responsive market orientation, 7As, and service performance.

Moreover, constructs are robustness and are not impacted by a non-normal distribution. An estimating parameter of in SEM via Maximum likelihood estimation (ML) is convergence and has proper solutions when the sample size is large enough

(Boomsma and Hoogland, 2001). Therefore, the findings of proactive and responsive market orientation, 7As, and service performance are reliable and valid.

2) Correlation Analysis

The Pearson correlation for bivariate analysis of each variable pair is conducted in this research. The correlation analysis results show a multicollinearity problem and explore the relationships among the variable. Correlation matrices of proactive and responsive market orientation, 7As, and service performance conceptual framework are shown in Table 44 to 46. A correlation matrix displays the correlations among ten construct which indicate the relative strength and direction of a linear relationship among constructs in a correlation matrix. In this study, show correlation matrix separate star rating hotels. Tables 44 and 46 also demonstrate a mean (\bar{X}) and standard deviation (S.D.) of ten constructs in this research. The bivariate correlation procedure is subject to a two-tailed test of statistical significance at 1 level shown as $P < 0.01$.

Table 44: Correlation Matrix of All Constructs in All-Star Hotels

	PMO	RMO	ANTI	ADAP	ALIG	ACTI	ACCO	ATTR	ASSE	PERS
PMO	1.000									
RMO	0.712***	1.000								
ANTI	0.600***	0.521***	1.000							
ADAP	0.661***	0.696***	0.419***	1.000						
ALIG	0.716***	0.738***	0.555***	0.708***	1.000					
ACTI	0.656***	0.716***	0.489***	0.634***	0.788***	1.000				
ACCO	0.611***	0.646***	0.413***	0.663***	0.704***	0.725***	1.000			
ATTR	0.631***	0.625***	0.450***	0.685***	0.697***	0.715***	0.663***	1.000		
ASSE	0.665***	0.649***	0.427***	0.675***	0.706***	0.733***	0.680***	0.747***	1.000	
PERS	0.428***	0.448***	0.265***	0.391***	0.415***	0.324***	0.392***	0.349***	0.433***	1.000
X	3.978	4.265	3.691	4.072	4.059	4.242	4.114	3.949	4.117	4.172
S.D.	0.650	0.598	0.703	0.642	0.736	0.661	0.707	0.754	0.604	0.443

Note: *** significate level at 0.01.

Table 45: Correlation Matrix of All Constructs in 3-Star Hotels

	PMO	RMO	ANTI	ADAP	ALIG	ACTI	ACCO	ATTR	ASSE	PERS
PMO	1.000									
RMO	0.733***	1.000								
ANTI	0.667***	0.630***	1.000							
ADAP	0.671***	0.693***	0.466***	1.000						
ALIG	0.745***	0.736***	0.586***	0.689***	1.000					
ACTI	0.685***	0.689***	0.531***	0.595***	0.711***	1.000				
ACCO	0.639***	0.669***	0.432***	0.731***	0.761***	0.731***	1.000			
ATTR	0.719***	0.685***	0.538***	0.691***	0.731***	0.741***	0.724***	1.000		
ASSE	0.691***	0.655***	0.463***	0.695***	0.750***	0.746***	0.710***	0.770***	1.000	
PERS	0.441***	0.452***	0.415***	0.395***	0.393***	0.274***	0.343***	0.347***	0.423***	1.000
X	3.820	5.210	3.585	4.036	3.971	4.152	3.968	3.8331	4.029	4.122
S.D.	0.631	0.724	0.699	0.624	0.744	0.672	0.739	0.759	0.599	0.414

Note: *** significate level at 0.01.

Table 46: Correlation Matrix of All Constructs in 4-5-Star Hotels

	PMO	RMO	ANTI	ADAP	ALIG	ACTI	ACCO	ATTR	ASSE	PERS
PMO	1.000									
RMO	0.673***	1.000								
ANTI	0.509***	0.393***	1.000							
ADAP	0.667***	0.702***	0.370***	1.000						
ALIG	0.682***	0.733***	0.506***	0.728***	1.000					
ACTI	0.610***	0.733***	0.423***	0.673***	0.755***	1.000				
ACCO	0.538***	0.601***	0.355***	0.604***	0.628***	0.706***	1.000			
ATTR	0.516***	0.548***	0.332***	0.683***	0.650***	0.675***	0.572***	1.000		
ASSE	0.621***	0.627***	0.366***	0.658***	0.661***	0.709***	0.631***	0.712***	1.000	
PERS	0.394***	0.427***	0.302***	0.381***	0.422***	0.352***	0.422***	0.332***	0.426***	1.000
X	4.134	4.360	3.795	4.107	4.146	4.331	4.259	4.065	4.204	4.222
S.D.	0.632	0.602	0.694	0.660	0.720	0.640	0.644	0.733	0.598	0.466

Note: ** significate level at 0.01.

Therefore, the correlation matrix can prove the correlation between the two variable and verify the multicollinearity problems by the inter-correlations among the independent variables. The results indicate no multicollinearity problems in this study. And the result is lower at 0.80 (Hair et al., 2006). Accordingly, the evidence suggests that there are significant relationships among the proactive and responsive market orientation, 7As and service performance in all-star hotels ($r = 0.265$ to 0.788 , $P < 0.01$). The correlation matrix reveals a correlation between the proactive and responsive market orientation, 7As, and service performance in 3-star hotels are significantly and positively correlated ($r = 0.274$ to 0.770 , $P < 0.01$). Finally, the between the proactive and responsive market orientation, 7As, and service performance in 4-5-star hotels are positively significantly related together ($r = 0.302$ to 0.775 , $P < 0.01$).

Measurement Model Assessment

In this study, tests the reliability and validity of a measurement model of proactive and responsive market orientation, 7As, and service performance. The objective of measurement model assessment is to evaluate the reliability and the validity of observed variables and constructs to increase the quality of input of a structural model.

1) Reliability Test

Reliability measures the internal consistency of a set of variables of a latent construct. High reliability of a construct demonstrates high opportunity of all variables in a construct to measure the same thing (Hair et al., 2006). Reliability has a value between 0 and 1. Reliability of all constructs in this study is tested by using Cronbach's alpha (α) (Cronbach, 1951). The rule of thumb is that Cronbach's alpha should be higher than 0.7 (Nunnally and Bernstein, 1994) for enough internal consistency. The results of testing reliability of all variable and constructs are shown in Table 47. For proactive and responsive market orientation, seven marketing activities, and service performance, all constructs in all-star hotels have reliability indices range from 0.736 to 0.934. For all constructs in 3-star and 4-5-star hotels have reliability range from 0.770 to 0.934 and 0.720 to 0.937, respectively. The results show high reliabilities of all constructs and can analysis validity in the net section.

Table 47: Cronbach's Alpha of All Ten Constructs

Construct	Number of variables	All-Star Hotels	3-Star Hotels	4-5-Star Hotels
Exogenous				
Proactive Market Orientation	8 Items	0.901	0.884	0.907
Responsive Market Orientation	10 Items	0.918	0.905	0.928
Endogenous				
Anticipation Activation	5 Items	0.883	0.884	0.878
Adaptation Activation	5 Items	0.905	0.883	0.926
Alignment Activities	5 Items	0.919	0.926	0.911
Activation Activities	5 Items	0.900	0.900	0.897
Accountability Activities	5 Items	0.927	0.934	0.912
Attraction Activities	5 Items	0.934	0.927	0.937
Asset Management	5 Items	0.887	0.883	0.887
Service Performance	4 Items	0.736	0.770	0.720

2) Validity Test

To test the validity of a measurement model, the confirmatory factor analysis is used. For CFA, the aim of applying CFA is to test how well the construct validity developed from prior research (Carlo and Randall, 2002). Moreover, Nunnally and Berstein (1994) suggested that all constructs should have factor loading that is great than 0.40. Another objective of CFA is to assess a measurement model. This assessment is to test the reliability and the validity of constructs.

For testing the reliability of each variable, composite reliability (R^2) is used to test the reliability of each variable. This measure demonstrates how well variables serve as measurement items for constructs, whereas R^2 has a value between 0.00 and 1.00, the value of R^2 from 0.30 to 0.50 is acceptable (Moore, Notz, and Flinger, 2013). A significant value reveals a good measurement item for constructs. In Table 48, all variables except PMO5, RMO7, RMO8, Anti5, Per3, Per2 have R^2 lower than 0.4. Thus, they demonstrate wrong measurement items. However, Hair et al. (2006) suggested that a researcher should consider factor loading between variables and constructs more than composite reliability for deleting variables.

Factor loadings (λ) of a measurement model of proactive and responsive market orientation, 7As, and service performance are shown in Table 48. The findings show all variable have a factor loading more than 0.4, Average Variance Extracted (AVE) more than 0.50 (Fornell and Larcker, 1981), and Construct Reliability (CR) more than 0.70 (Hair et al., 2005). Therefore, all variable not will be deleted from the model.

Table 48: Standardized Factor Loading, S.E., t-value, R², A.V.E., and CR of Measurement Model of All Construct

Variable	Factor loading			R ²	AVE	CR
	Standardize Estimate	S.E.	t			
PMO					0.506	0.891
1. PMO1	0.747	-	-	0.558		
2. PMO2	0.663	0.074	12.137***	0.440		
3. PMO3	0.699	0.086	11.149***	0.489		
4. PMO4	0.765	0.094	12.315***	0.585		
5. PMO5	0.601	0.093	9.477***	0.361		
6. PMO6	0.698	0.083	11.112***	0.487		
7. PMO7	0.743	0.088	11.875***	0.551		
8. PMO8	0.759	0.078	12.172***	0.575		
RMO					0.502	0.901
1. RMO1	0.644	0.061	10.690***	0.415		
2. RMO2	0.759	0.063	13.039***	0.577		
3. RMO3	0.778	0.078	13.443***	0.605		
4. RMO4	0.817	0.071	14.274***	0.668		
5. RMO5	0.787	0.056	18.761***	0.620		
6. RMO6	0.782	-	-	0.611		
7. RMO7	0.557	0.065	9.080***	0.311		
8. RMO8	0.519	0.060	8.385***	0.269		
9. RMO9	0.701	0.096	11.813***	0.492		
10. RMO10	0.722	0.082	12.182***	0.521		
ANTI					0.622	0.890
1. Anti1	0.732	0.060	14.188***	0.536		
2. Anti2	0.827	0.053	17.206***	0.684		
3. Anti3	0.900	-	-	0.810		
4. Anti4	0.826	0.052	17.183***	0.682		
5. Anti5	0.630	0.062	10.866***	0.397		

Table 48: Standardized Factor Loading, S.E., t-value, R², A.V.E., and CR of Measurement Model of All Construct (Continue)

Variable	Factor loading			R ²	AVE	CR
	Standardize Estimate	S.E.	t			
ADAP					0.659	0.906
1. Adap1	0.809	0.066	14.991***	0.655		
2. Adap2	0.857	0.069	15.704***	0.734		
3. Adap3	0.818	-	-	0.670		
4. Adap4	0.732	0.055	16.130***	0.536		
5. Adap5	0.838	0.073	15.189***	0.702		
ALIG					0.655	0.904
1. Alig1	0.822	0.053	16.326***	0.675		
2. Alig2	0.859	0.040	24.619***	0.739		
3. Alig3	0.861	-	-	0.741		
4. Alig4	0.797	0.062	15.477***	0.636		
5. Alig5	0.779	0.060	13.834***	0.606		
ACTI					0.641	0.899
1. Acti1	0.766	0.062	13.901***	0.587		
2. Acti2	0.825	0.059	15.436***	0.680		
3. Acti3	0.831	0.065	15.642***	0.691		
4. Acti4	0.829	-	-	0.687		
5. Acti5	0.747	0.048	15.940***	0.558		
ACCO					0.710	0.924
1. Acco1	0.843	0.050	17.518***	0.711		
2. Acco2	0.852	0.051	17.703***	0.726		
3. Acco3	0.812	-	-	0.788		
4. Acco4	0.815	0.047	19.170***	0.659		
5. Acco5	0.887	0.057	16.749***	0.665		
ATTR					0.731	0.931
1. Attr1	0.823	0.045	20.298***	0.677		
2. Attr2	0.877	-	-	0.768		
3. Attr3	0.881	0.055	18.861***	0.776		
4. Attr4	0.880	0.055	18.845***	0.775		
5. Attr5	0.811	0.063	16.592***	0.658		

Table 48: Standardized Factor Loading, S.E., t-value, R², A.V.E., and CR of Measurement Model of All Construct (Continue)

Variable	Factor loading			R ²	AVE	CR
	Standardize Estimate	S.E.	t			
ASSE					0.595	0.880
1. Asse1	0.722	0.070	11.716***	0.521		
2. Asse2	0.804	0.081	13.418***	0.646		
3. Asse3	0.785	0.052	19.288***	0.616		
4. Asse4	0.781	-	-	0.611		
5. Asse5	0.763	0.077	12.644***	0.582		
PERS					0.502	0.706
1. Pers1	-	-	-	-		
2. Pers2	0.475	-	-	0.363		
3. Pers3	0.678	0.164	6.401***	0.282		
4. Pers4	0.825	0.369	5.632***	0.680		

Note: *** is significant level at 0.01.

For construct validity, fit indices are the criterion to determine how well the fit of association among indicators and latent variables of a study's estimated model and observed data (Schumacker and Lomax, 2011). Several indices to evaluate the fit of the model are suggested, for example, Chi-square test (χ^2), root mean square error of approximation (RMSEA), comparative fit index (CFI), normed fit index (NFI), incremental fit index (IFI), and relative fit index (RFI). Diamantopoulos, Siguaw, and Siguaw, (2000) suggested that Chi-square to the degree of freedom ratio ($\chi^2/d.f.$) less than 2 reveals a good fit and 2-5 reveals available fit between the estimated model and observed data. Bentler & Chou, (1987) suggested a cutoff value for NFI should be higher than 0.9 for a good fit between observed and estimated data. This criterion is also applied to other fit indices such as CFI, IFI, and RFI (Marsh, Balla, & Hau, 1996) Furthermore, Garson, (2012) recommend a cutoff value of RMSEA is lower than 0.05 to 0.08 for an acceptance fit of the estimated model with observed data.

In Table 49, a measurement model of proactive and responsive market orientation, 7As, and service performance have Chi-square to the degree of freedom ratio ($\chi^2/d.f.$) (3,222.791/1,473) equal 2.188 which is between 2.00 to 5.00. So, this ratio demonstrates a reasonable fit between the estimated model and observed data. But, the p-value is lower than 0.05 which proves a bad fit model. It is because Chi-square value is sensitive to sample size. Large sample size increases Chi-square value and decreases p-value.

From this reason, Fornell and Larcker (1981) suggested that a researcher should consider other fit indices (such as RMSEA, NFI, CFI, IFI, and RFI) rather than p-value to evaluate a goodness of fit between the observed and estimated model when the sample size is large. RMSEA of a measurement model is 0.068 which is lower than 0.8 to 0.50. It shows a good fit between the estimated model and observed data. In addition, NFI (0.961), CFI (0.922), IFI (0.910), and RFI (0.913) are above a cut off value (0.9). Thus, these fit indices demonstrate a good fit between the estimated model and observed data. Based on the analysis, this study concludes that a measurement model of proactive and responsive market orientation, 7As, and service performance framework has a reasonable fit with the data.

Table 49: Fit Indices for Testing Measurement Model of All construct

Parameter	Value
χ^2	3222.791
d.f.	1,473
$\chi^2/d.f.$	2.188
p-value	0.000
RMSEA	0.068
NFI	0.961
CFI	0.922
IFI	0.910
RFI	0.913

Structural Model Assessment

After the results of testing reliability and validity of the measures and model fit assessment of measurement model for proactive and responsive market orientation, 7As and service performance are satisfied, assessing the fit of the structural model is performed. Based on the analysis, in this study the purpose is to test the structural model of the proactive and responsive market orientation, 7As, and that the service performance framework consistently fits the empirical data. However, the analysis structural model assessment was separate into three groups, all-star hotels, and multi-groups analysis in 3-star hotel, and 4-5-star hotels, respectively for testing influence and relationship among all constructs in each hypothesis.

The criteria for assessing fit indices presenting goodness of fit of the model are Chi-square test, CFI, IFI, NFI, RFI, and RMSEA. P-value of Chi-square should be more than 0.05 to reject the null hypothesis (Schermele-Engel, Moosbrugger, & Müller, 2003). $\chi^2/d.f.$ should have lower than 2.00 is the goodness of fit (Bollen, 1989) or between 2.00 to 5.00 is the available goodness of fit (Diamantopoulos et al., 2000) This can be explained that the observed and estimated covariance matrix are not different. Further, other indices, such as CFI, IFI, NFI, and RFI should have values higher than a cutoff value 0.9. Besides, RMSEA should have value lower 0.80.

1) All-Star Hotels Framework

The results of the model fit assessment of proactive and responsive market orientation and 7As, and service performance in the all-star hotels' framework are summarized in Table 50. The results show that that observed and estimated covariance matrix are not different is accepted at the level of significance 0.05. The other fit indices demonstrate a good fit of proactive and responsive market orientation, 7As, and service performance in all-star hotels framework. The ratio of Chi-square value to the degree of freedom is lower than 2 ($4.681:5 = 0.936 < 2.00$) which show that an adequate fit of a model with the observed data. Moreover, fit indices, NFI (0.998), CFI (1.000), IFI (1.000), and RFI (0.978), are above the cutoff criteria (0.900) and RMSEA (0.000) is lower than recommended value (0.80) is acceptance. Overall, these indicators demonstrate a good fit.

Table 50: Fit Indices for Testing Structural Model of Proactive and Responsive Market Orientation, Seven Marketing Activities (7As), and Service Performance of All-Stars Framework

Parameter	Value
χ^2	4.681
d.f.	5
$\chi^2/\text{d.f.}$	0.936
p-value	0.456
RMSEA	0.000
NFI	0.998
CFI	1.000
IFI	1.000
RFI	0.978

2) 3-Star Hotels and 4-5-Star Hotels Framework (Multi-Groups)

In this section, the study uses multi-groups structural equation modeling that plays a crucial moderator in expectations of service, measurement invariance, and 3-star hotels and 4-5-star hotels comparison. The multi-groups assume that different samples are independent. The goals of multi-groups are to compare pairs of path coefficients for identical models but based on different samples.

The results of the model fit assessment of proactive and responsive market orientation and 7As and service performance in 3-star and 4-5-star hotels framework are summarized in Table 51. The results show that that observed and estimated covariance matrix are not different is accepted at the level of significance 0.05. The other fit indices demonstrate a good fit of proactive and responsive market orientation, 7As, and service performance in 3-star and 4-5-star hotels framework. The ratio of Chi-square value to degree of freedom is lower than 2 ($7.541:10 = 0.754 < 2.00$), P-value = $0.674 > 0.05$ which show that an adequate fit of a model with the observed data. Moreover, fit indices, NFI (0.996), CFI (1.000), IFI (1.001), and RFI (0.965), are above the cutoff criteria (0.900) and RMSEA (0.000) is lower than recommended value (0.80) is acceptance. To summarize, these indicators demonstrate a good fit.

Table 51: Fit Indices for Testing Structural Model of Multi-Groups Analysis in Proactive and Responsive Market Orientation, Seven Marketing Activities, and Service Performance of 3-Star and 4-5-Star Hotels Framework

Parameter	Value
χ^2	7.541
d.f.	10
$\chi^2/\text{d.f.}$	0.754
p-value	0.674
RMSEA	0.000
NFI	0.996
CFI	1.000
IFI	1.001
RFI	0.965

Hypothesis testing

In this section, hypotheses of the proposed frameworks for proactive and responsive market orientation, 7As, and service performance are tested. The coefficient of determinations and the total effect of endogenous variables are revealed. Additionally, nested models within both frameworks are investigated. To check the validity and the robustness of the results of the data analysis, in this study separates three frameworks including, all-star hotels, 3-star hotels, and 4-5-star hotels for testing influence and relationship among all constructs in each hypothesis.

1) Proactive and Responsive Market Orientation, 7As, Service performance of All-Star Hotels

To consider the effects of proactive and responsive market orientation, 7As, service performance. In this study tests H1, H2, H3a-H3g, H4a-H4g, H5-H11, and H12 a proposed in Chapter 2. The findings are shown in Figure 26 and Table 52-55. The results indicate that proactive market orientation has no significant positive impact on service performance at a level of significance 0.05 ($\gamma = 0.152$, $P < 0.05$). **Therefore, H1 is supported.** However, responsive market orientation has a significant positive impact on service performance ($\gamma = 0.201$, $P < 0.01$) **Therefore, H2 is supported.**

Moreover, proactive market orientation has significant positive impact on anticipation activities (H3a: $\gamma = 0.465$, $P < 0.01$), the adaptation activities (H3b: $\gamma = 0.336$, $P < 0.01$), alignment activities (H3c: $\gamma = 0.387$, $P < 0.01$), activation activities (H3d: $\gamma = 0.296$, $P < 0.01$), accountability activities (H3e: $\gamma = 0.306$, $P < 0.01$), attraction activities (H3f: $\gamma = 0.376$, $P < 0.01$), and asset management (H3g: $\gamma = 0.411$, $P < 0.01$). **Therefore, H3a-H3g are supported.** In addition, responsive market orientation has significant positive impact on anticipation activities (H4a: $\gamma = 0.189$, $P < 0.05$), adaptation activities (H4b: $\gamma = 0.457$, $P < 0.01$), alignment activities (H4c: $\gamma = 0.464$, $P < 0.01$), Activation activities (H4d: $\gamma = 0.505$, $P < 0.01$), accountability activities (H4e: $\gamma = 0.428$, $P < 0.01$), attraction activities (H4f: $\gamma = 0.358$, $P < 0.01$), and asset management (H4g: $\gamma = 0.357$, $P < 0.01$). **Therefore, H4a-H4g are supported.**

For 7As and service performance, H5-11 are tested. The results indicate that 7As has significant impact on service performance, anticipation activities (H5: $\beta = -0.047$, $P > 0.05$), adaptation activities (H6: $\beta = -0.035$, $P > 0.5$), alignment activities (H7: $\beta = 0.146$, $P > 0.05$), activation activities (H8: $\beta = -0.310$, $P < 0.01$), accountability activities (H9: $\beta = 0.138$, $P > 0.05$), attraction activities (H10: $\beta = 0.002$, $P > 0.05$), and asset management (H11: $\beta = 0.280$, $P < 0.05$). **Therefore, H8, and H11 are supported and H5, H6, H7, H9, and H10 are not supported.**

A standardized structural parameter estimate demonstrates the size and direction of the effect between two constructs. A standardized estimate is used to compare a relative strength or the importance of construct in the model. Standardized structural parameter estimates of proactive market orientation in all-star hotels paths are included in Figure 26 and Table 52-55. In Figure 26, it is shown that proactive market orientation and anticipation activities (0.465) are the most influential factor affecting 7As. Other factors which have some impacts on proactive market orientation are asset management (0.411), alignment activities (0.387), attraction activities (0.376), adaptation activities (0.336), accountability activities (0.360), and activation activities (0.296) respectively. Also, it is shown that responsive market orientation and activation activities (0.505) are the most influential factor affecting 7As. Other factors which have impacts on responsive market orientation are alignment activities (0.464), adaptation activities (0.457), accountability activities (0.428), attraction activities (0.358), asset management (0.357), and anticipation activities (0.189) respectively.

Moreover, it shows that asset management and service performance (0.280) is the most influential factor affecting service performance. Other factors which impact on service performance is activation (-0.310). Summarization of research hypotheses of all star hotel showed in table 58.

Also, in this study purpose test in partial mediator role (Baron and Kenny, 1986) are H12, the relationship between proactive and responsive market orientations 7As, service performance of all-star hotels is a partial mediator effect. The result in table 56 shows that proactive and responsive market orientation and some activities of 7As including activation activities and asset management have significant to service performance in a conceptual framework. From analyze, partial mediator role of Baron and Kenny, 1986 for two activities are have significant. The result reveals that proactive and responsive market orientation that has a direct effect on service performance and when contains two activities of 7As to test partial mediator effect in the model. The two marketing activities were significant between proactive and responsive market orientation and service performance ($P = < 0.05$). Thus, it shows that the conceptual framework between proactive and responsive market orientation, 7As, and service performance in all-star hotels is a partial mediator. ***Therefore, H12 are partially supported.***

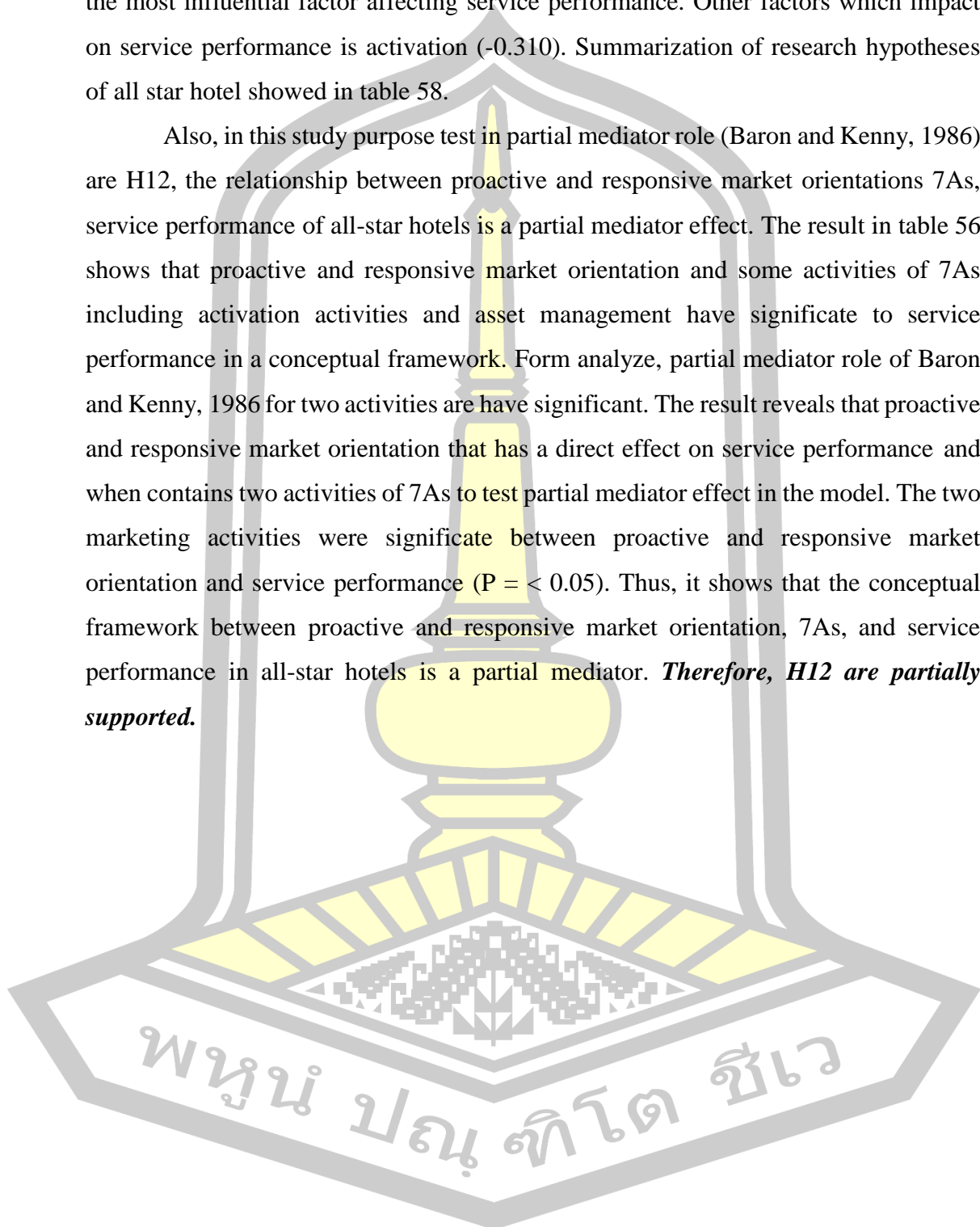
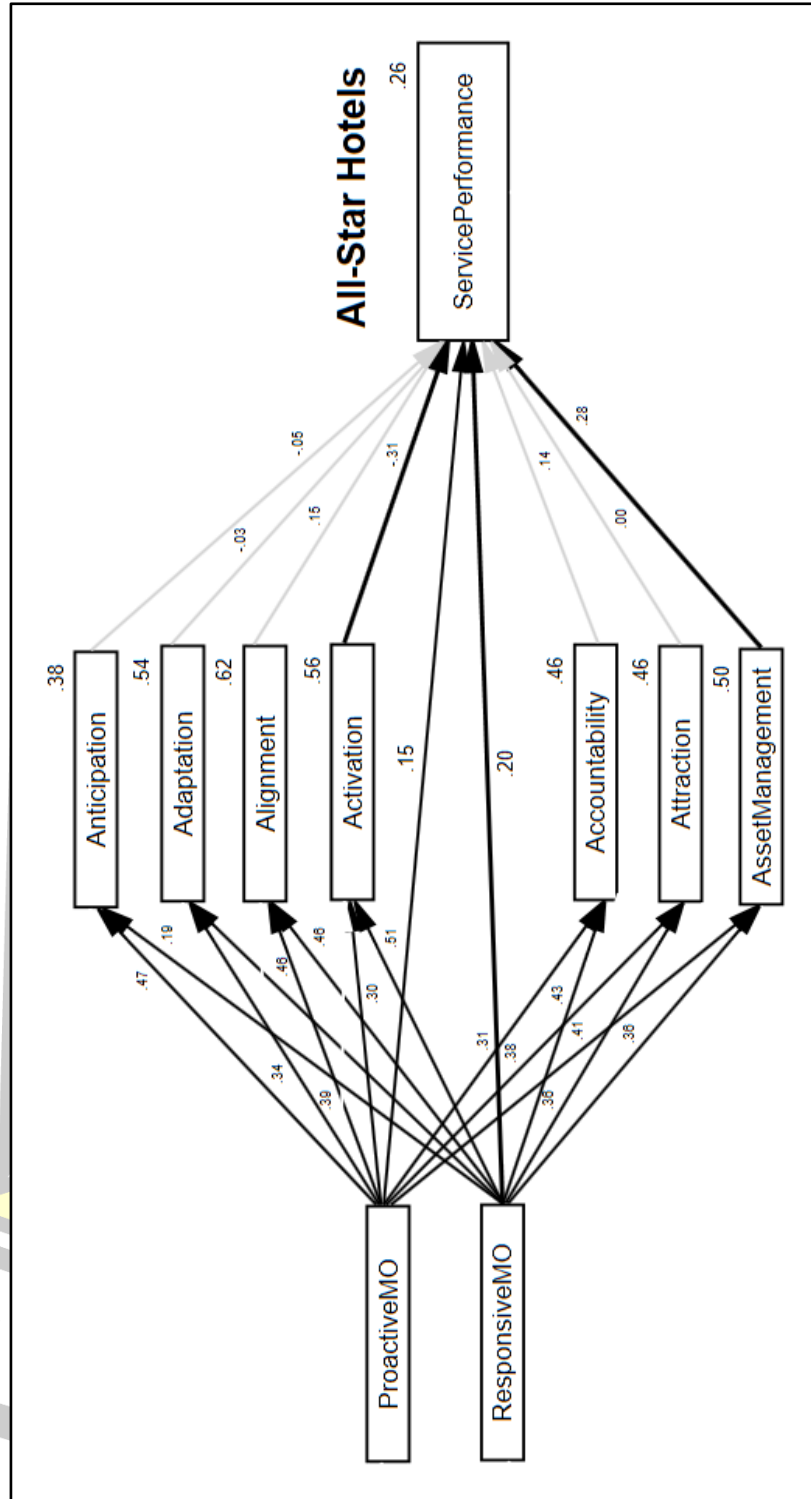


Figure 26: Structural Model of Proactive Market Orientation, 7As and Service Performance of All-Star Hotels Framework with Standardized Parameter Estimates and Statistical Significance



Chi-square=4.681, df=5, p=0.456
 $\chi^2/df = 0.936$, cfi=1.000, ifi=1.000, nfi=0.998, rfi=0.978, rmsea=0.000

Table 52: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Anticipation Activities and Adaptation Activities, and Service Performance in All-Stars Framework

	Anticipation Activities		Adaptation Activities		Service Performance	
	γ	t-value	γ	t-value	γ	t-value
Exogenous Construct						
Proactive MO	0.465	6.605***	0.336	5.544***	0.152	1.640**
Responsive MO	0.189	2.688***	0.457	7.551***	0.201	2.140***
Endogenous Construct					β	t-value
Anticipation Activities	-	-	-	-	-0.047	-0.673
Adaptation Activities	-	-	-	-	-0.035	-0.384

Table 53: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Alignment, Activities and Activation Activities, and Service Performance in All-Stars Framework

	Alignment Activities		Activation Activities		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.387	7.039***	0.296	4.981***	-	-
Responsive MO	0.464	8.436***	0.505	8.494***	-	-
Endogenous Construct						
Alignment Activities	-	-	-	-	0.146	1.368
Activation Activities	-	-	-	-	-0.310	2.133***

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 54: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Accountability Activities, and Service Performance Framework in All-Stars Framework

	Accountability Activities		Service Performance	
	γ	t-value	β	t-value
Exogenous Construct				
Proactive MO	0.306	4.675***	-	-
Responsive MO	0.428	6.537***	-	-
Endogenous Construct				
Accountability Activities	-	-	0.138	1.272

Table 55: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Attraction Activities and Asset Management and Service Performance in All-Stars Framework

	Attraction Activities		Asset Management		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.376	5.732***	0.411	6.531***	-	-
Responsive MO	0.358	5.449***	0.357	5.670***	-	-
Endogenous Construct						
Attraction Activities	-	-	-	-	0.002	1.342
Asset Management	-	-	-	-	0.280	2.936***

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 56: Coefficient in Partial Mediator of Proactive and Responsive Market Orientation, 7As and Service Performance in All-Stars Framework

Construct	Service Performance (DV)	
	Main Effect	Mediating Effect
Partial Mediator		
Proactive Market orientation	0.150**	-
Responsive Market orientation	0.200***	-
Activation Activities	-	-0.310***
Asset Management	-	0.280**

Note: * is significant level at 0.10.

** is significant level at 0.05.

The coefficient of determination (R^2) is the measure of variance of endogenous construct explained by exogenous constructs. For the coefficient of determinations of all-star hotels, 38.00 percent to 62.00 percent of 7As is explained by proactive market orientation and responsive market orientation. Further, 26.00 percent of service performance is described by 7As. The results are shown in Table 57.

Table 57: Coefficient of Determinations of Endogenous Constructs of Proactive and Responsive Market Orientation, 7As, Service in All-Star Hotels Performance Framework

Construct	R^2
Anticipation Activities	0.378
Adaptation Activities	0.540
Alignment Activities	0.621
Activation Activities	0.556
Attraction Activities	0.461
Accountability Activities	0.463
Asset Management	0.504
Service Performance	0.262

Table 58: Summary Results of Hypothesized Relationships of All-Star Hotels

Hypotheses	Description of Hypothesized Relationships	Results of All-Star Hotels
H1	Proactive market orientation has a positive influence on service performance.	+ Supported
H2	Responsive market orientation has a positive influence on service performance	+ Supported
H3a	Proactive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	+ Supported
H3b	Proactive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H3c	Proactive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H3d	Proactive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H3e	Proactive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H3f	Proactive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H3g	Proactive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

**Table 58: Summary Results of Hypothesized Relationships of All-Star Hotels
(Continued)**

Hypotheses	Description of Hypothesized Relationships	Results of All-Star Hotels
H4a	Responsive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	+ Supported
H4b	Responsive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H4c	Responsive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H4d	Responsive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H4e	Responsive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H4f	Responsive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H4g	Responsive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

**Table 58: Summary Results of Hypothesized Relationships of All-Star Hotels
(Continued)**

Hypotheses	Description of Hypothesized Relationships	Results of All-Star Hotels
H5	Anticipation activities in the design of marketing strategy have a positive influence toward service performance.	Not Supported
H6	Adaptation activities in the design of marketing strategy have a positive influence on service performance.	Not Supported
H7	Alignment activities in the implementation of marketing strategy have a positive influence on service performance.	Not Supported
H8	Activation activities in the implementation of marketing strategy have a positive influence on service performance	- Supported
H9	Accountability activities in the assessment of marketing strategy have a positive influence on service performance.	Not Supported
H10	Attraction activities in the resourcing of marketing strategy have a positive influence on service performance.	Not Supported
H11	Asset management in the resourcing of marketing strategy has a positive influence on service performance.	+ Supported
H12	Marketing activities levers (7As) will partly mediate the relationship between proactive and responsive market orientations and service performance.	Partial Supported

2) Proactive and Responsive Market Orientation, 7As, Service performance of 3-Star Hotels

To consider the effects of proactive and responsive market orientation, 7As, service performance in 3-star hotels. In this study tests H1, H2, H3a-H3g, H4a-H3g, H5-H11, and H12 a proposed in Chapter 2. The findings are shown in Figure 27 and Table 59-62. The results indicate that proactive market orientation has no significant positive impact on a service performed at a level of significance 0.05 ($\gamma = 0.121$, $P > 0.05$). **Therefore, H1 is not supported.** However, responsive market orientation has a significant positive impact on a service performed at a level of significance 0.05 ($\gamma = 0.221$, $P < 0.10$). **Therefore, H2 is supported.**

Moreover, proactive market orientation has significant positive impact on anticipation activities (H3a: $\gamma = 0.443$, $P < 0.01$), the adaptation activities (H3b: $\gamma = 0.352$, $P < 0.01$), alignment activities (H3c: $\gamma = 0.444$, $P < 0.01$), Activation activities (H3d: $\gamma = 0.390$, $P < 0.01$), accountability activities (H3e: $\gamma = 0.321$, $P < 0.01$), attraction activities (H3f: $\gamma = 0.468$, $P < 0.01$), and asset management (H3g: $\gamma = 0.456$, $P < 0.01$). **Therefore, H3a-H3g are supported.** In addition, responsive market orientation has significant positive impact on anticipation activities (H4a: $\gamma = 0.305$, $P < 0.05$), adaptation activities (H4b: $\gamma = 0.435$, $P < 0.01$), alignment activities (H4c: $\gamma = 0.410$, $P < 0.01$), activation activities (H4d: $\gamma = 0.403$, $P < 0.01$), accountability activities (H4e: $\gamma = 0.434$, $P < 0.01$), attraction activities (H4f: $\gamma = 0.410$, $P < 0.01$), and asset management (H4g: $\gamma = 0.321$, $P < 0.01$). **Therefore, H4a-H4g are supported.**

For 7As and service performance, H5-11 are tested. The results indicate that 7As has a significant impact on service performance, anticipation activities (H5: $\beta = 0.204$, $P < 0.01$), adaptation activities (H6: $\beta = 0.027$, $P > 0.05$), alignment activities (H7: $\beta = 0.095$, $P > 0.05$), activation activities (H8: $\beta = -0.362$, $P < 0.01$), accountability activities (H9: $\beta = 0.045$, $P > 0.10$), attraction activities (H10: $\beta = -0.113$, $P > 0.05$), and asset management (H11: $\beta = 0.334$, $P < 0.01$). **Therefore, H5, H8, and H11 are supported and H6, H7, H9 and H10 are not supported.**

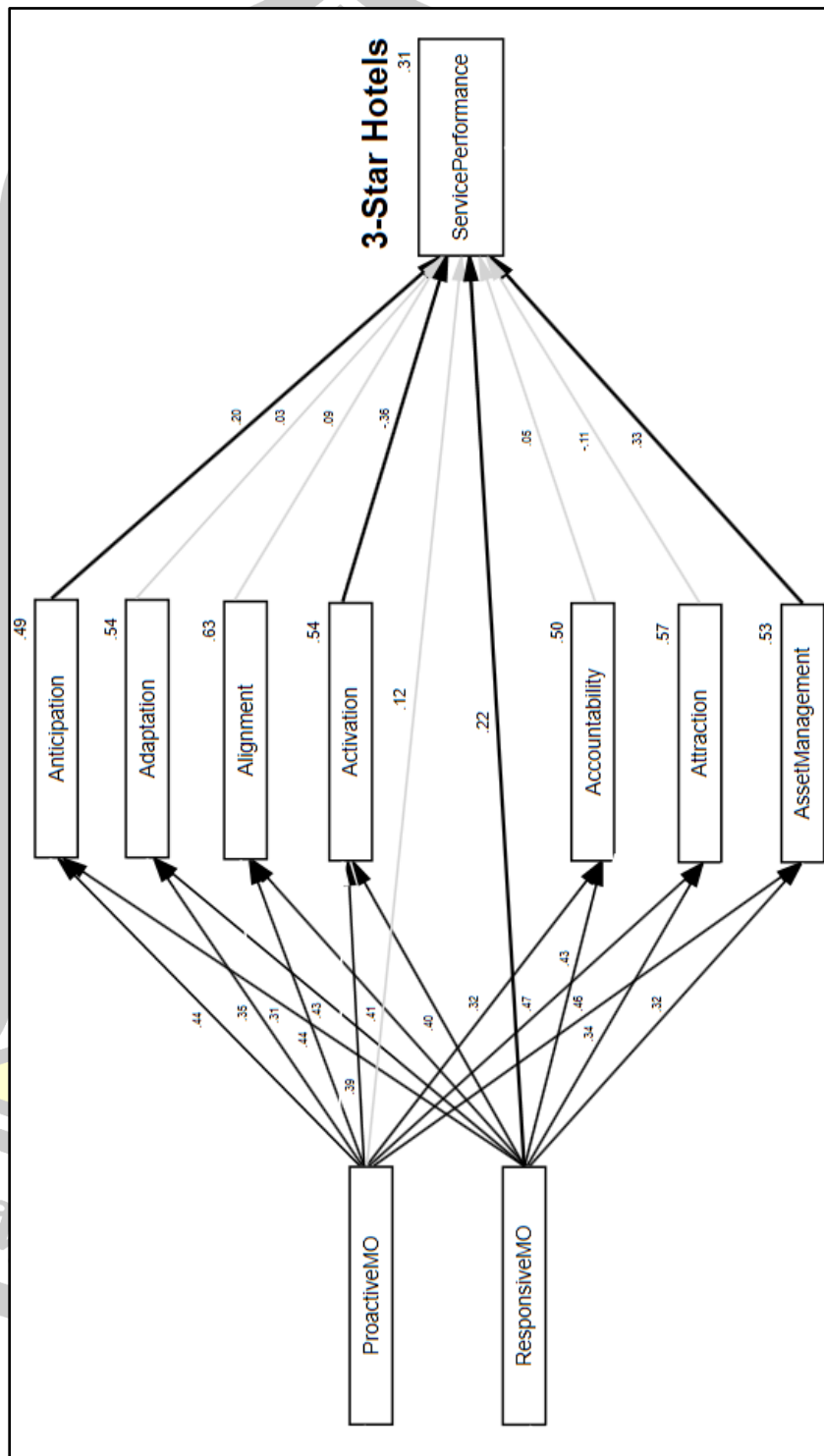
A standardized structural parameter estimate demonstrates the size and direction of the effect between two constructs. A standardized estimate is used to compare a relative strength or the importance of construct in the model. Standardized

structural parameter estimates of proactive market orientation in 3-star hotels paths are included in Figure 27 and Table 59 - 62. In Figure 27, it shows that proactive market orientation and attraction activities (0.468) are the most influential factor affecting 7As. Other factors which have impacts on proactive market orientation are asset management (0.456), alignment activities (0.444), anticipation activities (0.443), activation activities (0.390), adaptation activities (0.352), and accountability activities (0.321), respectively. Also, it is shown that responsive market orientation and adaptation activities (0.435) are the most influential factor affecting 7As. Other factors which have impacts on responsive market orientation are accountability activities (0.434), alignment activities (0.410), activation activities (0.403), attraction activities (0.342), asset management (0.321), and anticipation activities (0.305), respectively. Moreover, it shows that asset management and service performance (0.334) is the most influential factor affecting service performance: other factors which some impact on service performance is the anticipation activities (0.204), and the activation activities (-0.362). Summarization of research hypotheses of all star hotel showed in table 65.

In addition, in this study purpose test in partial mediator role (Baron and Kenny, 1986) are H12, the relationship between proactive and responsive market orientations 7As, service performance of 3-hotels is a partial mediator effect. The result in table 62 shows that proactive and responsive market orientation and some activities of 7As including anticipation activities, activation activities, and asset management have significance to service performance in a conceptual framework. Form analyze, partial mediator role of Baron and Kenny, 1986 for three activities are have significant. The result reveals that proactive and responsive market orientation that has a direct effect on service performance and when contains three activities of 7As to test partial mediator effect in the model.

The three marketing activities can be coefficient decreasing were significance between proactive and responsive market orientation and service performance ($P = < 0.05$). Thus, it shows that the conceptual framework between proactive and responsive market orientation, 7As, and service performance in 3-star hotels is a partial mediator. ***Therefore, H12 are partially supported.***

Figure 27: Structural Model of Proactive Market Orientation, 7As and Service Performance of 3-Star Hotels Framework with Standardized Parameter Estimates and Statistical Significance



Chi-square=7.541, df=10, p=0.674
 $\chi^2/df = 0.754$, cfi=1.000, ifi=1.000, nfi=0.996, rfi=0.965, rmsea=0.000

Table 59: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Anticipation Activities and Adaptation Activities, and Service Performance in 3 Stars Framework

	Anticipation Activities		Adaptation Activities		Service Performance	
	γ	t-value	γ	t-value	γ	t-value
Exogenous Construct						
Proactive MO	0.443	4.725***	0.352	3.945***	0.121	0.889
Responsive MO	0.305	3.253***	0.435	4.877***	0.221	1.702**
Endogenous Construct					β	t-value
Anticipation Activities	-	-	-	-	0.204	1.960***
Adaptation Activities	-	-	-	-	0.027	0.210

Table 60: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Alignment, Activities and Activation Activities, and Service Performance in 3 Stars Framework

	Alignment Activities		Activation Activities		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.444	5.576***	0.390	4.412***	-	-
Responsive MO	0.410	5.156***	0.403	4.552***	-	-
Endogenous Construct						
Alignment Activities	-	-	-	-	0.095	0.608
Activation Activities	-	-	-	-	-0.362	-2.499***

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 61: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Accountability Activities, and Service Performance Framework in 3 Stars Framework

	Accountability Activities		Service Performance	
	γ	t-value	β	t-value
Exogenous Construct				
Proactive MO	0.321	3.447***	-	-
Responsive MO	0.434	4.663***	-	-
Endogenous Construct				
Accountability Activities	-	-	0.045	0.335

Table 62: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Attraction Activities and Asset Management and Service Performance in 3 Stars Framework

	Attraction Activities		Asset Management		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.468	5.455***	0.456	5.046***	-	-
Responsive MO	0.342	3.979***	0.321	3.550***	-	-
Endogenous Construct						
Attraction Activities	-	-	-	-	-0.113	-0.818
Asset Management	-	-	-	-	0.334	2.458***

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 63: Coefficient in Partial Mediator of Proactive and Responsive Market Orientation, 7As and Service Performance in 3 Stars Framework

Construct	Service Performance (DV)	
	Main Effect	Mediating Effect
Full Mediator		
Proactive Market orientation	0.121	-
Anticipation Activities	-	0.204***
Activation Activities	-	-0.362***
Asset Management	-	0.334***
Partail Mediator		
Responsive Market orientation	0.221**	-
Anticipation Activities	-	0.204***
Activation Activities	-	-0.362***
Asset Management	-	0.334***

Note: ** is significate level at 0.05

The coefficient of determination (R^2) is the measure of variance of endogenous construct explained by exogenous constructs. For the coefficient of determinations of 3-star hotels, 37.00 percent to 62.00 percent of 7As is explained by proactive market orientation and responsive market orientation. Further, 26.00 percent of service performance is defined by 7As. The results are shown in Table 64.

Table 64: Coefficient of Determinations of Endogenous Constructs of Proactive and Responsive Market Orientation, 7As, Service in 3 Star Hotels

Construct	R^2
Anticipation Activities	0.378
Adaptation Activities	0.540
Alignment Activities	0.621
Activation Activities	0.556
Attraction Activities	0.461
Accountability Activities	0.463
Asset Management	0.504
Service Performance	0.262

Table 65: Summary Results of Hypothesized Relationships of 3-Star Hotels

Hypotheses	Description of Hypothesized Relationships	Results of 3-Star Hotels
H1	Proactive market orientation has a positive influence on service performance.	Not Supported
H2	Responsive market orientation has a positive influence on service performance	+ Supported
H3a	Proactive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	+ Supported
H3b	Proactive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H3c	Proactive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H3d	Proactive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H3e	Proactive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H3f	Proactive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H3g	Proactive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

**Table 65: Summary Results of Hypothesized Relationships of 3-Star Hotels
(Continue)**

Hypotheses	Description of Hypothesized Relationships	Results of 3-Star Hotel
H4a	Responsive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	+ Supported
H4b	Responsive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H4c	Responsive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H4d	Responsive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H4e	Responsive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H4f	Responsive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H4g	Responsive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

Table 65: Summary Results of Hypothesized Relationships of 3-Star Hotels
(Continued)

Hypotheses	Description of Hypothesized Relationships	Results of 3-Star Hotels
H5	Anticipation activities in the design of marketing strategy have a positive influence toward service performance.	+ Supported
H6	Adaptation activities in the design of marketing strategy have a positive influence on service performance.	Not Supported
H7	Alignment activities in the implementation of marketing strategy have a positive influence on service performance.	Not Support
H8	Activation activities in the implementation of marketing strategy have a positive influence on service performance	- Supported
H9	Accountability activities in the assessment of marketing strategy have a positive influence on service performance.	Not Supported
H10	Attraction activities in the resourcing of marketing strategy have a positive influence on service performance.	Not Supported
H11	Asset management in the resourcing of marketing strategy has a positive influence on service performance.	+ Supported
H12	Marketing activities levers (7As) will partly mediate the relationship between proactive and responsive market orientations and service performance.	Partial Supported

3) Proactive and Responsive MO, 7As, Service performance of 4-5-Star Hotels

To consider the effects of proactive and responsive market orientation, 7As, service performance in 4-star hotels. In this study tests H1, H2, H3a-H3g, H4a-H3g, H5-H11, H12, and H13-H13b a proposed in Chapter 2. The findings are shown in Figure 28 and Table 66-69. The results indicate that proactive market orientation has no significant positive impact on a service performance at a level of significance 0.05 ($\gamma = 0.140, P > 0.05$). **Therefore, H1 is not supported.** In addition, responsive market orientation has a significant positive impact on a service performed at a level of significance 0.05 ($\gamma = 0.105, P > 0.05$). **Therefore, H2 is supported.**

Moreover, proactive market orientation has significant positive impact on anticipation activities (H3a: $\gamma = 0.448, P < 0.01$), the adaptation activities (H3b: $\gamma = 0.356, P < 0.01$), alignment activities (H3c: $\gamma = 0.346, P < 0.01$), activation activities (H3d: $\gamma = 0.213, P < 0.01$), accountability activities (H3e: $\gamma = 0.244, P < 0.05$), attraction activities (H3f: $\gamma = 0.270, P < 0.05$), and asset management (H3g: $\gamma = 0.363, P < 0.01$). **Therefore, H3a-H3g are supported.** In addition, responsive market orientation has significant positive impact on anticipation activities (H4a: $\gamma = 0.091, P > 0.05$), adaptation activities (H4b: $\gamma = 0.462, P < 0.01$), alignment activities (H4c: $\gamma = 0.503, P < 0.01$), activation activities (H4d: $\gamma = 0.509, P < 0.01$), accountability activities (H4e: $\gamma = 0.436, P < 0.01$), attraction activities (H4f: $\gamma = 0.366, P < 0.01$), and asset management (H4g: $\gamma = 0.383, P < 0.01$). **Therefore, H4b-H4g except Ha are supported.**

For 7As and service performance, H5-11 are tested. The results indicate that 7As has a significant impact on service performance, anticipation activities (H5: $\beta = -0.203, P < 0.01$), adaptation activities (H6: $\beta = -0.31, P > 0.05$), alignment activities (H7: $\beta = 0.288, P < 0.01$), activation activities (H8: $\beta = -0.256, P < 0.05$), accountability activities (H9: $\beta = 0.215, P < 0.05$), attraction activities (H10: $\beta = -0.023, P > 0.05$), and asset management (H11: $\beta = 0.220, P < 0.05$). **Therefore, H5, H7, H8, H9 and H11 are supported and H6, and H10 are not supported.**

A standardized structural parameter estimate demonstrates the size and direction of the effect between two constructs. A standardized estimate is used to compare a relative strength or the importance of construct in the model. Standardized structural parameter estimates of proactive market orientation in 4-5-star hotels paths

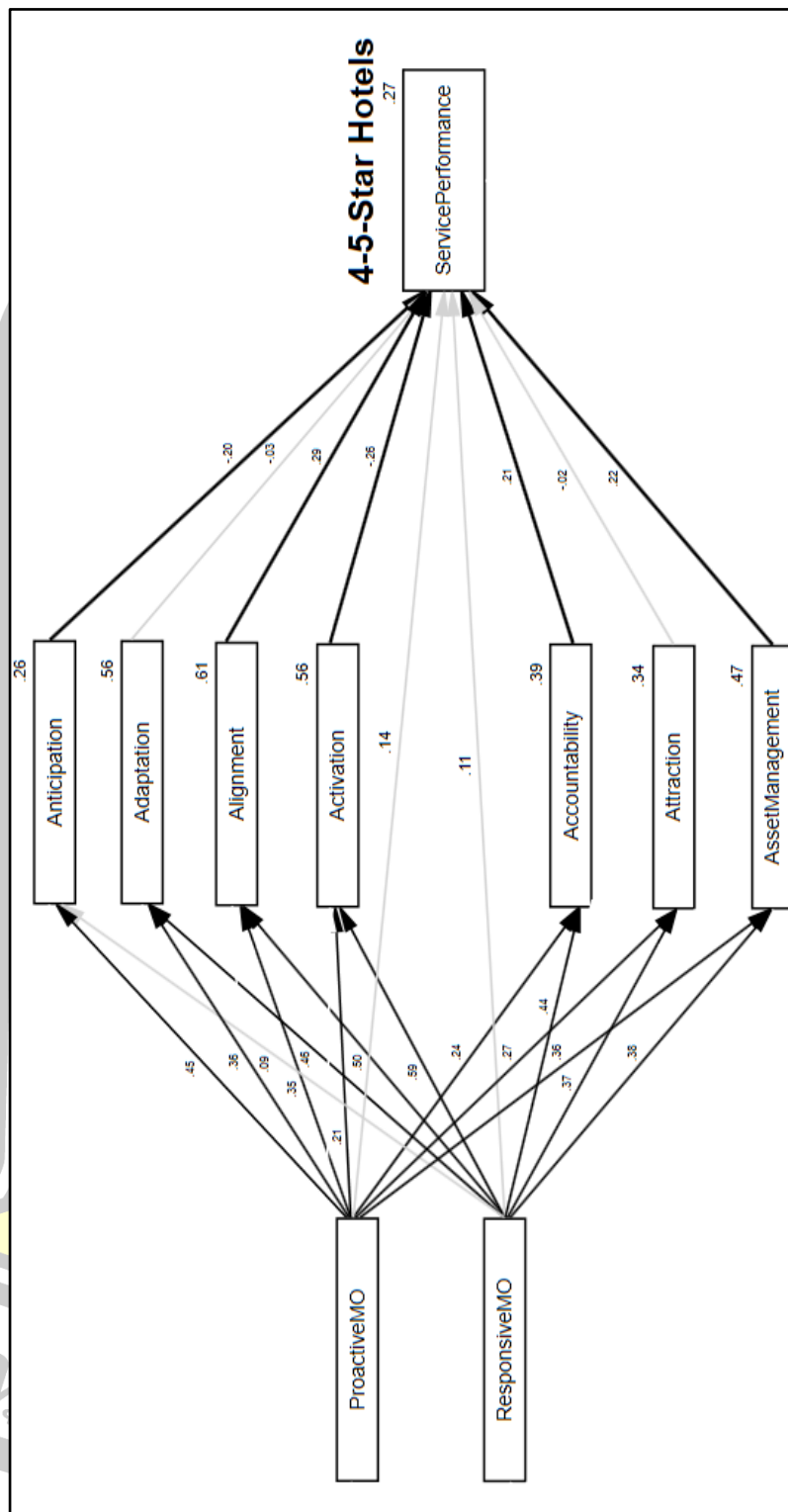
are included in Figure 28 and Table 64-67. In Figure 29, it shows that proactive market orientation and anticipation activities (0.4438) are the most influential factor affecting 7As. Other factors which have impacts on proactive market orientation are asset management (0.363), adaptation activities (0.352), alignment activities (0.346), attraction activities (0.270), accountability activities (0.321), and activation activities (0.213), respectively. Also, it is shown that responsive market orientation and activation activities (0.590) are the most influential factor affecting 7As. Other factors which have impacts on responsive market orientation are alignment activities (0.503), adaptation activities (0.462), accountability activities (0.436), asset management (0.383), and attraction activities (0.366), respectively.

Moreover, it shows that alignment activities and service performance (0.288) are the most influential factor affecting service performance. Other factors which some impact on service performance is the asset management (0.220), the accountability activities (0.215), the anticipation activities (-0.203), and the activation activities (-0.256). Summarization of research hypotheses of all star hotel showed in table 70.

In addition, in this study purpose test in partial mediator role (Baron and Kenny, 1986) are H12, the relationship between proactive and responsive market orientations 7As, service performance of 4-5-hotels is a partial mediator effect. The result in table 70 shows that proactive and responsive market orientation and some activities of 7As including anticipation activities, alignment activities, activation activities, accountability activities, and asset management have significance to service performance in a conceptual framework. Form analyze, partial mediator role of Baron and Kenny, 1986 for five activities are have significant. The result reveals that proactive and responsive market orientation that do have not a direct effect on service performance and when contains five activities of 7As to test partial mediator effect in the model.

The five marketing activities were significance between proactive and responsive market orientation and service performance ($P = < 0.05$). Thus, it shows that the conceptual framework between proactive and responsive market orientation, 7As, and service performance in 4-5-star hotels is a partial mediator. ***Therefore, H12 are partially supported.***

Figure 28: Structural Model of Proactive Market Orientation, 7As and Service Performance of 4-5-Star Hotels Framework with Standardized Parameter Estimates and Statistical Significance



Chi-square=7.541, df=10, p=0.674
 $\chi^2/df = 0.754$, cfi=1.000, ifi=1.000, nfi=0.996, rfi=0.965, rmsea=0.000

Table 66: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Anticipation Activities and Adaptation Activities, and Service Performance in 4-5-Stars Framework

	Anticipation Activities		Adaptation Activities		Service Performance	
	γ	t-value	γ	t-value	γ	t-value
Exogenous Construct						
Proactive MO	0.448	4.343***	0.356	4.481***	0.140	1.148
Responsive MO	0.091	0.884	0.462	5.813***	0.105	0.797
Endogenous Construct					β	t-value
Anticipation Activities	-	-	-	-	-0.203	-2.240***
Adaptation Activities	-	-	-	-	-0.031	-0.234

Table 67: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Alignment Activities and Activation Activities, and Service Performance in 4-5-Stars Framework

	Alignment Activities		Activation Activities		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.346	4.593***	0.213	2.684***	-	-
Responsive MO	0.503	6.683***	0.590	7.426***	-	-
Endogenous Construct						
Alignment Activities	-	-	-	-	0.288	2.013***
Activation Activities	-	-	-	-	-0.256	-1.769**

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 68: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Accountability Activities, and Service Performance Framework in 4-5-Stars Framework

	Accountability Activities		Service Performance	
	γ	t-value	β	t-value
Exogenous Construct				
Proactive MO	0.244	2.616**	-	-
Responsive MO	0.436	4.669***	-	-
Endogenous Construct				
Accountability Activities	-	-	0.215	1.894**

Table 69: Standardized Structural Equation Parameter Estimates and t-value of Proactive and Responsive Market Orientation, Attraction Activities and Asset Management and Service Performance in 4-5-Stars Framework

	Attraction Activities		Asset Management		Service Performance	
	γ	t-value	γ	t-value	β	t-value
Exogenous Construct						
Proactive MO	0.270	2.764**	0.363	4.134***	-	-
Responsive MO	0.366	3.756***	0.383	4.361***	-	-
Endogenous Construct						
Attraction Activities	-	-	-	-	-0.023	-0.187
Asset Management	-	-	-	-	0.220	1.714**

Note: * is significant level at 0.10.

** is significant level at 0.05.

*** is significant level at 0.01.

γ is a standardized parameter estimate from exogenous to endogenous construct

β is a standardized parameter estimate from endogenous to endogenous construct

Table 70: Coefficient in Partial Mediator of Proactive and Responsive Market Orientation, 7As and Service Performance in 4-5-Stars Framework

Construct	Service Performance (DV)	
	Main Effect	Mediating Effect
Full Mediator		
Proactive Market orientation	0.140	-
Responsive Market orientation	0.105	-
Anticipation Activities	-	-0.203***
Alignment Activities	-	0.288***
Activation Activities	-	-0.256**
Accountability Activities	-	0.215**
Asset Management	-	0.220**

Note: * is significant level at 0.10.

** is significant level at 0.05.

The coefficient of determination (R^2) is the measure of variance of endogenous construct explained by exogenous constructs. For the coefficient of determinations of all-star hotels, 26.00 percent to 60.00 percent of 7As is explained by proactive market orientation and responsive market orientation. Further, 27.00 percent of service performance is defined by 7As. The results are shown in Table 71.

Table 71: Coefficient of Determinations of Endogenous Constructs of Proactive and Responsive Market Orientation, 7As, Service in 4-5-Star Hotels

Construct	R^2
Anticipation Activities	0.264
Adaptation Activities	0.562
Alignment Activities	0.607
Activation Activities	0.562
Attraction Activities	0.340
Accountability Activities	0.463
Asset Management	0.465
Service Performance	0.268

To consider the coefficient level of 7As between the higher expectation of service (4-5-star hotels) and medium of service (3-star hotels) shown that there is no difference in term of proactive and responsive market orientation and 7As between two groups.

According to, H13a and H13b. The findings are shown in Table 72. For proactive market orientation, the medium of service (3-star hotels) has a stronger relationship than higher expectations of service (4-5-star hotels) in five marketing activities expect anticipation activities, and adaptive activities. As a result, *H13a is partially supported*. However. For responsive market orientation, the higher expectations of service (4-5-star hotels) have a stronger relationship than a medium of service (3-star hotels) in five marketing activities expect anticipation activities, and accountability activities. *Therefore, H13b is partially supported*.

Table 72: Comparison Standardize Estimate of Proactive and Responsive Market Orientation, 7As, in 3-Star and 4-5-Star Hotels Framework

Construct	Standardize Estimate			
	3-Star	4-5-Star	3-Star	4-5-Star
	Proactive MO	Proactive MO	Responsive MO	Responsive MO
Anticipation Activities	0.443***	0.448***	0.305***	0.091
Adaptation Activities	0.352***	0.356***	0.435***	0.462***
Alignment Activities	0.444***	0.346***	0.410***	0.503***
Activation Activities	0.390***	0.213***	0.403**	0.590***
Accountability Activities	0.321***	0.244***	0.468**	0.366***
Attraction Activities	0.468***	0.270***	0.434**	0.436***
Asset Management	0.456***	0.363***	0.321***	0.383***

Note: ** is significate level 0.05.

*** is significate level 0.01.

Table 73: Summary Results of Hypothesized Relationships of 4-5-Star Hotels

Hypotheses	Description of Hypothesized Relationships	Results of 4-5-Star Hotels
H1	Proactive market orientation has a positive influence on service performance.	Not Supported
H2	Responsive market orientation has a positive influence on service performance	Not Supported
H3a	Proactive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	+ Supported
H3b	Proactive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H3c	Proactive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H3d	Proactive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H3e	Proactive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H3f	Proactive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H3g	Proactive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

**Table 73: Summary Results of Hypothesized Relationships of 4-5-Star Hotels
(Continued)**

Hypotheses	Description of Hypothesized Relationships	Results of 4-5-Star Hotels
H4a	Responsive market orientation has a positive influence on anticipation activities in the design of marketing strategy.	Not Supported
H4b	Responsive market orientation has a positive influence on adaptation activities in the design of marketing strategy.	+ Supported
H4c	Responsive market orientation has a positive influence on activation activities in the implementation of marketing strategy.	+ Supported
H4d	Responsive market orientation has a positive influence on alignment activities in the implementation of marketing strategy.	+ Supported
H4e	Responsive market orientation has a positive influence on accountability activities in the assessment of marketing strategy.	+ Supported
H4f	Responsive market orientation has a positive influence on attraction activities in the resourcing of marketing strategy.	+ Supported
H4g	Responsive market orientation has a positive influence on asset management in the resourcing of marketing strategy.	+ Supported

**Table 73: Summary Results of Hypothesized Relationships of 4-5-Star Hotels
(Continued)**

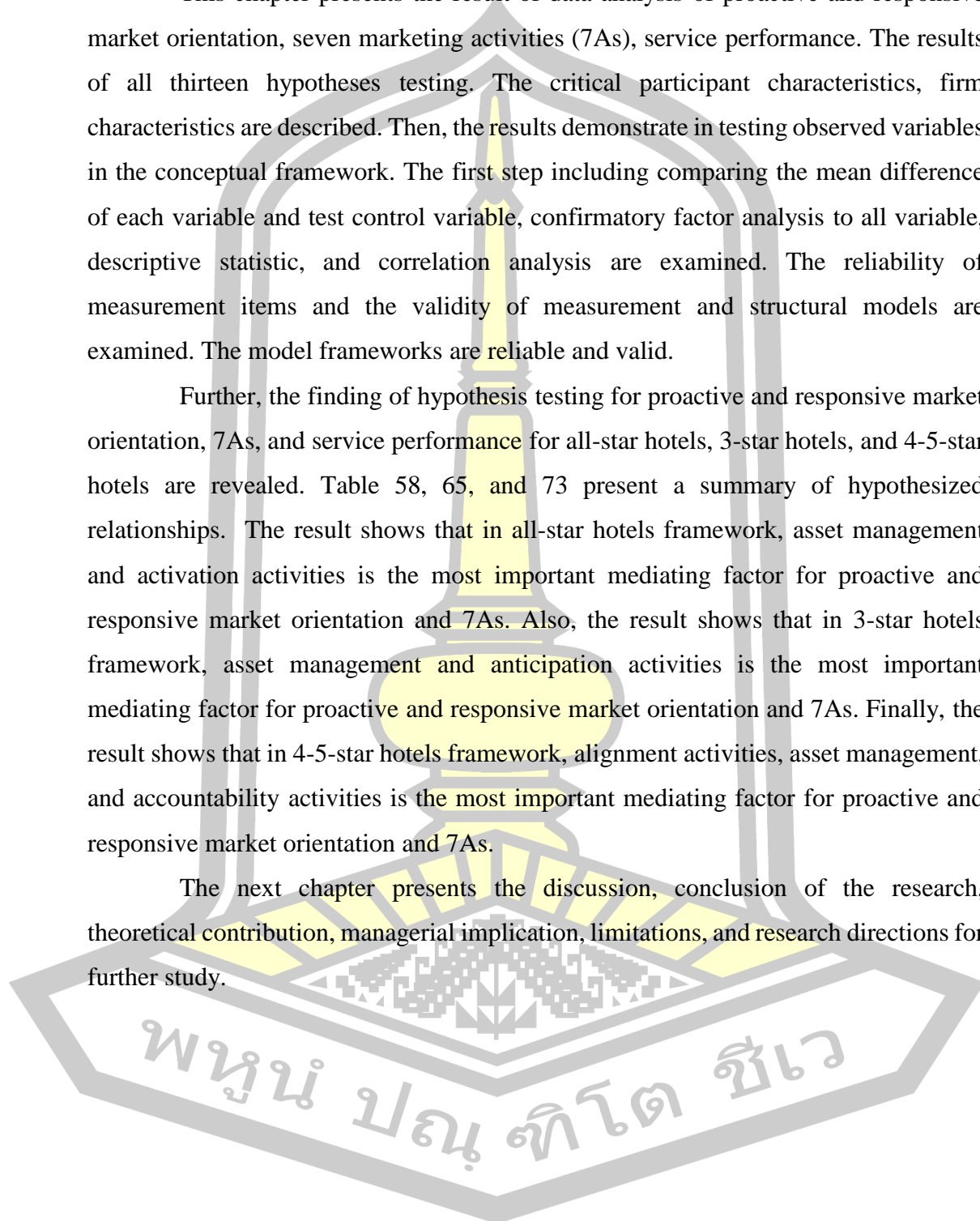
Hypotheses	Description of Hypothesized Relationships	Results of 4-5-Star Hotels
H5	Anticipation activities in the design of marketing strategy have a positive influence toward service performance.	- Supported
H6	Adaptation activities in the design of marketing strategy have a positive influence on service performance.	Not Supported
H7	Alignment activities in the implementation of marketing strategy have a positive influence on service performance.	+ Supported
H8	Activation activities in the implementation of marketing strategy have a positive influence on service performance	- Supported
H9	Accountability activities in the assessment of marketing strategy have a positive influence on service performance.	+ Supported
H10	Attraction activities in the resourcing of marketing strategy have a positive influence on service performance.	Not Supported
H11	Asset management in the resourcing of marketing strategy has a positive influence on service performance.	+ Supported
H12	Marketing activities levers (7As) will partly mediate the relationship between proactive and responsive market orientations and service performance.	Partial Supported
H13a	The higher expectations of service, the stronger relationships between proactive market orientation concentration and marketing activities levers (7As).	Partial Supported
H13b	The higher expectations of service, the stronger relationships between responsive market orientation concentration and marketing activities levers (7As).	Partial Supported

Summary

This chapter presents the result of data analysis of proactive and responsive market orientation, seven marketing activities (7As), service performance. The results of all thirteen hypotheses testing. The critical participant characteristics, firm characteristics are described. Then, the results demonstrate in testing observed variables in the conceptual framework. The first step including comparing the mean difference of each variable and test control variable, confirmatory factor analysis to all variable, descriptive statistic, and correlation analysis are examined. The reliability of measurement items and the validity of measurement and structural models are examined. The model frameworks are reliable and valid.

Further, the finding of hypothesis testing for proactive and responsive market orientation, 7As, and service performance for all-star hotels, 3-star hotels, and 4-5-star hotels are revealed. Table 58, 65, and 73 present a summary of hypothesized relationships. The result shows that in all-star hotels framework, asset management and activation activities is the most important mediating factor for proactive and responsive market orientation and 7As. Also, the result shows that in 3-star hotels framework, asset management and anticipation activities is the most important mediating factor for proactive and responsive market orientation and 7As. Finally, the result shows that in 4-5-star hotels framework, alignment activities, asset management, and accountability activities is the most important mediating factor for proactive and responsive market orientation and 7As.

The next chapter presents the discussion, conclusion of the research, theoretical contribution, managerial implication, limitations, and research directions for further study.



CHAPTER V

DISCUSSIONS AND CONCLUSIONS

The previous chapter describes respondent and firm characteristics, reliability, validity, descriptive statistic, correlation matrix, measurement model, structural model assessment, and hypothesis testing. Therefore, this chapter provides conclusions and discussions of the research findings. Recommendation for academicians and practitioners who are theoretical and managerial contributions are described. Finally, limitations of the study and future research are suggested.

The effect of proactive and responsive market orientation, seven marketing activities levers (7As), service performance in hotel business of Thailand are examined in this research. In addition, this research proposes that 7As is assigned as a mediator between proactive and responsive market orientation and service performance. The expectation of service (3-star hotels and 4-5-star hotels) is assigned to be a moderating variable which moderates the influences of the proactive and responsive market orientation effect to service performance.

This study, data was collected from a hotel in Thailand including 3-star hotels and 4-5-star hotels. The key research question of this research is how proactive and responsive market orientation and 7As (consisting, anticipation activities, adaptation activities, activation activities, alignment activities, accountability activities, attraction activities, and asset management) have a relationship with service performance. Likewise, six specific research questions are as follows: 1) How does the proactive and responsive market orientation influence service performance? 2) How does the proactive and responsive market orientation have a relationship with 7As? 4) How does the 7As, relationship with service performance? 4) How does the relationship between the proactive and responsive market orientation, 7As, and service performance? 5. How does the partial mediator role of 7As? 6) How does the different expectation of service (star rating of hotels) among all constructs in the model?

Conclusions

The first objective of this study is to examine the impacts of two exogenous variables including proactive and responsive market orientation to service performance from the manager's perspective. These eighteen factors are classified into two categories which are proactive and responsive market orientation. Proactive market orientation includes eight variables. Responsive market orientation is ten variables. The other objective of the study is to develop and adapt items of 7As from the literature review as a mediator variable between both market orientations and service performance. Thus, the conceptual frameworks contain variables (proactive and responsive market orientation), mediators (7As), and consequences (service performance).

Proactive and responsive market orientation, 7As, and service performance can be viewed from manager's perspectives. Especially, service performance can be measured performance owing to the reluctance of hotel manager to provide detail regarding hotel performance (Sun and Lu, 2005). This study focuses on proactive and responsive market orientation as market capability are mobilized through seven marketing activities lever (7As) that occur during the marketing strategy process can generate to the performance payoffs from marketing organization and increase that effect on firm performance (Moorman and Day, 2016). Proactive and responsive market orientation, 7As and service performance is described based on the resource-based view theory, marketing capability, dynamic capability, and knowledge-based view.

The population in this study is hotel business of Thailand that has their most service industrial sectors. Tourism Authority of Thailand is displayed on the website: www.tourismthailand.org/where-to-stay database is used as a sampling frame. In this study selects 1,334 firms by simple random sampling from those databases. Mail questionnaires were sent to 1,334 firms in Thailand. A questionnaire is reviewed by a dissertation advisor and thirty people who are marketing managers. The total returned questionnaires are 255, and the response rate equals 19.52%. The analytical tool to simultaneously investigate the impacts among constructs on proactive and responsive market orientation, 7As, and service performance framework is AMOS 20 and SPSS 22.

SPSS 22.0 is used for testing frequency and percentage, descriptive statistic, compared means, analyzes invariance, and reliability of measurement items. AMOS 20 is performed for the testing validity of the observed variable, the validity of the measurement model, and the structural model. After analyzes, all variable and construct are done. The results show that all variable and construct except market share can use to examine influence and relationship in a conceptual framework. From a managerial perspective, market share is a rather crude metric: the manager that focuses on struggle competitors implied by market share measurement can lead to economically irrational behavior by firms. Further, overemphasis on market share as a performance measure can be problematic as there is no link between market share and long-term profitability (Clark, 2000). For this reason, market share cut off from the analysis.

Similarly, the control variables have been tested and found that does not have to mean differences were significant in this research, control variable including, firm size, firm age, firm location, and firm ownership uncollected adding to testing in the conceptual framework. The hypotheses testing is performed, and the results of hypothesis testing are organized into three parts: proactive and responsive market orientation, 7As, and performance frameworks in all-star hotels, 3-star hotels, and 4-5-star hotels. The results reveal finding are as follows.

For hypotheses 1, proactive market orientation in all-star hotels has significant positive impact on a service performance at a level of significance 0.05 ($\gamma = 0.152$, $t = 1.644$). However, for 3-star hotels and 4-5-star hotels, proactive market orientation do have no significant positive impact on a service performance ($\gamma = 0.121$, $t = 0.889$) and ($\gamma = 0.140$, $t = 1.148$), respectively.

For hypotheses 2, responsive market orientation in all-star hotels and 3-star hotels have significant positive impact on a service performance at a level of significance 0.05 ($\gamma = 0.201$, $t = 2.140$) and ($\gamma = 0.221$, $t = 1.702$), respectively. However, for 4-5-star hotels, responsive market orientation does not have significant positive impact on a service performance ($\gamma = 0.105$, $t = 0.797$).

For hypotheses 3a-3g, proactive market orientation in all-star hotels, 3-star hotels, and 4-5-star hotels have a significant positive impact on all 7As at a level of significance 0.01 ($t > 1.96$). Moreover, **hypotheses 4b-4g**, responsive market orientation in the all-star hotels, 3-star hotels, and 4-5-star hotels have a significant

positive impact on all 7As at a level of significance 0.01 ($t > 1.96$). According to **hypotheses 4a**, responsive market orientation has no significant impact in anticipation activities for 4-5-star hotels.

For hypotheses 5, anticipation activities in all-star hotels has no significant positive impact on a service performance at a level of significance 0.05 ($\beta = -0.047$, $t = -0.673$). However, for 3-star hotels have significant positive impact on service performance ($\beta = 0.248$, $t = 2.446$). In addition, for 4-5-star hotels has significant negative impact on a service performance ($\beta = -0.203$, $t = -2.240$).

For hypotheses 6, adaptation activities in all-star hotels has no significant impact on a service performance at a level of significance 0.05 ($\beta = -0.035$, $t = -0.384$). Similarly, for 3-star hotels and 4-5-star hotels has no significant impact on service performance ($\beta = 0.027$, $t = 0.210$) and ($\beta = -0.031$, $t = -0.234$), respectively.

For hypotheses 7, alignment activities in all-star hotels and 3-star hotels do not have significant positive impact on a service performance at a level of significance 0.05 ($\beta = 0.146$, $t = 1.368$) and ($\beta = 0.095$, $t = 0.608$), respectively. However, for 4-5-star hotels has significant positive impact on service performance ($\beta = 0.288$, $t = 2.013$).

For hypotheses 8, activation activities in all-star hotels, 3-star hotels, and 4-5-star hotels have significant negative impact on a service performance at a level of significance 0.05 ($\beta = -0.253$, $t = -2.568$), ($\beta = -0.334$, $t = -2.309$) and ($\beta = -0.261$, $t = -1.802$), respectively.

For hypotheses 9, accountability activities in all-star hotels and 3-star hotels do not have significant positive impact on a service performance at a level of significance 0.05 ($\beta = 0.138$, $t = 1.572$) and ($\beta = 0.045$, $t = 0.335$), respectively. However, for 4-5-star hotels has significant positive impact on service performance ($\beta = 0.215$, $t = 1.894$).

For hypotheses 10, attraction activities in all-star hotels, 3-star hotels, and 4-5-star hotels do not have significant impact on a service performance at a level of significance 0.05 ($\beta = 0.002$, $t = 0.023$), ($\beta = -0.113$, $t = -0.818$) and ($\beta = -0.023$, $t = -0.187$), respectively.

For hypotheses 11, asset management in all-star hotels, 3-star hotels, and 4-5-star hotels have significant positive impact on a service performance at a level of significance 0.05 ($\beta = 0.280$, $t = 2.936$), ($\beta = 0.334$, $t = 2.458$) and ($\beta = 0.220$, $t = 1.714$), respectively.

For hypotheses 12, testing full and partial mediator effect between proactive and responsive market orientation, 7As, and service performance. For all-star hotels, activation activities and asset management are a partial mediator of the framework. However, for 3-star hotels anticipation activities, activation activities, and asset management are the full mediator between proactive market orientation and service performance. Meanwhile, three activities are the partial mediator between responsive market orientation and service performance. In addition, for 4-5-star hotels, anticipation activities, alignment activities, activation activities, accountability activities, and asset management are the partial mediator between both market orientations and service performance although not all marketing activities can confirm, some activities of 7As as a full and partial mediator effect between proactive and responsive market orientation and service performance.

For hypotheses 13a-b, they are testing the difference of the coefficient level of 7As between a higher expectation of service (4-5-star hotels) and medium of service (3-star hotels) shown that there is no difference in term of proactive and responsive market orientation and 7As between two groups. For proactive market orientation, the medium of service (3-star hotels) has a stronger relationship than higher expectations of service (4-5-star hotels) in five marketing activities expect anticipation activities and adaptive activities. However, for responsive market orientation, the higher expectations of service (4-5-star hotels) have a stronger relationship than a medium of service (3-star hotels) in five marketing activities expect anticipation activities and accountability activities.

Figure 29: Summary of the Supported Hypotheses in All-Star Hotels Framework

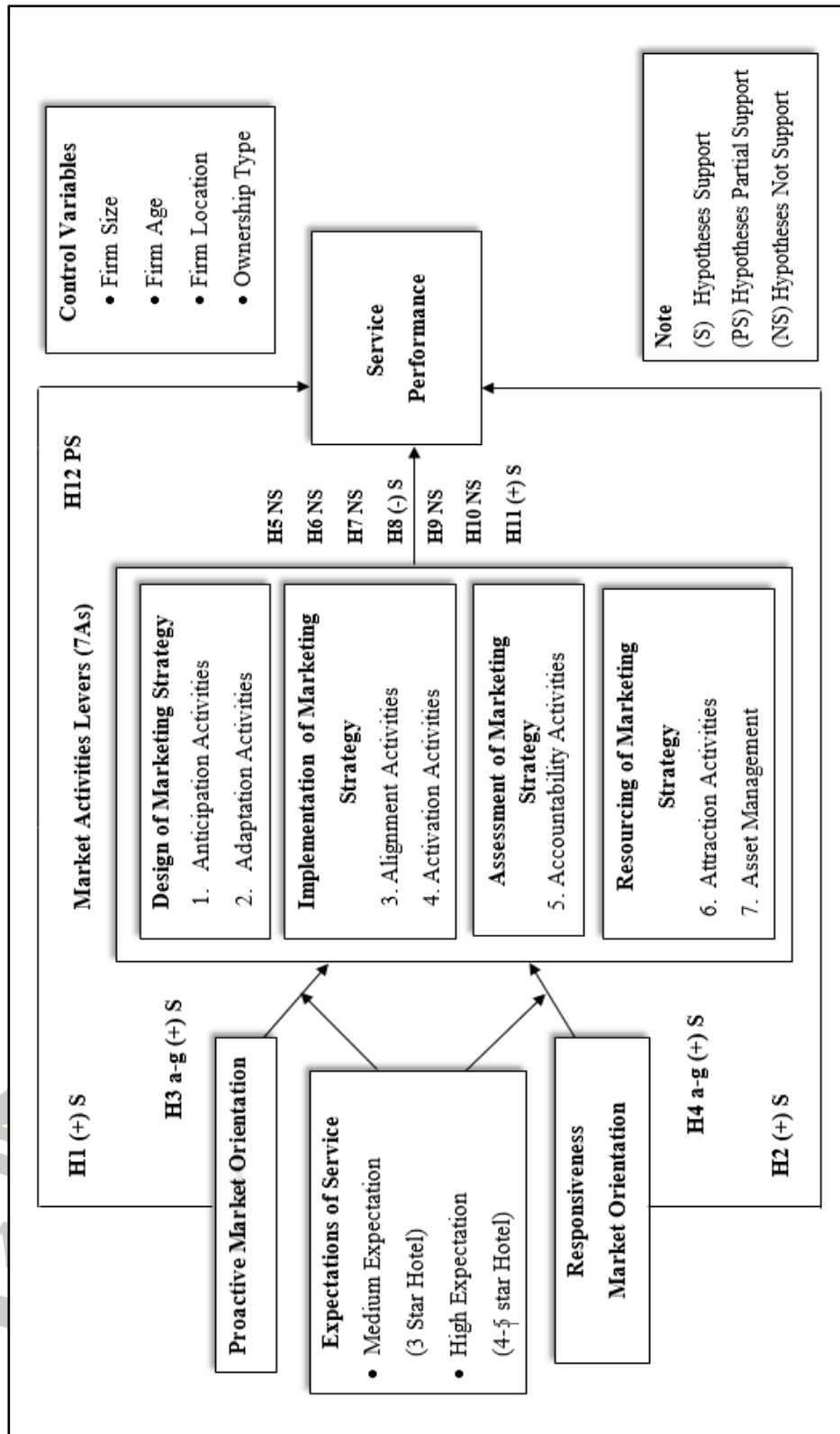


Figure 30: Summary of the Supported Hypotheses in 3 Star Hotels Framework

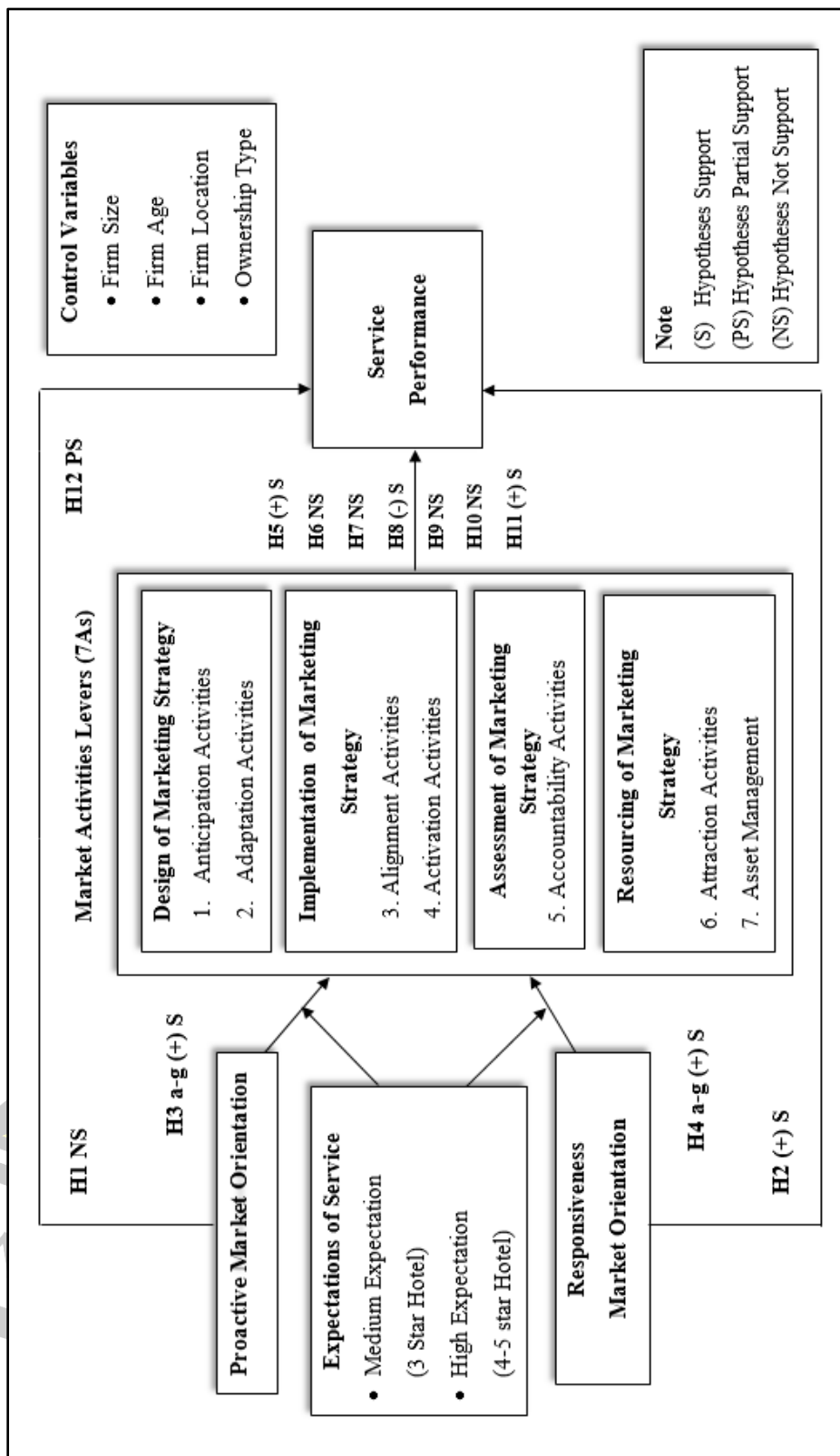
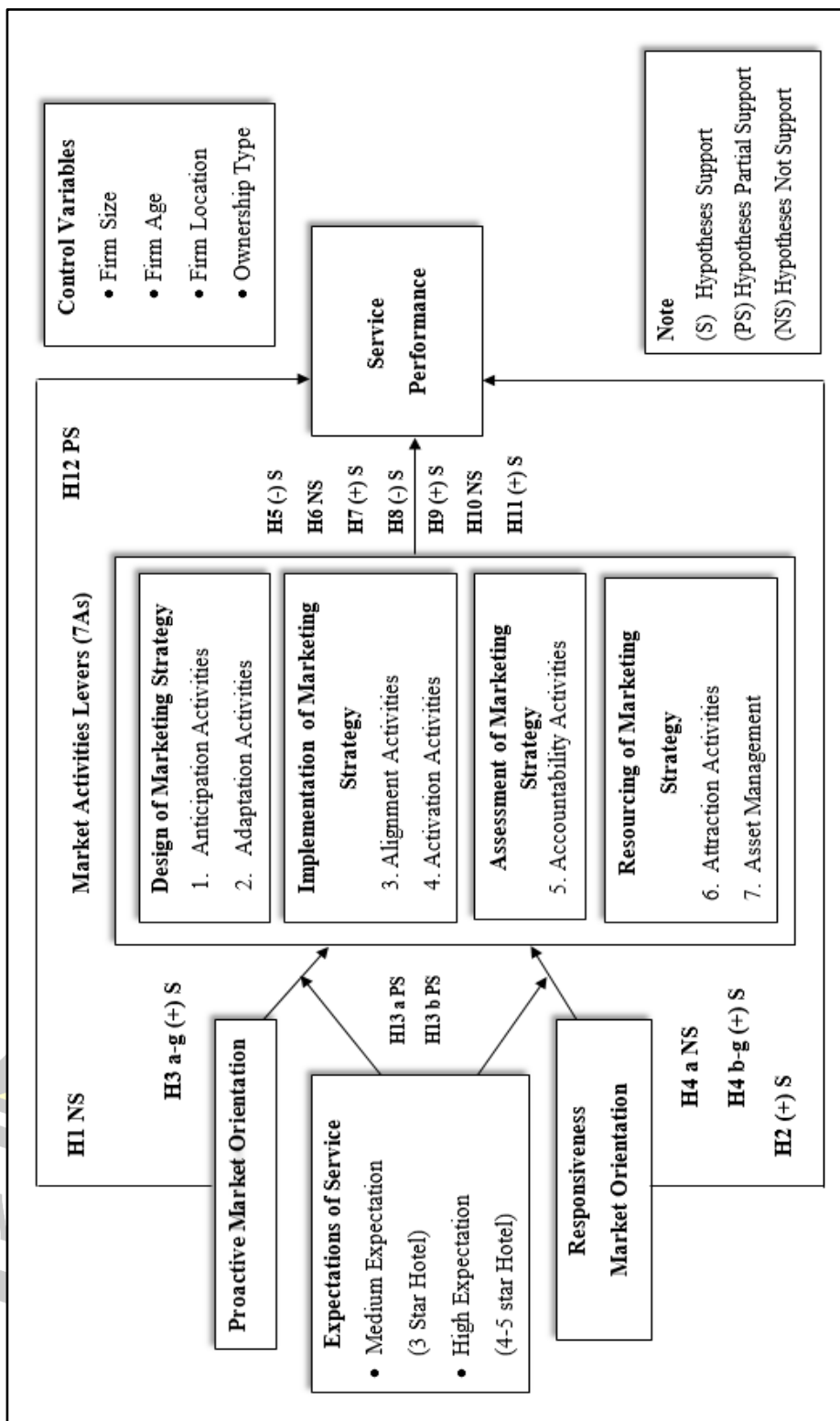


Figure 31: Summary of the Supported Hypotheses in 4-5 Star Hotels Framework



Discussions

This study presents the conceptual framework of the proactive and responsive market orientation, seven marketing activities levers (7As), and service performance. The results from hypothesis testing demonstrate many interesting points which can be discussed in details as follows.

1) Proactive Market Orientation and Service Performance

The results from the hypothesis testing reveal that proactive market orientation (H1) in the all-star hotels, proactive market orientation has significantly contributed to all-star hotels performance. According to Narver et al. (2004), addressed that proactive market orientation plays a significant positive role in any business to create and sustain performance. Besides, Tan and Liu (2014) confirmed that proactive market orientation is positively associated with business performance. Garay, Font, and Pereira-Moliner (2017) indicated that proactive in hotels developing significantly better on strategy and achieving substantially higher performance levels. Hotels which achieve above average business performance levels are substantially more in proactive strategy.

However, the result indicates that proactive market orientation has no significant positive effect on the service performance of 3-star hotels and 4-5-star hotels. Due to 3-star hotels and 4-5-star hotels have a difference in service quality, service perceives and expectation of service of the consumer. Thus, concentration for performing a proactive market orientation possibly has a difference of influence in gaining hotel service performance — the radical economic competition in the hotel industry of Thailand. Hardy (2014) demonstrated that companies use many similar marketing practices. To be able to have the market more competitive, each star rating hotels must utilize the differentiation strategies and activities more effectively. Therefore, proactive market orientation is negatively related to market turbulence, technological turbulence, and competitive intensity. In addition, Tiedemann, Birgele, and Semeijn (2009) confirmed that both internal and external information sharing in market orientation are essential antecedents of a customer responsive more than proactive, and hence satisfaction and loyalty. Thus, the responsive market orientation of customer needs important marketing capability. Different star rating hotels, market turbulence, and information sharing, possibly that cannot use proactive market orientation impact to hotel service performance.

Academicians or managers who have a responsibility to develop service performance in the hotel industry should be careful the proactive market orientation for the central marketing capability of the hotel. Overall, the all-star hotels, proactive market orientation have a positive effect on service performance. For 3-star hotels and 4-5-star hotels that difference in service quality and service expectation should be promoted or support on proactive market orientation. According to Tse et al. (2005) confirmed that market orientation is positively and significantly associated with the marketing performance and financial performance of a hotel. Although the use of the proactive market orientation, it also affects to service performance. Lamore, Berkowitz, and Farrington (2013) indicated that the proactive market orientation attempts to discover, understand, and satisfy the latent needs of customers and then developing future services to meet these unexpressed needs. Therefore, the hotel should be focus extrapolates key trends to gain insight into what users in a current market will need in the future and helping consumers anticipate developments in consumer needs or continuously try to discover additional requirements of the customer.

2) Responsive Market Orientation and Service Performance

The results from the hypothesis testing reveal that responsive market orientation (H2) the all-star hotels and 3-star hotels have a positive impact on service performance. It shows that responsive market orientation has significantly contributed to all-star hotels and 3-star hotels performance. Due to rapidly growing competition in the hotel industry of Thailand, there must a very intense confrontation with the competition. The other important reasons are the traveler's staying characteristics of 3-star hotels were not expected in service or receipt extraordinary service of the hotel. The travelers want to stay temporarily or stay for a while during their traveling to the destination. Therefore, responsive market orientation has significant implications for hotel performance. The hotel must be the focus on the management of responsive to consumer need. According to Bodlaj et al. (2012) the impact of responsive market orientation on innovation and market success is positive and significant only in a rapidly changing market environment. Wang et al. (2013) shown that the responsive market orientation is positively related to market turbulence and competitive intensity. Zhang et al. (2016) suggested that a responsive market orientation is positively related to

market turbulence, technological turbulence, and competitive intensity. However, the results indicate that responsive market orientation has a significant impact on the performance of 3-star hotels. Responsive market orientation has no significant effect on the performance of 4-5-star hotels. In addition, it also demonstrates that marketing capabilities (PMO and RMO) cannot directly affect to service performance and succeed of 4-5 star hotels.

Academicians or manager who has a responsibility to develop service performance in the hotel industry should focus on the responsive market orientation for marketing capability of the hotel. In the overall, the all-star hotels and 3-star hotels have a positive effect on service performance. However, for 4-5-star hotels have not positive impact between responsive market orientation and service performance. Due to 4-5-star hotels have preparedness in service quality, service perceives and expectation of service of the consumer. Thus, the 4-5-star hotel is a possibility that is not the emphasis to concentration for performing responsive market orientations possibly to gaining service performance. In this reason, 4-5-star rating hotels should be using responsive market orientation impact to service performance such as the hotel should be posited objective is driven primarily by consumer satisfaction or measurement in consumer satisfaction systematically and frequently. Oswald et al. (2012) indicated that responsive market orientation as discovering, understanding, and satisfying expressed customer needs, and can the adaptation of the organization to the expressed needs of customers. Therefore, the hotel should measure customer satisfaction systematically and frequently. In addition, the hotel should have a routine of regular measure of customer service and continuously monitors our level of commitment and orientation to serving customer needs.

3) Proactive and Responsive Market orientation and 7As

The results from the hypothesis testing reveal that proactive and responsive market orientation (H3a-3g and H4a-4g) in all-star hotels, 3-star hotels, and 4-5-star hotels have a substantial positive impact on 7As. The results show that proactive and responsive market orientation as market capability has a strong relationship with 7As. For, 3-star hotels, proactive market orientation has the most influential factor are attraction activities, asset management, alignment activities, and anticipation activities.

However, responsive market orientation has the most influential factor are adaptation activities, accountability activities, alignment activities, and activation activities. For, 4-5-star hotels, proactive market orientation has the most influential factor are anticipation activities, asset management, adaptation activities, and alignment activities. However, responsive market orientation has the most influential factor are activation activities, alignment activities, adaptation activities, and accountability. According to Moorman and Day (2016) suggested that marketing capabilities are mobilized through marketing activities levers (7As) that occur during the marketing strategy process to advance marketing excellence. In addition, Voola and O’Cass (2010) identified that top management and the marketing manager is critical for developing strategies and therefore they will drive market orientation, market activities development, and deployment to implement a strategy for performance. However, for 4-5-star hotels, responsive market orientation does not have a significant impact on anticipation activities. Customer value perceptions are dynamic, firm have necessary focus anticipation capability more than responsive consumer needs. Customers' requirements are identified and understood; hotel operators are more likely to anticipate and fulfill their customers' needs and want (Juwaheer and Lee Ross, 2003). According to, Flint et al. (2011) indicated that the firm used anticipating what customers will value realize higher customer satisfaction and loyalty. Therefore, anticipation activation can generate customer value is a reliable driver of satisfaction and loyalty.

Academicians or manager who has a responsibility to develop service performance in the hotel industry should be careful on the relationship between the proactive and responsive market orientation and 7As to creating marketing strategy in the hotel industry. In addition, for 3-star hotels and 4-5-star hotels focus proactive and responsive market orientation, and 7As will discuss in implication contribution.

4) 7As and Service Performance

- **Anticipation Activities**

The results from the hypothesis testing reveal that anticipation activities of 7As (H5) in all-star hotels, 3-star hotels, and 4-5-star hotels have a different impact on service performance. The result indicates that anticipation activation has a significant effect on 3-star hotel performances. However, the anticipation activities have a negative

significant impact on the performance of 4-5-star hotels. Therefore, the 3-star hotel focuses on responsive market orientation should emphasis on the anticipation activities. Due to a large number of 3-star hotels, customer relationships must be built from the anticipation of future needs, along with responsive market orientation. According to Kohli and Jaworski (1990) suggested that anticipation activities can consider that important idea expressed by several executives that useful market intelligence pertains not just current need, but to future demand as well. Due to 3-star hotels and 4-5-star hotels have the difference in service quality, service perceives and expectation of service of the consumer. Thus, concentration for performing anticipation activities possibly that has a difference of influence to gaining service performance between star hotels. It clearly shows that 3-star hotels have the service quality less than 4-5-star hotels. In addition, 3-star hotels have number of hotels more than 4-5-star hotels. It is possible that focusing on anticipation activities enhance the understanding of consumer need more than 4-5-star hotels for better for consumer satisfaction. Contrary, for 4-5-star hotels anticipation activities, because the consumer has high expectation in service quality of hotel and study in the utility of hotel and gets a response it only. According to Deshpande et al. (1993) addressed that market anticipation and firm performance have relative in size of the firm, a relative growth rate of the firm, and a relative share to the market of the firm. Therefore, anticipation activities must be appropriate apply to market strategy process in 3-star rating of hotels.

Academicians or manager who has a responsibility to develop service performance in 3-star hotels should focus on anticipation activities to fill consumer needs and better service satisfaction. The 3-star hotels have conducted to anticipation activities for better service performance such as the hotel emphasizes more toward the future consumer's needs than the present, In addition, the hotel used marketing research efforts in the hotel are aimed at obtaining information about customer's needs in the future, relative to their current needs. Moreover, the hotel plans are based more on past performance rather than on future potential. However, for 4-5-star hotels should not emphasis in anticipation activities too much. It is a possibility to cause to infestation being also customer dissatisfaction.

• Adaptation Activities

The results from the hypothesis testing reveal that adaptation activities of 7As (H6) in all-star hotels, 3-star hotels, and 4-5-star hotels do not have an impact on service performance. For all-star hotels, 3-star hotels, and 4-5-star hotels, results have consensus that does not affect service performance. The findings suggest that adaptation activities have no significant impact on the service performances in all-star hotels, 3-star hotels, and 4-5-star hotels. Therefore, hotels should not adjust according to the environment the business environment and competition. A hotel should survive through self-reliance and creating of the uniqueness of their hotels, rather than adjusting to keep up with their competitors' competitive strategies.

Contrary to Homburg et al. (2002) who addressed that the adaptation ability of the organization can change marketing activities to fit a different market situation better than its competitors. Schindehutte and Morris (2001) suggested that the adaptation strategy can change a specific way in which the firm adjusts as it sought to survive and capitalize on the external situation. However, adaptation activities can adapt to the changing of the business environment of the hotel or adaptive to change in competitor' marketing strategies. Quick adaptation responds to the changing needs of customers. At present, the needs of hotel customers have changed enormously. The customer did not need an adaptation of the same hotel strategy, but the customer wants to stay and receive a differentiated service from another hotel. As a result, an increasing in hotel's with unique concepts are shown as a trend among nowadays customers because they need additional requirements than a stay (Forsgren and Franchetti, 2004).

Forsgren and Franchetti (2004) indicated that many hotels could not adapt to change relatives to competitor's activities but, they try to differentiate their service with a unique concept when compared to the traditional hotel service. Unique concept hotels are designed with a personal touch, which will enable them to brand themselves differently. These hotels can differentiate their hotel product from competitors by placing themselves in a market niche through their image, lifestyle, design, and style. The hotel managers at these unique concept hotels believe their customers to have high expectations; therefore the investigation illustrates why the postmodern customers' expectations are changing the hotel service. Thus, adaptation activities might not be enough for a hotel strategy anymore. The manager of 4-5-star hotels must create the

uniqueness of the hotel. Hotels with a unique theme can motivate the longer stay than a traditional hotel especially for unique design hotel that can be a unique lifestyle hotel. Gilmore and Pine (2002) argued that uniqueness gives the customer a memorable stay by providing the customer with an extraordinary experience. However, for 3-star hotel should be focused on price strategy more than unique strategy (Tefera and Govender, 2015). Meanwhile, manager of 4-5-star hotels should be maintaining or increasing the hotel's uniqueness to achieve better service performance.

- **Alignment Activities**

The results from the hypothesis testing reveal that alignment activities of 7As (H7) in 4-5-star hotels have an impact on service performance. For all-star hotels and 3-star hotels, alignment activities do not have an impact on service performance. The result indicates that alignment activities do not have a significant impact on the performance in all-star hotel and 3-star hotel. However, alignment activities have significant effects on the performance of a 4-5-star hotel. Therefore, 4-5-star hotels need to rely on the marketing processes because it will lead to a successful to service performance in 4-5-star hotel. Thus, the alignment activities are essential factors for high service quality hotel. It enhances perceived of the customer on quality. 4-5-star hotels must have an availability of all resources such as capital, capability, and human resource. Then, they can implement alignment activities well. Alignment activities rely on the willing on the marketing process to link customer needs to the service of hotel employees. In addition, marketing organization in the hotel is effective linking agents between customer requirements and employee's operations. Hotel with a marketing organization expresses an effective linking customer needs to the operations of hotel employees. Moorman and Rust (1999) suggested that alignment activities as the firm's ability to create an organizational structure that represents the way business divisions and units are organized and includes the information which is accountable for a response market. In addition, the hotel has availability of market information in different functional areas.

Moreover, the hotel has the degree of coordination of decisions about marketing activities in different areas. According to Lewis et al. (2012) they indicated that the hotel must rely on marketing for maintaining excellent service and image hotel.

According to Moorman and Rust (1999) stated that the alignment activities are marketing best viewed as the function that manages connections between the organization and the consumer as well as to the extent to which the marketing function leads these connections contributes to financial and service performance. Therefore, the manager in 4-5-star hotels should be consider on alignment activities between hotel structure and interactions of the employee. For example, the marketing organization structure of the hotel was most of the marketing activities to change the quality of service performance.

Academicians or manager who has a responsibility to develop service performance in 4-5-star hotels should support and maintain the alignment activities because of its essential factor for service performance. For 3-star hotels should focus on increasing the alignment activities to develop and create marketing organization structure. It enhances the connection between the marketing organization, and consumer needs to achieve better service performance.

- **Activation Activities**

The results from the hypothesis testing reveal that activation activities of 7As (H8) in all-star hotels, 3-star hotels, 4-5-star hotels, activation activities have a significant negative impact on service performance. The finding suggests that activation activities have significant negative effects on business performance for all-star hotels, 3-star hotels, and 4-5-star hotels. It is shown that employee management is the most important factor, but it must be careful when to assign tasks. Tasks must assign along employee's responsibility. A hotel should provide employee motivation, and monitoring the stress from the workload. Activation activities are related to the hotel employee expectation to serve high service quality to customers. Previous studies have stated that employee with diverse duties (salespeople and frontline employees) are topical shows lower individual performance.

Moreover, frontline employees such as sales positions are likely to face unscripted and challenging situations with different customers, which contribute to disengagement (Anaza and Rutherford, 2012). Additionally, the hotel employee expects that customers are integrated into the activities of a new service program, and the hotel employee expects to feel responsible for the detection and solution of potential

and actual customer's problem. According to Jehn, Rispens, and Thatcher (2010) found a negative association between perceived asymmetries and work motivation and satisfaction. Lu (1999) revealed a negative relationship between extrinsic motivation and supervisors' support. Employee's stress is a growing concern for organizations today. Stress can be defined as a life circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial. Employee stress is a significant issue in the hospitality industry. Hotel managers reported significantly more stressors than hourly employees. More employee and coworker stressors were linked to more negative attitudes. Also, interpersonal tensions at work were linked to lower job satisfaction and higher turnover intentions (O'Neill and Davis, 2011). For this reason, excessive responsibility staffing and employees have a negative impact on service performance.

The manager should increase the motivation and morale of the employee by adopting a communication technique which is based on elegance and respect to employees. Motivation affects the performance by ensuring the loyalty of the employee to the job and the organization as a result of a successful combination of a leadership role and an appropriate communication technique (Çetin, 2013). Consequently, the manager should create manpower planning in the hotel such as offering promotional and educational opportunities with the help of job performance detection and development planning. The managers should be able to transfer some of their authority and responsibilities to the employee to decide. Managers should set specific tasks for employees and equally suitable for each employees. This responsibility will eventually help the employee find an identity and boost morale (Çetin, 2013). According to Homburg and Pflesser (2000) indicated that a firm's ability to promote activities identified with employee action. Their responsibilities are very often connected to the implementations negotiating the sales terms and conditions, and employee motivation being too firm performance.

Academicians or manager who have a responsibility to develop service performance in all-star hotels, 3-star hotels, 4-5-star hotels should be aware of the appropriate activation activities for motivating their employee to serve a better service to customers.

- **Accountability Activities**

The results from the hypothesis testing reveal that accountability activities of 7As (H9) in 4-5-star hotels, accountability activities have an impact on service performance. The finding indicates that the accountability activities have no effect on all-star hotels and 3-star hotels, but it has a significant impact on the performance in 4-5-star hotels. As 4-5-star hotels are a large business; as a result, they have formal assignments and work departments. It also has a measurement of return on investment system. Therefore, marketing activities and marketing strategy must be measurable and summarize to improve the effectiveness of marketing implementation.

Consequently, it is clear that the accountability activities as an essential factor for a hotel that has high service quality, quality, perceive of the consumer, and high expectation of consumer (4-5-star hotels). The accountability activities are related to hotel marketing activities. It acts as a linkage to customer satisfaction or retention to financial outcomes. According to Verhoef and Leeflang (2009), the firm's ability using measurement to like firm's marketing actions from investments in marketing activities, and to take responsibility for the profit or loss that is financially relevant to outcomes and growth over time (Blair et al., 2016). According to O'Sullivan and Abela (2007) indicated that the ability to measure marketing performance has a significant impact on firm performance, profitability, stock return, and marketing's stature within the firm.

Academicians or manager who have a responsibility to develop service performance in 4-5-star hotels should support and maintain in accountability activities because measurement of marketing activities can be linked to customer satisfaction, retention to financial outcomes resides in marketing strategy. However, 3-star hotels should increase the controls over accountability activities. Academicians or managers who have a responsibility to develop service performance in development and create tools for measurement between marketing activities and profitability or outcome to assess service performance.

- **Attraction Activities**

The results from the hypothesis testing reveal that attraction activities of 7As (H10) in all-star hotels, 3-star hotels, and 4-5-star hotels do not have an impact on service performance. The finding suggests that attraction activities have no significant impact on the performance of the all-star hotel, 3-star hotels, and 4-5-star hotels.

Therefore, the hotels may not require efforts to attract partnership engaging them to be an alliance. The hotels must rely on self-reliance, reduce costs, and choose the right partnership for some types of jobs more than rely on partners in all kinds of job. Attraction activities are related to the hotel has worked with stakeholder's activities (customer, client, partners, and society) to develop service, reduce delivery times, quality management, and just in time system. Besides, the hotel has planning and management of stakeholder's activities (customer, clients, partners, and society). Srihadi, Sukandar, and Soehadi (2015) indicated that supplier and partnership positive affects the firm performance. According to Beckman et al. (2004) emphasized that firm expand networks by forming new relationships by motivating new partners. Thus, the successful company's implement activities which allow them to both attract a valuable new partner with whom they have some indirect network ties, as well as attracting partners with no network ties at all. The hotel business must initiate and implement cooperative programs with stakeholders.

In addition, the hotel has worked with stakeholder's activities to develop service, reduce delivery time, quality management, and just in time and enhanced suppliers and partner's production capabilities and capacities in service. The results show that all-star, 3-star hotels, and 4-5-star hotels do not have a significant relationship between the attraction activities and service performance. As a result, the most firm characteristic is single hotel ownership in this study. The sole hotel ownership can have a significant influence on the operating performance of its hotel properties by implementing strategies regarding its properties' locations, segments, brand affiliations, and operators. Specifically, brand affiliation has shown a consistently larger impact on both revenue and profit than other corporate strategies (Xiao et al., 2012). In the present, manager of hotel business in 3-star hotels and 4-5-star hotels will operate their owned business such as creating price strategies, unique hotel, and extraordinary experience by the manager capability. Managers will try to reduce unnecessary expenses or produce raw materials for use in the hotel business. Also, marketing activities within the hotel possibly select use some business partners and sometimes only for building service performance (Forsgren and Franchetti, 2004). Consistency, the 4-5-star hotels must be adaptive to uniqueness being too integrated overall business in the hotel (one stop travels or service center). This reason shows that a dependence reduction of partnerships and select only

stakeholders have benefits for operation in own hotel business. Xiao et al. (2012) revealed that a hotel owner's corporate strategies do influence a hotel's property level performance. Specifically, a hotel owner's expertise in implementing superior strategies regarding segment, brand, partnership, and location are critical to hotel performance. Khattab (2012) showed that the gains from alliances are not shared equally by all the partners. However, this research asserted that might plays a crucial role in the hotel sector because knowledge sharing and cooperative learning followed can improve service performance.

Meanwhile, the lack of trust has been found as the first main barrier to partnership' success. However, the most critical aspect in the adoption of strategic partner invariably increases the service quality and higher customer satisfaction followed by improving the overall performance of the hotels. Also, give another strong indication that the strategic alliance is playing a crucial role in the small and budget category hotels only.

Academicians or manager have a responsibility to develop service performance. The 3-star hotels and 4-5-star hotels should pay attention to attraction activities to establish a relationship between the partnerships and community for increase service performance. However, if the hotel has specialized in management and has adequate resources for the operation, the hotel can reduce the dependence on partnership. On the other hand, if the hotel lacks knowledge, expertise, and resources, they may need to connect with other partners to increase service performance.

- **Asset management**

The results from the hypothesis testing reveal that asset management of 7As (H10) in all-star hotels, 3-star hotels, 4-5-star hotels, asset management have consensus positive significant impact on service performance. This research indicates that asset management activities have significant positive effects on business performance of all-star hotel, 3-star hotels, and 4-5-star hotels. It also shows that asset management is essential and must be considered explicitly for staff, financial, a brand of hotel, knowledge, customer, resources, and capabilities. Thus, asset management is the most important factor impact on service performance. According to Moorman and Day (2016) suggested that firm's ability to use marketing resources which are human, financial, knowledge, brand, consumer assets, and related capabilities into value

offering for the target market and the extent to which a firm possesses expertise and resources related to marketing activities and firm performance. Asset management saw recognized human, financial, knowledge, brand, customer, asset, and capability as an asset in an organization, the hotel willing to spend money to human, financial, knowledge, brand, customer, asset and capability. Therefore, the hotel needs to be prepared for asset management such as human resource, financial, knowledge, branding, customer needs, tangible asset, intangible asset and capability of the hotel. According to Tsai and Shih, (2004) indicated intangible assets are the company's dynamic capability, created by knowledge, organization structure, innovative capability, brand, research and development, and market share; meanwhile, the tangible asset is easily acquired, since the company possesses financial position to do so. The most effective of the tangible asset are antiques and owned by a hotel. This makes it an important differentiating factor, contributing to the achievement of competitive advantage (Hall, 1992).

Academicians or manager have a responsibility to develop service performance. To increase service performance, it is necessary for focus on preparing in asset management for integration with marketing activities. The manager of the hotel must make emphasis in support, management system, and designed system for human resource, financial, knowledge, brand, reach customer need, tangible asset, intangible asset, and capability as the most critical business process for driving service performance.

5) Partial Effect of 7As

The results show that 7As are had full and partial mediator effect between proactive and responsive market orientation, 7As, and service performance. For all-star hotels, activation activities and asset management is a partial mediator between proactive and responsive market orientation and service performance. For 3-star hotels, anticipation activities, activation activities, and asset management are a full, partial mediator between proactive market orientation and service performance. However, the three activities are a partial mediator. For 4-5-star hotel, anticipation activities, alignment activities, activation activities, accountability activities, and asset management are a full mediator between proactive and responsive market orientation and service performance.

Besides, the adaptation activities and attraction activities on partial mediator role for frameworks, the result confirms that some activities of 7As are a full and partial mediator effect between proactive and responsive market orientation and service performance. According to Moorman and Day (2016), they suggested that the marketing activities levers (7As) as the mediating effect to between marketing capability and firm performance. The hotel managers should focus on 7As because it provides full and partial mediator role on a relationship between marketing capability and the survival, growth, and renewal of the private sector which lastly contribute to the service hotel performance.

However, proactive market orientation, responsive market orientation, and 7As activities have a varying degree on their full and partial mediator's property along with various types of hotel star (3-star hotels, 4-5 star hotels). Therefore, hotels star rating has effects on the level of managerial attention. For example, 3-star hotels should focus on responsive market orientation and anticipation activities, but the manager should beware in activation activities and pay attention to asset management. Meanwhile, for 4-5 stars hotels, only marketing capabilities cannot generate hotel's performance, using more marketing activities are needed to increase hotel's performance.

6) The Medium and High Expectation of Service

As a result, reveals that the coefficient level of 7As between a higher expectation of service (4-5-star hotels) and medium of service (3-star hotels) shown that there are does not have higher coefficients than all activities in term of proactive and responsive market orientation and 7As between two groups. For proactive market orientation, the medium of service (3-star hotels) has a stronger relationship than higher expectations of service (4-5-star hotels) consisting alignment activities, activation activities, accountability activities, attractions activities, and asset management expect anticipation activities and adaptation activities.

For responsive market orientation, the higher expectations of service (4-5-star hotels) have a stronger relationship than a medium of service (3-star hotels) consisting adaptation activities, alignment activates, activation activities, attraction activities, asset management, except anticipation and accountability activities.

Due to 3-star hotels and 4-5-star hotels have a difference in service quality, service perceives, and expectation of service of the consumer, therefore, concentration for performing proactive and responsive market orientations possibly has a gap in marketing activities for market strategy process influence to gaining hotel service performance. Hardy (2014) demonstrated that companies use many similar marketing practices. To market more competitive, each star rating hotels must utilize differentiation strategies and activities more effectively. Therefore, proactive market orientation, responsive market orientation, and 7As activities have a varying degree on their full and partial mediator's property along with various types of hotel star (3-star hotels, 4-5 star hotels). Therefore, hotels star rating has effects on the level of managerial attention. For example, 3-star hotels should focus on responsive market orientation and anticipation activities, but the manager should beware in activation activities and pay attention to asset management. Meanwhile, for 4-5 stars hotels, only marketing capabilities cannot generate a hotel's performance, more marketing activities are needed to increase a hotel's performance. For example, the hotel should support anticipation activities, activation activities, alignment activities, accountability activities, and pay a close attention to asset management.

Academicians or manager have a responsibility of the 3-star hotels, and 4-star hotels should be focus appropriately on 7As. Also, the manager must be considered and beware marketing activities that have negative significance. Therefore, the manager cannot emphasize some marketing activities too much possibly impact hotel service performance.

Theoretical and Managerial Contribution

1) Theoretical Contributions

This study attempts to gain more understanding of the relationships between proactive and responsive market orientation, seven marketing activities lever (7As), and service performance. It can be stated that this research provides unique theoretical contributions that can explain the underlying mechanisms of the relationship between the proactive and responsive market orientation, seven marketing activities levers (7As), and service performance.

Four theories, including resource-based view theory, knowledge base view theory, marketing capability, and dynamic capability are employed as a theoretical foundation of research. These theories enable researchers to explain the relationships among constructs better and to predict the results of those relationships. The result of this research can examine the generalizability of the market orientation including two behavioral in proactive and responsive market orientation construct to service industry and Thailand context. Proactive and responsive market orientation has been the most testing in the western business. This research shows that the proactive and responsive market orientation can be used to investigate in service business in Thailand. Moreover, the researcher possibly brings to develop seven marketing activities levers (7As), measurement and adopt the proposed model to test these conceptual frameworks in other hospitality businesses. The theoretical contributions for this study shows below.

First, prior results have not been providing an adequate empirical guideline of proactive and responsive market orientation to service performance. Additionally, lacking research examining the relationships between proactive and responsive market orientation to service performance enhance scholars to additional study basis on the two types of market orientation. This research responds to this research gap by providing the theoretical reasons why the two different market orientations play different effects of service performance.

In addition, this study also has shown that the hotels' industry should use proactive and responsive market orientation depends on the level of their hotel's service quality and the expectations of each service. A prior study found that market orientation can be applied to create a better overall firm performance. However, this study found that the firm must choose what type of behavioral market orientations that was appropriate to the level of service, resources, and capabilities. It can generate good firm performance. Proactive and responsive market orientation has been reviewing the literature of new product success and product innovation strategy. Proactive and responsive market orientation is widely described as marketing capability which is the most crucial factor to further product success and innovation (Narver et al., 2004) Thus, empirical evidence of both market orientation impact to any business performance depending on the notion of the researchers (Atuahene-Gima et al., 2005; Voola and O'cass, 2010; Tan and Liu, 2014).

Second, this research contributes to an ongoing conversation of specific types of 7As. This research expands that 7As play a significant role in the marketing strategy of the service industry. In this study suggested that proactive and responsive market orientation can enhance the firm performance through the 7As processes. Especially, for 4-5-star hotels, it 7As is a Full and partial mediator between marketing capability and performance. However, for 3-star, which their customers may not have a higher level of the expectations of service. So, the 3-star hotel can use both proactive market orientation to increase the firm performance. Moreover, responsive market orientation, proactive market orientation, 7As also influence the management of the hotel too.

Third, besides, this research has sought to develop a more concrete concept in seven marketing activities levers (7As) (Moorman and Day, 2016) and gain more understanding regarding a new concept of 7As by applying findings from the marketing strategy, marketing activities, and marketing capability literature. Moreover, this research clarifies the concept of 7As as a full and partial mediator between marketing capability and firm performance, which will be useful for further study. This research developed measuring items in 7As including anticipation activities, adaptive activities, alignment activities, activation activities, accountability activities, attraction activities, asset management.

Fourth, this research developed and identified the concept of hotel service performance including market share, market growth rate, occupancy room, and consumer satisfaction for measurement in service performance.

2) Managerial Contributions

Findings of this research provide how the hotel businesses understand their business achieve the service performance through proactive and responsive market orientation and 7As. When a hotel has an emphasis on the implements between proactive and responsive market orientation and 7As for the achievement of service performance, the marketing manager must emphasize on the marketing activities, respectively, for each star rating hotel to have success in their service performance. This research presents several practical implications.

First, managers should put more efforts on establishing 7As activities as a marketing strategy because it can maximize the benefits of proactive and responsive market orientation. For asset management, managers should support its effectiveness of asset management finding on new opportunities to utilize their hotel service effectively, and then service performance increase.

For 3-star hotels should adopt responsive market orientation and pay attention to anticipation activities and asset management. For 4-5-star hotels should adopt marketing activities and pay attention to alignment activities, accountability activities, and asset management because these activities improve service performance. For example, 3-star hotels manager should focus on future consumer's needs than the present for planning activities, and spending more on human, financial, knowledge, brand, customer, asset, and capability assets. For 4-5-star hotel should establish a marketing department to respond to the dynamics of customer need. Moreover, the manager should pay attention to the assessment of the payback of marketing budget and support the readiness of their human resources, financial capital, knowledge, brand, customer data, physical assets, and marketing capability since some marketing activities decrease service performance such as over expectation on customer need or excessive duties on employees.

Second, the government agency might adopt these research frameworks to develop government policy to enhance the service performance of hotel business. Thus, in this study, it can summarize key marketing activities for the marketing strategy of 3-star hotels and 4-5-stars are as follows.

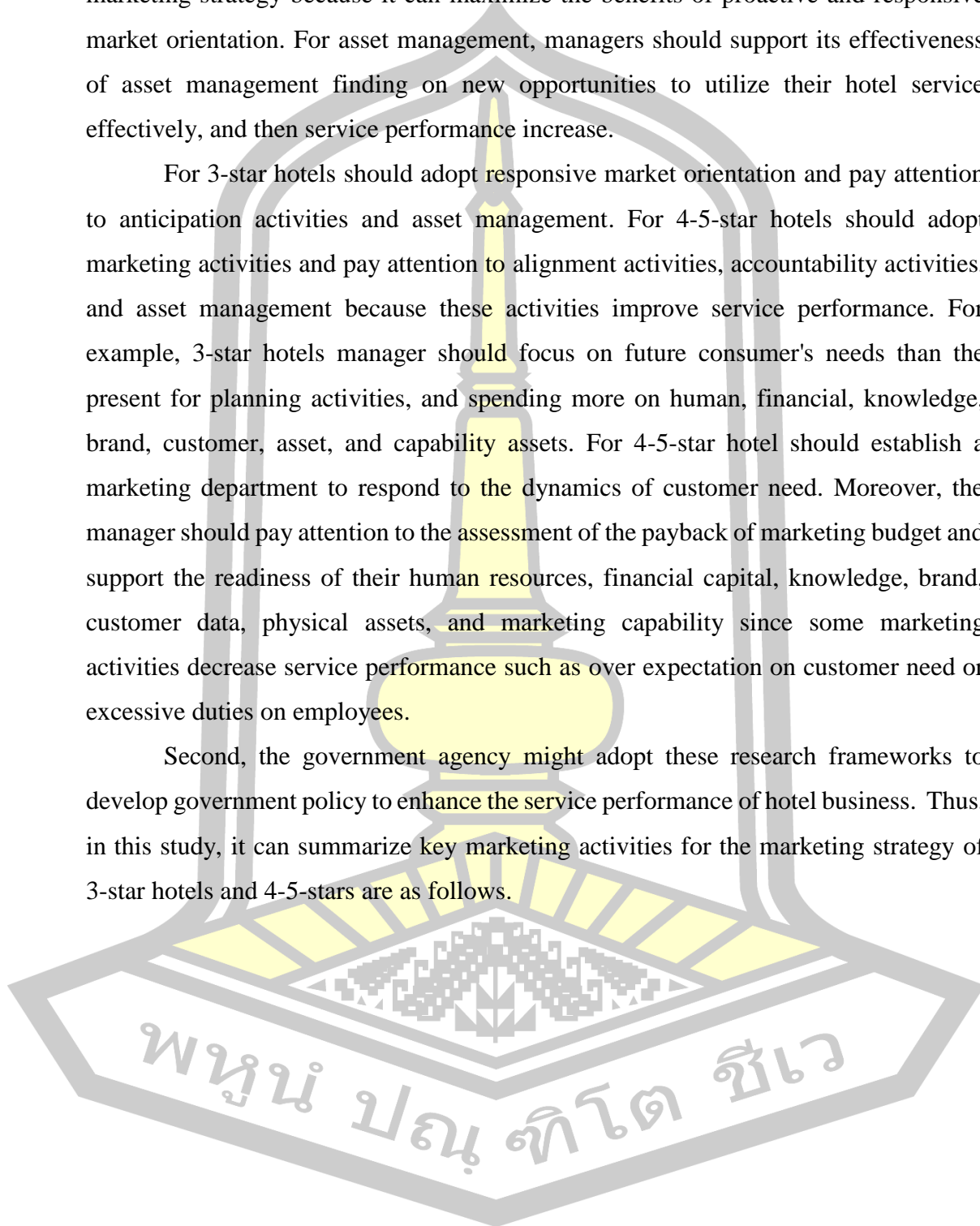


Table 74: Key Marketing Activities Lever (7As) in Hotel Marketing Strategy of 3-Star Hotels and 4-5-Star Hotels

Rating Star Hotels	Marketing Activities Lever (7As)
1) 3-Star Hotels	<p>The results highly recommended that 3-star hotels should be should focus on marketing activities as follow.</p> <p>1) Anticipation activities</p> <p><u>Definition:</u> the hotel ability to provider expectedated service, or predict customer value to meet the customer’s needs in order to prepare for future competiton.</p> <p><u>Recommendations:</u> Hotel manager should study customer's expectation on new service to estimate and respond to future customer's need. The manager should plan for new marketing activities according to new customer demand. The manager should market research to find information about customer's need in the future.</p> <hr/> <p>2) Activation activities</p> <p><u>Definition:</u> the hotel’s ability to activities is identified with the employee actions, their responsibilities are very often connected to the implementation negotiating the sales terms and condition, and motivated employee to work together with a reward for sale staff. The hotel must assign obligations and incentives in staff appropriately.</p> <p><u>Recommendations:</u> Hotel manager should allocate the appropriate workload of the employees because too much workload will reduce the work efficiency of employees. Encourage employees in all functions using marketing information to meet customer needs.</p>

Table 74: Key Marketing Activities Lever (7As) in Hotel Marketing Strategy of 3-Star Hotels and 4-5-Star Hotels (Continue)

Rating Star Hotels	Marketing Activities Lever (7As)
<p>1) 3-Star Hotels (Continue)</p>	<p>3) Asset management</p> <p><u>Definition:</u> The hotel's ability to use marketing resources which are human resources, financial, knowledge, brand, customer, asset, and related capabilities into value offering for target markets and the extent to which a firm possesses expertise and resources related to marketing activities.</p> <p><u>Recommendations:</u> The hotel should build and support the readiness concerning employees, financial capital, knowledge, brand, customer, asset, and marketing capability.</p>
<p>2) 4-5-Star Hotels</p>	<p>The result highly recommended reveal that 4-5-star hotels should focus on marketing activities as follow.</p> <p>1) Anticipation activities</p> <p><u>Definition:</u> The hotel's ability to provider expectedated service, or predict customer value to meet the customer's needs in order to prepare for future competiton.</p> <p><u>Recommendations:</u> Hotel manager should study customer's expectation on new service to estimate and respond to future customer's need. The manager should plan for new marketing activities according to new customer demand. The manager should market research to find information about customer's need in the future.</p> <hr/> <p>2) Alignment activities</p> <p><u>Definition:</u> The hotel's ability to create organizational structure represents the way business division and units are organized, and units are organized and include the information is accountable for response market.</p> <p><u>Recommendations:</u> The hotel should encourage marketing department to have sufficient knowledge and skills responding to customer's need. In addition, the hotel should bring customers' needs to define marketing activities that can serve the needs of customers.</p>

Table: 74 Key Marketing Activities Lever (7As) in Hotel Marketing Strategy of 3-Star Hotels and 4-5-Star Hotels (Continue)

Rating Star Hotels	Marketing Activities Lever (7As)
<p>2) 4-5-Star Hotels (Continue)</p>	<p>3) Activation activities</p> <p><u>Definition:</u> The hotel's ability to activities is identified with the employee action, their responsibilities are very often connected to the implementation negotiating the sales terms and condition, and motivated the employee to work together with a reward for sale staff.</p> <p><u>Recommendations:</u> The hotel should provide a training program for all employees to be responsible for customers in providing full services, and encourage employee in all departments to participate in the service for customers. The hotel must assign obligations and incentives in staff appropriately.</p> <hr/> <p>4) Accountability activities</p> <p><u>Definition:</u> The hotel's ability to use measurement to link a firm's marketing actions from investments in marketing activities, and to take responsibility for the profit or loss financially that is relevant to outcome and growth over time.</p> <p><u>Recommendations:</u> Hotel should encourage the marketing department to connect customer satisfaction with marketing costs and create marketing activities that promote customer satisfaction and financial breakeven point.</p> <hr/> <p>5) Asset management</p> <p><u>Definition:</u> The hotel's ability to use marketing resources which are human resources, financial, knowledge, brand, customer, asset, and related capabilities into value offering for target markets and the extent to which a firm possesses expertise and resources related to marketing activities. The key measurement is as follows.</p> <p><u>Recommendations:</u> Hotels should use the following resources in a cost-effective manner such as human, financial, knowledge, brand, customer, asset, and capability because it is an important factor for driving service performance.</p>

The results provide guidelines for the improvement and maintenance of service performance as a result of the implementation of proactive and responsive market orientation, 7As. Finally, the conceptual model in this research could be applied to other hospitality industries in different countries and culture because the concepts and theories in proactive and responsive market orientation have been studied in Europe context. It is interesting to repeat and investigate in the Asian context. Therefore, the contribution of this research can be used in another context.

Limitation and Future Research Directions

1) Limitations

This research has some limitations that should be mentioned. The limitation of this research is the data solely collected from the website database of the Tourism Authority of Thailand under the Ministry of Tourism and Sports. However, the number of usable questionnaires is 255; all constructs of this research are adapted as existing scale from literature review. However, SEM is used to analyze the impact of each construct in the proposed framework requiring large sample size for a stable solution. Weston and Gore (2006) suggested that the minimum sample size for SEM should be 200. Thus, the sample size of the all-star hotels (255) is considered sufficiently enough.

Meanwhile, the sample size of the 3-star hotels and 4-5-star hotels are 127 and 128, respectively. In addition, Anderson and Gerbing (1988) reveal that accept with SEM is robust if the sample size is more significant than between 100-150. Therefore, 3-star hotels and 4-5-star hotels framework are reliable and valid.

Therefore, interpreting the results must be done with caution. This study encounters a low response rate (approximately 20%). Moreover, a limitation is the period to collect the raw data. The data collection procedure and the follow-up process took approximately a month. As a result, the response rate emerges as a primary concern for this research. However, if the researcher waits for more responses, it will affect a statistical analysis procedure particularly the power of the statistical test might happen. Even though, this study had tried to increase the response rate as much as possible for reliability and validity of findings. Various methods for increasing response rate are made by using a postcard, telephone and personal contacts of a researcher. The data collection in this study has been conducted in the only the hotel industry.

Consequently, generalizability the results beyond the scope of this study cannot be made.

However, the explanation and understanding of the moderating variable and its effects are still limited. The researchers should be examined in another variable that impacts to operation in hotels for better in conceptual frameworks. Lastly, the result of this research is derived from only hotel businesses in Thailand. Thus, the results of this research may be narrow as lacking generalization concept of both other industries and countries. Therefore, the results are very different from those obtained from the literature.

2) Future Research Directions

First, future research should seek other moderating variables to enhance the relationships between the proactive and responsive market orientation, 7As, and service performance. The future research should attempt to study other potential moderating variables such as market turbulence, technology changing, competitive pressures, marketing culture, service culture, and corporate flexibility.

Second, it is interesting to study in dimensions of proactive and responsive marketing orientation for using in-service performance. However, future research needs to re-investigate the research hypotheses that not significant in other industry. Moreover, future research should investigate the proactive and responsive market orientation and 7As using the opinion of customers (Tellis, Prabhu, and Chandy, 2009). Firms and researchers will better understand a proactive and responsive market orientation and 7As in the eyes of the customer.

Third, the evidence provides that control variables, including firm size, firm age, firm location, ownership type have no effects on the results. Consequently, future research may consider separating firms into groups based on the criteria of operating capital and hotel reputations.

Fourth, the survey is conducted with a hotel industry located in of Thailand. Therefore, the generalizability of proactive and responsive market orientation, 7As, and service performance may be limited. However, survey the empirical evidence in the different industrial sector for future research is required to expand the usefulness of these findings.

Fifth, most previous studies of proactive and responsive market orientation literature took place in developed countries, but this study is done in a developing country. It is shown that could use proactive and response market orientation, 7As, and service performance framework in a developed country be applied in developing countries. Future research may examine the application of proactive and response market orientation, 7As, and service performance framework in a developed country so that the study can increase the generalizability of the findings.

Sixth, to measure the impact of proactive and responsive market orientation, 7As, and service performance, it takes a long time to capture these impacts (Chandy and Tellis, 1998). A longitudinal study may be done to capture these impacts in a future study to increase the explanatory power. Moreover, the longitudinal research also helps to understand the dynamic changes from the effects of proactive and responsive orientation, 7As, and service performance over time.

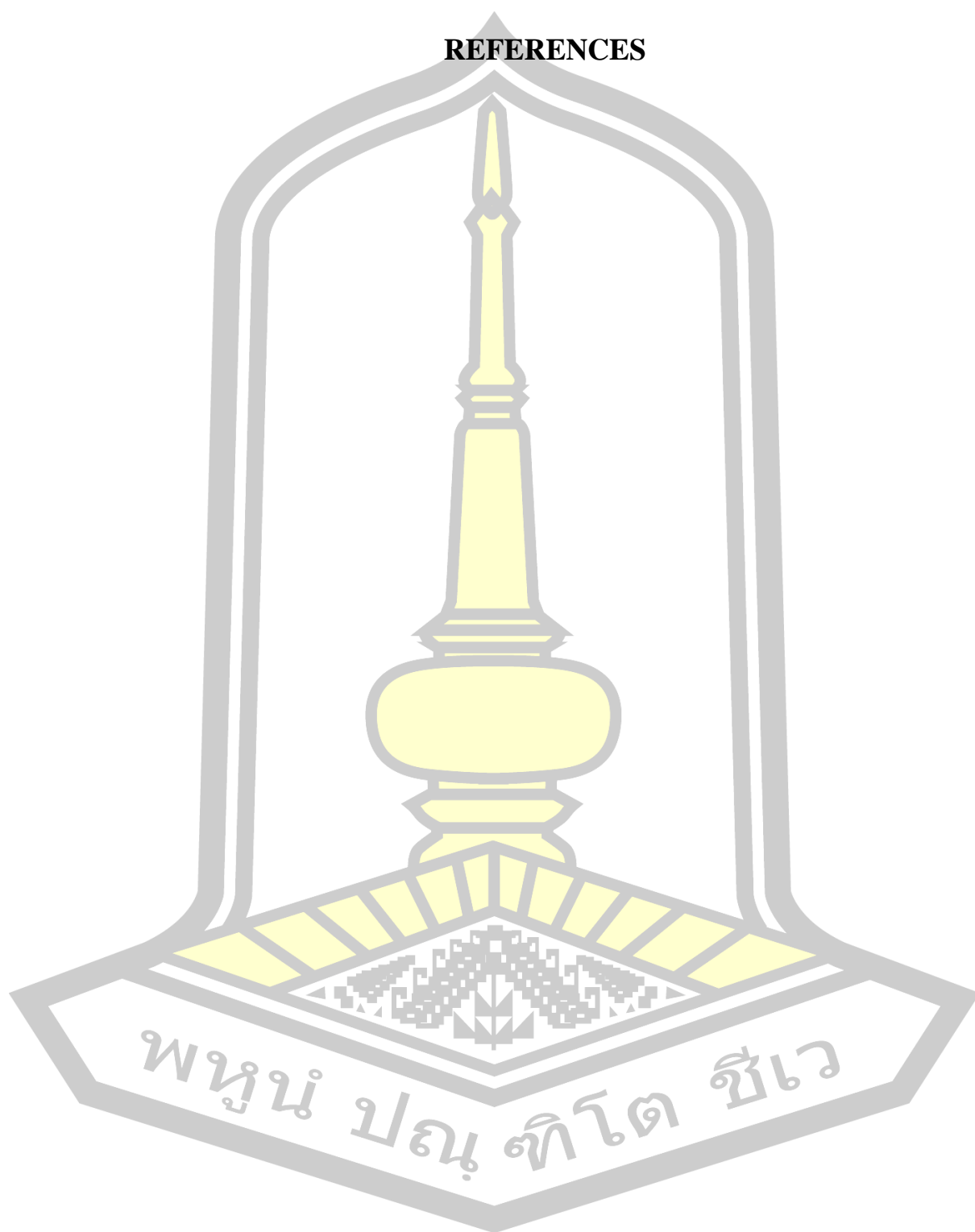
Seventh, future research investigates other firm's capability that might enhance service performance such as absorptive capacity, market driving or market driver capability, and flexibility capability. According to Moorman and Day (2016), they suggested that the configuration, capability, culture, and human capital are mobilized through 7As that occur during the marketing strategy process to firm performance. Thus, they should have been investigated with 7As for the highest performance of firms.

Finally, classifying types of performance (financial and non-financial performance) and measure another performance indicators such as consumer retention, firm sustainable, and marketing performance for analysis enhances the understanding the effect of proactive and responsive market orientation, 7As, and hotel service performance.

Summary

This chapter describes the conclusions, discussions, theoretical and managerial contributions, limitations, and future research. The results of the study proactive and responsive market orientation, 7As, and service performance framework are discussed. Theoretical and managerial contributions for academics and practitioners are revealed. Finally, the study recognizes the limitations of the research and suggests different issues in proactive and responsive market orientation, 7As, and service performance for future research.

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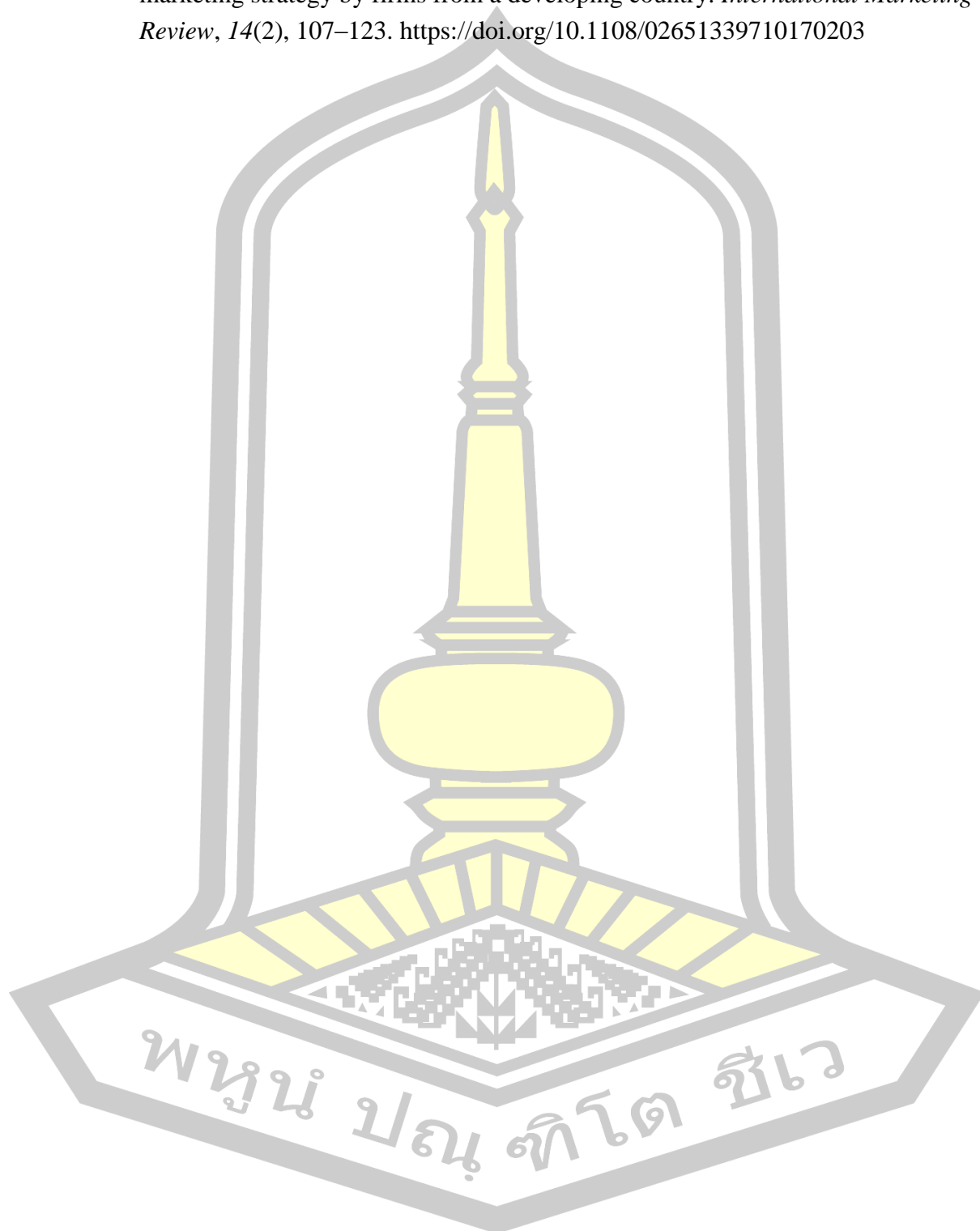
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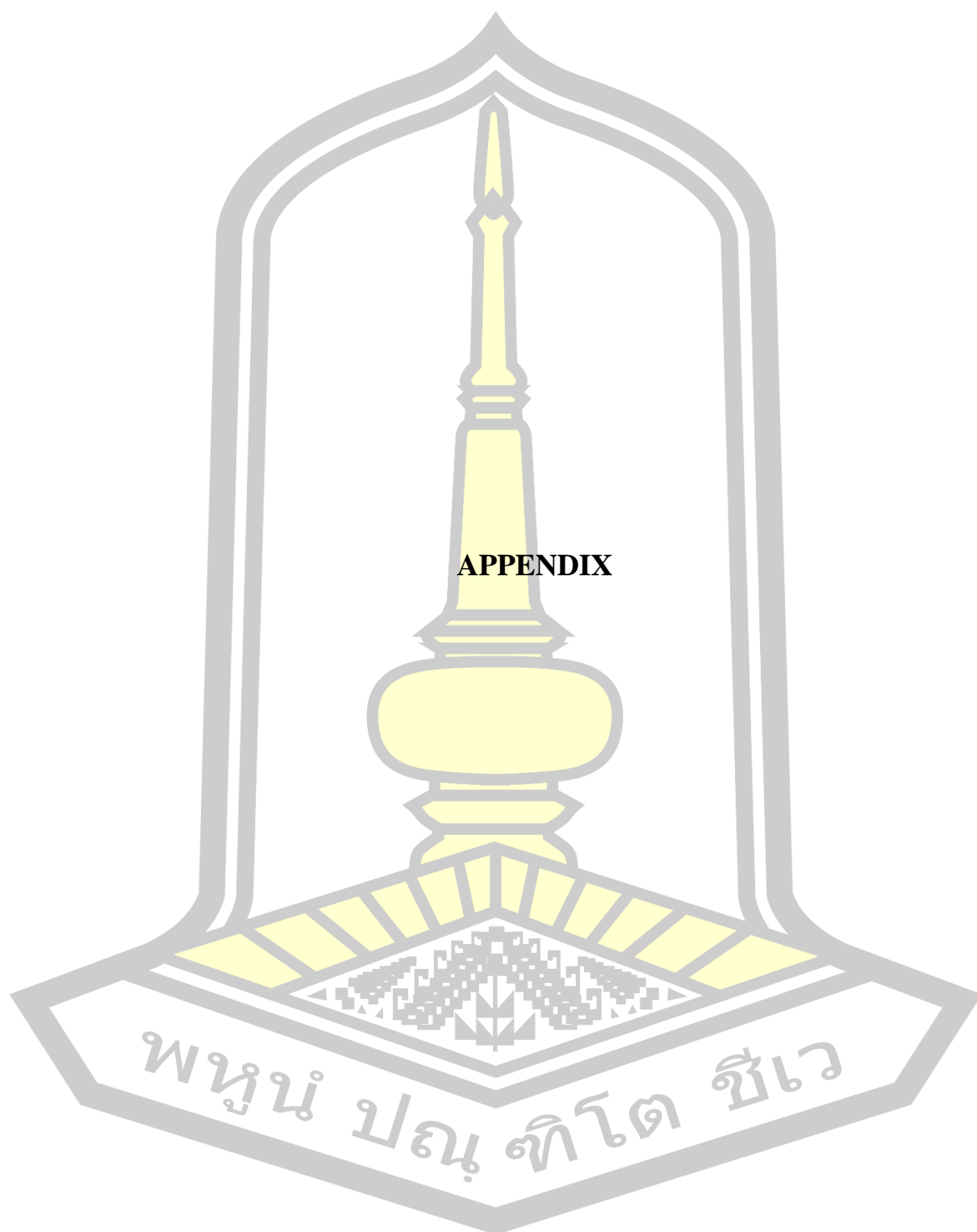
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APPENDIX

พหุมนุ ปณ ทิตโต สีเว

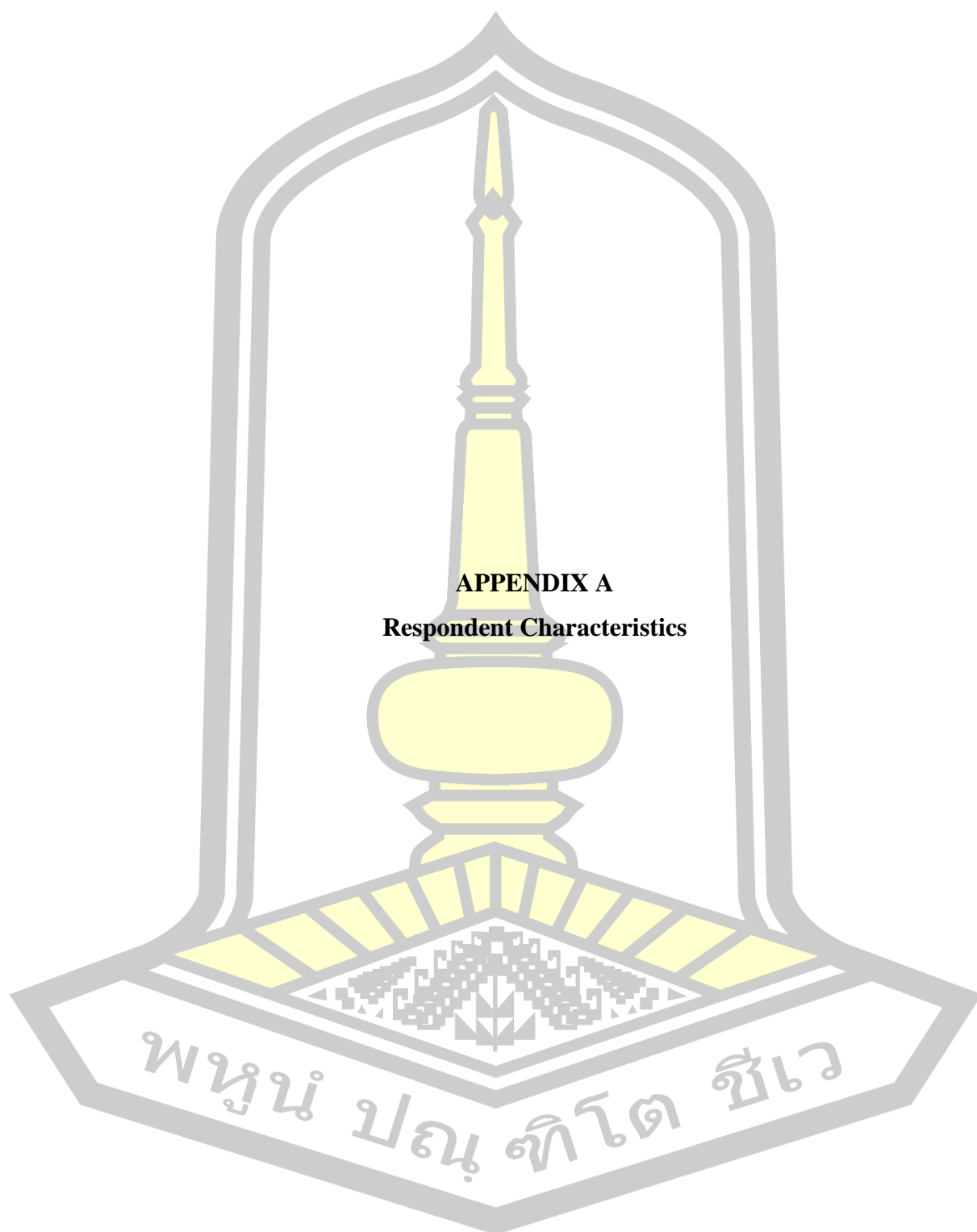


Table A1 Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
1. Gender	1. Male	96	37.60
	2. Female	159	62.40
	Total	255	100.00
2. Age	1. Less than 30 years old	41	16.10
	2. 31- 40 years old	91	35.70
	3. 41-50 years old	80	31.40
	4. 51- 60 years old	39	15.30
	5. More than 61 years	4	1.60
	Total	255	100.00
3. Marital status	1. Single	133	52.20
	2. Married	107	42.00
	3. Divorced	15	5.90
	Total	255	100.00
4. Education levels	1. Bachelor's Degree or compatible	199	78.00
	2. Higher than Bachelor's Degree	56	22.00
	Total	255	100.00
5. Working Experience	1. Less than 5 years	42	16.50
	2. 6 – 10 years	68	26.70
	3. 11 – 15 years	44	17.30
	4. 16 – 20 years	47	18.40
	5. More than 21 years	54	21.20
	Total	255	100.00

Table A1 Demographic Characteristics of Respondents (Continue)

Descriptions	Categories	Frequencies	Percent (%)
6. Monthly income	1. Less than 40,000 Baht	121	47.50
	2. 40,001 – 60,000 Baht	64	25.10
	3. 60,001 – 80,000 Baht	22	8.60
	4. 80,001 – 100,000 Baht	20	7.80
	5. More than 100,001 Baht	28	11.00
	Total	255	100.00
7. Current Position	1. Marketing Director	17	6.70
	2. Marketing Manager	84	32.90
	3. General Manager	37	14.50
	4. Other	117	45.90
	Total	255	100.00

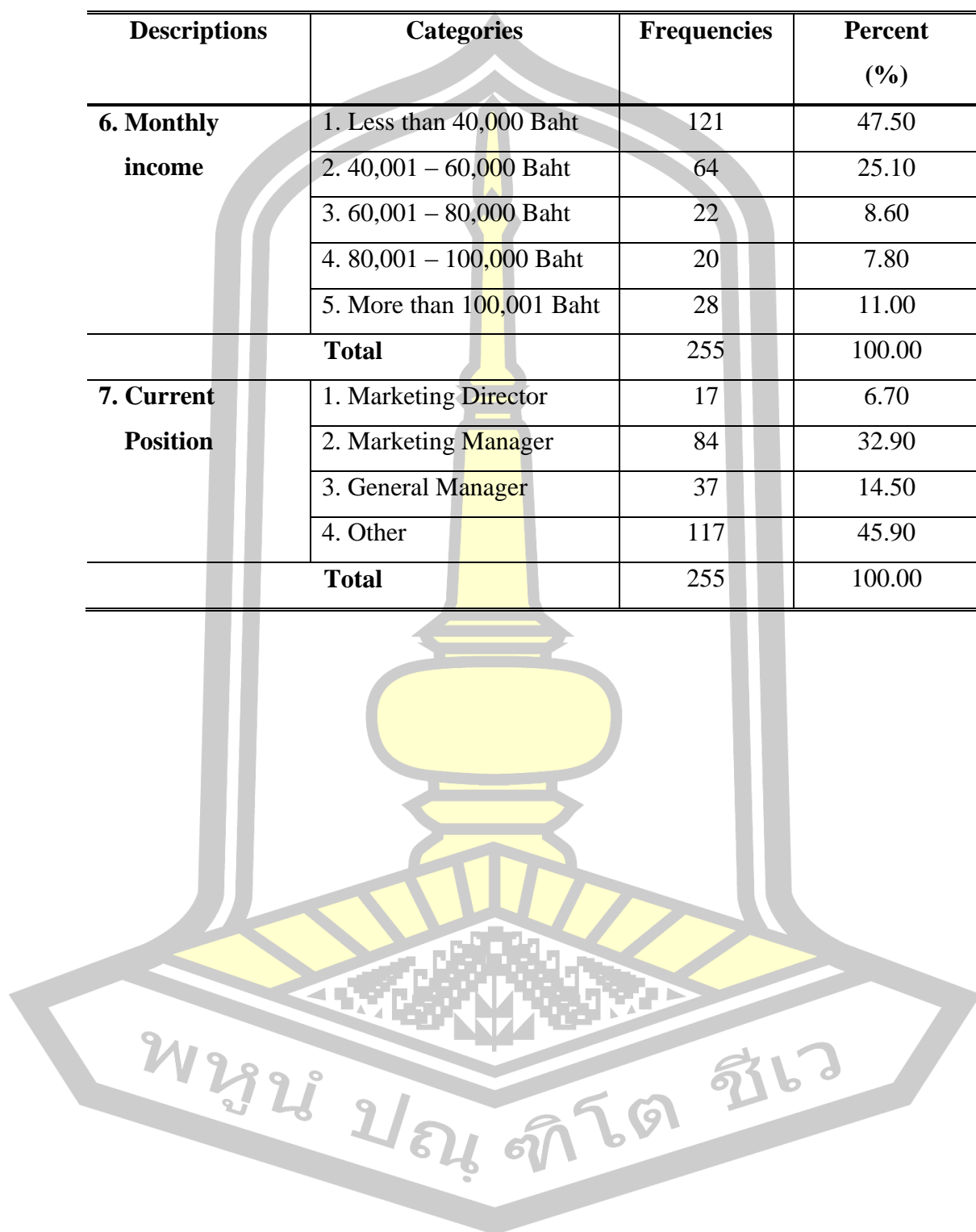


Table A2 Demographic Characteristics of Hotel Businesses in Thailand

Descriptions	Categories	Frequencies	Percent (%)
1. Star rating of hotel	1. 3 Star	127	49.80
	2. 4 Star	89	34.90
	3. 5 Star	39	15.30
	Total	255	100.00
2. Business capital register	1. Less than 50,000,000 Baht	150	58.80
	2. More than 50,000,000 Baht	105	41.20
	Total	255	100.00
3. Number of employees	1. Less than 100 persons	153	60.00
	2. 101 – 200 persons	64	25.10
	3. 201 – 300 persons	10	3.90
	4. More than 300 persons	28	11.00
	Total	255	100.00
4. The period of time operation in an operating business	1. Less than or equal 10 years	101	39.60
	2. 11 – 15 years	64	25.10
	3. 16 – 20 years	28	11.00
	4. 21 – 25 years	23	9.00
	5. More than 26 years	39	15.30
	Total	255	100.00
5. Location of hotels	1. Final destination (city centers)	170	66.70
	2. Second destinations (other provinces)	85	33.30
	Total	255	100.00
6. Forms of business ownership	1. Independent of single owner	187	73.30
	2. Chain or Franchise hotel	18	7.10
	3. Company Ltd. / Public Ltd.	50	19.60
	Total	255	100.00

Table A2 Demographic Characteristics of Hotel Businesses in Thailand

(Continue)

Descriptions	Categories	Frequencies	Percent (%)
7. Nature of business	1. Thai business	240	94.10
	2. Joint venture with foreigners	13	5.10
	3. Branch of international business	2	0.80
	Total	255	100.00
8. Number of room in hotel	1. Less than 100 rooms	145	56.90
	2. 101 – 200 rooms	74	29.00
	3. 201 – 300 rooms	10	3.90
	4. More than 301 rooms	26	10.20
	Total	255	100.00
9. Current operational capital	1. Less than 100,000,000 Bath	109	42.70
	2. 100,000,001 – 200,000,000 Bath	54	21.20
	3. 200,000,001 – 300,000,000 Bath	14	5.50
	4. More than 300,000,001 Bath	78	30.60
	Total	255	100.00
10. Average sales revenue per year	1. Less than 20,000,000 Bath	109	42.70
	2. 20,000,001 – 40,000,000 Bath	54	21.20
	3. 40,000,001 – 60,000,000 Bath	14	5.50
	4. More than 60,000,001 Bath	78	30.60
	Total	255	100.00

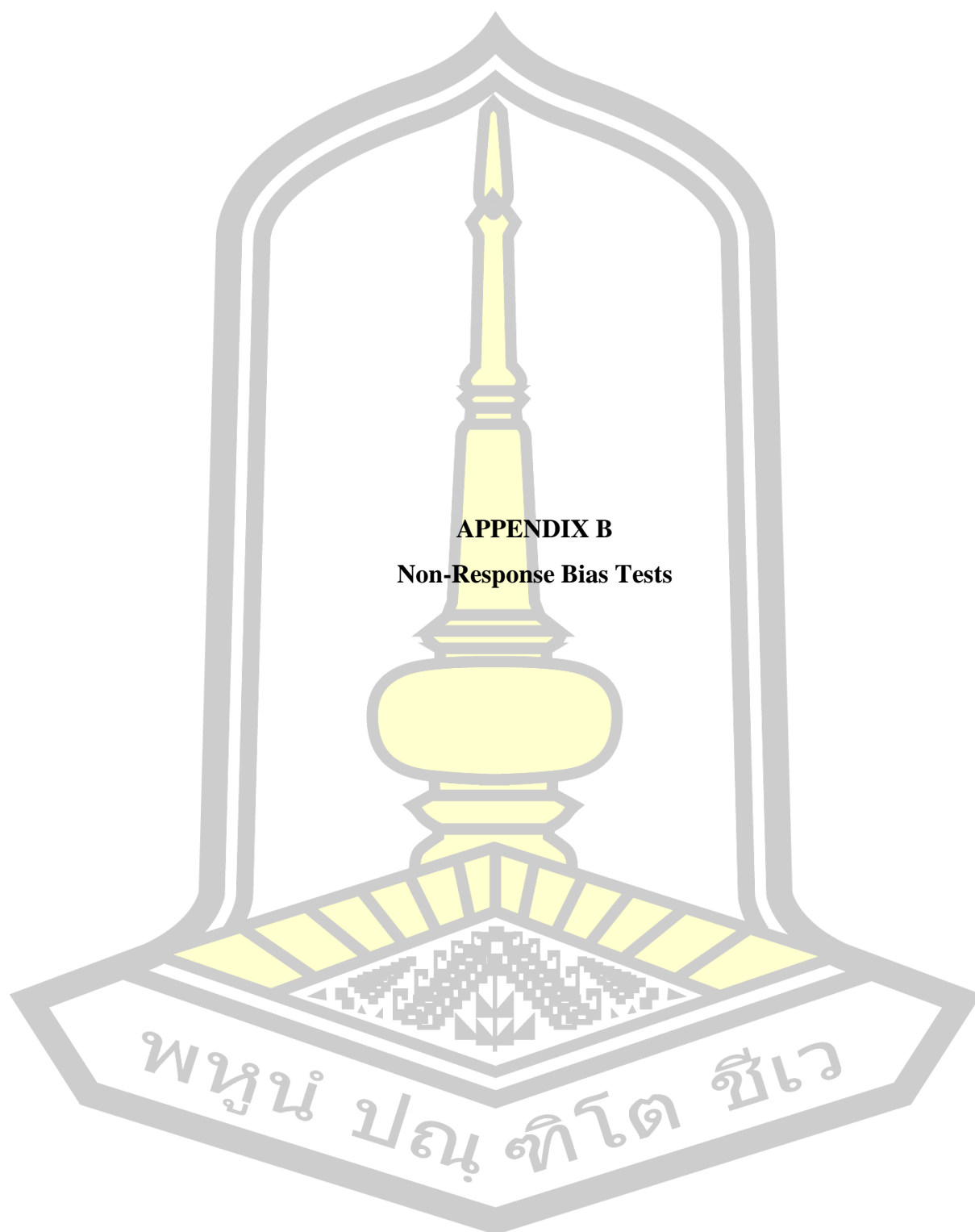
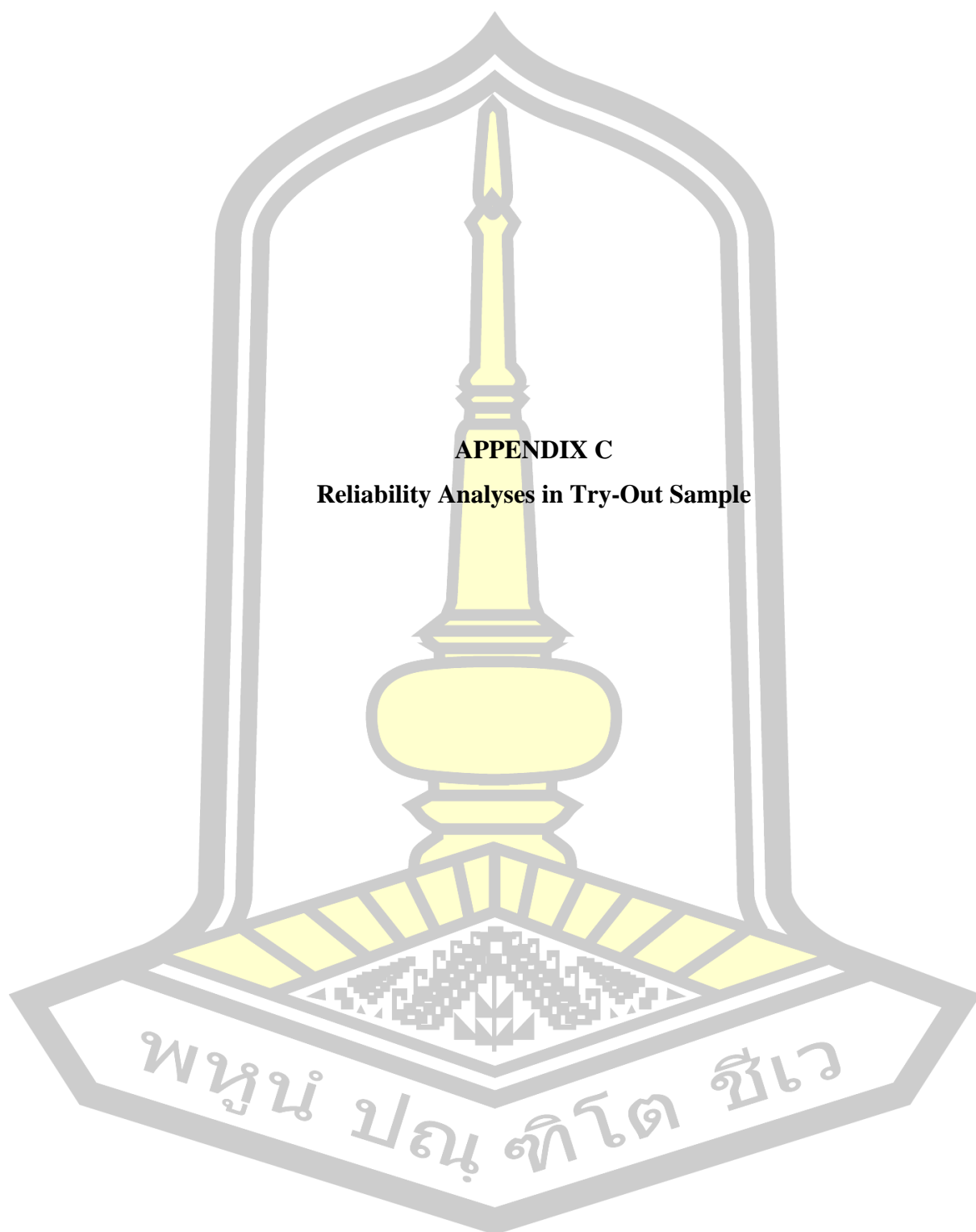


Table B1
Non-Response Bias Tests

Comparison	N	Mean	S.D.	t	p-value
Business Capital Register					
-First group	127	0.5591	0.4987	-0.941	0.348
-Second group	128	0.6172	0.4879		
Number of Employees					
-First group	127	0.8346	0.3729	-0.728	0.468
-Second group	128	0.8672	0.3407		
Period of Time in An Operation Business					
-First group	127	0.7559	0.4312	-0.035	0.972
-Second group	128	0.7578	0.4300		
Location of Hotel					
-First group	127	0.6850	0.4663	0.618	0.537
-Second group	128	0.6484	0.4793		
Nature of Business					
-First group	127	0.7480	0.43586	0.527	0.599
-Second group	128	0.7188	0.4513		
Number of Room in Hotel					
-First group	127	0.8425	0.3657	-0.743	0.458
-Second group	128	0.8750	0.3320		
Current Operational Capital					
-First group	127	0.6220	0.4868	-0.567	0.571
-Second group	128	0.6563	0.4768		



APPENDIX C
Reliability Analyses in Try-Out Sample

Table C1 Reliability Analyses in Try-Out Sample

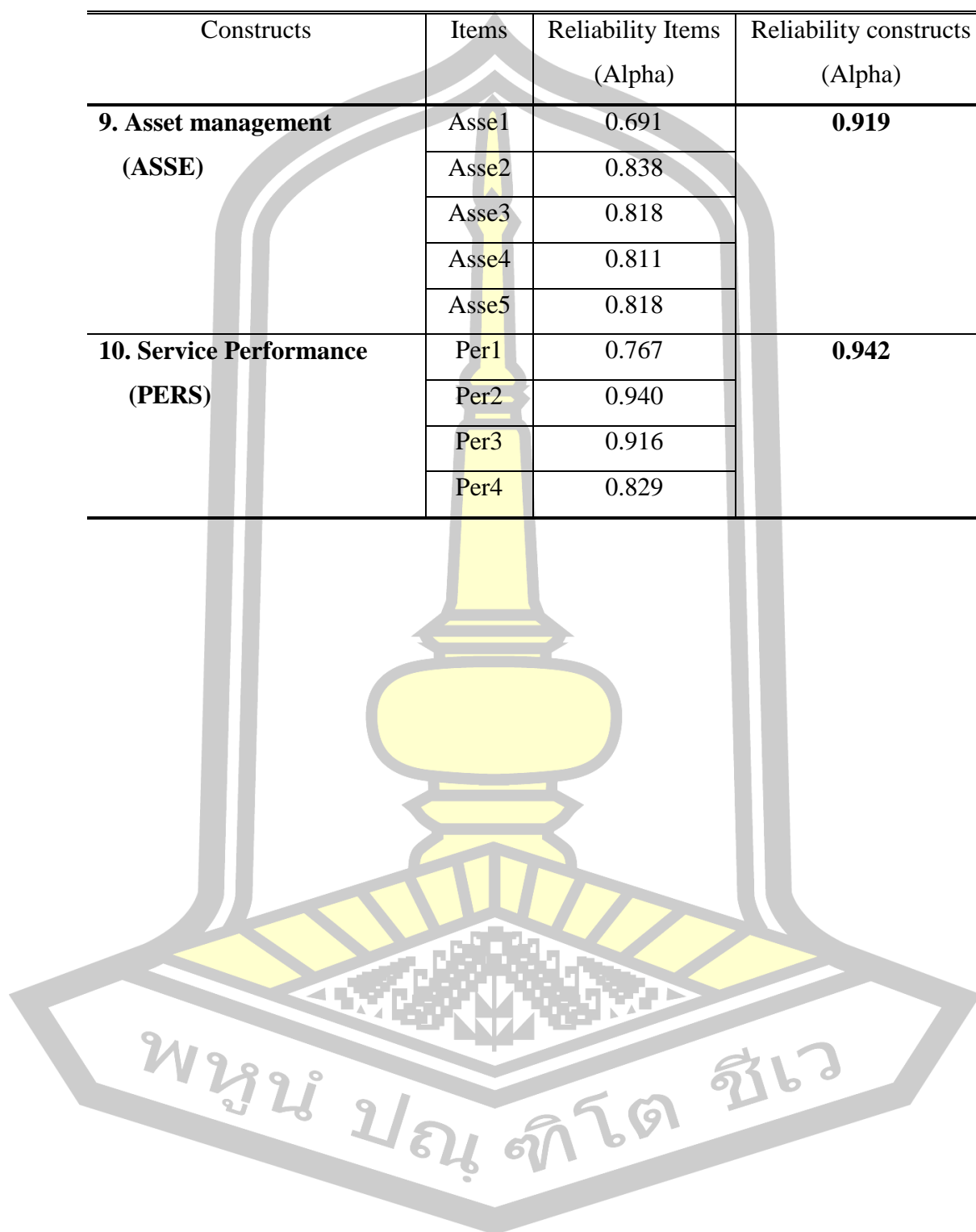
Constructs	Items	Reliability Items (Alpha)	Reliability constructs (Alpha)
1. Proactive Market Orientation (PMO)	PMO1	0.767	0.898
	PMO2	0.721	
	PMO3	0.706	
	PMO4	0.714	
	PMO5	0.552	
	PMO6	0.769	
	PMO7	0.579	
	PMO8	0.663	
2. Responsive Market Orientation (RMO)	RMO1	0.541	0.909
	RMO2	0.733	
	RMO3	0.747	
	RMO4	0.704	
	RMO5	0.742	
	RMO6	0.709	
	RMO7	0.662	
	RMO8	0.493	
	RMO9	0.704	
	RMO10	0.701	
3. Anticipation Activities (ANTI)	Anti1	0.652	0.861
	Anti2	0.623	
	Anti3	0.781	
	Anti4	0.776	
	Anti5	0.582	

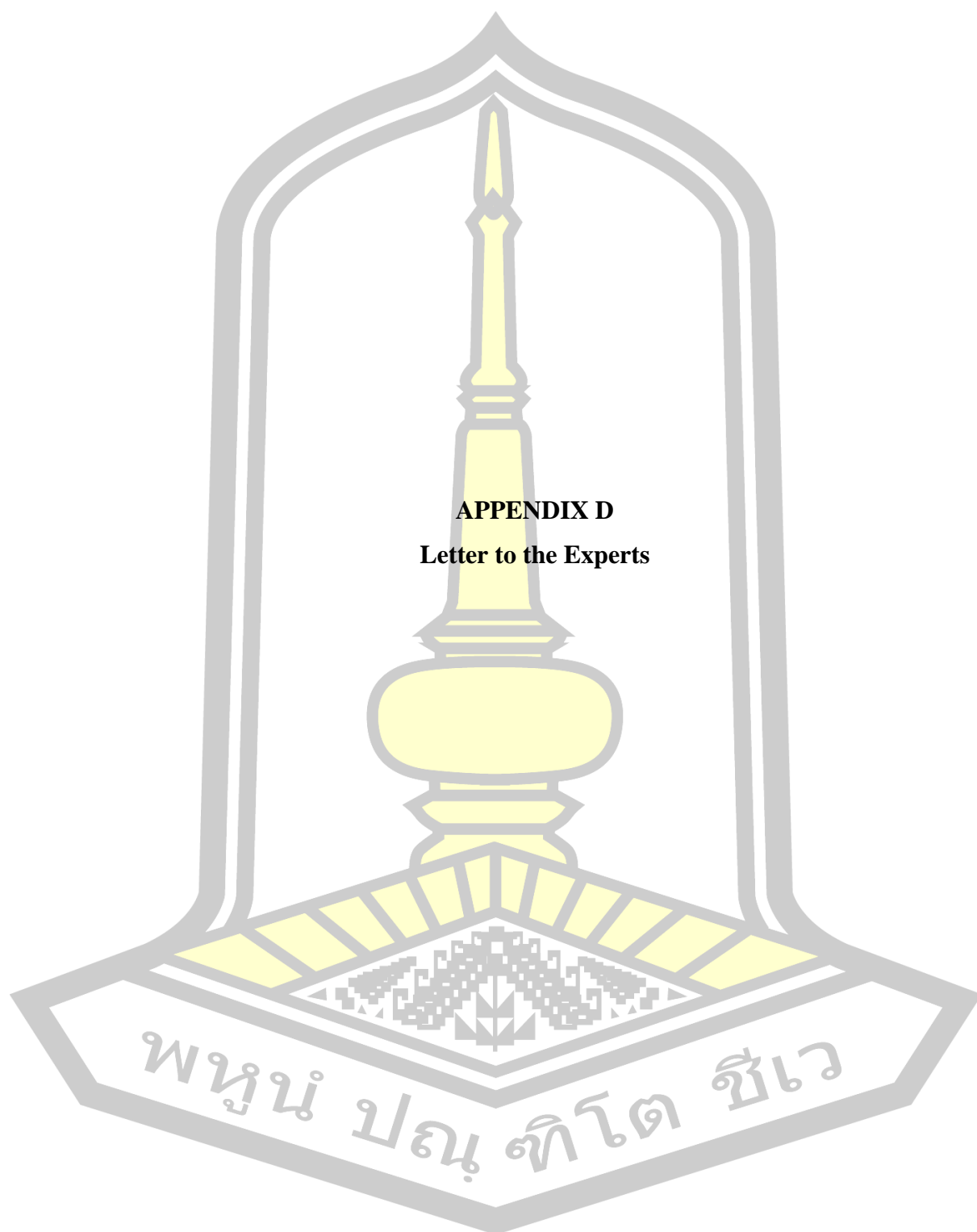
Table C1 Reliability Analyses in Try-Out Sample

Constructs	Items	Reliability Items (Alpha)	Reliability constructs (Alpha)
4. Adaptation Activities (ADAP)	Adap1	0.804	0.921
	Adap2	0.867	
	Adap3	0.750	
	Adap4	0.775	
	Adap5	0.786	
5. Alignment Activities (ALIG)	Alig1	0.701	0.909
	Alig2	0.760	
	Alig3	0.811	
	Alig4	0.833	
	Alig5	0.758	
6. Activation Activities (ACTI)	Acti1	0.694	0.918
	Acti2	0.862	
	Acti3	0.764	
	Acti4	0.841	
	Acti5	0.802	
7. Accountability Activities (ACCO)	Acco1	0.818	0.926
	Acco2	0.852	
	Acco3	0.879	
	Acco4	0.732	
	Acco5	0.758	
8. Attraction Activities (ATTR)	Attr1	0.832	0.929
	Attr2	0.862	
	Attr3	0.902	
	Attr4	0.796	
	Attr5	0.684	

Table C1 Reliability Analyses in Try-Out Sample

Constructs	Items	Reliability Items (Alpha)	Reliability constructs (Alpha)
9. Asset management (ASSE)	Asse1	0.691	0.919
	Asse2	0.838	
	Asse3	0.818	
	Asse4	0.811	
	Asse5	0.818	
10. Service Performance (PERS)	Per1	0.767	0.942
	Per2	0.940	
	Per3	0.916	
	Per4	0.829	





APPENDIX D
Letter to the Experts



ที่ ศร 0530.10/ 15๐๗

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
ตำบลขามเรียง อำเภอกันทรวิชัย
จังหวัดมหาสารคาม
44150

23 กรกฎาคม 2561

เรื่อง ขอความอนุเคราะห์เป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.ตฤพล หุ่นโสภณ

ด้วย นายทวิทย์ บัวทอง รหัสนิติ 58010962001 นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบริหารและจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “การมุ่งเน้นตลาดผ่านเจตกิจกรมหลักทางการตลาด และความคาดหวังในการรับบริการที่ส่งผลกระทบต่อประสิทธิภาพการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาว ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านด้วยดี และขอขอบคุณมา ณ โอกาสนี้ด้วย

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.นิตพงษ์ สงคริโรจน์)

คณบดีคณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

งานวิชาการระดับบัณฑิตศึกษา

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

โทรศัพท์ 0-4375-4333 ต่อ 3431

โทรสาร 0-4375-4422



บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
ที่ ศธ.0530.10/14-90 วันที่ 23 กรกฎาคม 2561

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.ธีรา เอราวัฒน์

ด้วย นายทวีทย์ บัวทอง รหัสนิติ 58010962001 นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “การมุ่งเน้นตลาดผ่านเจ็ดกิจกรรมหลักทางการตลาด และความคาดหวังในการรับบริการที่ส่งผลกระทบต่อประสิทธิภาพการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาว ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามแบบสอบถามที่แนบมาพร้อมนี้

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)
รองคณบดีฝ่ายวิชาการ รักษาการแทน
คณบดีคณะการบัญชีและการจัดการ



บันทึกข้อความ

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

ที่ ศธ.0530.10/

วันที่ 23 กรกฎาคม 2561

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.ประทานพร จันทร์อินทร์

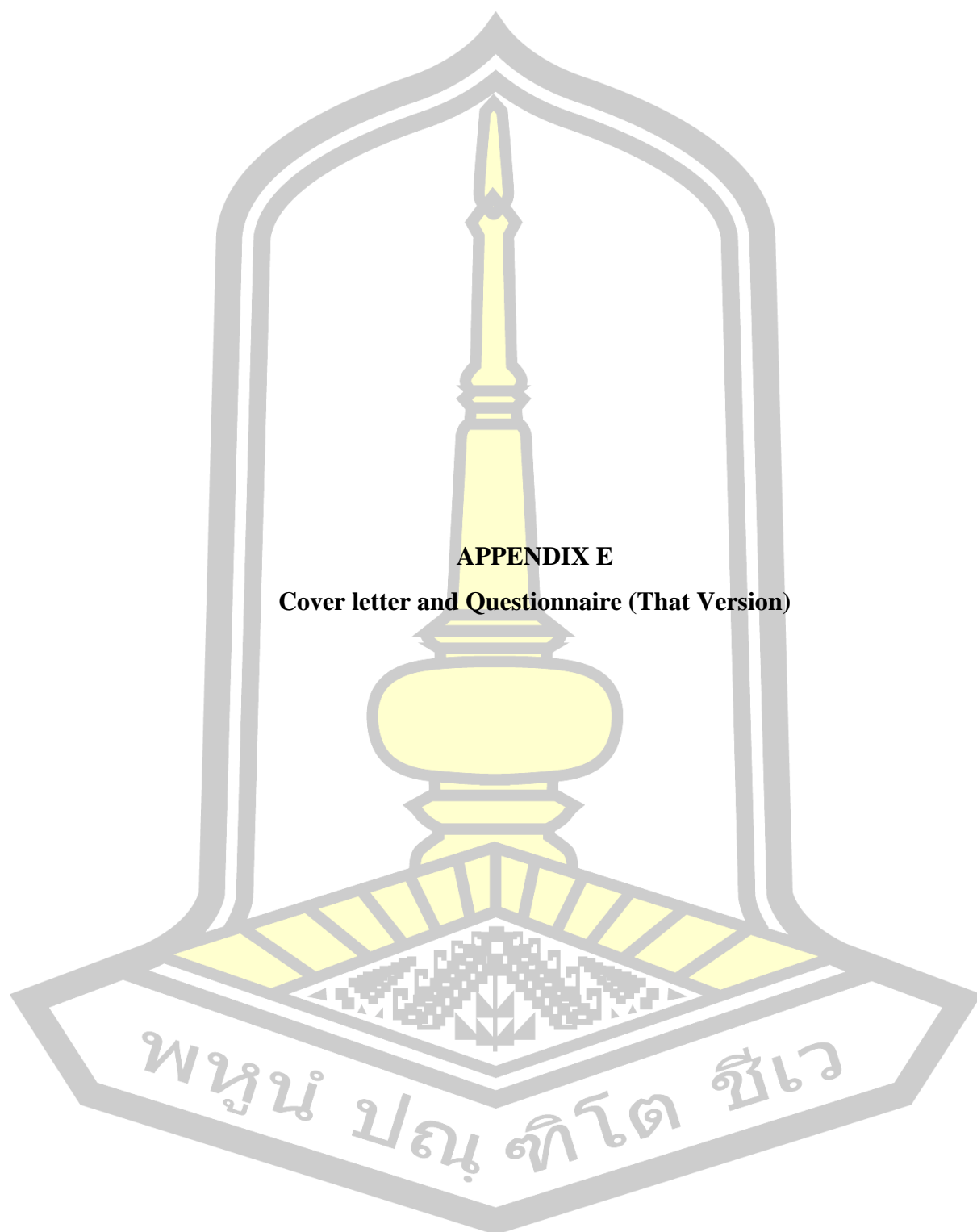
ด้วย นายวิทย์ บัวทอง รหัสนิติ 58010962001 นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษา วิทยานิพนธ์ เรื่อง “การมุ่งเน้นตลาดผ่านเจ็ดกิจกรรมหลักทางการตลาด และความคาดหวังในการรับบริการที่ส่งผลกระทบต่อประสิทธิภาพการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาว ในประเทศไทย” ซึ่งเป็น ส่วนหนึ่งของการศึกษาดมหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อย และบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามแบบสอบถามที่แนบมาพร้อมนี้

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)

รองคณบดีฝ่ายวิชาการ รักษาการแทน

คณบดีคณะการบัญชีและการจัดการ



APPENDIX E

Cover letter and Questionnaire (That Version)



ที่ ศธ 0530.10/1279

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
ตำบลขามเรียง อำเภอกันทรวิชัย
จังหวัดมหาสารคาม
44150

7 สิงหาคม 2561

เรื่อง ขอบความอนุเคราะห์กรอกแบบสอบถาม

เรียน กรรมการผู้จัดการ /ผู้บริหารฝ่ายการตลาด/ ผู้จัดการฝ่ายการตลาด

ด้วย นายวิททย์ บัวทอง รหัสนิติ 58010962001 นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบริหารและจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การมุ่งเน้นตลาดผ่านเจตกิจกรมหลักทางการตลาด และความคาดหวังในการรับบริการ ที่ส่งผลต่อการดำเนินงานในการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาว ในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะการบริหารและจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นายวิททย์ บัวทอง ศึกษาและเก็บรวบรวมในรายละเอียด ตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.นิติพงษ์ ส่งศรีโรจน์)

คณบดีคณะกรรมการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม

งานวิชาการระดับบัณฑิตศึกษา

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

โทรศัพท์ 0-4375-4333 ต่อ 3431

โทรสาร 0-4375-4422

แบบสอบถามเพื่อการวิจัย

เรื่อง การมุ่งเน้นตลาดผ่านเจ็ดกิจกรรมหลักทางการตลาด และความคาดหวังในการรับบริการ
ที่ส่งผลต่อการดำเนินงานในการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาว
ในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยความสัมพันธ์ของ “การมุ่งเน้นตลาดผ่านเจ็ดกิจกรรมหลักทางการตลาด และความคาดหวังในการรับบริการ ที่ส่งผลต่อการดำเนินงานในการให้บริการ: หลักฐานเชิงประจักษ์จากโรงแรมระดับ 3 ถึง 5 ดาวในประเทศไทย” เพื่อประกอบการศึกษาวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัย ในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม 44000 หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดให้ข้อมูลในการตอบแบบสอบถามชุดนี้โดยรายละเอียดของแบบสอบถามประดับด้วยส่วนของคำถาม 6 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารฝ่ายการตลาดหรือผู้จัดการทั่วไปของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจโรงแรมในประเทศไทย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับการมุ่งเน้นตลาดเชิงรุกและการมุ่งเน้นตลาดเชิงรับของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 4 ความคิดเห็นเกี่ยวกับเจ็ดกิจกรรมหลักทางการตลาดที่ส่งผลต่อประสิทธิภาพการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 5 ความคิดเห็นเกี่ยวกับประสิทธิภาพการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 6 ข้อคิดเห็น ปัญหา และข้อเสนอแนะ กิจกรรมทางการตลาดของธุรกิจโรงแรมในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใดๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ผู้วิจัยขอขอบพระคุณที่ท่านได้สละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่า ข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย โทรศัพท์ 098-197-8784 หรือ e-mail: 58010962001@msu.ac.th และหากท่านต้องการสรุปผลการวิจัยหรือไม่

() ต้องการ E-mail.....

() ไม่ต้องการ หากต้องการสรุปผลการวิจัย โปรดระบุ E-mail Address หรือแบบนามบัตรของท่านมากับแบบสอบถามชุดนี้ ผู้วิจัยขอขอบพระคุณอย่างสูงที่กรุณาให้ข้อมูลมา ณ โอกาสนี้

(นายทวิทย์ บัวทอง)

นิสิตปริญญาเอก สาขาการจัดการการตลาด

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

ตอนที่ 1 โปรดทำเครื่องหมาย ✓ ที่ตรงกับข้อมูลทั่วไปของผู้บริหารฝ่ายการตลาดหรือผู้จัดการทั่วไปของ
โรงแรมในประเทศไทย

1. เพศ
 1. ชาย
 2. หญิง
2. อายุ
 1. น้อยกว่า 30 ปี
 2. 31 - 40 ปี
 3. 41 - 50 ปี
 4. 51 - 60 ปี
 5. มากกว่า 61 ปี ขึ้นไป
3. สถานภาพ
 1. โสด
 2. สมรส
 3. หม้าย/หย่าร้าง
4. ระดับการศึกษา
 1. ปริญญาตรีหรือเทียบเท่า
 2. สูงกว่าปริญญาตรี
5. ประสบการณ์ในการทำงาน
 1. น้อยกว่า 5 ปี
 2. 6 - 10 ปี
 3. 11 - 15 ปี
 4. 16 - 20 ปี
 5. มากกว่า 21 ปี ขึ้นไป
6. รายได้เฉลี่ยต่อเดือน
 1. ต่ำกว่า 40,000 บาท
 2. 40,001 - 60,000 บาท
 3. 60,001 - 80,000 บาท
 4. 80,001 - 100,000 บาท
 5. มากกว่า 100,001 บาท ขึ้นไป
7. ตำแหน่งงานในปัจจุบันในโรงแรม
 1. ผู้อำนวยการฝ่ายการตลาด
 2. ผู้จัดการฝ่ายการตลาด
 3. ผู้จัดการทั่วไป
 4. อื่นๆ (โปรดระบุ).....

ตอนที่ 2 โปรดทำเครื่องหมาย ✓ ที่ตรงกับข้อมูลทั่วไปเกี่ยวกับธุรกิจโรงแรมในประเทศไทย

1. ระดับดาวของโรงแรม
 1. ระดับ 3 ดาว
 2. ระดับ 4 ดาว
 3. ระดับ 5 ดาว
2. ทุนในการจดทะเบียน
 1. ต่ำกว่า 50,000,000 บาท
 2. มากกว่า 50,000,000 บาท
3. จำนวนพนักงานในปัจจุบัน
 1. น้อยกว่า 100 คน
 2. 101 - 200 คน
 3. 201-300 คน
 4. มากกว่า 300 คน

ตอนที่ 2 โปรดทำเครื่องหมาย ✓ ที่ตรงกับข้อมูลทั่วไปเกี่ยวกับธุรกิจโรงแรมในประเทศไทย (ต่อ)

4. ระยะเวลาในการดำเนินธุรกิจ
 1. น้อยกว่า 10 ปี
 2. 11 - 15 ปี
 3. 16 - 20 ปี
 4. 21 - 25 ปี
 5. มากกว่า 26 ปีขึ้นไป
5. สถานที่ตั้งของโรงแรม
 1. จังหวัดการท่องเที่ยวหลัก (กรุงเทพฯ, พัทยา, ภูเก็ต, ระยอง, เชียงใหม่, กาญจนบุรี, นครราชสีมา, พิษณุโลก, ขอนแก่น)
 2. จังหวัดการท่องเที่ยวรอง (นอกเหนือจากข้อที่ 1)
6. รูปแบบลักษณะความเป็นเจ้าของของโรงแรม
 1. ธุรกิจเจ้าของคนเดียว
 2. ธุรกิจประเภทลูกโซ่หรือแฟรนไชส์
 3. ธุรกิจประเภทบริษัท จำกัด, บริษัทมหาชน จำกัด
7. ลักษณะธุรกิจของโรงแรม
 1. กิจการของคนไทย
 2. กิจการร่วมทุนกับต่างประเทศ
 3. กิจการสาขาของธุรกิจต่างประเทศ
8. จำนวนห้องพักทั้งหมดของโรงแรม
 1. น้อยกว่า 100 ห้องพัก
 2. จำนวน 101-200 ห้องพัก
 3. จำนวน 201-300 ห้องพัก
 4. มากกว่า 301 ห้องพัก
9. มูลค่ารวมของสินทรัพย์ในปัจจุบันของโรงแรม
 1. น้อยกว่า 100 ล้านบาท
 2. มากกว่า 101 - 200 ล้านบาท
 3. น้อยกว่า 201-300 ล้านบาท
 4. มากกว่า 301 ล้านบาท
10. รายได้เฉลี่ยต่อปีของโรงแรม
 1. น้อยกว่า 20 ล้านบาทต่อปี
 2. จำนวน 20 - 40 ล้านบาทต่อปี
 3. จำนวน 40 - 60 ล้านบาทต่อปี
 4. มากกว่า 61 ล้านบาทต่อปี

ตอนที่ 3 โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นเกี่ยวกับการมุ่งเน้นตลาดเชิงรุกและการมุ่งเน้นตลาดเชิงรับของธุรกิจโรงแรมในประเทศไทย

การมุ่งเน้นตลาดเชิงรุก (Proactive Market Orientation)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
1. โรงแรมใช้ข้อมูลทางการตลาดเพื่อช่วยในการพัฒนาการให้บริการกับลูกค้า					
2. โรงแรมมีการพัฒนาอย่างต่อเนื่องเพื่อตอบสนองความต้องการแฝงของลูกค้า					

ตอนที่ 3 โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นเกี่ยวกับการมุ่งเน้นตลาดเชิงรุกและการมุ่งเน้นตลาดเชิงรับของธุรกิจโรงแรมในประเทศไทย (ต่อ)

การมุ่งเน้นตลาดเชิงรุก (Proactive Market Orientation)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
3. โรงแรมได้นำเสนอรูปแบบการให้บริการทางเลือกให้กับความต้องการแฝงของลูกค้า					
4. โรงแรมมีการประชุมระดมสมองเกี่ยวกับรูปแบบการให้บริการลูกค้า					
5. โรงแรมมีการใช้นวัตกรรมใหม่ที่อาจมีความเสี่ยงต่อการทำให้รูปแบบการให้บริการเดิมถูกยกเลิก					
6. โรงแรมหาโอกาสในการนำเสนอบริการเพื่อตอบสนองความต้องการแฝงของลูกค้า					
7. โรงแรมทำงานอย่างใกล้ชิดกับลูกค้า เพื่อทำความเข้าใจ ความต้องการของลูกค้าก่อนคู่แข่งขิ้นล่วงหน้าเป็นเดือน/ปี					
8. โรงแรมพิจารณาแนวโน้มทางการตลาด เพื่อหาความต้องการของลูกค้าในอนาคต					

การมุ่งเน้นตลาดเชิงรับ (Responsive Market Orientation)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
1. เป้าหมายของ โรงแรมถูกขับเคลื่อนจากความพึงพอใจของลูกค้า					
2. โรงแรมตรวจสอบระดับความมุ่งมั่นในการตอบสนองความต้องการของลูกค้าอย่างสม่ำเสมอ					
3. โรงแรมแบ่งปันประสบการณ์เกี่ยวกับความสำเร็จและไม่สำเร็จของการให้บริการลูกค้าให้กับแผนกต่าง ๆ					
4. กลยุทธ์ความได้เปรียบในการแข่งขันของ โรงแรมเกิดขึ้นจากความเข้าใจในความต้องการของลูกค้า					
5. โรงแรมวัดระดับความพึงพอใจของลูกค้าอย่างเป็นระบบและสม่ำเสมอ					

ตอนที่ 3 โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นเกี่ยวกับการมุ่งเน้นตลาดเชิงรุกและการมุ่งเน้นตลาดเชิงรับของธุรกิจโรงแรมในประเทศไทย (ต่อ)

การมุ่งเน้นตลาดเชิงรับ (Responsive Market Orientation)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
6. โรงแรมมีการตรวจสอบการให้บริการลูกค้าเป็นประจำ					
7. โรงแรมให้ความสำคัญกับลูกค้ามากกว่าคู่แข่ง					
8. โรงแรมเชื่อว่าภารกิจหลักของโรงแรมคือ เพื่อเป็นการให้บริการลูกค้า					
9. โรงแรมทำการสำรวจความคิดเห็นด้านบริการกับลูกค้าอย่างน้อย 1 ครั้งต่อปี เพื่อทำการประเมินคุณภาพของการให้บริการ					
10. โรงแรมกระจายข้อมูลความพึงพอใจของลูกค้าไปทุกระดับขององค์กรอย่างสม่ำเสมอ					

ตอนที่ 4 โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นเกี่ยวกับเจ็ดกิจกรรมหลักทางการตลาด ที่ส่งผลต่อประสิทธิภาพการดำเนินงานของธุรกิจโรงแรมในประเทศไทย (ต่อ)

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
1. กิจกรรมการคาดการณ์ (Anticipation Activities)					
1. โรงแรมให้ความสำคัญกับลูกค้าในอนาคตมากกว่าเมื่อเปรียบเทียบกับลูกค้าในปัจจุบัน					
2. การวิจัยตลาดของโรงแรมมีวัตถุประสงค์เพื่อมุ่งเน้นหาข้อมูลความต้องการในอนาคตของลูกค้าเมื่อเปรียบเทียบกับความต้องการในปัจจุบันของลูกค้า					
3. โรงแรมมุ่งเน้นอย่างมากกับความต้องการในอนาคตลูกค้าเมื่อเปรียบเทียบกับความต้องการในปัจจุบันของลูกค้า					

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
1. กิจกรรมการคาดการณ์ (Anticipation Activities) (ต่อ)					
4. โรงแรมวางแผนกิจกรรมต่าง ๆ โดยเน้นความต้องการในอนาคตเปรียบเทียบกับความต้องการในปัจจุบันของลูกค้า					
5. โรงแรมวางแผนงาน บนพื้นฐานของผลการดำเนินงานที่ ผ่านมามากกว่าความเป็นไปได้ที่เกิดขึ้นในอนาคต					

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
2. กิจกรรมการปรับตัว (Adaptation Activities)					
1. โรงแรมสามารถปรับตัวต่อการเปลี่ยนแปลงของสภาพแวดล้อมทางธุรกิจ (เศรษฐกิจ, สังคม, คู่แข่งขัน, ความต้องการของลูกค้า)					
2. โรงแรมสามารถปรับตัวต่อการเปลี่ยนแปลงของกลยุทธ์การตลาดของคู่แข่ง					
3. โรงแรมสามารถปรับบริการได้อย่างรวดเร็วเพื่อทันต่อการเปลี่ยนแปลงในความต้องการของลูกค้า					
4. โรงแรมสามารถตอบสนองได้อย่างรวดเร็วต่อปัญหาที่เกิดขึ้นของลูกค้า					
5. โรงแรมสามารถนำโอกาสใหม่ๆ ทางการตลาดมาใช้กับลูกค้าอย่างรวดเร็ว					

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
3. กิจกรรมการจัดวางทางการตลาด (Alignment Activities)					
1. โรงแรมใช้กิจกรรมทางการตลาดและการให้บริการของพนักงานแต่ละแผนกสอดคล้องกับความต้องการของลูกค้า					
2. ฝ่ายการตลาดของโรงแรมมีประสิทธิภาพในการเชื่อมโยงความต้องการของลูกค้ากับการให้บริการของพนักงานแต่ละแผนก					
3. ฝ่ายการตลาดมีความรู้และทักษะสำคัญในการเชื่อมโยงความต้องการของลูกค้าและการให้บริการของพนักงานแต่ละแผนก					
4. โรงแรมฝึกอบรมพนักงานแต่ละแผนกเพื่อมุ่งเน้นการให้บริการลูกค้า					
5. โรงแรมมีการให้คำแนะนำอย่างสม่ำเสมอกับพนักงานแต่ละแผนกเพื่อมุ่งเน้นการให้บริการลูกค้า					
4. กิจกรรมการกระตุ้น (Activation Activities)					
1. โรงแรมเชื่อว่าพนักงานมีความคาดหวังว่าลูกค้าจะเป็นส่วนสำคัญในการบริการรูปแบบใหม่ของโรงแรม					
2. โรงแรมมีการดูแลข้อมูลของลูกค้าในแต่ละแผนกของโรงแรม					
3. โรงแรมมีการดูแลการทำงานร่วมกันของพนักงานแต่ละแผนกเพื่อตัดสินใจเกี่ยวกับกิจกรรมทางการตลาดของโรงแรม					
4. โรงแรมเชื่อว่าพนักงานมีหน้าที่เล็งเห็นถึงปัญหาและแก้ไขปัญหาของลูกค้าที่เกิดขึ้นจริงและอาจเกิดขึ้นในอนาคต					
5. โรงแรมคาดหวังว่าพนักงานจะตอบสนองต่อความต้องการลูกค้าอย่างสูงสุด					

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	5	4	3	2	1
5. กิจกรรมความรับผิดชอบต่อทางการเงิน (Accountability Activities)					
1. กลยุทธ์ทางการตลาดของโรงแรม สร้างความพึงพอใจให้กับลูกค้า และส่งผลกระทบต่อการทำงานด้านการเงินของโรงแรม					
2. กิจกรรมทางการตลาดของโรงแรม สร้างความพึงพอใจให้กับลูกค้า และส่งผลกระทบต่อการทำงานด้านการเงินของโรงแรม					
3. ความรู้และทักษะทางการตลาดของโรงแรม สร้างความพึงพอใจให้ลูกค้า และส่งผลกระทบต่อการทำงานด้านการเงินของโรงแรม					
4. ในแต่ละแผนกของโรงแรม สร้างความพึงพอใจให้ลูกค้า และส่งผลกระทบต่อการทำงานด้านการเงินของโรงแรม					
5. โรงแรมแสดงผลการดำเนินงานทางการเงินของแผนงานจากการทำกลยุทธ์ทางการตลาดและกิจกรรมทางการตลาด					
กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	5	4	3	2	1
6. กิจกรรมการดึงดูดความสนใจ (Attraction Activities)					
1. โรงแรมมีความสามารถในการเจรจาต่อรองกับกลุ่มผู้มีส่วนได้ส่วนเสียของโรงแรม (ลูกค้า, คู่ค้า, สังคมและชุมชน)					
2. โรงแรมมีการวางแผนและการจัดการกับกิจกรรมที่เกี่ยวข้องกับกลุ่มผู้มีส่วนได้ส่วนเสียของโรงแรม (ลูกค้า, คู่ค้า, สังคม และชุมชน)					
3. โรงแรมริเริ่มและรักษาความสัมพันธ์กับกลุ่มผู้มีส่วนได้ส่วนเสียของโรงแรม (ลูกค้า, คู่ค้า, สังคม และชุมชน)					

กิจกรรมหลักทางการตลาด (Seven Activities Lever (7As))	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
6. กิจกรรมการดึงดูดความสนใจ (Attraction Activities) (ต่อ)					
4. โรงแรมมีการทำงานร่วมกันกับกลุ่มผู้มีส่วนได้ส่วนเสียของโรงแรม (ลูกค้า, คู่ค้า, สังคมและชุมชน) ในการพัฒนาทางด้านการให้บริการ ระยะเวลาในการให้บริการ คุณภาพของการจัดการ และระบบการทำงานแบบทันเวลา					
5. โรงแรมมีการส่งเสริมผู้ชายวัดดุสิตและพันธมิตร เพื่อพัฒนาความสามารถและกำลังการผลิตด้านการบริการ					
7. การจัดการทรัพยากร (Asset Management)					
1. โรงแรมตระหนักว่าพนักงาน, การเงิน, ความรู้, แบนด์, ลูกค้า และความสามารถต่าง ๆ ของโรงแรมเป็นสินทรัพย์ที่สำคัญที่ต้องได้รับการจัดการที่ดีจากโรงแรม					
2. โรงแรมเต็มใจที่จะลงทุนกับพนักงาน, การเงิน, ความรู้, แบนด์, ลูกค้า และความสามารถต่าง ๆ ของโรงแรม					
3. โรงแรมมีการจัดการพนักงาน, การเงิน, ความรู้, แบนด์, ลูกค้า และความสามารถอื่น ๆ เหนือกว่าคู่แข่ง					
4. โรงแรมมีระบบที่ออกแบบเพื่อทำความเข้าใจยิ่งขึ้น ในการจัดการ เกี่ยวกับพนักงาน, การเงิน, ความรู้, แบนด์, ลูกค้า และความสามารถอื่น ๆ ของโรงแรม					
5. โรงแรมเล็งเห็นความสำคัญของการจัดการพนักงาน, การเงิน, ความรู้, แบนด์, ลูกค้าและความสามารถอื่น ๆ เป็นกระบวนการที่สำคัญที่สุดในการขับเคลื่อนผลการดำเนินงานของโรงแรม					

ตอนที่ 5 โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นเกี่ยวกับประสิทธิภาพการดำเนินงานของธุรกิจ
โรงแรมในประเทศไทย

ประสิทธิภาพการดำเนินงานด้านการบริการ (Service Performance)	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
1. ในระยะเวลา 3 ปีที่ผ่านมา โรงแรมมีส่วนแบ่ง การตลาดเพิ่มขึ้น					
2. ในระยะเวลา 3 ปีที่ผ่านมา โรงแรมมีรายได้เพิ่มขึ้น					
3. ในระยะเวลา 3 ปีที่ผ่านมา โรงแรมมียอดจอง ห้องพักเพิ่มขึ้น					
4. ในระยะเวลา 3 ปีที่ผ่านมา โรงแรมมี ความพึงพอใจของลูกค้าเพิ่มขึ้น					

ตอนที่ 6 โปรดแสดงความคิดเห็น ปัญหา และข้อเสนอแนะ กิจกรรมทางการตลาดของธุรกิจโรงแรม
ในประเทศไทย

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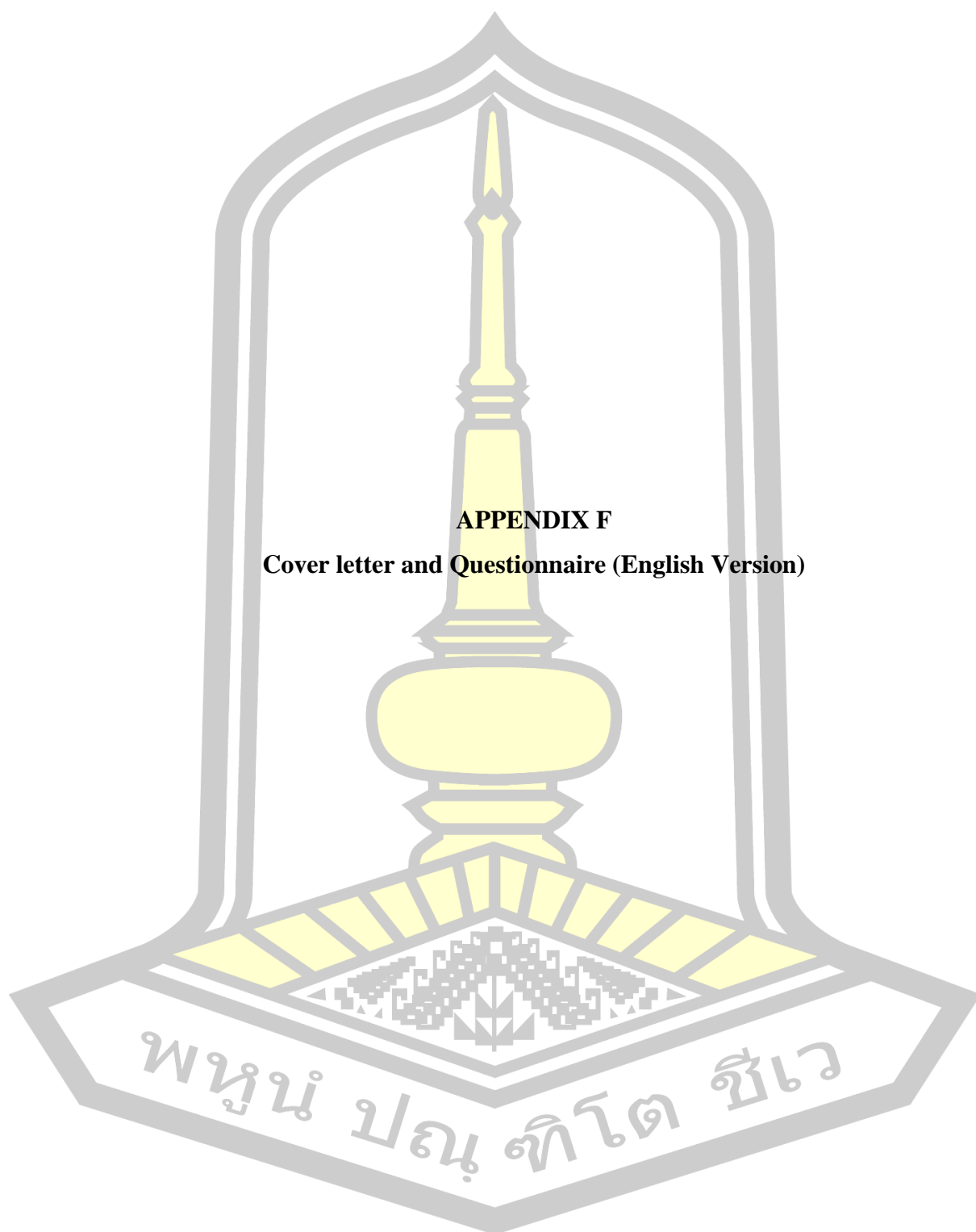
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ขอขอบคุณในความสะดวกในการตอบแบบสอบถาม
ทวิทย์ บัวทอง นิสิตปริญญาเอก สาขาการจัดการตลาด
คณะบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

พหุบัณฑิตวิทยาลัย



APPENDIX F

Cover letter and Questionnaire (English Version)

Survey Questionnaire

For a Research about “Market Orientations, Seven Marketing Activities Levers (7As), and Expectations of Service toward Service Performance: An Empirical Evidence of Three to Five-Star Hotels in Thailand.”

Explanation:

This research aims to study a relationship between market orientations, seven marketing activities levers (7As), and service performance of three – five-star hotels in Thailand. The research is part of Ph.D. Thesis in the Ph.D. marketing management program, Mahasarakham Business School, Mahasarakham University, Mahasarakham.

The researcher would like to ask for your favor in doing this survey questionnaire which consists of 6 sections:

- Section 1:** General information about the marketing manager or general manager in the hotel industry in Thailand
- Section 2:** General information about the hotel industry in Thailand
- Section 3:** Opinion about proactive and responsive market orientations of hotel industry in Thailand
- Section 4:** Opinion about seven marketing activities levers (7As) of the hotel industry in Thailand
- Section 5:** Opinion about service performance of hotel industry in Thailand
- Section 6:** Additional comments and suggestions about marketing activities practice of the hotel industry in Thailand

Your responses will be confidential and will not be used to expose your identity in any reports. Additionally, your information will not be shared with anyone with your permission.

The researcher would like to thank you for taking the time to complete this survey questionnaire and hope that your information will be beneficial for this research. Your responses are highly appreciated. If you have any question about this survey questionnaire, please contact the researcher at Tel. no. 09-8197-8784 or e-mail address: 58010962001@msu.ac.th

(Mr. Thawit Buathong)

Ph.D. Student, Marketing Management Program
Mahasarakham Business School, Mahasarakham University

Section1: General information about the manager in the hotel industry in Thailand

1. Gender
 - Male
 - Female
2. Age
 - Less than 30 years old
 - 30 - 40 years old
 - 41- 50 years old
 - 51 - 60 years old
 - More than 60 years old
3. Marital Status
 - Single
 - Married
 - Divorced
4. Education levels
 - Bachelor's Degree or compatible
 - Higher than Bachelor's Degree
5. Working experience
 - Less than 5 years
 - 6 - 10 years
 - 11 - 15 years
 - 16 - 20 years
 - More than 21 years
6. Monthly income
 - Less than 40,000 baht
 - 40,001- 60,000 baht
 - 60,001 - 80,000 baht
 - 80,001 – 100,000 baht
 - More than 100,001 years
7. Current position
 - Marketing Director in hotel
 - Marketing Manager in hotel
 - General Manager in hotel
 - Other (please specify).....

Section2: General information about the hotel industry in Thailand

1. Star rating of the hotel
 - Three-Star
 - Four-Star
 - Five-Star
2. Business capital register
 - Less than 50,000,000 baht
 - More than 50,000,000 baht
3. Number of employees
 - Less than 100 persons
 - 101 -200 persons
 - 201-300 persons
 - More than 300 persons
4. The period of time operating in an operating business
 - Less than or equal to 10 years
 - 11 - 15 years
 - 16 - 20 years
 - 21 - 25 years
 - More than 25 years
5. Location of hotel
 - Final destination (City Center: Bangkok, Pattaya, and Phuket, Rayong, Chiang Mai, Kanchanaburi, Nakhon Ratchasima, Phitsanulok, and KhonKaen)
 - Second destination (Other provinces)
6. Forms of business ownership
 - Independent or Single owner hotels
 - Chain or Franchise hotels
 - Company Ltd, Public Company Ltd.
7. Nature of business
 - Thai business
 - Joint venture with foreigners
 - Branch of international business

8. Number of rooms in hotel
 Less than 100 rooms
 101 - 200 rooms
 201 - 300 rooms
 More than 301 rooms
9. Current operational capital
 Less than 100,000,000 baht
 100,000,001 – 200,000,000 baht
 200,000,001 – 300,000,000 baht
 More than 300,000,001 rooms
10. Average sales revenue per year
 Less than 20,000,000 baht
 20,000,000 – 40,000,000 baht
 40,000,001 – 60,000,000 baht
 More than 60,000,001 baht

Section3: Opinions about proactive and responsive market orientations of the hotel industry in Thailand

Proactive Market Orientation	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
1. The hotel helps our customers anticipate developments in their markets.					
2. The hotel continuously tries to discover additional needs of our customers of which they are unaware.					
3. The hotel incorporates solutions to unarticulated customer needs in our new products and services.					
4. The hotel brainstorm on how customers use our products and services.					
5. The hotel innovates even at the risk of making our products obsolete.					
6. The hotel search for opportunities in areas where customers have a difficult time expressing their needs.					
7. The hotel works closely with lead users who try to recognize customer needs months or even years before the majority of the market may recognize them.					
8. The hotel extrapolates key trends to gain insight into what users in a current market will need in the future.					

Section3: (continued)

Responsive Market Orientation	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
1. The hotel objectives are driven primarily by customer satisfaction.					
2. The hotel constantly monitors our level of commitment and orientation to serving customer needs.					
3. The hotel freely communicates information about our successful and unsuccessful customer experiences across all business functions.					
4. The hotel strategy for competitive advantage is based on our understanding of customer's needs.					
5. The hotel measures customer satisfaction systematically and frequently.					
6. The hotel has routine or regular measures of customer service.					
7. The hotel is more customer-focused than our competitors.					
8. The hotel believes this business exists primarily to serve customers.					
9. The hotel asks users at least once a year to assess the quality of our products and services.					
10. The hotel use data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.					

Section4: Opinions about seven activities levers (7As) of the hotel industry in Thailand

Seven Activities lever (7As)	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
Anticipation Activities					
1. The hotel emphasizes customers of the future relatively to current customers.					
2. Market research efforts in the hotel are aimed at obtaining information about customer's needs in the future, relatively to their current needs.					
3. The hotel is oriented more toward the future consumer's needs than the present.					
4. The hotel's planning activities are more oriented toward the future than the present.					
5. The hotel's future plans are based more on past performance rather than on future potential.					
Adaptation Activities					
1. The hotel can be adapting to changes in the business environment of the hotel.					
2. The hotel can be adapting to changes in competitors' marketing strategies.					
3. The hotel can be adapting your service quickly to the changing needs of customers.					
4. The hotel has to react quickly to new market threats.					
5. The hotel can exploit quickly new market opportunities.					

Section4: (continued)

Seven Activities Lever (7As)	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
Alignment Activities					
1. The hotel is willing to rely on marketing to link customer needs to the service of hotel employees.					
2. Marketing organization in hotel is effective at linking customer needs to the operations of hotel employees.					
3. Marketing organization in the hotel has the knowledge and skills to link customer needs to the operations of hotel employees.					
4. The hotel has intensively trained employees with respect to customer-oriented service.					
5. The hotel has frequently given hints and suggestions to our employees with respect to customer-oriented negotiation.					
Activation Activities					
1. The hotel employee expects that customers are integrated with the activities of a new service program.					
2. The hotel has availability of market information in different functional areas.					
3. The hotel has the degree of coordination of decisions about marketing activities in different areas.					
4. The hotel employee expects to feel responsible for the detection and solution of potential and actual customers' problems.					
5. The hotel employee expects to be high responsibility for the customers.					

Section4: (continued)

Seven Activities Lever (7As)	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
Accountability Activities					
1. The marketing strategy is effective at linking customer satisfaction/ retention to financial outcomes.					
2. The hotel marketing activities are effective at linking customer satisfaction/retention to financial outcomes.					
3. The hotel (divisions) has the ability to link customer satisfaction, or retention to financial outcomes resides in marketing.					
4. The hotel marketing has the knowledge and skills to link customer satisfaction/ retention to financial outcomes.					
5. The hotel shows the financial outcomes of their plans and marketing strategy, marketing activity.					
Attraction Activities					
1. The hotel has the ability in negotiating with stakeholders (customer, clients, partners, and society).					
2. The hotel has planning and management of stakeholder's activities (customer, clients, partners, and society).					
3. The hotel has the initiating and implementing cooperative programs with stakeholders (customer, clients, partners, and society).					
4. The hotel has worked with stakeholder's activities (customer, clients, partners, and society) to develop service, reduce delivery times, quality management, and just in time system.					

Section4: (continued)

Seven Activities lever (7As)	Level of Opinion				
	Lowest 1	Low 2	Average 3	High 4	Highest 5
Attraction Activities (Continued)					
5. The hotel has enhanced suppliers and partners' production capabilities and capacities in service.					
Asset Management					
1. The hotel has recognized human, financial, knowledge, brand, customer, asset, and capability as assets in the organization.					
2. The hotel is willing to spend money on human, financial, knowledge, brand, customer, asset, and capability.					
3. The hotel has management in human, financial, knowledge, brand, customer, asset, and capability support more than the competitor.					
4. The hotel has designed systems to better understand in human, financial, knowledge, brand, customer, asset, and capability management.					
5. The hotel looks upon human, financial, knowledge, brand, customer, asset, and capability as the most important business process for driving service performance.					

BIOGRAPHY

NAME	Mr.Thawit Buathong
DATE OF BIRTH	November 8, 1980
PLACE OF BIRTH	Lampang, Thailand
ADDRESS	383/1 Tambol Sara, Amphor Kho-Kha, Lampang 52130, Thailand
POSITION	Professional Level Teachers (K2 Teachers)
PLACE OF WORK	Kokha Industrial and Community Education College, Office of the Vocational Education Commission, Amphor Kho-Kha, Lampang 52130, Thailand
EDUCATION	2005 Bachelor of Business Administration (Marketing), Maejo University, Changmai, Thailand 2006 Master of Business Administration (Business-Marketing), Narasuan University, Pisanuluk, Thailand 2019 Doctor of Philosophy (Marketing Management) Maharakham University, Maharakham, Thailand
Research grants & awards	Buathong, T. and Jhundra-indra, P. (2018).The Relationship between Defense Mechanisms and Decision Process: Moderation Emotional Intelligence Stimulus. Outstanding Award in Conceptual Framework, 6th International Conference on Contemporary Marketing Issues, ICCMI 2018, Athens Greece. Conference Proceedings, 93-104.

