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ROLE OF LEARNING AND KNOWLEDGE TO IMPROVISE ORGANISATIONAL PERFORMANCE ON TOURISM INDUSTRY IN UDON THANI THAILAND

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ABSTRACT

The following study is mainly conducted to evaluate the effects of learning and knowledge on improvising the organizational performance in the context of hospitality industry in Thailand. The collection of the data is conducted through gathering primary data through questionnaire survey where 420 individuals has provided their input. The analysis of the data is conducted through the use of SmartPLS where the structural equation model (SEM) is used. The tests that are run through the SEM is the confirmatory factor analysis (CFA), discriminatory validity, path analysis and blindfolding test. The result of the study has revealed that the factors centralization, goal and vision, social network and technological implementation are considered significant regarding the learning and knowledge. Moreover, it is been also identified that learning and knowledge is found to have a significant influence on the organizational performance of the hospitality industry in Thailand. Thus, the hospital industry can emphasize on enhancing the learning and knowledge of the employees by focusing particularly on these factors that can aid in enhancing the performance. The major limitation and constraint that is identified for the study is that the study is mainly based on quantitative. Future study can be focused on other industries of Thailand such as FMCG, retailing and pharmaceutical industries.

INTRODUCTION

Thailand has taken the ninth rank in the list of most visited countries in the world. Since 2000, number of international visitors keep on increasing except for year 2004 and 2009 when Thailand faced tsunami and riots as well as global recession. In the year 2019, number of international visitors have almost doubled since the beginning of decade i.e. as compared to year 2011. The country possesses a well-developed and strong hospitality industry and rising growth of the industry has also attracted foreign investors. It has been recorded that the growth rate of Thailand was 9.6% in the year 2018 which amounts to around THB 2 trillion. The major contributors of such growth is the East Asian Market majorly China (Mordorintelligence.com, 2020).

Organisational performance is one of the elements which is always being prioritize whenever the organisations are making their strategies for their development (Bakotić, 2016). In this regard, it is necessary to analyses that how the organisational performance is achieved when it is interdependent with the performance of their employees which is always an individual act. However, it has been studied that the organisations that are likely to achieve the better firm's performance over the period of time, focuses the development of their employees so that they would be able to deliver their organisation as per their visions (Shafiq, Lasrado, & Hafeez, 2019). Therefore, in such a case, it becomes evident that the employee performance is one of the most important element which contributed to the improvised organisational performance. In this regard, it has been observed that multiple organisations have different strategies to work over it and likely to follow their own methods to achieve their goals (Malinen, Hatton, Naswall, & Kuntz, 2019). However, there are some of the common elements which can be found in the strategies of every organisation when it comes to discuss about their learning and knowledge of the employees.

According to the study of Beneke, Blampied, Dewar, and Soriano (2016) learning and knowledge is more related to practical learning and implementation and for that particular reasons, the organisations are not only required to develop an effective plan but also implement it in strategically ways that it should not make their employees difficult to adopt it. In addition to that, it was also observed that whenever the organisations increases the responsibilities of their employees without training them to be prepared for the responsibility that is going to be transferred, their performance becomes affected (Kareem, Unachukwu, & Okegbemi, 2018; Osuji et al., 2017). Therefore, in such a case, it is possible that the organisation may provide them leverage to cope up with new responsibilities for which they never been trained. On the other hand, some of the organisations have a practice to make their employees learn and increase their knowledge over a period of time and before changing their job description, this helps them to achieve the expected performance from their employees (Al-Toubi & Malik, 2018).

In this study, learning and knowledge in the context of employees of the organisation is being focused to identify what are the factors which contribute the employees' performance to improvise the organisational performance. However, the concept of learning and knowledge has also been studied in this study to broaden the understanding the learning in terms of the employees for the organisational performance (Devece, Palacios, & Ribeiro-Navarrete, 2019). In addition to that, it has also been studied that how the identified factors of the study affect the learning and knowledge of the employees which helped the researcher to obtain the findings of the study leading towards the conclusion based upon which recommendations have also been provided to make the process of learning and knowledge enhancement for the organisations' performance easier.

LITERATURE REVIEW

Conceptualizing the learning and knowledge in context of organisations performance

As per the study of Kim, Watkins, and Lu (2017) it has been studied that the organisations are always dependent on their employees as it is impossible for the single owner to run the organisation. However, in this regard, instructions are always being provided by the managers or the owners of the organisation, but alone the owner and managers would never be able to achieve the organisational goals. Therefore, it creates a demand that the organisation should have a clear strategy that how they would be enabling their employees to work on their project with the same effort and productivity that the organisation is expecting from them to achieve their aims. According to the study conducted by Brix (2017) learning and knowledge has been identified as the most important element of the organisations to be contributing for improvising the firm's performance. In such a case, it has become clear that the organisation would have to focus the continuous development of their employees by providing them the opportunity to learn the new skills and increase their knowledge. For that particular reason, the most common method which is being accepted by the organisations is the training and development. However, it is equally important that the trainings should be provided after the need analysis that whether the employees are required to be trained over any specific skill or not (Kattara & El-Said, 2015; Namada, 2017). Therefore, conducting an efficient need analysis and providing the required training helps the employees to increase their knowledge resulting in terms of improvised organisational performance.

Factors affecting learning and knowledge of employees

As per the study of Kim and Lee (2010) it has been observed that there are mainly five factors which affect the learning and knowledge of the employees in an organisation which makes them to enhance their performance resulting in terms of overall firm's performance.

Goals and vision of organisation

When an organisation is going to start their business by entering a market, it is necessary that they should have a clear vision and goals in terms of their organisational future targets to be achieved. This aspect is prioritised as it has been observed that every organisation that is performing phenomenal has an objective which is the reflection of their vision. In addition to that, their strategies and implementation methods are always aligned with the objectives of their organisation (Guner, Muhammet, & Lok, 2015; Taiwo, Lawal, & Agwu, 2016). However, in this regard, various elements contribute such as the learning approach of their employees along with their resources that how they would be able to use them simultaneously to achieve their organisational goals. Furthermore, it was observed that organisations which do not have their vision to be clearly communicated to their employees are likely to be struggling and has a greater probability that they would have to bear financial losses in future which may affect their business position in the market or they may also have to leave the industry (Jensen, Moynihan, & Salomonsen, 2018; Kerdpitak, 2020). Therefore, analysing the importance of vision and the goals of organisation, it can be said that it helps the organisation to improvise their firm's performance.

H1: Goal and Vision is considered to be a significant factor for learning and knowledge for enhancing organizational performance

Social network

Another factor which has been analysed that contributes to the learning and knowledge of the employees in an organisation is their social network. It has been observed that the social network in any organisation plays vital role as it makes it easier for their employees to communicate with each other when they are facing difficulties in their job. In such a case, if the both employees are working for the same objectives, it is probable that they would solve their issues at their own or else they would communicate it the relevant personnel in confident manner which would help them to resolve the ongoing issues (Oyeniran & Mcjerry, 2019; Sykes & Venkatesh, 2017). Furthermore, it was also observed that the social networks have an important role for bridging the communication gap in the organisation which helps the organisation to improve their performance and achieve their goals efficiently.

H2: Social Network is considered to be a significant factor for learning and knowledge for enhancing organizational performance

Technological implementation

Technological advancement has taken place and it has been observed that the methods of executing the jobs have been changed. People are more likely to implement the information technology in their organisations analysing the advantages of technology which not only enhances their working capabilities but also reduces their variable cost of the business. Therefore, global business environment has started adopting the latest technologies to differentiate form their competitors (Migdadi, Zaid, Al-Hujran, & Aloudat, 2016). Therefore, it creates a demand that the employees of the organisation should also have the capabilities to cope up with the emerging technology and enhance their skillset so they would be able to sustain the challenging work environment where not only the firms are competing each other but also the professionals are in the race of improving their performance with enhanced capabilities. Another study contributed in this regard that the employees working in the professional environment previously would have to face difficulties in near future as students of the 21st Century has better capabilities to learn new technology which has a great opportunity for the companies to achieve the competitive advantage in the market (Ali, Tan Luck, Thoe, Ismail, & Bakar, 2019).

H3: Technological Implementation is considered to be a significant factor for learning and knowledge for enhancing organizational performance

Centralisation

Centralisation has also been defined as a factor which affects the learning and knowledge of the employees, as it has been observed that the centralised organisation where the decisions are being taken by the central department or office are likely to be systematic (Joseph, Klingebiel, & Wilson, 2016; Rahman, 2019). Therefore, in such organisation, the employees would have to follow the drills and procedure for every approval they need from their senior. It creates an opportunity for the employees to look into the criticalities of the matter before presenting it to the central body of the organisation. In addition to that, it was also observed that when the employees would have been following a procedure for every aspect of their job, it will increase their efficiency in terms of their capabilities, which would enable them to target to objectives contributing the improvised organisational performance.

H4: Goal and Vision is considered to be a significant factor for learning and knowledge for enhancing organizational performance

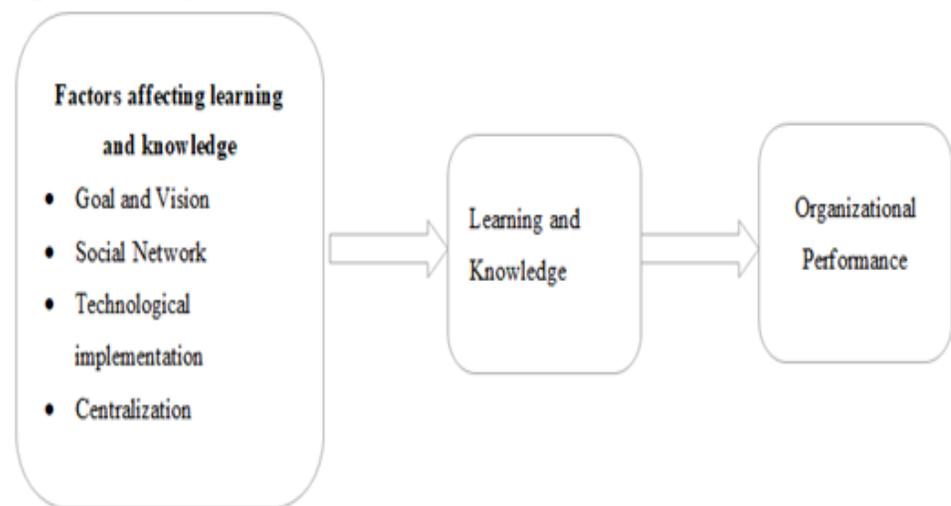
Role of learning and knowledge in enhancing the organisational performance

When it comes to discussion about the role of learning and knowledge for the enhanced organisational performance, it is necessary to analyse that the organisations do prefer their employees to be trained and capable of meeting the requirements occurring during the operations (Ahmad, Lodhi, Zaman, & Naseem, 2017; Egbuniwe, 2019). Therefore, in such a case, it is important that the employees should have an opportunity to learn in the organisation which could only be achieved by culture which is being developed by the senior employees of the organisation. It has been studied that whenever the employees of the organisation would have an opportunity to learn and increase their knowledge it results in the form of efficiency gains for not only the professional career of the employee as well as the organisation to improve their firm performance. In such a case, where the efficiency of the employees as well as the organisation would be increased it becomes evident that it will also contribute to the productivity of the organisation and there are chances that the organisation would also be able to reflect it into their financial statements.

Furthermore, it was also observed that learning and knowledge benefits the organisation in a way that their employees get satisfaction at their job which enable them to reduce the turnover rate resulting in terms better ROI as the amount and resources they have invested over the learning of the employee would be providing them the return for longer period of time. Another study has contributed that in an environment where learning and knowledge improvement is being promoted, it is probable that the employees would be able to share the ownership of the projects which will contribute to the mindsets of the employees and enabling them to enhance their performance leading towards the improvised organisational performance (Jyoti & Rani, 2017; Ping, 2017).

H5: Learning and Knowledge has a significant effect on the organizational performance

Figure 1: Conceptual Framework.



RESEARCH METHODOLOGY

Research design and data collection

The research design of the following research is based on quantitative research where it is mainly emphasized on evaluating the numerical and figures. Henceforth, the following study reflects on objective view rather than subjective. The collection of the data is conducted through gathering primary data rather than relying on secondary data. The instrument utilized for the collection of the primary data is through the questionnaire

survey where the statements in the survey are designed with the help of the literature. The questionnaire survey consisted of closed-ended questionnaire in which it was primarily based on the Likert scale which has a range from 1 – 5. The value 1 represents ‘Strongly disagree’ whereas the value 5 indicates ‘Strongly Agree’. The main focus of the study was to evaluate the effect of learning and knowledge on improvising organizational performance. The context in which the study is being conducted is on the hospitality industry of Thailand. The targeted individuals for the study were particularly the employees that were employed in the hospitality industry such as restaurants, hotels and others. The methods for the distribution of the questionnaire survey was through utilizing the social media platforms such as Google Forms, emails, LinkedIn along with physically and personally distributing the questionnaire to the targeted audience.

Sampling technique and sample size

The main focus of the study is mainly emphasized towards understanding the influence of learning and knowledge on improvising the organizational performance in the hospitality industry; therefore, the targeted sample that is relevant for the study where their insights carries the most worth value are the employees that are working in the hospital sector. Since the study was mainly emphasized on gathering the data from employees; therefore, not every individual had a similar chance of being selected. Thus, the sampling technique falls under the non-probability sampling which is considered that the chance of selecting an individual for a sample is unequal. Moreover, the sample size that is selected by the researcher for the collection of data is 420 questionnaires, 420 of the survey was appropriately filled by the targeted responses. Hence, the response rate on the questionnaire survey was 100 %. The complete data of the 420 sample was investigated and analysed for determining whether learning and knowledge has an influence over the organizational performance in the hospital industry in Thailand.

Method for analysis of data

The questionnaire survey has provided the data in numerical and figures; therefore, the analysis of the data is conducted through the use of SmartPLS where the structural equation model (SEM) is used. The tests that are run through the SEM is the confirmatory factor analysis (CFA) which aided in evaluating the reliability and convergent validity of the data. The discriminatory validity test is also conducted for measuring the distinctiveness among the constructs through HTMT ratio. In addition, the path analysis is also applied on the data for determining whether the identified factors are associated with learning and knowledge along with the impact on organizational performance. Lastly, the blindfolding technique is also applied on the dataset for determining the predictive relevance on the model through using Q-square.

RESULTS

Measurement of the model

The applicability of the SEM through SmartPLS requires in evaluating the reliability and convergent validity of the model where it is conducted through CFA. As per the study of Li (2016); McKay, Perry, and Harvey (2016), CFA is a widely used tool as an evidence of the validity of the constructs in the model which takes into account the true and observed score. The results of the CFA can be reflected on table 1 which basically evaluates the variables of the study in terms of its reliability and validity. There are mainly five tests that are conducted under the CFA which comprises of outer loadings, Cronbach’s alpha, composite reliability and average variance extracted (AVE). While referring to the first test which is outer loading, Imran, Aziz, and Hamid (2017) has indicated that the outer loading must not be below 0.6 as the factors would be considered to be insignificant in terms of reliability. While referring to each of the variables and their

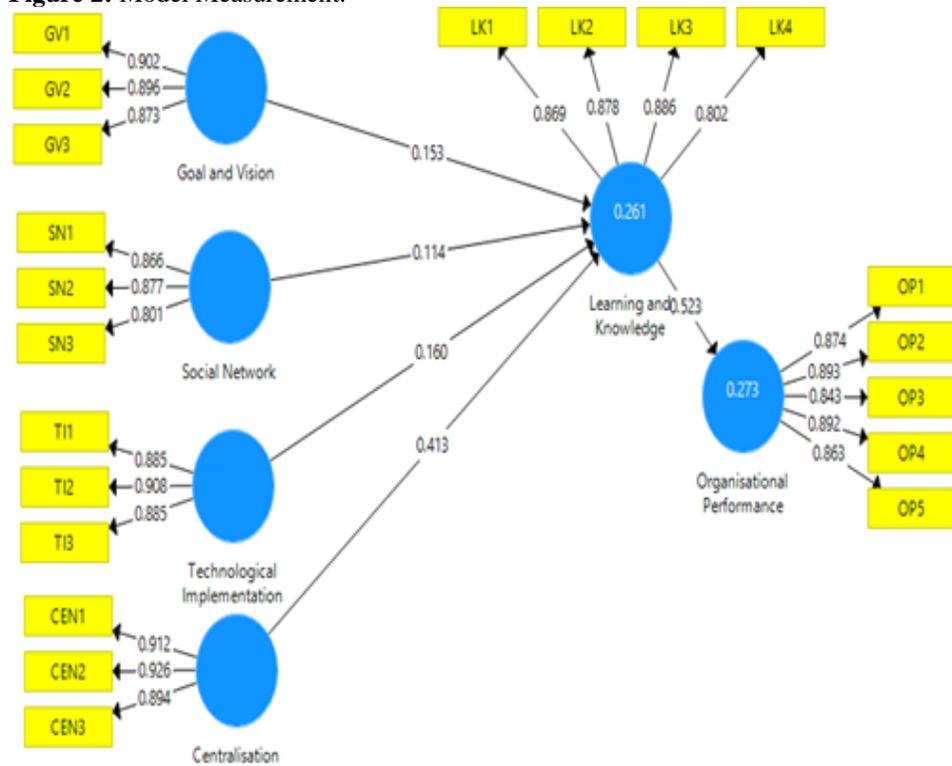
statements, it is identified that the lowest outer loading was 0.86. Thus, the entire variables factor loading is above 0.6 which can be concluded that the statements are all accepted in terms of outer loadings.

The next step in the CFA model is the computation of the Cronbach's Alpha of the variables individually. The studies conducted by Otsetova (2016); Taber (2018) have demonstrated that the value of Cronbach's alpha must be above 0.6 to demonstrate that the variables are internally consistent and thus would provide with appropriate results. Therefore, with respect to the Cronbach's Alpha, the value of all the variables is above 0.6 and the lowest value is determined to be 0.812. On this basis, all of the variables of the study are considered to be internally consistent and thus would provide with reliable results. Moving towards composite reliability which is the third test regarding the measurement of model Lukman, Khan, Latif, and Bichi (2019); Huseno (2017) has indicated that the value of composite reliability must be above 0.6 regarding the variables for ensuring that the variables are composite reliable. In terms of the result in table 1, the lowest composite reliability value is identified as 0.885 for social network and is above 0.6. Thus, it can be clearly reflected that all the variables does not violate the composite reliability criteria. The last element measures in the CFA are AVE which Ahmad, Zulkurnain, and Khairushalimi (2016) has indicated that the tool is used for measuring the convergent validity of the data. The value of the AVE must be above 0.5 which ensures that the variables are convergent valid. The results of AVE as per the table 1 indicate that the values of AVE with respect to each of the variable are above 0.5 where the lowest value is 0.720. Hence, it clearly demonstrates that the variables are valid and be further utilized in the other suitable results for providing reliable results.

Table 1: Measurement of the model.

Variables	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Centralization	CEN1	0.91	0.898	0.936	0.830
	CEN2	0.93			
	CEN3	0.89			
Goal and Vision	GV1	0.90	0.871	0.920	0.792
	GV2	0.90			
	GV3	0.87			
Learning and Knowledge	LK1	0.87	0.882	0.919	0.739
	LK2	0.88			
	LK3	0.89			
	LK4	0.80			
Organisational Performance	OP1	0.87	0.922	0.941	0.763
	OP2	0.89			
	OP3	0.84			
	OP4	0.89			
	OP5	0.86			
Social Network	SN1	0.87	0.812	0.885	0.720
	SN2	0.88			
	SN3	0.80			
Technological Implementation	TI1	0.88	0.873	0.922	0.797
	TI2	0.91			
	TI3	0.89			

Figure 2: Model Measurement.



The next step involved after the analysis of the model’s reliability and validity is the variable discriminant validity. The main function of the discriminant validity is to verify whether there is degree of distinctiveness among the constructs with each other (Franke & Sarstedt, 2019). The tool for measuring the degree of distinctiveness is through the Heterotrait-Monotrait (HTMT) ratio where Zaidazuriani, Noniwati, and Fauziah (2020); Saleh and Melan (2017) has indicated that the criteria of the ratio is that the values must be lower than 0.9. The violation of the criteria can demonstrate that the constructs are not highly different with each other and thus would provide irrelevant results. While reflecting on the results of HTMT ratio as shown in table 2, it is identified that that variables association with each other was represented under 0.9 where the highest value that is observed is between social network and goal and vision which 0.66. Thus, this demonstrates that none of the variables violates the criteria of HTMT ratio and can be further recommended to be used for conducting the path analysis.

Table 2: Discriminant Validity (HTMT Ratio).

	Centralisation	Goal and Vision	Learning and Knowledge	Organizational Performance	Social Network	Technological Implementation
Centralization						
Goal and Vision	0.62					
Learning and Knowledge	0.54	0.26				
Organizational Performance	0.52	0.32	0.58			
Social Network	0.50	0.66	0.32	0.38		
Technological Implementation	0.76	0.72	0.45	0.52	0.62	

Path analysis

On the basis of the results of measurement of the model and the HTMT ratio, the criteria for performing the path analysis has been met. The path coefficient analysis is conducted through the use of the Smart PLS where its results are provided in table 3. The significance of the variables effects has been measured upon the confidence interval which consists of three types i.e. 99%, 95% and 90% confidence interval. As shown in the table 3, the effects of factors of learning and knowledge which consist of centralization, goal and vision, social network and technological implementation is analysed with respect to learning and knowledge. Moreover, the effect of learning and knowledge has been measured on the organizational performance with respect to the hospitality industry in Thailand. While referring to the results, it is identified that centralization is considered as a significant factor for the learning and knowledge as the p-value is computed as 0.000 (less than 0.01). Moreover, the effects of centralization are found to have positive effect on learning and knowledge due to the coefficient is computed as 0.413. Thus, this demonstrates that with every unit change on centralization with result in positive change to learning and knowledge by 0.413.

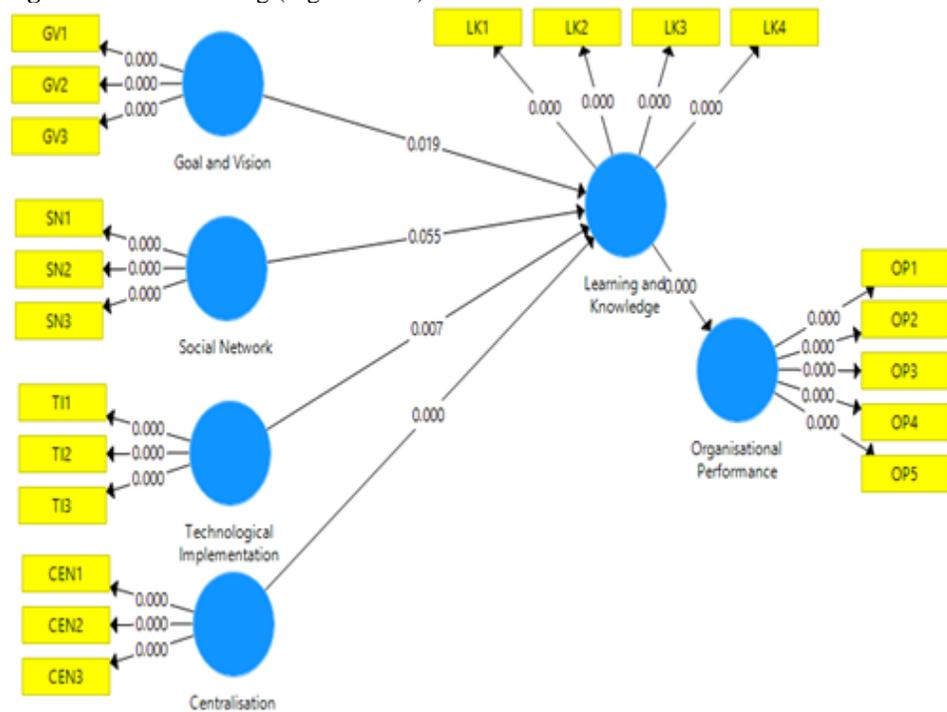
While reflecting to goal and vision, it is also identified to be significance factor for learning and knowledge (B= 0.153; p-value= 0.019 < 0.5). Hence, this shows that the change of goal and vision would result in the change of learning and knowledge by 0.153 units. The social network (B= 0.115; p-value 0.055<0.1) and technological implementation (B= 0.16; p-value 0.005<0.01) is also found to be a significant factor for the learning and knowledge. Lastly, the effects of learning and knowledge are found to have a significant effect on the organizational performance as the p-value is computed as 0.000 (< 0.01). The path coefficient is a computed as 0.523 which shows that the learning and knowledge has a positive effect to the organization performance. With respect to the overall analysis, it is clearly reflected that centralization, goal and vision, social network and technological implementation are considered significant factors with respect to learning and knowledge in the context of hospitality industry. Moreover, learning and knowledge is also found to have significant effect on the organizational performance of the hospitality industry in Thailand.

Table 3: PLS Analysis.

	Path Coefficient	T Statistics	P Values
Centralization -> Learning and Knowledge	0.413***	6.528	0.000
Goal and Vision -> Learning and Knowledge	0.153**	2.357	0.019
Learning and Knowledge -> Organizational Performance	0.523***	10.346	0.000
Social Network -> Learning and Knowledge	0.115*	1.922	0.055
Technological Implementation -> Learning and Knowledge	0.16***	2.679	0.007

Note: *** Significance at 1%; ** Significance at 5%; * Significance at 10%.

Figure 3: PLS Modeling (Significance).



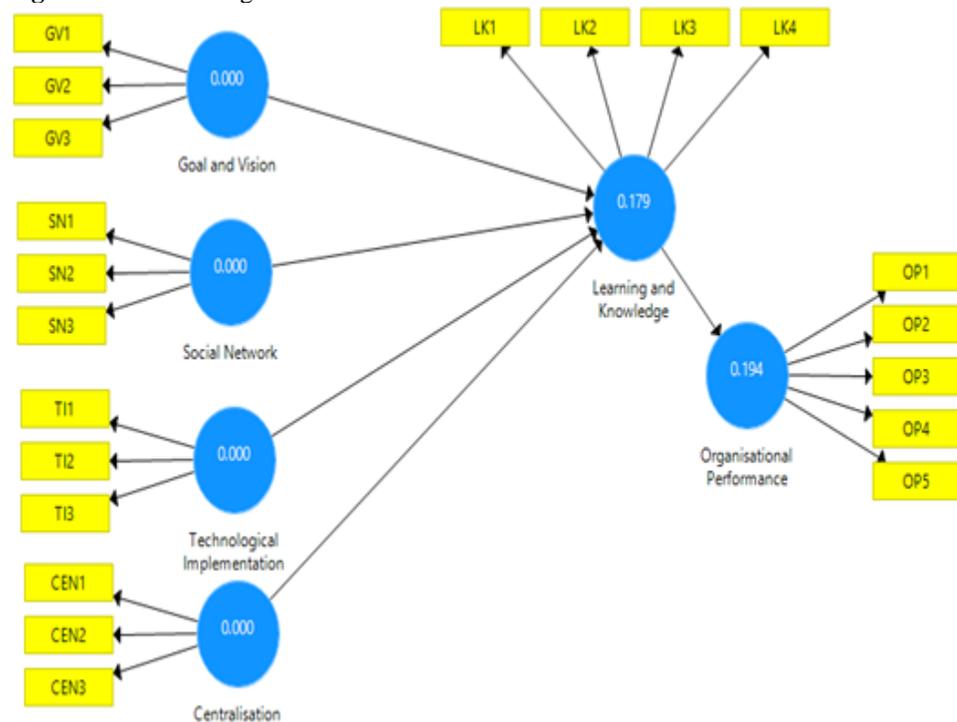
Evaluation of predictive relevance and quality of Data

It is imperative to also evaluate the quality of the model as well as its predictive relevance for ensuring that the models of the study are relevant. The quality of the model is evaluated through the R-square and adjusted r-square. The R-square is computed as 26.06% for the learning and knowledge which demonstrates that factors of learning and knowledge i.e. centralization, goal and vision, social network and technological implementation are able to explain and predict by 26.06%. Moreover, the R-square value for the organizational performance is computed as 27.30% which indicates that the learning and knowledge is able to interpret and explain it by 27.30%. The predictive relevant of the model is evaluated through the blindfolding technique where Hydari, Ali, and Dost (2020); Varma (2019) has indicated that the Q-square value must be above 0 for considering predictive relevance. In this perspective, the Q-square for learning and knowledge is 0.179 and organizational performance is 0.194 which indicates that the model possess the predictive relevance.

Table 4: Quality of the Model and Predictive relevance.

	R Square	Adjusted R Square	Q-square
Learning and Knowledge	26.06%	25.40%	0.179
Organizational Performance	27.30%	27.14%	0.194

Figure 4: Blindfolding.



Hypothesis testing

Table 5: Hypothesis Testing.

Hypothesis	Decision
H1: Goal and Vision is considered to be a significant factor for learning and knowledge for enhancing organizational performance of hospitality industry	Accepted
H2: Social Network is considered to be a significant factor for learning and knowledge for enhancing organizational performance of hospitality industry	Accepted
H3: Technological Implementation is considered to be a significant factor for learning and knowledge for enhancing organizational performance of hospitality industry	Accepted
H4: Goal and Vision is considered to be a significant factor for learning and knowledge for enhancing organizational performance of hospitality industry	Accepted
H5: Learning and Knowledge has a significant effect on the organizational performance of hospitality industry	Accepted

CONCLUSION

The primary focus of every organization is to boost the organizational performance where it is mainly dependent upon the performance of the employees. The role of learning and knowledge has been considered to play a part in improving the organizational performance. The following study is mainly conducted to evaluate the effects of learning and knowledge on improvising the organizational performance in the context of hospitality industry in Thailand. The researcher has collected data from questionnaire survey which is distributed among the employees of hospitality industry in Thailand. The SEM is adopted through the smart PLS where the results of the study has revealed that the factors centralization, goal and vision, social network and technological

implementation are considered significant regarding the learning and knowledge. Moreover, it is been also identified that learning and knowledge is found to have a significant influence on the organizational performance of the hospitality industry in Thailand. Thus, the hospital industry can emphasize on enhancing the learning and knowledge of the employees by focusing particularly on these factors that can aid in enhancing the performance.

LIMITATIONS AND IMPLICATIONS FOR FUTURE RESEARCH

The major limitation and constraint that is identified for the study is that the study is mainly based on quantitative where the qualitative strategy implementation could have provided with more important factors that contributes towards the learning and knowledge of the employees. The future area of the study can be conducted through applying qualitative technique such as interview and focus group. Moreover, the researchers can also focus on other industries of Thailand such as FMCG, retailing and pharmaceutical industries.

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