The commitment to the organization of executives and employees in Thai Beverage Public Company Limited.

Nutawach Paophu[a], Siripun Kongsompien[b], Supicha Phuklomklum[c], Sarocha Phuhirun[d], Patcharee Wichaidit [e]

[a-e] Faculty of Business Administration, Department of Management
Bangkokthonburi University, Thailand

Abstract: The behaviors of individuals that were expressed were related to organizational commitment that affected business growth. Therefore, the researcher was interested in studying the organizational involvement of executives and employees. Thai Beverage Public Company Limited's employees by collecting information from executives and employees. Thai Beverage Public Company Limited 515 people use the questionnaire as a tool Statistics used in data analysis were descriptive statistics consisting of frequency, percentage, mean, and standard deviation. Causes of the organizational commitment of executives and employees Thai Beverage Public Company Limited consists of 1. Continuance commitment2. Affective commitment 3. Normative Commitment by analyzing and analyzing inferential statistics (Inferential Statistics) is the analysis of structural equation modeling (Structural Equation Modeling: SEM).

The results showed that the results of the hypothesis test revealed that hypothesis 1 (H1) general information of the respondents consisted of sex, age, occupation, and education level. Income levels influence the organizational commitment of Thai Beverage Public Company Limited employees. DE=0.418* Accepted and Hypothesis 1(H2) Organization persistence. emotional attachment normative ties Influence on organizational commitment of employees of Thai Beverage Public Company Limited Influence DE=0.342*, IE=0.247*Accept

Keywords: Commitment, Organization, Executives, Employees, Thai Beverage Public Company Limited.

1. Background

The behaviors of individuals that were expressed were related to organizational commitment that affected business growth. Therefore, the researcher was interested in studying the organizational involvement of executives and employees. Thai Beverage Public Company Limited's employees then Learning Environment As mentioned, the learning environment fosters learning at all levels with all members. At the core, this involves psychological safety. People need to feel safe to express their opinions, take risks, examine failure, and challenge dominant ideologies. Differences are appreciated, and there is an openness to new ideas because it disrupts inertia and encourages innovation. Learning organizations engage in reflexive practice, learning from the past and applying knowledge to present and future needs. They devote adequate resources to support learning initiatives. Learning Processes and Practices Learning processes and practices give tangible expression to the learning environment. Learning organizations are often experimenting to develop new approaches, products, or services. They collect all kinds of information from a variety of sources, both internal and external, analyzing and interpreting it to solve problems and identify trends. They facilitate ways to intentionally share this knowledge among people, both laterally and vertically. Education or training is provided through informal and formal methods, whether eLearning, mobile learning, classroom, coaching, mentoring, or on the job. Depending on the desired outcome, a combination of methods is used. Competency models define knowledge, skills, and abilities for the organization, its departments, and its jobs. The organizational, team and individual goals for Learning and Development are interconnected and support the competencies. A variety of assessments are employed to evaluate satisfaction, learning, and results. Assessment data is used for continuous improvement, and facilitating alignment between goals, processes, and practices. Leadership First and foremost, leaders in a learning organization are learners themselves. They set an

example for others and facilitate the learning environment, as well as learning processes and practices.

Research supports the use of transformational and transactional leadership styles in a learning organization. Transformational leaders inspire others and build relationships with followers to develop them. They pay attention to power dynamics, sharing their power and enabling others to think and act more independently. Transactional leaders provide rewards and punishments to help reach goals. Though not mentioned in the model, I have seen many other styles work in a learning organization, such as authentic or servant leadership. These have the added benefit of more explicitly considering a moral framework for leadership. Overall, leaders are essential in helping create and facilitate a learning organization.
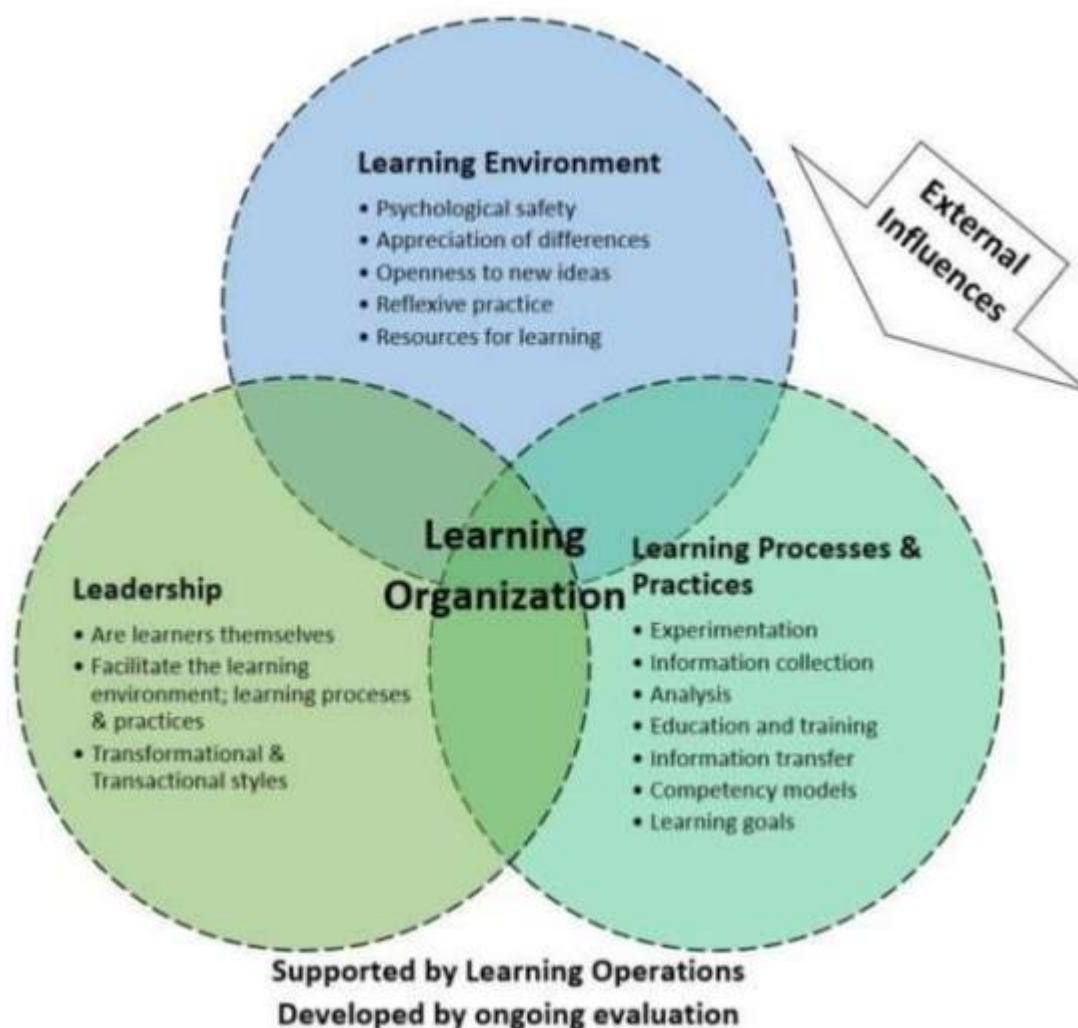

Figure 1. A learning organization model. Adapted from Garvin, Edmondson, and Gino (2008) and Sarder (2016). Additional items include reflexive practice from Lyle (2012), leadership styles from Froehlich, Segers, and Van den Bossche (2014), and external influences from Gaile (2013).

Thai Beverage Public Company Limited ("ThaiBev", and together with its subsidiaries, the "Group") is a leading beverage company in Southeast Asia and the largest in Thailand. The Group's vision is to be a world-class total beverage company embodying commercial excellence, continuous product development, and premiumization, as well as professionalism. ThaiBev's business consists of four segments – spirits, beer, non-alcoholic beverages, and food. The Group was listed on the mainboard of the Singapore Exchange in 2006. In 2012, ThaiBev expanded its business overseas through the acquisition of Fraser and Neave, Limited ("F&N"), a highly-recognized company in Singapore with a portfolio that boasts many renowned brands. With the acquisition of F&N, the Group further

cemented its position as the leading beverage producer and distributor in the region. In 2017, ThaiBev further broadened its presence in the region with the acquisition of a 75% stake in the Grand Royal Group ("GRG"), the largest player in Myanmar's whisky market, as well as an acquisition of a 53.59% stake in Saigon Beer-Alcohol-Beverage Corporation ("SABECO"), a leading beer producer in Vietnam, which made the Group the largest beer player by volume in Southeast Asia. Businesses and Products As of 30 September 2020, ThaiBev has 218 subsidiaries and associates, including 19 distilleries, three breweries, and 21 non-alcoholic beverage production facilities. The Group also has an extensive distribution network covering 400,000 points of sale in Thailand. In addition, ThaiBev has an international presence in over 90 countries. The Group has five production facilities in Scotland which are known for producing single malt scotch whiskies such as Balblair, Old Pulteney, as well as Speyburn; has interests in two production facilities in Myanmar which produce the top-selling whisky in the country; and owns one distillery in China which produces the famous Yulinquan Chinese spirit. ThaiBev's most recognized spirits brands include Ruang Khao, SangSom, Mekhong, Hong Thong, and Blend 285, as well as GRG's iconic Grand Royal whisky; and the Group's signature beer, Chang, is very popular among Thai beer drinkers, while SABECO's Bia Saigon and 333 are the top-selling beer brands in Vietnam. In the non-alcoholic beverage space, ThaiBev's leading brands include Oishi green tea, est cola, and Crystal drinking water, as well as F&N's sparkling drinks and 100PLUS isotonic drink. In addition, the Group operates Japanese restaurants, as well as ready-to-cook and ready-to-eat food businesses through its subsidiary Oishi Group Public Company Limited. ThaiBev has also started branching out from these well-established Japanese restaurants and food products and is accelerating the expansion of its food business by leveraging its subsidiary Food of Asia and its franchise outlets under KFC, the most popular quick-service restaurant brand in Thailand.(https://www.thaibev.com/ir.html)

Figure 2. Thai Beverage Public Company Limited.

2. Methods

Thai Beverage Public Company Limited 515 people use the questionnaire as a tool Statistics used in data analysis were descriptive statistics consisting of frequency, percentage, mean, and standard deviation. Causes of the organizational commitment of executives and employees Thai Beverage Public Company Limited consists of 1. Continuance commitment2. Affective commitment 3. Normative Commitment by analyzing and analyzing inferential statistics (Inferential Statistics) is the analysis of structural equation modeling (Structural Equation Modeling: SEM).

3. Results

Table 1. summarizes the results of the research hypothesis testing.

hypothesis research	hypothesis test results	
	Influence	**Accept/Reject**
Hypothesis 1 (H$_1$) General information of the respondents consisted of gender, age, occupation, and education level. Income level influences the organizational commitment of employees of Thai Beverage Public Company Limited.	DE=0.418*	Accept
Hypothesis 2 (H$_2$) Organization Retention Commitment emotional attachment normative ties Influencing the organizational commitment of employees of Thai Beverage Public Company Limited.	DE=0.342*, IE=0.247*	Accept

The results showed that the results of the hypothesis test revealed that hypothesis 1 (H$_1$) general information of the respondents consisted of sex, age, occupation, and education level. Income levels influence the organizational commitment of Thai Beverage Public Company Limited employees. DE=0.418* Accepted and Hypothesis 1(H$_2$) Organization persistence. emotional attachment normative ties Influence on organizational commitment of employees of Thai Beverage Public Company Limited Influence DE=0.342*, IE=0.247*Accept

4. Discussion

The results were discovered in this study.

1. In future research studies, groups of workers with diversity in nationality should be studied. Religion and data collection area This information will be useful for further business development.
2. The business operator should study the employee's commitment to the organization.
many more aspects
3. The results showed that the results of the hypothesis test revealed that hypothesis 1 (H1) general information of the respondents consisted of sex, age, occupation, and education level. Income levels influence the organizational commitment of Thai Beverage Public Company Limited employees. DE=0.418* Accepted and Hypothesis 1(H2) Organization persistence. emotional attachment normative ties Influence on organizational commitment of employees of Thai Beverage Public Company Limited Influence DE=0.342*, IE=0.247*Accept

5. References

1. Bell, B. S., Lee, S. W., Yeung, S. (2006). The impact of e-HR on professional competence in HRM: Implications for the development of HR professionals. Human Resource Management, 45(3), 295–308.
2. Bondarouk, T. V., Ruel, H.J. M. (2009). Electronic human resource management: Challenges in the digital era. The International Journal of Human Resource Management, 20(3), 505–514.
3. Bowen, W. (1986). The puny payoff from office computers. Fortune, May, 20–24. Davis, F.
4. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of technology. MIS Quarterly, 13(3),
5. 319–339.
6. Dineen, B. R., Ash, S. R., Noe, R. A. (2002). A web of applicant attraction: Person-organization fit in the context of web-based recruitment. Journal of Applied Psychology, 87(4), 723–734.

7. Dineen, B. R., Noe, R. A., Wang, C. (2004). Perceived fairness of web-based applicant screening procedures: Weighing the rules of justice and the role of individual differences. Human Resource Management, 43(2/3), 127–145.
8. Gardner, S. D., Lepak, D., Bartol, K. M. (2003). Virtual HR: The impact of information technology on the human resource professional. Journal of Vocational Behaviour, 63, 159–179.
9. Groe, G. M., Pyle, W., Jamrog, J. J. (1996). Information technology and HR. Human Resource Planning, 19(1), 56–61.
10. Guetal, H. G., Stone, D. L. (Eds.). (2005). The brave new world of HR: Human resources management in the digital age. San Francisco, CA: Jossey-Bass.
11. Haines, V. Y., Lafleur, G. (2008). Information technology usage and human resource roles and effectiveness. Human Resource Management, 47(3), 525–540.
12. Hawking, P., Stein, A., Foster, S. (2004). e-HR and employee self-service: A case study of a Victorian public sector organization. Journal of Issues in Informing Science and Information Technology, 1, 1019–1026.
13. Hustad, E., Munkvold, B. (2005). IT-supported competence management: A case study at Ericsson. Information Systems Management, 22(2), 78–88.
14. Jacobs, P. (2010). What is social recruiting? Human Resources, 14(5), 2–3.
15. Lawler, E. E., Mohrman, S. A. (2003). HR as a strategic partner: What does it take to make it happen? Human Resource Planning, 26(3), 15–29.
16. Lengnick-Hall, M. L., Lengnick-Hall, C. A. (2006). HR, ERP, and knowledge for competitive advantage. Human Resource Management, 45(2), 179–194.
17. Lengnick-Hall, M. L., Moritz, S. (2003). The impact of e-HR on the human resource management function. Journal of Labor Research, 24(3), 365–379.
18. Lepak, D. P., Snell, S. A. (1998). Virtual HR: Strategic human resource management in the 21st century. Human Resource Management Review, 8(3), 215–234.
19. London, M., Hall, M. J. (2011). Unlocking the value of Web 2.0 technologies for training and development: The shift from instructor-controlled, adaptive learning to learner-driven generative learning. Human Resource Management, 50(6), 757–775.
20. MacPherson, A., Elliot, M., Harris, I., Homan, G. (2004). E-learning: Reflections and evaluation of corporate programs. Human Resource Development International, 7(3), 295–313.
21. Marler, J. H. (2009). Making human resources strategic by going to the net: Reality or myth. The International Journal of Human Resource Management, 20(3), 515–527
22. Martin, G., Reddington, M. (2010). Theorizing the links between e-HR and strategic HRM: A model, case illustration and reflections. The International Journal of Human Resource Management, 21(10), 1553–1574.
23. Krisada Chienwattanasook (2019). Working Environment and Motivation Affecting Team Performance:
24. Empirical Data from a Computer Equipment Manufacturing Company. Academic Journal Bangkokthonburi University Vol.8 No.2 July-December 2019 P.219-230.