



RESEARCH ARTICLE

Linking Strategic HRM, Organizational Learning and Organizational Excellence: Insights from Thailand Hotel Industry

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This study examines the impact of strategic human resource management (SHRM), organizational learning (OL), and organizational excellence (OE) on business performance and sustainability within Thai hotel industry. By employing a quantitative approach, data was collected from 243 human resource managers through a structured questionnaire and Structural Equation Modeling (SEM) was applied for analyzing data. The results demonstrate that SHRM significantly influences both OL and OE, which in turn positively affect competitive advantage and sustainability. Organizational excellence emerged as a key factor in enhancing long-term sustainability by fostering continuous improvement and eco-friendly practices. The findings support the existing literature, showing that integrating SHRM and OL can enhance business performance while driving sustainability efforts. This study offers practical implications for hotel managers seeking to enhance operational efficiency and competitiveness through strategic HR practices and organizational learning processes.

1. INTRODUCTION

The hotel sector significantly contributes to Thailand's economic growth through job creation and foreign income generation (Artaphon, 2023). In light of global hospitality trends, intensified competition, evolving customer preferences, and sustainability initiatives, Thai hotels must emphasize operational efficiency and strategic human resource management (Sanhakot et al., 2023). For organizations, integrating human resource strategies with their objectives is fundamental for strengthening their competitive position (Akkhaporn et al., 2023). The interrelation of SHRM with organizational learning and organizational excellence is vital for sustaining performance and promoting innovation within the hospitality industry (Adebanjo et al., 2016).

The alignment of human resource strategies with the fluid market conditions is facilitated by Strategic Human Resource Management (SHRM), which equips staff to meet corporate objectives effectively. Within the intensely competitive hotel sector, these human resource practices serve as essential instruments for enhancing employee performance, retention rates, and overall operational efficacy (Aust et al., 2020). The execution of SHRM, particularly during the recovery phase subsequent to the COVID-19 pandemic, has emerged as a crucial determinant in enabling hotels in Thailand to adapt and recuperate within the transformed market milieu (Purim et al., 2023). By prioritizing long-term strategic objectives, SHRM augments human resource competencies to ensure compatibility with overarching organizational aspirations (Avey et al., 2011). In this framework, SHRM assumes a vital function in cultivating employees who possess the capability to navigate industry transitions and promote sustainable development (Cooke et al., 2019).

Organizational learning (OL) has emerged as a pivotal determinant which drives innovation and adaptability within the hotel sector. The capacity to perpetually acquire and implement novel

knowledge is paramount for organizations to effectively respond to market fluctuations and enhance service provision (Khalid et al., 2023; Bayraktaroglu & Kutanis, 2003). Strategic Human Resource Management is instrumental in cultivating a culture of learning by endorsing ongoing employee development and facilitating knowledge dissemination throughout the organization (Bakker & Bal, 2010). Establishments that champion organizational learning can amplify operational efficacy and elevate customer satisfaction, as personnel are more proficiently prepared to address swiftly evolving market exigencies (Yadav & Rajak, 2021). Through the implementation of proficient SHRM practices, hotels in Thailand can cultivate a robust and innovative workforce, thereby aligning with the organization's enduring objectives (Bailey et al., 2017).

Furthermore, organizational excellence (OE), which denotes the capacity to consistently surpass rivals, constitutes another pivotal outcome of efficacious Strategic Human Resource Management practices (Akanmu et al., 2022; Aro-Gordon & Al-Raesi, 2022). In the domain of hospitality, where service quality serves as a fundamental determinant of success, the attainment of excellence necessitates both streamlined processes and proficient management, alongside committed personnel (Avey et al., 2009). SHRM facilitates the establishment of an environment in Thailand hotels where operational excellence becomes the norm, resulting in augmented service delivery and heightened customer satisfaction (Ratchaphong & Pechdin, 2022). Through the alignment of human resources with strategic objectives and the ongoing enhancement of performance, hotels can maintain their competitive edge under an increasingly formidable market landscape (Niramol et al., 2023). Consequently, organizational excellence is intricately associated with SHRM practices that prioritize employee engagement, skill enhancement, and innovation (Avey et al., 2008).

The COVID-19 pandemic has profoundly influenced the hotel industry in Thailand, underscoring the paramount significance of resilience and adaptability in the face of crises (Promnil et al., 2024; Thongkaw et al., 2024). SHRM is instrumental in facilitating the recovery initiatives of hotels by highlighting crisis management, employee responsiveness, and talent retention strategies (Belias & Trihas, 2023). The implementation of effective SHRM practices, including flexible work arrangements, specialized training programs, and comprehensive employee support mechanisms, has empowered hotels to navigate the adversities presented by the pandemic and strategically position themselves for future growth (Antwi et al., 2023; Elsayed et al., 2023). Within this framework, SHRM has emerged as a pivotal catalyst for organizational resilience and serves as an essential instrument for securing long-term sustainability (Mushtaq & Akhtar, 2024).

This analysis delves into the effects of Strategic Human Resource Management on the growth of organizational learning and quality in Thailand's hotel through empirical evidence. The study elucidates the relationship between SHRM practices and enhanced performance in the hotel industry. The results will assist hotel managers and HR professionals in implementing SHRM strategies that support organizational learning and long-term excellence. In conclusion, the Thailand hotel industry encounters significant challenges in sustaining competitiveness in an evolving global market. Nevertheless, by merging SHRM with organizational learning and striving for operational excellence, hotels can elevate their performance and achieve sustained success. This research enhances the understanding of SHRM in the hospitality industry by offering empirical insights from Thailand's hotel industry to inform effective human resource strategies.

2. LITERATURE REVIEWS AND HYPOTHESES DEVELOPMENT

2.1 Strategic human resource management

Strategic Human Resource Management refers to the proactive management of people within an organization to align with its strategic goals. Unlike traditional human resource management, which focuses solely on personnel management, SHRM emphasizes long-term planning, fostering innovation, and supporting the achievement of organizational objectives, in which crucial for maintaining a competitive advantage. According to Becker and Gerhart (1996), SHRM plays a vital

role in ensuring that human capital is utilized efficiently to achieve organizational success. Integrating HR strategies with overall business strategies enables organizations to remain agile and respond swiftly to external changes, this enhances sustainable growth and development (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). SHRM is considered a key driver of competitive advantage, as it allows organizations to adapt to evolving environments by aligning HR practices with long-term strategic goals (Cooke, Xiao, & Chen, 2021).

Additionally, Strategic Human Resource Management (SHRM) focuses on the development of High-Performance Work Systems (HPWS), which enhance an organization's ability to foster innovation and facilitate knowledge sharing processes (Subramony, 2009). Through these systems, organizations can cultivate a culture of continuous learning and operational excellence, both of which are crucial for maintaining competitive positioning in the market (Jiang, Hu, Liu, & Lepak, 2017). This focus on performance excellence is particularly vital for businesses in rapidly evolving industries, such as the service industry, where customer preferences and market conditions change swiftly, requiring organizations to remain flexible and adaptable (Hayton, 2003).

2.2 The Role of SHRM in promoting organizational learning, organizational excellence, and sustainability

Strategic Human Resource Management not only plays a crucial role in aligning HR practices with organizational goals but also serves as a key factor in enhancing other important organizational variables, such as learning, excellence, and sustainability. Organizational learning, which refers to an organization's ability to acquire, share, and apply knowledge for continuous improvement, is highly associated with SHRM practices. For instance, Khandekar and Sharma (2005) emphasize that SHRM fosters a learning culture that facilitates knowledge sharing and the dissemination of best practices across the organization. This learning culture is vital for organizations seeking to innovate and adapt to external challenges (Purwadi et al., 2024). Similarly, Akkhaporn et al. (2023) demonstrate that SHRM supports environmentally friendly practices in hotels by embedding sustainability concepts into organizational learning processes, enabling organizations to develop more sustainable innovations in tourism.

Through Strategic Human Resource Management, organizations can boost their overall excellence by creating a high-performance work setting (Becker & Gerhart, 1996). High-Performance Work Systems, integrated with SHRM, foster employee engagement and efficiency, thereby improving operational performance and service quality, contributing to organizational excellence (Jiang et al., 2017). In the service sector, the interplay between SHRM and organizational excellence is crucial, with service quality and customer satisfaction as key success factors (Karatepe, 2013). As organizations strive for excellence, SHRM is critical for aligning employee performance with strategic objectives, ensuring sustained operational success.

In parallel with nurturing organizational learning and endorsing excellence, Strategic Human Resource Management has a vital function in advancing sustainability. In this model, sustainability is conceptualized as an organization's ability to maintain long-term effectiveness while concurrently mitigating negative effects on society and the environment. This framework emphasizes the integration of ethical practices within business strategies, illustrating the necessity of harmonizing economic success with social responsibility and environmental stewardship (Saxena et al., 2024; Ren et al., 2021). SHRM practices, exemplified by Green HRM, not only seek to enhance operational efficiency but also cultivate social and environmental responsibility among the workforce (Aust, Matthews, & Muller-Camen, 2020). By incorporating sustainable management paradigms into human resource strategies, organizations are positioned to advance environmental conservation objectives and promote social welfare (Sanhakot et al., 2023). This interrelationship between SHRM, sustainability, and organizational excellence highlights the strategic function that human resources can fulfill in propelling overarching organizational success (Guerci et al., 2019). Thus, this paper proposes the following hypothesis:

H1: Strategic HRM positively influences Organizational Learning.

H2: Strategic HRM positively influences Organizational Excellence.

H3: Strategic HRM positively influences Organizational Sustainability.

2.3 Organizational learning (OL)

Organizational learning denotes the systematic process through which an entity acquires, disseminates, and implements knowledge to augment its overall performance metrics. This construct is of paramount significance for entities necessitating adaptation to perpetually evolving environments, particularly within intensely competitive sectors such as hospitality and tourism. As articulated by Khandekar and Sharma (2005), organizational learning bolsters an entity's capacity for innovation and responsiveness to external market dynamics, thereby facilitating the maintenance of enduring competitive advantages. This process embodies a commitment to continuous enhancement, as organizations not only react to external stimuli but also proactively pursue avenues for learning and development (Guinot, Chiva, & Mallén, 2013). Furthermore, organizational learning cultivates a culture characterized by knowledge sharing and internal adaptability, which in turn supports organizations in sustaining resilience and achieving long-term growth (Aust et al., 2020). Entities that emphasize learning are typically more agile, exhibiting superior adaptability to market fluctuations and enhanced readiness to fulfill customer expectations, which is vital in the swiftly transforming hospitality sector (Purim et al., 2023).

Organizations that prioritize learning may integrate learning mechanisms into their strategic management frameworks, thereby cultivating a culture of perpetual enhancement (Bollen, 1989). This capability augments internal processes, mitigates operational inefficiencies, and stimulates innovation, ultimately contributing to long-term sustainability (Bilan, Hussain, Haseeb, & Kot, 2020). Adler and Kwon (2002) argue that organizational learning significantly affects performance while nurturing social capital, thus strengthening an organization's ability to maintain competitive advantage. Through the systematic acquisition and dissemination of knowledge, organizations can establish resilient systems that enhance operational efficiency, encourage innovation, and promote long-term organizational development (Luthans, Avey, & Avolio, 2010).

2.4 The relationship between organizational learning and other variables

Understanding organizational learning requires recognizing its proximity with several organizational factors like sustainability, excellence, and Strategic HRM. The capacity of an organization to acquire knowledge and adjust its practices exerts a profound influence on its operations centered around sustainability (Sanhakot et al., 2023). For example, organizations that emphasize the importance of learning tend to be more proficient in assimilating sustainable business methodologies and approaches into their operational frameworks, a vital component in service sectors where environmental and social accountability increasingly assume a pivotal role in corporate strategic planning (Adebanjo, Teh, & Ahmed, 2016). Moreover, the synthesis of organizational learning with Strategic HRM facilitates the alignment of the workforce with overarching sustainability objectives and cultivates an organizational culture that endorses ongoing environmental enhancements (Ren, Fan, & Stahl, 2020).

The importance of organizational learning is pivotal in the pursuit of organizational excellence. Entities that underly the significance of learning are more predisposed to cultivate innovation, attain operational efficiency, and uphold superior service standards, all of which are integral to achieving organizational excellence (Srisawat et al., 2023). As articulated by Becker and Gerhart (1996), organizations that incorporate learning mechanisms into their operational frameworks are inclined to reach elevated levels of excellence and performance. The association between organizational learning and excellence is further reinforced by the continuous improvement paradigm, which serves

to enhance service quality and customer satisfaction. These elements are essential for sustaining competitive advantage within the hotel sector (Jiang, Hu, & Liu, 2017).

Moreover, the learning that occurs in organizations acts as a key intermediary in connecting strategic human resource management (SHRM) with organizational outcomes. The cultivation of a learning-oriented culture facilitates organizations in augmenting the efficacy of SHRM practices by enhancing employee engagement and promoting innovation (Bakker, Demerouti, & Verbeke, 2004). Research conducted by Akkhaporn *et al.* (2023) within the eco-friendly hotel industry revealed that organizations which prioritize learning and knowledge dissemination are more proficient in adopting sustainable practices, thus contributing to organizational excellence and competitive advantage. In this context, organizational learning serves as a vital mechanism that connects SHRM with sustainability and organizational excellence, thereby fostering enduring organizational success (Kramar, 2014; Purim *et al.*, 2023).

H4: Organizational Learning Positively Influences Organizational Excellence

H5: Organizational Learning Positively Influences Organizational Sustainability

2.5 Organizational excellence and sustainability

Organizational excellence denotes an entity's capacity to consistently provide superior outcomes, attain operational efficacy, while fulfilling and surpassing strategic aims. This notion embodies a paradigm of performance management, ongoing enhancement, and an unwavering dedication to enduring success (Nafei, 2017). It is predicated on the premise that organizations must excel not only in their internal processes but also in their ability to respond to external stimuli, including evolving market requirements and ecological considerations (Sanhakot *et al.*, 2023). In the realm of hospitality, where customer contentment and operational efficacy are paramount, organizational excellence empowers hotels to sustain their competitive edge and adaptability within dynamic environments (Purim *et al.*, 2023). The realization of organizational excellence necessitates the alignment of diverse internal processes and the integration of strategies that prioritize quality management, innovation, and sustainable business practices (Becker & Gerhart, 1996).

The influence of organizational excellence transcends mere operational performance and significantly contributes to the advancement of sustainability. When organizations succeed in achieving internal operational excellence, they are more inclined to embrace sustainable practices, which facilitate the reduction of environmental impacts while augmenting long-term resilience (Jackson *et al.*, 2011). Establishments within the hospitality sector that attain elevated levels of excellence frequently implement sustainable tourism initiatives that prioritize environmentally responsible operations and the preservation of cultural heritages (Akkhaporn *et al.*, 2023). These initiatives yield advantages not only for the environment but also enhance brand reputation and foster customer loyalty, both of which are vital for sustaining a competitive edge (Purim *et al.*, 2023). Furthermore, the relentless pursuit of improvement, driven by organizational excellence, catalyzes innovation, empowering organizations to devise more efficient and sustainable operational methodologies (Nafei, 2017). As noted by Sanhakot *et al.* (2023), the incorporation of green logistics into an organizational excellence paradigm can yield substantial environmental and operational advantages, thereby reinforcing the interrelation between excellence and sustainability. Consequently, organizational excellence functions as both a catalyst and a consequence of sustainable practices, harmonizing with broader organizational objectives and market anticipations (Aust *et al.*, 2020; Becker & Gerhart, 1996).

H6: Organizational Excellence Positively Influences Organizational Sustainability

3. RESEARCH METHODOLOGY AND RESULTS

3.1 Population and sample

The demographic cohort pertinent to this investigation encompasses 2,326 Human Resource Managers affiliated with 3 to 5-star hotels situated in Thailand, as delineated by the Tourism Authority of Thailand (TAT) in 2022. Of all respondents, 1,000 HR managers were meticulously chosen by employing Stratified Random Sampling to ascertain equitable representation across various hotel classifications. The determination of the sample size was informed by the Krejcie and Morgan table (Krejcie & Morgan, 1970) and subsequently augmented to 1,000 to bolster the analytical rigor of Structural Equation Modeling (SEM). A total of 243 valid responses were acquired, yielding a response rate of 24.30%, surpassing the 20% threshold deemed acceptable as recommended by Aaker et al (2001). The process of data collection transpired over a duration of 75 days, and the final sample is deemed adequate for SEM analysis, thereby ensuring both reliability and generalizability of the findings. The demographic composition of the participants in this investigation reveals that 47.5% identified as female, indicating a commendable gender equilibrium. A thorough examination of the generations illustrates that Generation Z, defined as those born from 1995 to 1999, made up 49.4% of the demographic pool, whereas Generation Y, born between 1977 and 1994, comprised 50.6%. In relation to professional experience, 27.4% of participants indicated possessing less than three years of experience, succeeded by 41.3% with four to seven years. Concerning financial remuneration, 39.3% received an income between \$408 and \$544 USD monthly, whereas 23.0% reported an average income fluctuating from \$545 to \$680 USD.

3.2 Questionnaire design

The analysis implemented a quantitative strategy, applying a systematically arranged questionnaire as the essential instrument for data collection. The questionnaire was meticulously crafted to align with the research objectives and the conceptual framework, consisting of seven sections that incorporated a total of 32 items. The initial section denotes demographic data pertaining to human resource managers within the hotel industry in Thailand, encompassing variables such as gender, age, marital status, educational attainment, professional experience, monthly remuneration, and current positions. The subsequent section amasses general information regarding the hotel sector, including aspects such as business classification, geographical location, initial investment, duration of operations, number of employees, room capacity, and average annual revenue. The 5 section engages with a Likert-scale rating to analyze significant research elements: Strategic Human Resource Management (9 items), Organizational Learning (6 items), Organizational Excellence (6 items), Competitive Advantage (5 items), and Sustainability (5 items). The questionnaire was meticulously organized to guarantee an exhaustive examination of the significant constructs pertinent to the research endeavor. For reliability analysis, the questionnaire was tested on a sample of 30 participants, and reliability was measured using Cronbach's alpha coefficient, which yielded a value of 0.713 - 0.869. (Table 2)

3.3 Results and hypothesis testing

Table 2 demonstrates that all constructs exhibit acceptable levels of validity and reliability. SHR, ORR, OXE, COM, and SUS constructs show factor loadings above the acceptable threshold, with Composite Reliability (CR) values exceeding 0.89, confirming internal consistency. Average Variance Extracted (AVE) values indicate satisfactory convergent validity for each construct. Additionally, the Variance Inflation Factor (VIF) values suggest no multicollinearity issues.

The discriminant validity of the constructs was assessed by employing the Heterotrait-Monotrait Ratio (HTMT), as presented in Table 3. The HTMT values indicate that the constructs are well-distinguished from each other. Specifically, the HTMT values between Strategic Human Resource Management (SHR) and other constructs range from 0.201 to 0.669, all of which are below the accepted threshold of 0.85, demonstrating adequate discriminant validity. The highest correlation is observed between SHR and Organizational Excellence (OEX) at 0.669, while the lowest is between

SHR and Sustainability (SUS) at 0.201. These findings confirm the discriminant validity across all constructs, ensuring that each construct measures a distinct concept.

Table 2: Validity and reliability for constructs

Variable	Indicator	Factor Loadings	Cronbach's α	AVE	CR	VIF
SHR			0.846	0.482	0.972	
	Hr1	0.706				1.972
	Hr2	0.638				1.789
	Hr3	0.62				1.585
	Hr4	0.764				2.342
	Hr8	0.749				2.717
	Hr9	0.676				1.887
ORR			0.826	0.562	0.899	
	Or1	0.821				3.096
	Or2	0.768				2.439
	Or3	0.651				1.695
OXE			0.869	0.548	0.961	
	Eo2	0.661				1.789
	Eo3	0.677				1.852
	Eo4	0.803				2.755
	Eo5	0.801				2.725
	Eo6	0.748				2.278
COM			0.778	0.478	0.898	
	Co1	0.808				2.809
	Co2	0.614				1.582
	Co3	0.637				1.667
SUS			0.713	0.456	0.899	
	Su1	0.598				1.548
	Su2	0.692				1.934
	Su3	0.731				2.114

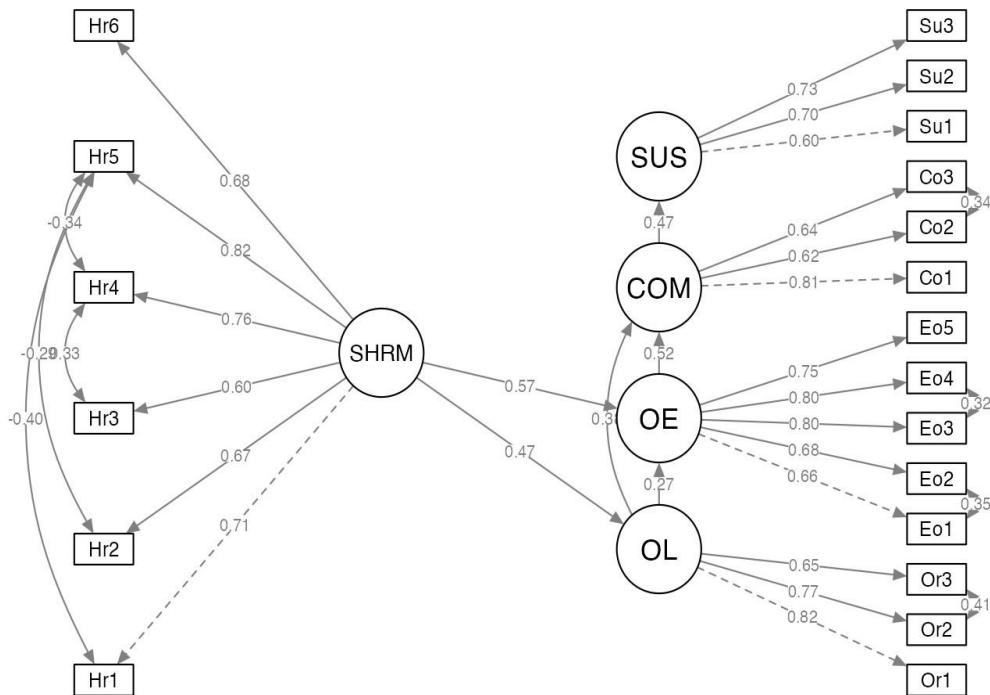
Note: AVE= average variance extracted; CR= composite reliability; VIF= variance inflation factor.

Table 3: Discriminant validity (Heterotrait–Monotrait Ratio: HTMT)

	SHR	ORR	OEX	COM	SUS
SHR	1.000				
ORR	0.479	1.000			
OEX	0.669	0.510	1.000		
COM	0.535	0.607	0.652	1.000	
SUS	0.201	0.292	0.285	0.442	1.000

Table 4: Hypothesis testing

Hypothesis	Interaction	Beta			t-value	Decision
			5	95		
H1	SHR -> ORR	0.466	0.345	0.587	5.81**	Supported
H2	SHR -> OEX	0.567	0.450	0.685	6.33**	Supported
H3	ORR -> OEX	0.271	0.133	0.409	3.53**	Supported
H4	ORR -> COM	0.376	0.219	0.533	4.28**	Supported
H5	OEX -> COM	0.516	0.370	0.663	5.68**	Supported
H6	Com -> SUS	0.471	0.332	0.610	4.91**	Supported



Chi-square =177, df=152, p-value=0.083, SRMR= 0.0396, CFI= 0.988, rms theta= 0.0258

Figure 1: Hypothesized structural equation model

The results from the hypothesis testing in Table 4 indicate that all hypothesized relationships are statistically supported. Specifically, Strategic Human Resource Management (SHR) has a significant positive impact on both Organizational Learning (ORR) ($\beta = 0.466, t = 5.81, p < 0.01$) and Organizational Excellence (OEX) ($\beta = 0.567, t = 6.33, p < 0.01$). Additionally, ORR significantly influences OEX ($\beta = 0.271, t = 3.53, p < 0.01$) and Competitive Advantage (COM) ($\beta = 0.376, t = 4.28, p < 0.01$). OEX, in turn, positively affects COM ($\beta = 0.516, t = 5.68, p < 0.01$). Finally, COM has a significant positive impact on Sustainability (SUS) ($\beta = 0.471, t = 4.91, p < 0.01$). Each hypothesis demonstrated strong support, indicating robust relationships between the constructs.

Figure 1 show the model fits the empirical data well. The model's fit indices are as follows: Chi-square =177, df=152, p-value=0.083, SRMR= 0.0396, CFI= 0.988, rms theta= 0.0258. This emphasizes that the proficient formulation of employee benefits has the potential to markedly improve performance outcomes and diminish intentions of turnover. The findings of this research can be leveraged to guide the formulation of human resource management strategies and uphold organizational excellence in forthcoming endeavors.

4. DISCUSSION AND CONCLUSION

The outcomes of this study yield significant contributions to the understanding of the interplay among strategic human resource management, organizational learning, and organizational excellence in fostering sustainability within the Thai hotel sector. The results substantiate that SHRM and organizational learning play a pivotal role in attaining organizational excellence, which subsequently exerts a favorable effect on sustainability outcomes. The outcomes are consistent with the current academic discussions, especially Becker and Gerhart (1996), who noted the major influence of human resource management on organizational success, and Jackson et al. (2011), who examined the ties between human resource practices and environmental sustainability.

In the realm of Strategic Human Resource Management, the present investigation elucidates its unequivocal impact on facilitating organizational learning and operational excellence, thereby

corroborated to the findings by Hayton (2003), who noted that effective human capital management bolsters innovation and enhances organizational performance. The strategic implementation of HRM practices empowers hospitality establishments to cultivate competencies that not only elevate internal operational efficiency but also propel sustainable outcomes. This perspective is congruent with the assertions of Ren *et al.* (2020), who underscored the critical role of HRM in fostering environmental commitment.

It is shown that organizational learning has a significant mediating function connecting SHRM with sustainability. This substantiates the assertions posited by Khandekar and Sharma (2005), who contend that the capabilities for organizational learning are integral to achieving sustained competitive advantage and enduring success. The capacity for organizations to acquire knowledge and adapt is paramount, particularly in volatile environments such as the hospitality industry, where consumer expectations and market dynamics are in perpetual flux.

The notion of organizational excellence serves as a crucial catalyst for sustainability, as establishments within the hospitality sector that attain excellence are predisposed to implement eco-conscious practices and sustain their competitive edge. This assertion corroborates the conclusions drawn by Akkhaporn *et al.* (2023), who observed that operational excellence is positively correlated with an increased adoption of sustainable tourism policies, aligned with the findings by Sanhakot *et al.* (2023), who highlighted the significance of green logistics in improving environmental outcomes. Consequently, the attainment of organizational excellence not only augments operational efficacy but also guarantees enduring resilience and sustainability (Purim *et al.*, 2023).

In conclusion, this study significantly enhances the comprehensive understanding of the interplay between Strategic Human Resource Management, organizational learning, and organizational excellence in collectively promoting sustainability within the hospitality sector. It emphasizes the critical necessity of integrating strategic HRM practices with learning capabilities to optimize both operational efficacy and sustainable outcomes. Subsequent research endeavors should investigate the applicability of these findings across diverse sectors to further substantiate the model and its implications for sustainable business practices.

5. LIMITATIONS

This research study, though clarifying crucial angles concerning the connection among Strategic Human Resource Management (SHRM), Organizational Learning (OL), and Organizational Excellence (OE) in the setting of the Thai hotel sector, is not devoid of its shortcomings. In the beginning, the analysis was grounded exclusively in quantitative metrics obtained from self-reported surveys given to human resources leaders, which possibly introduce bias from subjective views. Furthermore, the scope of the research was confined to the Thai hotel sector, rendering the conclusions less generalizable to other industries and regions. In addition, the cross-sectional approach of the study hinders the analysis of the prolonged consequences of SHRM and OL on the performance and sustainability of organizations. Subsequent investigations may gain from the incorporation of longitudinal data to facilitate the observation of temporal changes. Lastly, this research concentrated on a specific array of variables, while neglecting other pertinent factors such as external environmental impacts, and advancements in technology. Broadening the purview to encompass supplementary variables and employing mixed methodologies could substantially fortify the validity of future outcomes.

New knowledge contribution

This investigation contributes significant new perspectives to the pre-existing corpus of knowledge by clarifying the interconnections among SHRM, organizational learning, and organizational excellence, alongside their synergistic impact on sustainability within the Thai hotel sector. It presents empirical data demonstrating that SHRM, when congruently integrated with organizational

learning, markedly augments operational excellence, which subsequently facilitates sustainable results. This study offers an innovative comprehension of how SHRM can not only enhance internal efficiencies but also serve as a strategic mechanism for promoting environmental and social sustainability. Moreover, it underscores the function of organizational learning as an intermediary variable that links SHRM to sustainability, accentuating the criticality of a learning-oriented culture in fostering innovation and sustained success within the hospitality industry. By concentrating on the Thai hotel sector, this research broadens the relevance of SHRM theories to the framework of emerging markets, providing pragmatic implications for human resource managers aiming to bolster competitiveness through sustainable methodologies.

Authors' contributions: JP originated the research concept, formulated the project framework, conducted the statistical analysis, and composed the manuscript. EW undertook the data acquisition and made contributions to the manuscript composition. Each author was involved in shaping the study's design, participated in the manuscript assessment. MS contributed by supporting data collection.

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