

Lanlalit Chuaybamrung 2015: The Effect of Learning Organization on Organizational Performance: Case Study of Toyota Motor Thailand Co., Ltd. Master of Business Administration, Major Field: Business Administration, Faculty of Business Administration. Thesis Advisor: Mr. Nantawut Leeamornsiri, Ph.D. 114 pages.

The main objective of this study was to investigate the effect of learning organization on organizational performance in Toyota Motor Thailand Co., Ltd. The sample size of quantitative technique in this research was 400 employees who were knowledgeable and working in Toyota Motor Thailand Co., Ltd at Samutphakran province. The theoretical framework of this study took learning organization as independent variable which used Peter Senge's concept with five dimensions, i.e. personal mastery, shared vision, mental model, team learning and systems thinking. Moreover, organizational performance was also used as dependent variable, which consists of financial perspective, customer perspective, internal process perspective and learning and growth perspective. A balanced scorecard used to measure four perspectives. In the data collection, 41 questions were used in a questionnaire-based survey which was proved by experts. Chronbach's alpha was tested the reliability of questionnaire which can acceptable result was 0.915. For data analysis, a regression analysis was applied to test hypotheses.

The findings indicated that the current level of dimensions of learning organization that characterize Toyota Company has a moderately positive association with organizational effectiveness and has a strongly positive relation with organizational performance with statistical significance at 0.05 level. In conclusion, the results obtained from this study could be used as a strategy of characteristics of the learning organization applied for the Toyota Company to enhance performance and to be used as a guideline for improvement and planning in order to gain competitive advantage.

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