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Service Innovation and Employee Engagement on Marketing Performance of Retail Modern Trade in Thailand

Natnichar Kleebbuabarn

Suan Sunandha Rajabhat University, Thailand

Email: nusnichar.kr@ssru.ac.th

Anocha Rojanapanich

Suan Sunandha Rajabhat University, Thailand

Email: anocha.ro@ssru.ac.th

Somphoom Sawaengkun

Suan Sunandha Rajabhat University, Thailand

Email: somphoom.sa@ssru.ac.th

Somruedee Pongsena

Suan Sunandha Rajabhat University, Thailand

Email: somruedee.po@ssru.ac.th

Gullinee Mutakalin

Chulalongkorn University, Thailand

Email: gullinee.m@Chula.ac.th

Abstract--Groups or chains of businesses prefer modern trade outlets. However, these business chains are affected by various factors that limit their performance. According to the current study, Service innovation and employee management have a significant impact on the marketing performance of retail modern trade in Thailand. Hence, the current study is aimed to determine the role of service innovation and employee engagement on the marketing performance of retail modern trade. It is observed that there is a direct relationship between service innovation, employee engagement, and marketing performance, however, market orientation and consumer service performance mediate the relationship between service innovation, employee engagement, and marketing performance. To obtain the results of the current study, primary data was collected by surveying 370 marketing managers working in various brands, organizations, and companies, in Thailand. Moreover, the collected primary data

were analyzed by using statistical software named Partial Least Square (PLS) to achieve the results of the current study. It was concluded that increased value of service innovation and employee engagement results in an increase in the marketing performance of the retail modern trade in Thailand. The current study will help investors, marketing managers, and other brand ambassadors to increase their marketing performance.

Keywords---customer service performance, employee engagement, market orientation, marketing performance, service innovation.

Introduction

Mini markets, supermarket groups, and hypermarkets are considered large players in retail trade (Schultz et al., 2021; Yuan, Si, Zhong, Huang, & Crush, 2021). Business operations concerning retail trade need more attention and there is always a strong need to well organize these operations especially when approaching merchandising, inventory management, and logistics management. Hence, there are many factors involved in the process of retail trade. These factors increase or decrease the marketing performance of retail trade. However, the marketing performance of retail modern trade in Thailand is still not at the level where it can be. Marketing performance of retail modern trade is limited due to many factors which have a direct significant relationship with it.

Hence, the current study is aimed to determine the factors which limit the marketing performance of the retail modern trade in Thailand. To do this, the current study examines the role of various factors such as service innovation, employee engagement, market orientation, and customers customer service performance. One of the major goals of the current study is also to determine the relationship between aforesaid factors on marketing performance of the retail modern trade in the country. Moreover, the current study also explores the current value of large players of minimarket, supermarket, and hypermarkets hence, the actual value of market performance is determined.

Marketing managers, investors, entrepreneurs, and brand ambassadors usually aimed to increase their concerned marketing performance (Buccieri, Javalgi, & Gross, 2021; Kim, Shin, & Kim, 2021). Hence, they practice and opt for effective business models to increase their marketing performance. However, they always need to understand those business models and other operations applied to the models. There is also a strong need to observe the factors which directly or indirectly influence their marketing performance. Hence, the current study is a unique study that helps marketing managers, investors, entrepreneurs, and brand ambassadors particularly having retail modern trade in Thailand by exploring the influence of service innovation, employee engagement, market orientation, and customers service performance in the marketing performance.

The literature already has enough studies available on marketing performance however, it misses the marketing performance of retail trade in Thailand. It is also observed that many past studies explore the role of service innovation, and

employee engagement, however, no study was found exploring the relationship between service innovation, employee engagement, and marketing performance of retail modern trade in Thailand. The previous literature also misses investigating the mediation role of market orientation and customers service performance between service innovation, employee engagement, and marketing performance. Hence, the current study is a unique study that examines the role of service innovation, employee engagement on marketing performance of retail modern trade in Thailand.

Theoretically, the current study describes the relationship between service innovation and marketing performance and the relationship between employee engagement and marketing performance. Moreover, the mediating role of market orientation between service innovation and marketing performance while the mediating role of customers service performance between employee engagement and marketing performance is also determined. Practically the current study has significant benefits to the marketing managers, investors, entrepreneurs, and brand ambassadors, especially in Thailand.

Plenty of factors that directly and indirectly influence marketing performance or retail modern trade. Besides marketing factors, human psychology also plays a significant role in marketing performance. Hence, psychological factors such as behavior, personality, and confidence of marketing managers have a significant impact on marketing performance. However, the current study due to its boundary limitations has not addressed the psychological factors. Due to the limitation of the current study, the role of other important business factors such as digital marketing and brand image is missed, which have a significant influence on marketing performance or retail modern trades.

Literature review

Service innovation and market orientation

Incremental improvements of current services or introduction of new services refers to service innovation (Santos-Vijande, López-Sánchez, Pascual-Fernández, & Rudd, 2021; Setzke, Riasanow, Böhm, & Krcmar, 2021). Hence, innovation existing in a different framework of services has a significant influence. Through service innovation effective advancement in the market and its various dimensions is possible. A past study conducted by Hameed, Nisar, and Wu (2021) represents that service innovation has a positive influence on the business performance of the hotel industry by playing a significant positive role in market orientation. Market orientation basically helps to identify consumers' desires and needs then it adds significant meaning to the production of products and services aiming to satisfy consumers (Al-Zyoud, Al-Mu'ani, Alsoud, & Alsoud, 2021; Li & Ko, 2021; Mende, Vallen, & Berry, 2021). In other words, market orientation is opposite to the conventional methods used for the development of products or services. According to the current study, service innovation plays a significant role in market orientation. Results of the current study determined that market orientation becomes more result-oriented with a proper implication of service innovation. Market orientation has always been a challenging task for marketers and other concerning business entities however, service innovation makes it

comparatively easy and accessible at any level of the marketing. By applying modern and effective approaches, services offered by traders become more satisfying and fulfilling for consumers resulting in an easy assessment of consumers' needs and their level of satisfaction. However, it is also observed that there are only a few marketing managers which often offend with service innovation because they get disturbed with the modern changes in the existing approaches, in a result, their performance decreases hence, it becomes difficult for them particularly to obtain the actual value of market orientation. While most marketing managers welcome modern approaches that have the capability to produce effective results. Hence, it is concluded that increased value of service innovation also increases the value of market orientation. While without service innovation, market orientation becomes tough. Hence, it is enclosed that.

H1: Service innovation has positive effects on market orientation.

Service innovation and marketing performance

The core objectives of service innovation are to bring enhancements in customer support, maintenance plans, guarantees, warranties, education, and information about the products or services offered by a company (Javaid, Haleem, Singh, & Suman, 2021; Pieroni, McAloone, & Pigosso, 2021; Svensson-Hoglund et al., 2021). In a way, service innovation brings sustainability in business performance having prominent effects on marketing performance. Frequent use of service innovation results in viable changes in marketing performance. The companies looking for retail modern trade, service innovation helps them to retain their business success and have a significant meaning to marketing performance (Shamim, Yang, Zia, & Shah, 2021). By innovating services, it becomes comparatively easy for companies to achieve their business targets. Moreover, it is also observed that more customers are attracted towards products and services offered by companies when these companies have maximum practice for service innovation, and as a result marketing performance of the companies reaches its potential. It is also observed that companies looking for the enhancement in their service innovation normally emphasize improving their productivity, increasing competitiveness, enhancing their brand value and its recognition, improving profitability, increasing turnover, reducing cost, and believing in making new relationships and partnerships which ultimately result in significant positive effects on their marketing performance. Hence, most of the companies particularly in Thailand related to retail modern trade businesses, believe in innovation in services because it grows their businesses, ultimately enhances their profit, helps them to stand prominent among their competitors, and most importantly it gives them the confidence to embrace new business models and modern technologies. However, the companies having no definite system for service innovation or continuous ignorance shown for service innovation limit their marketing performance. Because without service innovation, businesses run by conventional business models which don't align 100% with the requirement of the market. Hence, increasing the value of service innovation also increases the value of marketing performance while a decrease in the value of service innovation also decreases the value of marketing performance. Therefore, it is enclosed that.

H2: Service innovation has positive effects on marketing performance.

Employee engagement and customer service performance

There are many factors that directly affect customer services however, average resolution time, customer effort score, customer satisfaction score, net promoter score, resolution rate, first response time, customer retention rate, and customer service abandonment rate are the major factors that have a direct relationship with the customer service performance. An increase in the value of aforesaid factors results in also an increase in the value of customer service performance. However, according to the current study employee engagement is also one of the basic factors that have a significant influence on customer service performance. In a way, customer service performance is a process of ensuring that all the business processes are well aligned and performing according to the requirements and specifications (Fischer, Hofmann, Imgrund, Janiesch, & Winkelmann, 2021; Helbin & Van Looy, 2021; Ng, Chen, Lee, Jiao, & Yang, 2021). Hence, customer service performance guarantees that all the functional specifications are being met. According to the results of the current study, employee engagement is enhanced by being attentive, convenient, reliable while providing service to customers, and this ultimately results in a significant increase in the value of customer service performance. Employee engagement is the process of making sure that customers' need is conformed in a way that shows a positive image of the business or company. However, most companies or businesses aiming to increase their customer service performance, have to strengthen their employees' service skills, improve employees' interaction, and try to bring improvement in employees such that they are able to identify every touchpoint. However, the companies that don't spend their resources and time to increase the value of their employee engagement, normally don't have sufficient customer service performance. Such companies are lacking with enhancement in their customer service strategies, and don't have a definite system to get feedback from their customers. Hence, the increased value of employee engagement also increases the value of customer service performance, while decreasing the value of employee engagement, also decreases the value of customer service performance. Therefore, it is enclosed that.

H3: Employee engagement has positive effects on customer service performance.

Employee engagement and marketing performance

Enhancement in marketing performance is one of the fundamental goals for every business (Ch'ng, Cheah, & Amran, 2021; Rostini, Souisa, Masmarulan, & Yasin, 2021). There are various elements involved in the process of marketing performance. However, data analytics, social media analytics, referrals, website analytics, online campaign, and performance of inbound links, are the major elements that have a significant influence on marketing performance. There are multiple means to drive audiences and customers towards offered services and products, however, banners or display ads, native advertisement, content marketing, social media, and search engine marketing are the most influential means of marketing that play a significant role in the marketing performance (Hajarian, Camilleri, Díaz, & Aedo, 2021; Shankar et al., 2021). However,

according to the current study employee engagement is one of the effective ways to increase marketing performance. It is observed that marketers have to deal with the pressure that continuously accelerates to bring a return on investment on the marketers' decisions, activities, and executed plans. Marketers are also responsible to meet their annual goals, hence the role of employee engagement becomes more important as employee engagement has a direct relationship with marketing performance. Through the results gained by the successful implementation of employee engagement, it becomes comparatively easy for the marketers to identify the business areas where more improvements or modifications are required particularly to increase marketing performance. It is also observed that employee engagement plays a significant role in spreading information about the products and services offered. In this way, customers get an essential idea about the product or services. Through employee engagement, customers are well-aware of the use, benefits, and purpose of buying products or services. Hence, employee engagement helps to educate customers as well, which ultimately results in higher marketing performance. Thus, an increase in the value of employee engagement also causes an increase in the value of marketing performance, while a decrease in the value of employee engagement results in a decrease in the value of marketing performance. Hence, it is enclosed that.

H4: Employee engagement has positive effects on marketing performance.

Market orientation and marketing performance

For the development of new products or creating new services, the role of the consumer feedback about the earlier version of the product or services offered by the product produces is very important (Behnam, Hollebeek, Clark, & Farabi, 2021). Hence, a mechanism developed to identify customers' requirements and their priorities for the sake of new design, ideas, and patterns are called market orientation. Marketing orientation is basically aimed to expand a company's services and products (Randhawa, Wilden, & Gudergan, 2021). However, before this expansion, a company tries to explore the actual value of desires and needs shown by its products or services consumers. By doing so the company minimizes the risk of failure for the new experiment in the shape of its new services or products. Though market orientation has a significant value in the overall business of a company particularly it increases its marketing performance. According to a past study, marketing orientation involves marketing, societal marketing, product, production, and selling concepts. All the aforesaid concepts help a company to continue its business activities, especially concerning its marketplace in a smooth way. According to the current study, the retail modern trade companies by regular practicing market orientation have increased their sales and income, which have added sufficient positive value to their market share and business volume also increased their innovation value that is by listening to their customers which result in an increased value of customer satisfaction and loyalty. Moreover, it is also determined that by increasing market orientation, retail modern trade companies enjoy continuous advancement of effectiveness and efficiency that make marketing performance comparatively easy and allow them to stand way ahead of their competitors. Hence, in Thailand marketing performance of retail modern trade companies becomes prominent by increasing the value of market orientation. On the other hand, the marketing

performance of the retail modern trade companies continuously decreases that don't have a definite system for market orientation. Hence, it is enclosed that.

H5: Marketing orientation has positive effects on marketing performance.

Customer services performance and marketing performance

Customers have dynamic behaviors and preferences hence, during the process of customers' thinking and prioritizing, customer service performance plays a significant role (Farrukh & Ansari, 2021; Nadeem, Tan, Tajvidi, & Hajli, 2021). Customers always tend to explore things until they are well-satisfied with their chosen product or service. Hence, understanding and identifying the customers' demand, desire, and wish are quite necessary to make potential customer services performance. An employee's perception, awareness, and dynamic approach play a significant role in customer service performance (Zotoo, Lu, & Liu, 2021). Hence, an employee by increasing his/her customer service performance becomes able to achieve customers' satisfaction and loyalty. According to a past study, mental health, improved psychological skills, and increased value of the well-being of the employees of a company have positive effects on their customer service performances (Zia-ur-Rehman et al., 2021). Evidence from past literature also shows that unintelligent or dump approaches applied by employees result in a negative impact on their customer service performance. According to the results of the current study, customer service performance plays a significant role in marketing performance. Because the increased value of customer service performance adds positive meanings to the brand image of concerning business that ultimately strengthens the marketing performance. It is concluded that with proper and convenient utilization of customer services, customers' loyalty, and satisfaction level increase from their initial experience, hence, customer service performance also increases which finally causes a prominent increase in marketing performance. Normally customers use to spend more money when they find better customer service, however, employees fail to satisfy their customers, causing a decrease in customers' loyalty which means the employees have decreased their customer service performance also result in a decrease in the marketing performance of the employee's concerned business. Hence, the increased value of customer service performance also results in an increase in the marketing performance, while a decrease in the customer service performance also results in a decrease in marketing performance. Therefore, it is enclosed that.

H6: Customer service performance has positive effects on marketing performance.

H7: Market orientation mediate the relationship between service innovation and marketing performance.

H8: Customer service performance mediates the relationship between employee engagement and marketing performance.

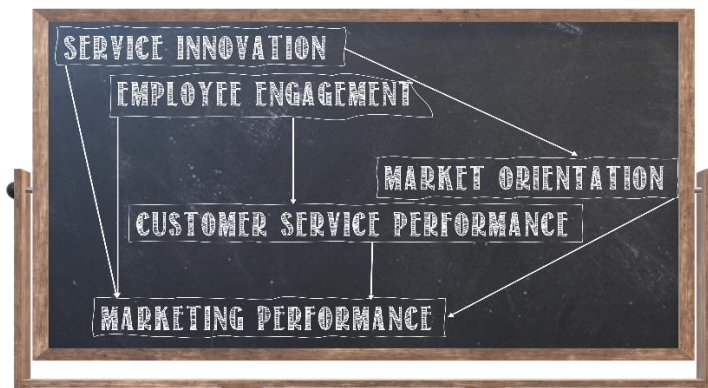


Figure 1. Research framework of the current study describing the relationships between the variables

Research Methodology

There are many research methods used to conduct a research study. However, most of the researchers prefer to use qualitative quantitative or mixed methods. Hence the current study adopted quantitative research methods to conduct the search procedures. Qualitative and mixed methods both are very significant methods however, the quantitative research method was applied because this method is according to the nature of the current study. To obtain primary data, a survey from 500 market managers was conducted. These 500 market managers were the responsible population of the current study Hoover was responsible to answer all the questions present in a questionnaire that was designed aiming to obtain primary data from the respondents of the current study. The questionnaire was initially divided into 3 sections: the first section of the questionnaire was designed to have the questions aimed to ask demographic information of the respondents such as respondents name, age, experience and there and their one-line opinion about the current organization they are working with. In the next section of the questionnaire, the respondents were responsible to answer the questions asked about the key variables such as service innovation, employee engagement, market orientation, customer service performance, and marketing performance. The last section of the questionnaire consists of 20 questions based on a 7-point Likert Scale starting from “0” as “Highly Recommended” to “6” as “Absolutely Not Recommend”.

Basic contact information of all the respondents was collected from their firm’s customer care offices by making phone calls to each office. However, it was ensured the offices that all the contact information of their employees will be kept confidential and will only be used for the purposes of the current study. Then these respondents were contacted via their phone numbers and after a detailed introduction, each respondent was asked to find and answer the questionnaire that was earlier sent to their email address. However, during the phone call to each respondent, it was ensured that received data from them will remain confidential and only be used to achieve the results of the current study. After 3 weeks the email was sent to the respondents, there were 210 responses received from the respondents. Hence, a reminder call was made with the rest of the

respondents. Hence, after 2 weeks of the reminder call, 180 more responses were received. Now there were 390 responses received from the respondents in 5 weeks. While 20 responses from the 390 were excluded because these 20 responses were partially filled by the respondents. Hence, 370 responses were used as primary data for the current study, then this primary data were analyzed by using PLS to obtain the final results of the current study. Whereas all the scales and measures were related to the previous studies.

Data analysis

Smart PLS model Figure 2 shows the factor loadings which should be higher than 0.7. Only one scale item of service innovation is below 0.7 having factor loading 0.688. However, this item is retained because the composite reliability (CR) and average variance extracted (AVE) is above 0.7 and 0.5, respectively for service innovation. Table 1 shows that all the items have achieved minimum level of factor loadings and all the constructs have CR and AVE above 0.7 and 0.5, respectively. Table 2 shows the discriminant validity which examined by using HTMT_{0.9}.

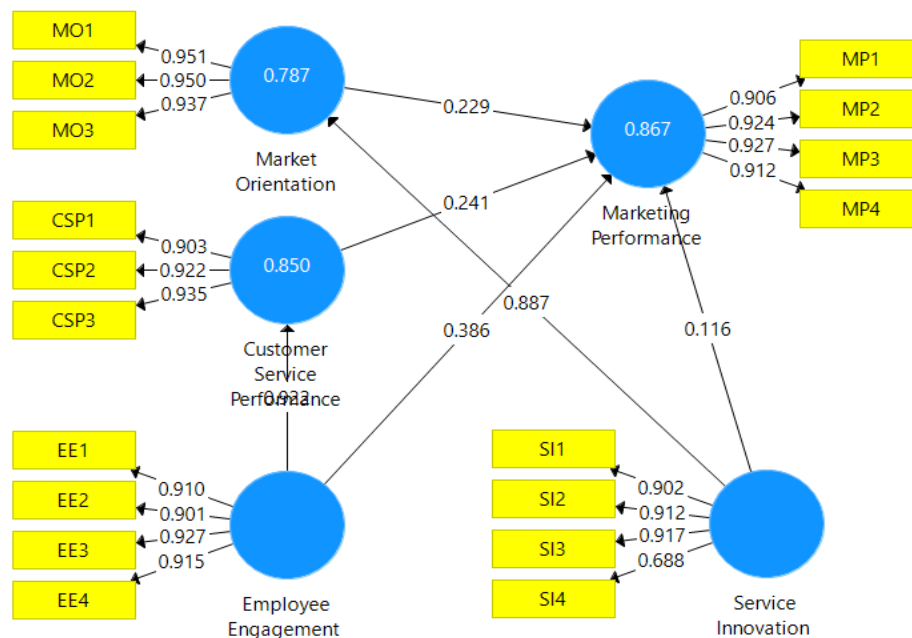


Figure 2. Measurement model

Table 1
Factor Loadings, CR and AVE

Variables	Items	Loadings	Alpha	CR	AVE
Customer Service Performance	CSP1	0.903	0.909	0.943	0.847
	CSP2	0.922			

Employee Engagement	CSP3	0.935			
	EE1	0.91	0.934	0.953	0.835
	EE2	0.901			
	EE3	0.927			
Market Orientation	EE4	0.915			
	MO1	0.951	0.941	0.962	0.895
	MO2	0.95			
Marketing Performance	MO3	0.937			
	MP1	0.906	0.937	0.955	0.841
	MP2	0.924			
	MP3	0.927			
Service Innovation	MP4	0.912			
	SI1	0.902	0.879	0.918	0.74
	SI2	0.912			
	SI3	0.917			
	SI4	0.688			

Table 2
Discriminant validity

	Customer Service Performance	Employee Engagement	Market Orientation	Marketing Performance	Service Innovation
Customer Service Performance					
Employee Engagement	0.521				
Market Orientation	0.759	0.799			
Marketing Performance	0.681	0.764	0.727		
Service Innovation	0.608	0.656	0.568	0.658	

Figure 3 shows the structural model in which relationship between variables is given. T-value 1.64 is considered as the hypotheses are directional. It is found that, market orientation has positive effect on marketing performance. Customer services performance has positive effect on marketing performance. Furthermore, employee engagement has positive effect on marketing performance and customer service performance. Additionally, service innovation has positive effect on market orientation and marketing performance. Mediation effect of customer service performance is significant between employee engagement and marketing performance. Finally, mediation effect of market orientation is significant between service innovation and marketing performance. Therefore, all the hypotheses are supported.

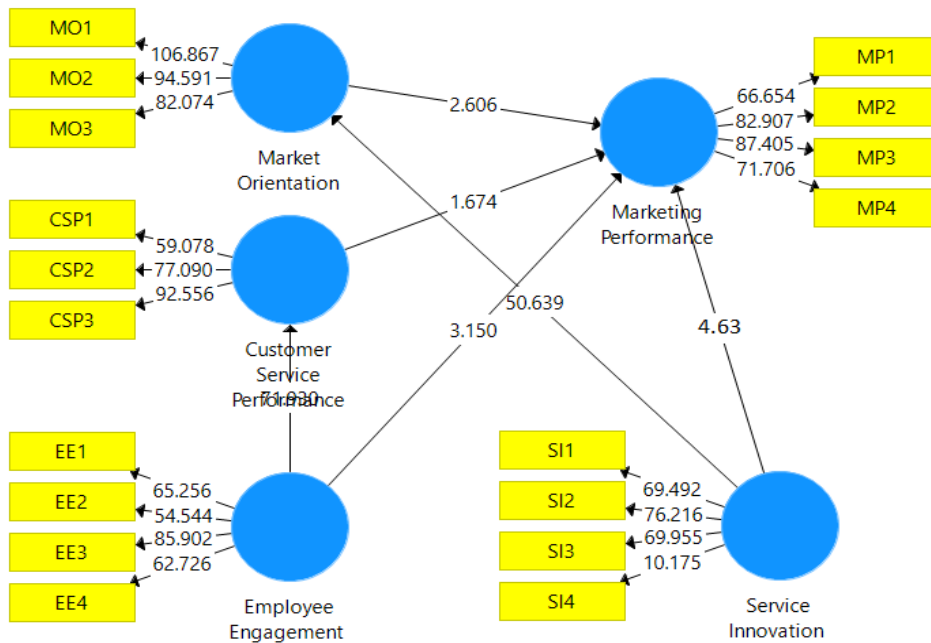


Figure 3. Structural Model

Table 3
Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Customer Service Performance -> Marketing Performance	0.241	0.241	0.144	1.674	0.047
Employee Engagement -> Customer Service Performance	0.922	0.923	0.013	71.93	0
Employee Engagement -> Marketing Performance	0.386	0.379	0.122	3.15	0.001
Market Orientation -> Marketing Performance	0.229	0.221	0.088	2.606	0.005
Service Innovation -> Market Orientation	0.887	0.888	0.018	50.639	0
Service Innovation -> Marketing Performance	0.116	0.13	0.025	4.63	0

Table 4
Mediation effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Customer Service Performance -> Marketing Performance	0.222	0.223	0.133	1.671	0.048
Service Innovation -> Market Orientation -> Marketing Performance	0.203	0.196	0.078	2.604	0.005

Discussion

As per the first hypothesis of the current study service innovation has positive effects on market orientation. Hutahayan (2021) explained that significant support is emerged in market orientation by service innovation. Another previous study conducted by Movaghar, Barari, and Safari (2021) describes that the important role of service innovation in modern organizations is being prioritized which is also believed by experts and executives in the business field. According to a prior study published in the *Journal of Multination Business Review* describes that in Latin America service innovation has a significant positive effect on proactive market orientation.

As per the second hypothesis of the current study service innovation has positive effects on marketing performance. A study conducted by Kumar, Mamgain, Pasumarti, and Singh (2022) describes that service innovation in IT organizations has a significant positive influence on their marketing performance. An increase in the value of service innovation by IT organizations enhances the value of marketing performance. A study conducted by Khamaludin et al. (2022) describes that Indonesian marketing performance is increased by increasing the value of social media marketing, market orientation, and service innovation. Furthermore, a research study exploring the effects of entrepreneurship describes that entrepreneurship orientation and service innovation have positive advantages for marketing performance.

As per the third hypothesis of the current study employee engagement has positive effects on customer service performance. Karatepe, Rezapouraghdam, and Hassannia (2021) described that the high value of employee engagement results in prominent customers service performance. Moreover, Orłowski, Bufquin, and Nalley (2021) determined that restaurants' employees' engagement causes an increase in the satisfaction level of customer service performance. It is also obvious from the past study conducted by Ahakwa, Yang, Tackie, and Atingabili (2021) on Ghana's Banking sector that there is a direct relationship between employee engagement, job satisfaction, employees performance, and customer service performance.

As per the fourth hypothesis of the current study employee engagement has positive effects on marketing performance. Ababneh (2021) concluded that employee engagement, personality development, and HRM practices play a significant positive role to achieve prominent marketing performance. A prior study covering economics, finance, and business conducted by MAPPAMIRING and Kusuma PUTRA (2021) describes that employees engagement is one of the major factors that cause significant positive value in employees' well-being, marketing performance, and their company's business performance. Furthermore, a past study by Burnett and Lisk (2019) describes that real-time monitoring and digital tools help to increase employee engagement ultimately resulting in the marketing performance of their concerning businesses.

As per the fifth hypothesis of the current study, marketing orientation has positive effects on marketing performance. Yousaf, Sahar, Majid, and Rafiq (2018) investigated that marketing orientation has a significant positive effect on

strategic business performance, however, e-trust is one of the major contributors in the process. Adi and Adawiyah (2018) in their research about environmental marketing focusing on Muslim entrepreneurs concluded that marketing orientation has a positive relationship with the economic and operational performance hence, it adds sufficient positive meanings to their marketing performance. Furthermore, Aziz and Omar (2013) also determined that with an increased value of shared knowledge, focus, Intermarket Ing, and vision, marketing orientation enhances the marketing performance.

As per the sixth hypothesis of the current study, customer service performance has positive effects on marketing performance. Budur and Poturak (2021) concluded that customer service performance has a significant positive influence on customers' loyalty and satisfaction that ultimately generate prominent marketing performance. Sukaatmadja, Yasa, Rahyuda, Setini, and Dharmanegara (2021) have investigated the role of competitive advantages to increase marketing performance and internationalization of the woodcraft industry, they determined that competitive advantages of customer service performance have significant positive effects on the marketing performance of the woodcraft industry. Moreover, research conducted on marketing performance focusing bread and cake industry determined that customer service performance play a crucial role in the marketing performance. The seventh hypothesis of the current study describes that market orientation mediates the relationship between service innovation and marketing performance and the eighth hypothesis of the current study describes that customer service performance mediates the relationship between employee engagement and marketing performance.

Conclusion

It is concluded that marketing performance begins to increase while increasing the value of service innovation and employee engagement. Moreover, results obtained from the current study describe that increasing the value of market orientation and customer service performance also result in a prominent increase in the value of marketing performance. However, market orientation and customer service performance mediate the relationship between service innovation and marketing performance and employee engagement and marketing performance respectively. Furthermore, 370 marketing managers were surveyed to obtain primary data that were further analyzed with the help of PLS to achieve the results of the current study. It was determined that service innovation employee engagement, market orientation, and customer service performance have a direct relationship with marketing performance. Moreover, service innovation and employee engagement also have a direct relationship with market orientation and customer service performance. Practically the current study will boost the marketing performance of retail modern trade businesses. Moreover, it will help marketing managers for best utilization of service innovation employee engagement, market orientation, and customer service performance. However, due to the time limit and rare response from the market managers of main enterprises in Thailand, the current study could not access the designed population responsible to provide primary data. Hence, for future studies, it is highly recommended to focus on marketing managers at least working in every notable enterprise in Thailand.

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