

# Innovative Corporate Culture and Marketing Information System Capability toward Entrepreneur's Success of Food Product Exporting Businesses in Thailand

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## Abstract

This research aims to study the structure of **innovative corporate culture** and marketing information system capability toward entrepreneur's success of food product export businesses in Thailand. The samples were 400 food products export business operators in Thailand involving in a survey. Quantitative data analysis using descriptive statistical analysis of the relationship between variables and statistical analysis of structural equation models. The results indicate that there is a relation between monitoring the structural relations model of **innovative corporate culture** and marketing information system capability toward entrepreneur's success of food product export businesses in Thailand as follows:- Chi-square,  $df = P\text{-value} = 2.155 \ 0.142$ , RMR = 0.000, GFI = 0.999, CFI = 1.000, NFI = 1.000, RMSEA = 0.054. The analysis of the influence of causal variables that can affect the success of your export business operators on food in the country found that the **innovative corporate culture** and marketing information system capability which directly influence the positive entrepreneur's success of food product export businesses in Thailand was statistically significant at the 0.01 level.

**Keywords:** **Innovative Corporate Culture**, Marketing Information System Capability, Entrepreneur's Success of Food Product Exporting Businesses

## 1. Introduction

The food export business in Thailand aims to promote Thailand to be the world's largest food exporter. There is an attempt to drive food ingredients for export, enhance Thai restaurants in other countries, as well as expand the scope of the Thai SELECT certification for Thai restaurants abroad to increase the confidence for the customers. This leads to a growth of food products business. As a result, Thai government pays attention to developing food business as it plays a vital role in driving nation economy.

Under the circumstances of intense business competition, entrepreneurs should pay more attention to organizational culture that focuses on innovation and competence in marketing information systems as a guideline in determining the behavior of people in an organization. Organizational culture of innovation distinguishes the identity of one organization from another organization. Organizational culture of innovation is largely reflected from challenges, participation, independence, trust and openness, innovating time, conflict resolution, friendliness, expressing opinions and discussing, the courage of entrepreneurs. The organizational culture of innovation will be continuously developed.

To cope with the changing business environment according to the economic dynamics, organizational strategy should be adapted to be consistent with the structure and human resource management as the organizational culture of innovation has a great influence on the behavior of employees in the organization which is related to the success or failure of the implementation of the strategy as well in a successful organization and become an obstacle.

Organizations with an organizational culture focusing on innovation will focus on research and development to get ideas, new products, services and processes or operations. In the workplace, executives must accept different opinions and a wide variety of personnel which have a great influence on the operations and success of those businesses. It can be considered a form of corporate culture that focuses on innovation and competence in marketing information systems that should be considered by entrepreneurs in the export of food products in Thailand.

Marketing information system capability to help enhance the competitiveness and allows to carry out the activity. Process, including changes to increase the efficiency of the Organization, or is perhaps easier to learn about marketing information system as a support factor for the organization toward leadership. Therefore, the export business operators on food in the country, Thailand should learn about marketing information system capability, both work-related and relevant to the organization. To learn about the marketing information system capability can be useful in increasing the market opportunities, especially if you have an understanding of the creation. The use and management of marketing information system capability. Know to learn and avoid failure. In the past, export business operators on food in the country, Thailand is often the people who are in financial or marketing. But in the future the business operators in the country, Thailand exported food products will require a

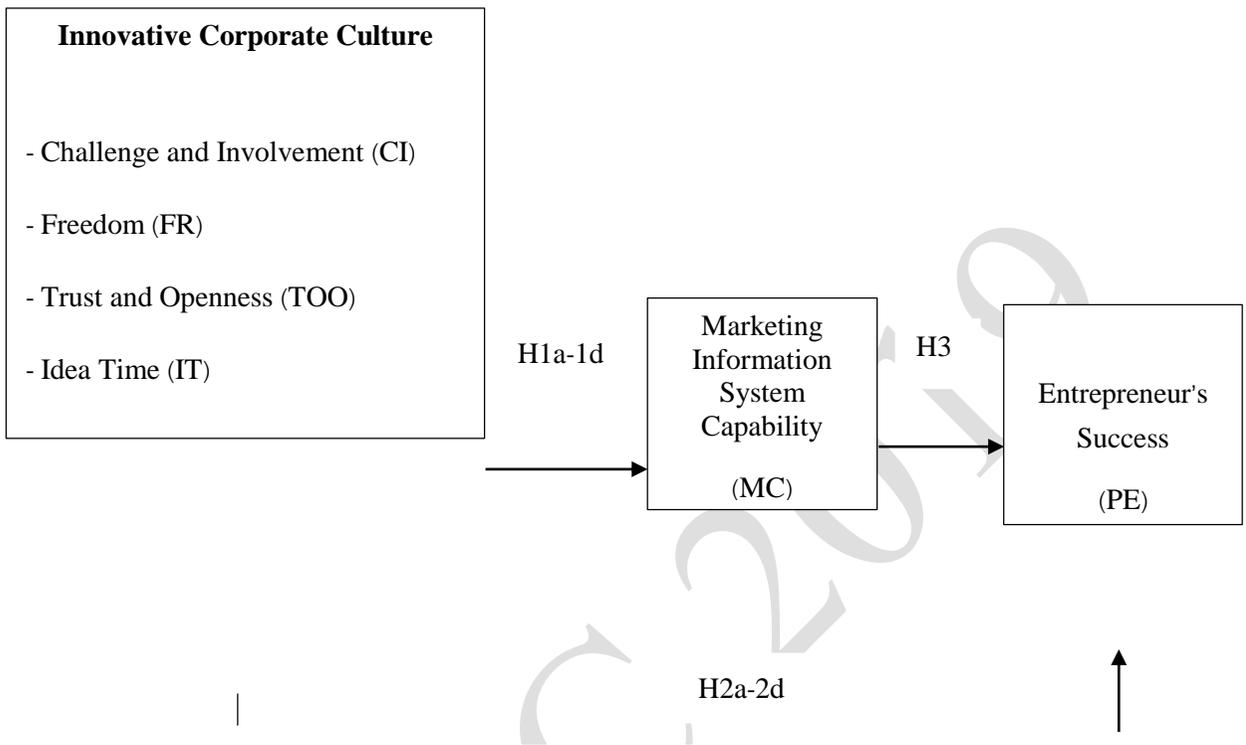
marketing information system capability and has work experience from lines capable of marketing information system capability.

The purpose of this research is to examine the relationships between **innovative corporate culture** and entrepreneur's success by using marketing information system capability as mediators. In this study, the key research questions for the paper are as follows: Firstly, how do **innovative corporate culture** affect marketing information system capability? Secondly, how do marketing information system capability affect entrepreneur's success? Thirdly, how does **innovative corporate culture** affect the entrepreneur's success?

This article is organized as follows. In the next section, we review the relevant literature and develop the research statement. Then, we detail the methodology used to design the empirical study. The contributions to **innovative corporate culture** and marketing information system capability are presented. Practice and future research opportunities are suggested, and the literature is listed.

## **2. Literature Review and Hypothesis Development**

In this study, a conceptual framework of **innovative corporate culture** and marketing information system capability toward entrepreneur's success of food product export businesses in Thailand is analyzed and discussed. The basic concepts and their interlinkages are provided in the research model in Figure 1.



**Figure 1: A Conceptual Framework**

## 2.1 Innovative Corporate Culture

**Innovative corporate culture** refers to the organization that there is a cultural element to emphasize the importance of innovative research and development to get the concept of product, service or production process and operations personnel of the organization, promotion, new challenges; to contribute independence, trust and openness, new invention moments and relaxation; and to solve the conflict, comment debate daring risks (Robbins and Coulter, 2007; Amabile, 1988).

**Challenge and involvement** defined as the ability to engage and motivate employees in independence in determining how to operate and use initiative in practice each day, long-term goals, and visions of the firm (Tidd and Bessant, 2009).

**Freedom** defined as the degree to which employees in the freedom to determine how they operate and and the way that those tasks are performed (Tidd and Bessant, 2009).

**Trust and openness** defined as how safe the participants consider their relationship with management and trust each other among the employees (Tidd and Bessant, 2009).

**Idea time** defined as the amount of time for employees to examine, consider and find new things to help (Tidd and Bessant, 2009).

**Playfulness/Humor** defined as the atmosphere in the workplace is relaxing. A little bit of good and friendly (Isaken, lauer and Ekvall, 1999).

**Conflict resolution** defined as the people in that organization when deciding and resolving issues have used a conceptual basis for the overall benefits of an organization or for their own benefit and emotional tensions in the organization. (Isaken, lauer and Ekvall, 1999).

**Debates** defined as a small number of opportunities that employees will be allowed to share opinions, discuss, and argue by management, are willing to listen and bring that opinion into consideration and lead to further action or emotional tensions (Tidd and Bessant, 2009).

**Risk-taking** defined as the organization's executives will be tolerant of uncertainty and ambiguity, and giving to risk-takers (Tidd and Bessant, 2009).

Many studies have indicated that firms must develop **innovative corporate culture** and marketing information system capability toward the entrepreneur's success (Sulistyo, Heru and Siyamtinah, 2016; [Krush](#), [Agnihotri](#) and [Trainor](#), 2016). Therefore, it is important to set out clear processes increase **innovative corporate culture** and marketing information system capability that leads to the entrepreneur's success. Hence, the sixteenth hypotheses are conceptualized as follows:

H1a: challenging and involvement is positively related to marketing information system capability **of** food product export businesses in Thailand

H1b: freedom is positively related to marketing information system capability **of** food product export businesses in Thailand

H1c: trust and openness is positively related to marketing information system capability **of** food product export businesses in Thailand

H1d: idea time มีผลต่อ marketing information system capability **of** food product export businesses in Thailand

H1e: playfulness/Humor is positively related to marketing information system capability **of** food product export businesses in Thailand

H1f: conflict resolution is positively related to marketing information system capability **of** food product export businesses in Thailand

H1g: debates is positively related to marketing information system capability **of** food product export businesses in Thailand

H1h: risk-taking is positively related to marketing information system capability **of** food product export businesses in Thailand

H2a: challenge and involvement is positively related to the entrepreneur's success capability **of** food product export businesses in Thailand

H2b: freedom is positively related to the entrepreneur's success **of** food product export businesses in Thailand

H2c: trust and openness is positively related to the entrepreneur's success **of** food product export businesses in Thailand

H2d: idea time is positively related to the entrepreneur's success **of** food product export businesses in Thailand

H2e: playfulness/Humor is positively related to the entrepreneur's success **of** food product export businesses in Thailand

H2f: conflict resolution is positively related to the entrepreneur's success food product export businesses in Thailand

H2g: debates is positively related to the entrepreneur's success food product export businesses in Thailand

H2h: risk-taking is positively related to the entrepreneur's success food product export businesses in Thailand

## **2.2 Marketing Information System Capability**

Marketing information system capability defined as the marketing information system maintains and integrates marketing data from various sources, distributes information to executives in decision making and employees. Marketing information system defined as the decision to support both planning and control and marketing information systems is used for data processing and electronic communication channels (Banker and Kauffman 2004; Steckel et al. 2004).

H3: marketing information system capability is positively related to the food product export entrepreneur's success in Thailand.

### **2.3 Entrepreneur's Success**

Entrepreneur's success refers to the statement of income, balance sheet and cash flow which can be used as a tool to assess the organization because all activities occurring in the business organization will affect the revenues and expenses. When income and expenses arise, the account will be recorded and become the financial statement at the end of the period. Thus, the financial statements are the aggregate of the company's performance, as shown in the figure and currency (Banker and Kauffman 2004; Steckel et al. 2004). The financial statements used in the basic analysis are as follows:

**Income statement** defined as statements that conclude the comparison of income and expenses of the business organization as periodically, for the annual or quarterly basis.

**Balance sheet** defined as statements of current affairs, including assets, liabilities and owners' equity.

**Budget** defined as the provision of various financial statements in advance, either the income statement or the balance sheet or cash flow statement, or to separate details as sales budgets.

## **3. Research Methodology**

### **3.1 Research design, sample and data collection**

In order to test the above assumptions, based on the exploratory research and in-depth interview, we used the survey method. The database in this research is collected from the Department of International Trade Promotion, Ministry of Commerce. The key participants are directors or managers of each company. With a simple random sampling method, the questionnaires were sent to 1,991 firms by mail. After the surveys completed and received, only 400 response are usable. The effective response rate is approximately 20.09% which Aaker, Kumar and Day (2001) mentioned that 20% of response rate for a mail survey without follow up is considered acceptable for analyzing and testing hypotheses. Finally, the non-response was tested for two independent samples. A comparison of early responses and late responses data is recommended by Armstrong and Overton (1977). Tests comparing the first 200 survey responses received with the last 200 survey responses did not find any significant differences between the two groups. Thus, it appears that non-response bias does not pose a significant problem for this research. For determining the suitability of the sample used in this research, the researchers have considered the size of samples that are appropriate for the analysis of the structural equation

model with a program AMOS. The researchers consider how to define samples based on the rules of clarity from Schumacker and Lomax (2010) and Hair, Black, Babin, and Anderson (2010). As it uses 10-20 samples per variable, so the sample size is appropriate and sufficient to analyze 12 variables.

### **3.2 Measurement of Variables**

All models are constructed in the multiple-item scales. Apart from innovative **corporate culture** (the independent variable), marketing information system capability and entrepreneur's success (the dependent variables), other variables such as marketing information system capability as mediator variable are controlled. We adopt the five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

### **3.3 Test of Non-Response Bias**

To check for non-response bias, a comparison was made between respondents from the first half of the first mail out and those from the second half of the second mail out and also between respondents from the first and second mail out. The potential for non-response bias was assessed by using Armstrong and Overton's (1977) procedure.

### **3.4 Validity and Reliability Tests**

Reliability and validity tests were conducted on constructs with multivariate measures. Cronbach's reliability estimate was applied to measure the internal consistency of these multidimensional scales (Nunnally, 1978). In addition, the item-to-total correlations for each measure were at least 0.80. Based on Kerlinger (1999), measures with item-to-total correlations which is higher than 0.6, are believed to have high-criterion validity. Meanwhile, following Campbell and Fiske's (1959) criteria, we test for construct validity and convergent and discriminant validity.

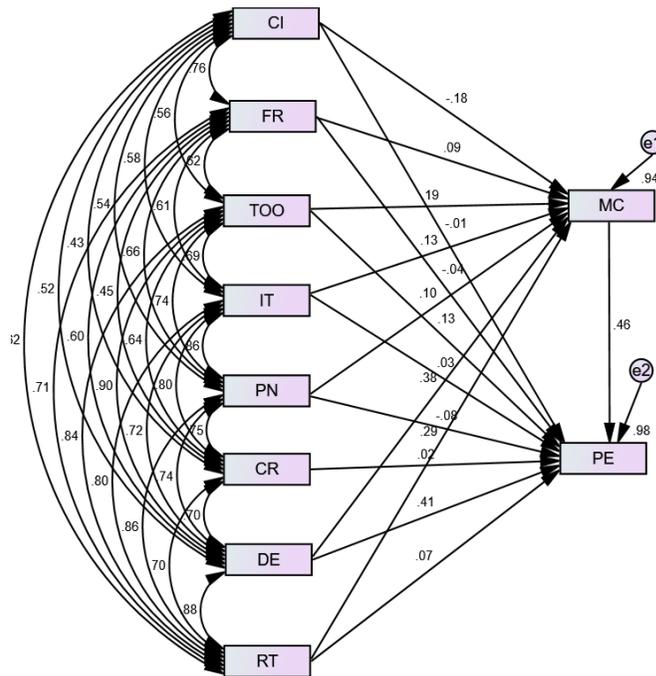
Furthermore, discriminant validity, proposed by Aldawni and Palvai (2002) and Campbell and Fiske (1959), is conducted by counting the number of times an item correlates higher with items in other factors than with items in its factor. In addition, the reliability of measurement was assessed by Cronbach's alpha coefficients that ought to be greater than 0.7. According to the recommendation by Nunnally and Bernstein, (1994), factor loading ought to be greater than 0.40 of the cut-off value. The results confirm adequate discriminant validity. In Table 1, it illustrates the results of both factor loadings and Cronbach Alpha for multiple-items scales.

**Table 1:** Results of Measure Validation

Constructs	Factor Loadings	Cronbach Alpha
Marketing Information System Capability (MC)	0.52-0.83	0.80
Entrepreneur's Success (PE)	0.45-0.90	0.87
Challenge and Involvement (CI)	0.51-0.78	0.74
Freedom (FR)	0.59-0.80	0.79
Trust and Openness (TOO)	0.51-0.87	0.74
Idea Time (IT)	0.64-0.74	0.73
Playfulness/Humor (PN)	0.63-0.80	0.77
Conflict Resolution (CR)	0.56-0.80	0.75
Debates (DE)	0.60-0.89	0.82
Risk Taking (RT)	0.63-0.77	0.73

From Table 1, the results indicated that factor loading of each item was loaded on one factor, and the range of factor loading of all variables was between 0.45-0.90, which was above the cut-off score of 0.4 following the recommendation of Nunnally and Bernstein (1994). It indicates that constructed validity was at acceptable levels. Moreover, the range of Cronbach's alpha coefficient was between 0.73 - 0.87, all of which were greater than 0.7. Therefore, it can be concluded that all items in this research had sufficient internal consistency.

Analysis of research data innovative corporate culture and marketing information system capability toward entrepreneur's success of food product export businesses in Thailand use the path Analysis technique:

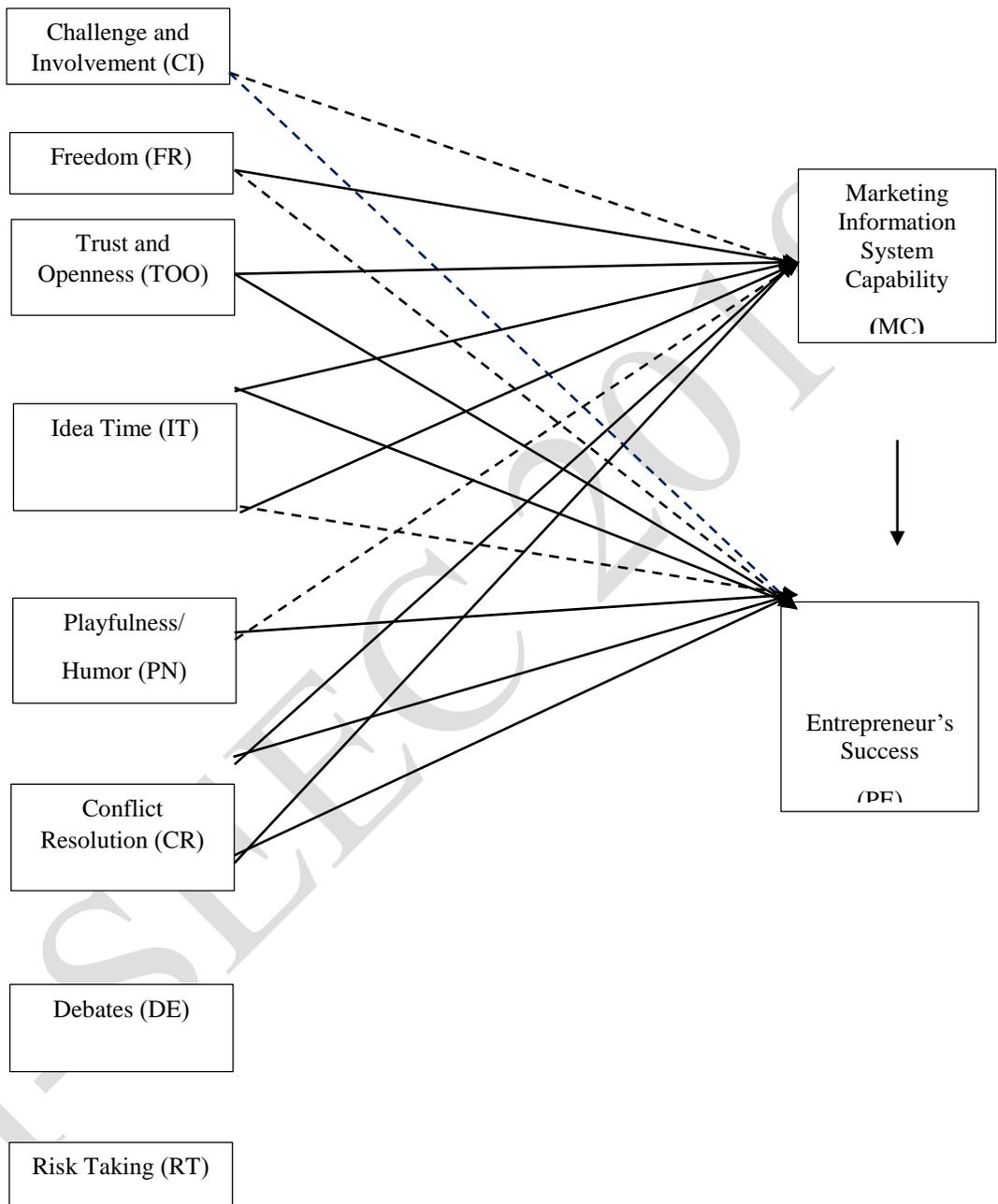


Chi-square = 2.155, Chi-square/df = 2.155, df = 1, p = .142, GFI = .999  
 CFI = 1.000, RMR = .000, RMSEA = .054, NFI = 1.000

**Figure 2.** The paths of **innovative corporate culture** and marketing information system capability toward entrepreneur's success of food product exporting businesses in Thailand

**Table 2** Goodness of Fit Values

Fit Indices	Goodness of Fit Values	Analytical Statistics values	Cite
Chi-square	P 0.05	0.142	Hair et al., (2006); Joreskog and Sorbon (1993)
CMIN/DF	< 3	2.155	Hair et al., (2006);
GFI	0.90	0.999	Hair et al., (2006);
CFI	0.90	1.000	Hair et al., (2006); Mueller (1996)
NFI	0.90	1.000	Hair et al., (2006); Mueller (1996)
RMR	< 0.05	0.000	Diamantopoulos (2000)
RMSEA	0.05-0.08	0.054	Hair et al., (2006); Brown and Cudeek (1993)



**Figure 3.** A research model of **innovative corporate culture** and marketing information system capability toward entrepreneur's success of food product exporting businesses in Thailand

**Table 3 Result of Structural Equation Model Analysis**

The variable	Size influences on MC			Size influences on PE		
	DE	IE	TE	DE	IE	TE
CI	0.032	-0.121	-0.089	0.009	-0.056	-0.048
FR	0.007	0.047	0.054	0.000	-0.001	-0.001
TOO	0.035	0.131	0.166	0.048	0.154	0.202
IT	0.016	0.085	0.101	0.009	0.064	0.074
PN	0.010	0.075	0.086	0.001	-0.024	-0.023
CR	0.000	0.000	0.000	0.000	0.001	0.001
DE	0.145	0.207	0.353	0.354	0.225	0.579
RT	0.083	0.181	0.264	0.043	0.145	0.188
MC				0.943		0.943
Chi-square = 2.155, Chi-square/df=2.155, df=1, p=0.142, GFI=0.999, CFI=1.000, RMR=0.000, RMAEA=0.054, NFI=1.000						
R <sup>2</sup>	.94			.98		

From Figure 3 and Table 3, it shows the result of causal relationship analysis of the innovative corporate culture and marketing information system capability toward the entrepreneur's success of food product export businesses in Thailand. After adjusting the equation scheme, the resulting structure is consistent and harmonious with practical information. The results of the analysis are as follows: Chi-square = 2.155, Chi-square/df=2.155, df=1, p=0.142, GFI=0.999, CFI=1.000, RMR=0.000, RMAEA=0.054, NFI=1.000. As follows:

**The innovative corporate culture which consists of** challenge and involvement, freedom, trust and openness, idea time, playfulness/humour, conflict resolution, debates and risk-taking have a positive influence on marketing information system capability with statistically significant levels at 0.5. The factors which most influences on the marketing information system are debating (0.145), risk-taking (0.083), and trust and openness (0.035). Based on coefficients of the variables (R<sup>2</sup>) indicate that **innovative corporate culture which consists of** freedom, trust and openness, idea time, playfulness/humour, debates, risk-taking explains the variance of marketing information system capability of 94%.

**The innovative corporate culture, which consists of** trust and openness, idea time, conflict resolution, debates and risk-taking have a positive influence on an entrepreneur's success with statistically significant levels at 0.5. The factors which most influences on the marketing information system are debating (0.345), trust and openness (0.048) and trust and openness (0.034). Based on the coefficients of the variables (R<sup>2</sup>) indicate that innovative

corporate culture consists of trust and openness, idea time, conflict resolution, debates, risk-taking and marketing information system capability explain the variance of entrepreneur's success of 98%.

## **4. Contributions and Recommendations for Future Research**

### **4.1 Theoretical Contributions**

According to the findings of this study, there are some contributions to this field as follows:

- 1) Executives should focus on the organization's culture that emphasizes innovation, which affects the market information systems ability of food products exporters in Thailand.
- 2) Executives should promote the ability to market information system to lead to the success of the food products exporters in Thailand.
- 3) Executives should have a strong emphasis on the organizational culture that emphasizes the success of the food products exporters in Thailand.

### **4.2 Research limitations**

This research has a limitation on the subject of study. The number of 400 companies is due to the number of business entrepreneurs exporting food products with a large number of differences, such as strategy policies, business operations and different organizational cultures which may result in a significant emphasis on technological change and management potential.

### **4.3 Recommendation for Further Research**

- 1) There should be studies on the organization's culture of innovation and marketing information system capability to the success of other businesses such as manufacturers of electronic components used in electrical appliances or general electronics. In connection with data management and communication, manufacturer or service installation of mainframe computer systems, manufacturer or distributor of equipment for this technology, such as telecommunication equipment, hardware and specific parts of the computer and other software developers or state enterprises etc.
- 2) The further research should learn more about the organization's culture, innovation and marketing intelligence, to the success of business entrepreneurs, export food products in Thailand by using qualitative research, such as group chats or in-depth interviews (In-depth interview).

3) Further research should be repeated study over a period or long-term education as the changing time may result in organization culture and innovation strategy of the food products entrepreneurs in Thailand.

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