MANAGEMENT INNOVATION BUSINESS TREND AND ORGANIZATIONAL CONTEXTS THAT AFFECT THE COMPETITIVENESS OF LOGISTICS SERVICE OPERATORS IN BANGKOK

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ABSTRACT

The trend of the logistics service business in Thailand during 2017 - 2019 has experienced a growth of 40% which was higher than in previous periods. To compete in fulfilling the needs of customers, logistics service operators must be alert in adapting themselves by applying management innovations in the context of the organizations to increase their competitive advantage. The objectives of this research were to: 1) study the levels of management innovation, business trends, organizational context and competitive advantage of logistics service operators in Bangkok, 2) examine the influences of management innovation, business trends, and organizational context on the competitive advantage of the logistics service operators in Bangkok, and 3) develop a model for enhancing the competitive advantage of the logistics service operators in Bangkok. This research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 320 executives and employees in the logistics service business in Bangkok. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via stratified sampling. Data were analyzed with a structural equation model. As for the qualitative research component, in-depth interviews were conducted with 20 key informants including specialists and executives in the logistics service business. Data were analyzed with content analysis. The findings showed that: 1) management innovation, business trends, organizational context, and competitive advantages of the logistics service operators were rated at a high level; 2) management innovation, business trends, and organizational contexts had an influence on the competitive advantage of the logistics service operators, with a .05 level of statistical significance, and all of these factors could predict the competitive advantage by 84 percent; and 3) the model for enhancing the competitive advantage of the logistics service operators developed by the researcher was called the TNHQCS model, consisting of T (referring to technology), N (referring to networking), H (referring to human), Q (referring to quality), C (referring to consult), and S (referring to standard). These research findings are beneficial for creating trust among the customers which can be achieved through the development of the new breed of entrepreneurs who are open-minded and have good perspectives on the value of corporate sustainability, pay attention to the resources and the environment, and have social responsibility as well as use these perspectives as important approaches for their future business operations.

Keywords: Management Innovation/ Business Trends/ Organizational Context/ Competitive Advantage of Logistics Service Operators

I. INTRODUCTION

Innovation Management

Innovation is one of the important components and element for organizations to contribute to the economic development of the countries, improve the economic performance of the country, develop and maintain the competitive advantage and survive in the global competition. Organizations that achieve competitive advantage help their country in social welfare and economic development and by increasing the production and employment level. When an organization achieve sustainable growth, organizations can achieve their organizational goals through innovation (Dereli, 2015).
In the current world of globalization, public and private sector organizations are transformed in all dimensions. The functioning of economies and companies have also changed because of changes in the market. New professions have emerged because of diversified product patterns and demand. In this scenario, innovation has become an important tool to survive in this current flexible and competitive business environment (Bozkurt & Kalkan, 2014).

Beside Innovation, it is also very important that organizations understand the current market and business trends to capitalize on most of the opportunities. It also helps the organization to develop a competitive advantage and to remain competitive for a longer period. Organizations must understand their competitors and should be able to anticipate the coming moves of the competitors. Business trends include understanding the important events taking place among the organizations dealing in the respective industry (Cascio, 2011).

The organizations cannot survive solely in the marketplace. Within the forces of the environment, an organization grows, survive and exist. Whereas, it is very little possibility for the organization to control such forces and to change these forces. Organizations that have a very good understanding of the environment and competitors can reach external forces in time (Buccieri, Javalgi, & Cavusgil, 2020).

Organizational context is one of the important tools for organizations to survive in the current marketplace. It includes important organizational factors like organizational culture, leadership approach and governance structure of the organization. Scholars stressed that it is not only enough that organizations have a better understanding of the environment. For better planning and execution of tasks to achieve organizational goals, organizations must have a better assessment of their organizational environment (Al-Sada, Al-Esmael, & Faisal, 2017).

The business environment has become competitive because of the impact of different factors on national economies, globalization of the market, intensive innovation in business activities and ultra-competitiveness in the business environment. The competitiveness of organizations is the benchmark of the market economy. It occurs in the situation when a large number of organizations are engaged in competitiveness and offer the same services and products to the customers (Dvorsky, Kliestik, Cepel, & Strnad, 2020).

Several factors create a competitive advantage for the organization. These factors include social and economic factors. Some of the studies have identified several other different factors like regional infrastructure which affect social and economic factors. Thus, organizational competencies are the organizational skills that provide benefits to the customers and fundamental values. These factors lead to organizational stability and profitability (Kamukama, Kyomuhangi, Akisimire, & Orobia, 2017).

Exponential growth is observed in the last three years in Thailand in the business of logistic services. It is estimated that the growth is more than 40% in the last three years. Therefore, the organizations need to focus on different factors that can help in getting a competitive advantage. Therefore, present study aims to examine the levels of management innovation, business trends, organizational context and competitive advantage of logistics service operators. Moreover, to examine the influences of management innovation, business trends, and organizational context on the competitive advantage of the logistics service operators, and to develop a model for enhancing the competitive advantage of the logistics service operators in Bangkok.

### II. LITERATURE REVIEW

#### Innovation Management

Innovation management is the combination of change management and innovation processes. It refers to organizational innovation, marketing, business process and product. Innovation culture is important for the success of business in the current business environment because it is not good enough for employees to have good ideas only. The impact of these ideas will be very little if the employees are not incentivized and encouraged to contribute to achieving organizational goals through the implementation of these innovative ideas. Most of the researchers reported that creativity is the basis of innovation. The organization must have creative ideas for the innovation to take place. Moreover, the organization should be able to convert innovative ideas into action so they can make a difference (Frishammar, Richtner, Brattstrom, Magnusson, & Bjork, 2019).

Innovation management within the organization is influenced by the knowledge management and acquisition of knowledge. This effect is more influential when the cultural aspect of the organization is taken into account for
sustainable innovation, process to develop innovation and further application of innovation (Lopes, Kishimoto, Salerno, de Carvalho, & Laurindo, 2016).

**Business Trend**

To create value through the proper process, the organization needs to understand its business model which results from attracting several different processes and resources. The business model or trend is the logical connection of capabilities and resources to consistently achieve organizational goal. They also help in carrying activities of the business on regular basis. In the current business environment, new technologies are appearing on the regular basis, preferences of the consumers are also changing on regular basis, new social trends are being formed and developing competitive advantage is the key success factor. It is key for an organization to keep in view all these changes in the business trends (Teece, 2010).

Analysis of past studies indicates that authors have discussed business trends in several different ways. The first trend was to explain business trend as a general concept which helps in creates of sales and provide value to the customers. The second aspect of the business trend is based on the first aspect. Under this approach, scholars overcome the complexity of elements that are under study. Moreover, it minimizes the levels that are acceptable to understand and perceive. Both these concept help in studying and selecting basic elements of business trends. Scholars have mentioned that the business model is an important component of business trend. In past studies, researchers mentioned that elements of the business model must be specified. These elements can vary from 4 to 9. Generally, there is a list of business model elements that organizations must consider (Gorevaya & Khayrullina, 2015).

The third phase of business trend is used to examine the current situation of the market. For this purpose, proper business research is conducted. In this aspect, scholars mentioned that this stage is successfully implemented by several international organizations. Scholars have mentioned that different terms are used to define business trends and business model (Fielt, 2013).

**Organizational content**

Researchers have discussed organizational content in a number of different aspects. Organizational culture is one of the important contents of an organization and this term has a high degree of ambiguity in terms of its explanation. The term organizational culture is derived from the metaphor named cultivated. Several past researchers have studied organizational culture as the climate of the organization. Some of the other authors considered it as the organizational practices that are developed by the organization over time (Glembocki & Dunn, 2010).

On the other hand, scholars mentioned that another important aspect of organizational content is the leadership of the organization. Leaders do a number of important things within the organization. The importance of a leader is to manage the culture of the organization after developing it. Therefore, in the context of management, culture is the important battleground in the context of service firms. Therefore, organizations need to consider the role of organizational context. Precisely, organizations should focus on the roles of top management to develop strategies. As a result, it is more likely that these factors will affect organizational performance (Ling, Simsek, Lubatkin, & Veiga, 2008).

Scholars have mentioned leadership as an activity that influences employees to achieve organizational goals and objectives. A combination of different leadership behaviours forms different leadership styles. The kind of leadership is determined by the way a leader set goals to reach organizational goals (Alonderiene & Majauskaite, 2016). To determine innovation within the organization, leadership style is the key. The context of work is defined and shaped by the organizational leaders. One of the best leadership styles is participative leadership which is associated with an innovative culture and high performance. On the other hand, transformational leaders ten to empower their followers and create an environment that in developing an innovative climate which leads to the development of deep innovative culture. Thus leaders are the key to manage the organizational culture that helps in the promotion of innovation (Szczepańska-Woszczyńska, 2015).

To attain competitive advantage by the organization innovations strategy is the key which outlines the way organizations have the intention to achieve organizational goal. Researchers have pointed out that the implementation of innovative strategy is much difficult than the formulation of innovative strategy. Thus
simultaneous assessment of the relationship among innovative strategy and organization culture is important for the evaluation of holistic cultural strategy (Chen, Huang, Liu, Min, & Zhou, 2018).

**Competitive Potential**

The competitive potential of the organization is the basic functioning of the organization. Organizations must analyze and consider the potential of the competitor on the regular basis to mitigate the chance of any unwanted results in the workplace. The factor of competitive potential decides the future direction of the organization. The competitive potential of the organization means superiority in the economic activity is subject of management level, competitiveness, industrial level, economic level and organizational level. A number of different elements are included in competitive potential including legal entities, physical entities, capabilities regarding facilities, intangible resources, financial resources, labour, material and natural resources which can be used by the organization to attain competitive advantage in the marketplace. The ability of the organization to sustain competitive performance helps the organization to improve the financial performance of the organization (Trapczynski, Jankowska, Dzikowska, & Gorynia, 2016).

**Relationship between Innovation Management and Business Trend**

Innovation of the organization is presented by a product, a practice or by an idea that is recently adopted and developed by the organization. Later on, according to the competition in the marketplace, organizations use this innovation management to gain a competitive advantage. Therefore, the activities which play an important part to get the product within the organizational limit is included in the struggle to gain competitive advantage (Ionescu & Dumitru, 2015).

The motivation of organization for the process of innovation takes place in several different forms namely reducing the environmental effect, replacement of outdated products, increasing range of the product, improving quality of product, acquiring new markets and increasing market share etc. all these factors acts systematically and all of the organizational activities are included in it (Vasić, Kilibarda, & Kaurin, 2019). The pressure of competition increases in present technological change. The competition is also enhanced based on consumer choices which increase in a shorter period, a product that guaranty safety at a low price with maximum quality of the product cannot be copied by the traditional organization. Therefore, only an innovative organization that is based on knowledge and information will be the organization that can survive in future. Such an organization will be flexible and will be able to perform well in the marketplace. They will tend to produce good quality products at low price in a very shorter period. Additionally, such firms can integrate new technology into the business in minimum time and cost (Obati, 2019).

**H1. Innovation Management is significantly related to Business Trend.**

**Innovation Management and Organizational Context**

Innovation is often viewed as an isolated event. But researchers have pointed that innovation is more of a process. Therefore, it should not be treated as an event. Past studies pointed that all successful companies have a culture that encourages innovation. The factors that create and enhance innovation at the workplace include processes, aspiration, environment and leadership at any organization. These key factors that create innovation at the workplace enhance organizational performance and break barriers create competitive advantage whereas, organizations that are low in innovation are mostly low in terms of organizational performance (Reguia, 2014). these firms are mostly under-equipped and have less chance to achieve their targets. Scholars have mentioned that organizations must be on the edge to remain competitive in the marketplace. They must be open to experimentation, regeneration. Improvisation and co-adaption. A top manager is very important in an innovative organization. They help in shaping the overall criteria of the organization in terms of myths, rituals, beliefs, language, ideologies and symbols. The main challenge faced by the managers of the organization is to support innovation and cultivate organizational culture. There must be clarity in the minds of the customers to manage the culture of the organization. Managers should have a clear understanding regarding the organizational goals and the way they can be achieved through specific values, norms and culture (Malaviya & Wadhwa, 2005).

Studies from past literature show that innovation at the workplace is affected by the values of leaders. Moreover, innovation within the organization can result from effective leadership. As a result, the productivity of the organization is increased and they will gain a competitive advantage and increase its productivity as well. If the leadership of the organization is supportive, there is the possibility of creativity within the organization as leaders.
encourage creativity in the staff. To influence innovation in the organization, leadership plays a very important role as they encourage a climate for innovation (Zaabi, Singh, & Ajmal, 2017).

H2. Innovation Management is significantly related to Organizational Context.

Innovation Management and competitive Potential

Innovation in the organization helps it to attain competitive advantage and sustainability which in turn provides a high level of profitability. For organizational profitability, innovations are more beneficial because of innovative and R&D activities. Researchers claimed that different policies and procedure to utilize resources are used by the innovative management system. Thus, management practice helps the organization in several different ways. The management of the organization cannot understand innovation in terms of process and product improvement that will lead to organizational sustainability (Hervas-Oliver, Sempere-Ripoll, Boronat-Moll, & Rojas-Alvarado, 2018).

Organizations attain high performance through the innovation culture of the organization. In other words, innovation affects the performance of an organization positively. Scholars have pointed that the financial performance of the organization is positively and significantly affected by innovation (Zhang, Khan, Lee, & Salik, 2019).

Innovation plays a very important role in the profitability of the organization as it helps to boost production, attain and sustain competitive advantage, strengthen market position and introduce new brands. Scholars have mentioned different avenues i.e. attain government support, improvement in productivity, export of goods and financial access through which profitability can be affected by innovation (Mai, Van Vu, Bui, & Tran, 2019). Innovation and strategy programs recommend leaders of the organization to be creative and agile. Employees will get sense of belongingness and stability because of stable culture (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016).

H3. Innovation Management is significantly related to competitive Potential.

Business Trend and Competitive Potential

There are several different areas in which business trends occur. The workforce of today is very competitive and diverse intensifying the competition. The pace of work is also accelerated by technology. On the other hand, communication is eased because of communication. The trend to form agreement of cooperation among different business is enhancing rapidly especially in high tech organization. Organizations should respond to the business trend after identifying them to sustain in the current business environment. If the business model is not properly adapted according to the competitive business environment, the organization will not be able to develop and sustain profitability despite good leadership, good governance, excellent people, superior products and technology. These new business models form an innovative culture in the organization. Thus, Business Trend and Competitive Potential are closely interrelated (Teece, 2010).

H4. Business Trend is significantly related to competitive Potential.

Organizational Context and Competitive Potential

To foster the belief that all of the people of the organization have to work together to achieve organizational goals, the main role is to be played by leaders. When the culture of the organization is aligned with competitive environment and culture of organizations, employees of these organization feels it easy to implement organizational strategies successfully. Organization do best in terms of engagement, profitability and productivity to be successful in the current marketplace (Alvesson & Sveningsson, 2015). The front-line managers and leaders are deeply associated with employees of the organization. Moreover, leaders of the organization listen to the organizational stakeholders carefully. The culture of an organization which is founded on strong norms, practices and values encourage employees to bring innovation to the organization and to be more competitive to perform better in the marketplace (Black & Venture, 2017). Thus, Organizational Context and Competitive Potential are closely interrelated.

H5. Organizational Contextis significantly related to competitive Potential.

H6: organizational context mediates the relationship between management innovation to operator and competitive potential.

The following framework is developed from the above literature
III. METHODOLOGY

Two methodological approaches i.e. qualitative and quantitative research approaches were used in this study. In other words, the present study adopted a mixed-method approach. The research questionnaire was designed on a Likert scale for the quantitative research design. For this purpose, data were collected from 320 employees and managers of logistic service business in Thailand, Bangkok. The present research adopted the stratified sampling technique which is part of random sampling. For the qualitative component of the research, this study conducted in-depth interviews of twenty executives and specialists who are dealing in the business of logistic in Bangkok, Thailand. Content analysis was used for the analysis of qualitative data. Whereas, SEM was used for the gathered quantitative data.

IV. RESULTS

4.1 Qualitative analysis

For the qualitative research component, in-depth interviews were conducted with 20 key informants including specialists and executives in the logistics service business. The researcher started the interview with simple questions, with the intention that the respondents can openly and easily express their perceptions and preferences about the concept under study. Response guided approach was used to comprehensively understand the organization’s competitive potential. A researcher asked multiple inquisitive questions. Respondents described several aspects which can influence the competitiveness of logistic service operators. Respondents communicated that the encouragement of creativity, change adaptability by the organization, openness and responsiveness to change, employees understanding the significance of knowledge for the performance of the organization affect the competitive potential of the organization. Interviews recorded and written in the form of statements. Data were analyzed with content analysis. Content analysis is used for deriving valid and replicable inference by interpretation and the coding of textual material. By systematic evaluation of text (oral communication and document) researcher quantified the qualitative data. The researcher analysed, quantify the reality, undertones and relations of specific arguments, notions or melodies. Melodies derived by the data interpretation process grouped into three categories. According to Spingle (1994), the categorization process is required if the identified items hold similar characteristics. The recognized categories are (1) management innovation of operators (2) organizational context (3) business trends. The first category comprehends such features (a) administrative system (b) service (c) working process (d) information technology (e) alliance (f) social media (g) corporate governance. The second category encompasses such characteristics (h) change business model (i) environment (j) competition. Third category composed of (k) culture (l) leadership (m) strategy.

4.2 Quantitative analysis

Table 1 shows the values of the mean and standard deviation of all the dimensions used in the study. All the dimensions meet the standard requirements to be used in the analysis.

<table>
<thead>
<tr>
<th>Variables</th>
<th>$\bar{X}$</th>
<th>SD</th>
<th>Interpretation</th>
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<tbody>
<tr>
<td>Competitive Potential</td>
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<td>Organizational Context</td>
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<td>Business Trend</td>
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<tr>
<td>Management innovation of Operator</td>
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</table>

Table 1Mean, Standard Deviation and interpretation of variables studied
Table 3 shows the factor loadings, T-values and the coefficient of determination. All the items (dimensions) have a factor loading greater than 0.7 (Hair et al., 2016) and the T-values greater than 1.96 (Wijanto, 2008). According to the standard criterion, the acceptable factor loadings of the dimensions is 0.70 while the T-value should be greater than 1.96. Therefore, all the dimensions are significant and can be utilized further in informing the latent variable. The coefficient of determination also fulfills the criterion of the dimension’s ability in the determination of latent variable. According to Hair, Andersen, Tatham and Black (1998) for the accomplishment of the reliability validity criterion, it is evident from the table that the reliability of the constructs is greater than 0.70 while the validity is greater than 0.48. Therefore, all variants can be utilized in further analysis.
Table 3. Factor Loadings. \( n = 320 \)

<table>
<thead>
<tr>
<th>Variable</th>
<th>( \lambda )</th>
<th>( \theta )</th>
<th>( t )</th>
<th>( R^2 )</th>
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<tbody>
<tr>
<td>1. Management innovation of Operator (INOMANG)</td>
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<tr>
<td>1.1 ADMSYS</td>
<td>.60</td>
<td>.65</td>
<td>11.09</td>
<td>.35</td>
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<td>1.2 SERVIC</td>
<td>.72</td>
<td>.49</td>
<td>14.17</td>
<td>.51</td>
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<tr>
<td>1.3 WORKPRO</td>
<td>.72</td>
<td>.48</td>
<td>14.05</td>
<td>.52</td>
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<tr>
<td>1.4 INFORM</td>
<td>.78</td>
<td>.38</td>
<td>16.09</td>
<td>.62</td>
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<tr>
<td>1.5 ALLIA</td>
<td>.81</td>
<td>.35</td>
<td>16.88</td>
<td>.65</td>
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<tr>
<td>1.6 SOCMED</td>
<td>.75</td>
<td>.44</td>
<td>15.12</td>
<td>.56</td>
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<td>1.7 CORGOV</td>
<td>.68</td>
<td>.54</td>
<td>13.28</td>
<td>.46</td>
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<td>( \rho_c = .88 ), ( \rho_v = .52 )</td>
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<td>2. Business Trend (BUSTRE)</td>
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<tr>
<td>2.1 CHBUMO</td>
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<td>.48</td>
<td>13.99</td>
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<tr>
<td>2.2 ENVIRO</td>
<td>.71</td>
<td>.49</td>
<td>13.78</td>
<td>.51</td>
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<tr>
<td>2.3 COMPET</td>
<td>.66</td>
<td>.57</td>
<td>12.52</td>
<td>.43</td>
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<td>( \rho_c = .73 ), ( \rho_v = .48 )</td>
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<td>3. Organizational Context (ORGCONT)</td>
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<tr>
<td>3.1 ORGCU</td>
<td>.67</td>
<td>.56</td>
<td>12.72</td>
<td>.44</td>
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<td>3.2 LEADER</td>
<td>.63</td>
<td>.60</td>
<td>11.84</td>
<td>.40</td>
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<td>3.3 STRAT</td>
<td>.72</td>
<td>.48</td>
<td>14.04</td>
<td>.52</td>
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<tr>
<td>( \rho_c = .71 ), ( \rho_v = .49 )</td>
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<td>4. Competitive Potential (POTEN)</td>
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<tr>
<td>4.1 PROFIT</td>
<td>.69</td>
<td>.53</td>
<td>13.12</td>
<td>.47</td>
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<tr>
<td>4.2 STABIL</td>
<td>.75</td>
<td>.44</td>
<td>14.54</td>
<td>.56</td>
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<td>4.3 DYNAM</td>
<td>.77</td>
<td>.40</td>
<td>15.21</td>
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<td>( \rho_c = .78 ), ( \rho_v = .54 )</td>
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\[ \chi^2 = 126.28, \text{ df} = 72, \text{ p-value} = .00008, \text{ RMSEA} = .049 \]

Figure 2. Conceptual model

Table 4. Parameter estimation result of direct effect coefficient, indirect effect and total effect from adjust model \((n=320)\)

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>( R^2 )</th>
<th>Influence</th>
<th>Independent variable</th>
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4.3 Structural Model Analysis

Table 3 displays that the structural model is a good fit model having the values of AGFI, CFI, GFI greater than 0.90 (Hair et al., 2006). From Table 3 it is clear that management innovation significantly positively affects the business trend with $\beta=0.95$. Similarly, management innovation significantly affects the organizational context with $\beta=0.98$. Management innovation significantly directly affects the competitive potential of the firm with $\beta=0.38$. Management innovation significantly indirectly affects the firm’s competitive potential via organizational context with $\beta=0.53$. Therefore, the organizational context partially mediates the effect of management innovation on the competitive potential of the firm. Organizational context significantly directly affects the competitive potential with $\beta=0.81$. While the business trend significantly positively affects the competitive potential of the firm with $\beta=0.28$.

V. CONCLUSION

Today’s dynamic and complex environment need to work effectively by collaborating. The research has determined that managing innovation at the current changing time is the most challenging task in the present era. The need of the time is that management of organizations should be highly concerned about organizational context, current business trends and competition.

Thus, managers (logistics service operators in Bangkok) must understand the importance of innovation and hence, they should work on making managerial policies coherent with the emphasis on the dynamic business model, business environment, organizational culture, leadership, organizational competition, strategy making, organizational profitability and stability. Innovation is the key for the businesses to develop competitive advantage in the market place. The culture as well as leadership of the organization has effect by the innovation capabilities of the logistic service provider as well. Results clearly demonstrate the business trends are effected by the innovation of the logistics services. The findings of the study also shows that potential of the competitors has the relationship with the innovation as well. The proposed mediation result is also supported by the findings of the study. All these factors practically work to make innovation management a ‘best practice’ model to influence organizational outcomes.

There are few limitations of the present study. The proposed model of the present study can be tested in any other geographical area in future research. Moreover, present model can be supported by any moderation effect like gender. The results of the present study are helpful for the policy makers of logistic services for their policy making. These findings can be beneficial for the academicians for their future studies. Present study has filled the gap of limited studies conducted in mixed methodology in the logistic sector of Bangkok.

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