Role Of Marketing Management, Leadership, And Participation Management On Efficient Performance In The Food Industry In Thailand

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Abstract
Thailand’s food industry shares a notable part of the national economy. Thailand is known as the second-largest food exporting country in Asia. Therefore, the present study investigates the role of various factors such as marketing management, leadership, participation management, and quality management that have prominent effects on efficient performance in the food industry in Thailand. A survey of 470 merchants who export food locally and internationally, was conducted to collect primary data. Then this primary data was analyzed to conclude the final results by using statistical software: Partial Least Square (PLS). It is clear from the results of the present study that marketing management, leadership, and participation management have a direct relationship with quality management and efficient performance. The present study helps local and international food merchants to grow their food businesses. Moreover, the present study will add significant value to the food industry in Thailand.

Keywords: Marketing management, leadership, participation management, quality management, and efficient performance.

1. Introduction
Thailand has long been called “the Kitchen of the world” (Chareonwongsak, 2017). However, over the past decades, the food industry of Thailand has received discontinuous support from the government. The role of the food industry in the national economy is very significant. Moreover, studies on these aspects are limited. According to the present study, the efficient performance of the food industry in Thailand is affected by prominent factors such as marketing management, leadership, participation management, and quality management.

In the present study, the relationship between marketing management, leadership, participation management, quality management, and efficient performance of the food industry will be investigated aimed to bring efficiency in the performance of the food industry. Moreover, the present study proposed to increase the business performance of local and international food merchants, especially in Thailand.

The present study will provide significant knowledge to the local and international food merchants in Thailand, to develop and boost their food businesses. With the help of the
present study, the food merchants will be able to understand the significance of marketing management, leadership qualities, participation management, and quality management. Furthermore, the present study will play a vital role in boosting the food industry in Thailand.

Plenty of studies are available in the previous literature exploring performance efficiency (Ma et al., 2018; Malathy, Kumar, Rashed, Vigneswaran, & Eeldien, 2019). However, only a few studies in the previous literature are available that explore efficiency in the performance of the food industry. The food industry of Thailand is also part of the previous literature however, there is no significant study available to investigate the role of marketing management, leadership, participation management, and quality management. Hence, the present study is a unique study that explores the role of marketing management, leadership, participation management, quality management for efficient performance in the food industry of Thailand.

Each quantitative study has both practical and theoretical implications. Theoretically, the present study describes that marketing management, leadership, and participation management have a positive effect on quality management and efficient performance in the food industry of Thailand. Moreover, quality management mediates the relationship between marketing management, leadership, participation management, and efficient performance respectively.

2. Literature Review

In the achievement of desired outcomes, efficiency means an ability to avoid wasting energy, effort, time, materials, and money. In other words, performance efficiency is the successful completion of the desired job without waste. However, efficiency itself is not a goal, instead, it is achieved by completing already determined targets (Schippers et al., 2020). According to the present study, efficient performance in the food industry of Thailand is possible by increasing the values of marketing management, leadership, participation management, and quality management. Hence, the following Figure 1 shows the theoretical framework of the present study.

![Figure 1](image_url)

**Figure 1.** The study's theoretical framework shows the relationship between marketing management, leadership, participation management, quality management, and efficient performance in the food industry of Thailand.

2.1 Marketing Management and Efficient Performance

Performance efficiency brings a peak level of performance that consumes the least number of inputs to obtain the prominent amount of output (Ilager, 2021). According to a past study, performance efficiency minimizes the waste of capital and resources such as time, energy, money, and physical material while achieving the desired result (Odejobi, Ajala, & Osuolale,
As per the present study, efficient performance in the food industry of Thailand means gaining maximum output without wasting the resources and capital used by the food merchants. Results of the present study show that the marketing management of merchants plays a significant role in the achievement of efficient performance. Because the marketing management system enables the merchants to develop a disciplined approach for the practical application of marketing techniques, orientation, and methods that ultimately promise efficiency in performance especially for the food industry in Thailand. Therefore, the increased value of marketing management causes efficient performance. Hence, it is hypothesized that.

H1: Marketing management has a positive effect on efficient performance.

2.2 Leadership and Efficient Performance

Leadership is a quality of a person, group, or organization that is used to guide or influence other teams, or individuals to perform a specific job (Castellano, Chandavimol, Khelladi, & Orhan, 2021). According to a prior study, merchants, or business holders without leadership qualities, mostly remain unsuccessful to achieve their business targets and due to that efficient performance for the businesses also remain unsuccessful (UDU, IGWE, & OBALI, 2021). Moreover, it is also clear from the past literature that the leadership qualities of a merchant bring significant positive changes in his/her business. According to the present study, the national and international merchants of food in the food industry in Thailand with prominent leadership qualities, remain successful to achieve an efficient performance. While the food merchants who do not possess prominent leadership qualities often struggle to produce efficiency in performance for the food industry in Thailand. Therefore, the leadership qualities of food merchants play a significant role in the achievement of efficient performance. Hence, it is hypothesized that.

H2: Leadership has a positive effect on efficient performance.

2.3 Participation Management and Efficient Performance

The participation management system has a significant value for those who are seeking to bring efficiency in performance especially in the food industry of Thailand (Laoprawatchai, 2021). According to the results of a prior study, businessmen often fail to achieve efficient performance when they have less or no participation, especially during the decision-making of business deals (Mashavira, 2021). Hence, the food merchants must develop the habit of showing full self-participation and promote fellow merchants and other workers to show their participation during all the important aspects of their business. The results of the present study show that the food merchants who don’t regularly practice the participation management system, often miss the important business deals that ultimately result in poor business performance. However, the food merchants that are operating their food business according to a strong participation management system always enjoy an efficient performance in the food industry of Thailand. Hence, it is hypothesized that.

H3: Participation management has a positive effect on efficient performance.

2.4 Marketing Management and Quality Management

Acceptable profit is the key purpose of marketing management (Hadrian, Milichovský, & Mráček, 2021). According to a previous study, the marketing management system is used to plan, control, organize, and implement marketing policies, programs, tactics, and various
strategies designed to satisfy the demand of business holders or organizations (Habib et al., 2021). However, according to the present study, a marketing management system adopted by food merchants promises a variety of prominent benefits that ultimately cause an increase in the value of the quality management system set by the merchants. As per the results of the present study, the food merchants practicing marketing management systems are frequently in the habit of meeting their customer requirements, they are often engaging with concerning people, bringing improvements, and making decisions based on evidence, and this shows a good practice of quality management system by the merchants. Hence, it is clear from the results of the present study, that the increased value of the marketing management system brings prominent improvement in the quality management system. Hence, it is hypothesized that.

H4: Marketing management has a positive effect on quality management.

2.5 Leadership and Quality Management

Quality management systems adopted by a food merchant in the food industry of Thailand, cause prominent positive changes even in the personality of the merchants (Takanashi, 2021). It is the quality management system that enables a food merchant to process various useful market approaches and causes continual improvement for the merchants. According to the present study, the leadership qualities of the food merchants also develop systematic and strategic approaches of the merchants in the food industry of Thailand (Yamnill & McLean, 2021). Moreover, the food merchants’ leadership qualities such as team development, ethical practice, self-development, and innovation are promising to maximize the value of customer focus, integrated system, communications, decision making, and employee commitment that ultimately cause a prominent quality management system. Hence, it is obvious from the results of the present study that increased value of leadership qualities of food merchants also increases the value of the quality management system. Therefore, it is hypothesized that.

H5: Leadership has a positive effect on quality management.

2.6 Participation Management and Quality Management

The participation management system is developed to improve performance (Liu, Yang, & Wu, 2021). Participation management system confirms regular involvement of workers in the management unit that increases their job satisfaction and ultimately results in lesser or no conflicts in the workplaces which is considered a good way to maintain quality management. According to a past study, businesses without the proper practice of participation management systems even often miss identifying issues regarding quality management (Naveed Bin Rais et al., 2021). The present study shows that the food merchants who give full value to the participation management system and allow their workforce to cooperate with the management unit, easily achieve prominent values for quality management. While the merchants who don’t pay attention to the implication of the participation management system, often lose efficiency in quality management. Moreover, quality management for the food merchants has a significant value because it provides systematic access to prefer process improvement. Hence, it is hypothesized that.

H6: Participation management has a positive effect on quality management.

2.7 Quality Management and Efficient Performance
Quality management is directly influenced by several factors such as integrity, honesty, and courtesy (Sirimongkol, 2021). According to the present study, quality management adopted by the food merchants in the food industry of Thailand has significant importance especially regarding efficient performance in their food business. With the proper execution of quality management systems, the food merchants often stand with prominent performance for their food businesses (Sfredo, Vieira, Vidor, Gonçalves, & Giacomello, 2021). Because quality management systems cause less waste and greater efficiency, an improved understanding of consumer and customer needs, boosts customer satisfaction, better control of basic business methods, and brings regulation in profitable business practices. Moreover, quality management also brings continuity in the performance through setting targets in regular preference for the execution of the remaining tasks. Hence, it is obvious from the results of the present study, that the increased value of quality management promises an increase in efficient performance especially for the food merchants in the food industry of Thailand. Hence, it is hypothesized that:

H7: Quality management has a positive effect on efficient performance.

3. Research Methodology

Food merchants in the food industry of Thailand were considered the respondents of the present study. Initially, by self-visiting the food industry for a month, a contact list of the food merchants was created. This basic contact information of the corresponding respondents was obtained through a personal meeting with every individual respondent. However, during the one-to-one meeting with every respondent, all the respondents were briefly told about the objectives of the present research individually. This basic contact information contains basic contact information of the respondents such as their contact cell number, email address, and postal address. However, 650 respondents were short-listed in the list by following the sample size of the present study. The sample size of the present study was 650 which is considered a very good sample size.

As the nature of the present study is quantitative hence quantitative research method was approved for the successful conduction of the present study. Moreover, the area cluster sampling approach was preferred because the area cluster sampling approach is considered one of the best approaches when the area under consideration is very wide.

After the selection of the area cluster sampling approach, a questionnaire consisting of three major parts was designed. In the first part of the questionnaire, the respondents were responsible to answer the question about their demographic information such as respondents’ name, age, qualification, and national and international experience. In the second part of the questionnaire, the respondents were responsible to answer 15 questions based on a 5-point Likert scale starting from “1” as “Strongly Agree” to “5” as “Strongly Disagree”. In the third part of the questionnaire, the respondents were responsible to answer the questions related to the key variable of the present study such as marketing management, leadership, participation management, quality management, and efficient performance.

Hence, the copies of the questionnaire were distributed among the respondents of the present study by using the email addresses of each corresponding respondent. Hence, after 30 days of the initial email sent to the respondents, there were 315 responses received. Hence, a reminder message was sent to the rest of the respondents by using their cell numbers. after 15 more days of the reminder message, there were 210 more responses received. Initially, in total there were 525 responses received. However, 55 responses were excluded because these...
55 responses contained ambiguities. Hence, the rest 470 responses were used as primary data for the present study. PLS was used to obtain results from this primary data.

4. Data Analysis

According to the literature, Structural Equation Modeling (SEM) is one of the most significant statistical technique to analyze the primary data (Hair Jr, Hult, Ringle, & Sarstedt, 2016; Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018; Henseler et al., 2014). Therefore, this study analyzed the data through SEM by using Partial Least Square (PLS). In the first step of SEM through PLS, factor loadings were examined which is above 0.5 for all items. This process is given in Figure 2 and factor loadings are reported in Table 2.

Figure 2. Measurement Model

Table 1. Factor Loadings

<table>
<thead>
<tr>
<th></th>
<th>Efficiency Performance</th>
<th>Leadership Management</th>
<th>Marketing Management</th>
<th>Participation Management</th>
<th>Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>EP1</td>
<td>0.807</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>EP2</td>
<td>0.824</td>
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<td></td>
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<tr>
<td>EP3</td>
<td>0.818</td>
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</tr>
<tr>
<td>EP4</td>
<td>0.805</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>EP5</td>
<td>0.822</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LE1</td>
<td>0.901</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LE2</td>
<td>0.891</td>
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<td></td>
</tr>
<tr>
<td>LE3</td>
<td>0.871</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>M</td>
<td>0.872</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M1</td>
<td>0.792</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M2</td>
<td>0.738</td>
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</tbody>
</table>
The assessment of factor loadings is not sufficient to address the PLS measurement. It also requires examining the composite reliability (CR) which must be above 0.7. Additionally, average variance extracted (AVE) is also needed to confirm along with the discriminant validity which is shown in Table 4. The value of CR and AVE must be higher than 0.7 and 0.5 (Hair, Hollingsworth, Randolph, & Chong, 2017), respectively. Table 3 shows that all the values are above minimum threshold level.

Table 2. Reliability and Convergent Validity

<table>
<thead>
<tr>
<th></th>
<th>Alpha</th>
<th>rho_A</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency Performance</td>
<td>0.874</td>
<td>0.879</td>
<td>0.908</td>
<td>0.664</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.867</td>
<td>0.885</td>
<td>0.918</td>
<td>0.788</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>0.839</td>
<td>0.861</td>
<td>0.892</td>
<td>0.674</td>
</tr>
<tr>
<td>Participation Management</td>
<td>0.839</td>
<td>0.852</td>
<td>0.892</td>
<td>0.674</td>
</tr>
<tr>
<td>Quality Management</td>
<td>0.798</td>
<td>0.81</td>
<td>0.868</td>
<td>0.624</td>
</tr>
</tbody>
</table>

Table 3. HTMT

<table>
<thead>
<tr>
<th>Efficiency Performance</th>
<th>Leadership Management</th>
<th>Marketing Management</th>
<th>Participation Management</th>
<th>Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency Performance</td>
<td>0.635</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td>0.715</td>
<td>0.83</td>
<td></td>
</tr>
<tr>
<td>Marketing Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participation Management</td>
<td></td>
<td>0.805</td>
<td>0.847</td>
<td>0.847</td>
</tr>
<tr>
<td>Quality Management</td>
<td></td>
<td>0.822</td>
<td>0.82</td>
<td>0.769</td>
</tr>
</tbody>
</table>

The measurement model is needed to confirm before to check the relationship between variables. This study examined factor loadings, CR, AVE and discriminant validity to assess...
the measurement model. Now this study analyzed the structural model which is shown in Figure 3 (Henseler, Ringle, & Sinkovics, 2009). In this process, the hypotheses development in literature review was tested with the help of t-value and beta value. T-value must be higher than 1.96 to accept the hypotheses. Table 5 shows the results of the study and it is found that all the hypotheses have t-value above 1.96. Thus, results confirmed that all the hypotheses are supported.

![Figure 3. Structural Model](image)

**Table 4. Results**

| Hypothesis                      | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---------------------------------|---------------------|-----------------|-----------------------------|-----------------|----------|
| Leadership -> Efficiency Performance | 0.022               | 0.021           | 0.011                       | 1.989           | 0.04     |
| Leadership -> Quality Management  | 0.28                | 0.276           | 0.074                       | 3.773           | 0        |
| Marketing Management -> Efficiency Performance | 0.174               | 0.179           | 0.07                        | 2.471           | 0.01     |
| Marketing Management -> Quality Management  | 0.027               | 0.026           | 0.013                       | 1.999           | 0.04     |
| Participation Management -> Efficiency Performance | 0.283               | 0.277           | 0.114                       | 2.477           | 0.01     |
| Participation Management -> Quality Management  | 0.606               | 0.61            | 0.124                       | 4.871           | 0        |
| Quality Management ->           | 0.377               | 0.381           | 0.108                       | 3.498           | 0.00     |
Efficiency Performance

5. Discussion

The first three hypotheses of the present study are: “Marketing management has a positive effect on efficient performance”, “Leadership has a positive effect on efficient performance”, and “Participation management has a positive effect on efficient performance” respectively. Evidence from a past study shows that efficient performance is one of the basic purposes of the food industry. However, various strategies and approaches are practices to achieve efficient performance especially capitalizing on marketing management, leadership, and participation management. Marketing management, leadership, and participation management play a significant role in the achievement of efficient performance.

The fourth, fifth, and sixth hypotheses of the present study are: “marketing management has a positive effect on quality management”, “leadership has a positive effect on quality management”, and “participation management has a positive effect on quality management.” Food industries with a good practice of marketing management, leadership, and participation management are easy to manage the quality of their products that ultimately cause for increases in their business performances. With quality management, food industries stay in longer periods of efficient business performance.

The seventh hypothesis of the present study is: quality management has a positive effect on efficient performance. Quality management allows the industry to maintain its business performance for the long term. Industries with poor quality management often struggle even to achieve their initial business targets. Hence, quality management has significant importance to achieve an efficient performance.

6. Conclusion

A positive change in marketing management promises positive change in the quality management and efficiency in performance for the food merchants in the food industry of Thailand. It is also clear from the results of the present study that good practice of leadership qualities causes positive changes in the quality management and efficient performance of the food merchants. Also, obvious that the increased value of participation management increases the quality management and efficient performance of the food merchants. Moreover, PLS was used to analyze primary data collected from the respondents of the current study. The present study is helpful for the food merchants to boost their food-related businesses by knowing and understanding the relationship between marketing management, leadership, participation management, quality management, and efficient performance. Furthermore, the present study helps the practitioners in the food industry of Thailand to take steps and measures which will add meaningful benefits for the industry. Additionally, it is recommended to investigate the role of psychological factors such as merchant’s personality, motivation, satisfaction, and their devotion for the food businesses are mandatory to know exactly the value of the efficient performance of the food industry in Thailand. And it is also suggested to evaluate psychological factors affecting the customer and end consumer of the food industry of Thailand. Hence, real value and factors involved in the efficient performance of the food industry can be established. Several factors directly impact the efficient performance of the food industry in Thailand. The role of psychological factors has prominent effects on efficiency in food business performance in the food industry of Thailand which are not addressed in this study. Therefore, the present study has not patronized the role of these psychological factors due to limitations, resources, time, and scope of the study.
References


