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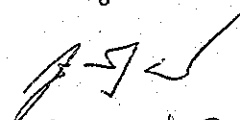
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STRATEGIC HUMAN CAPITAL FOCUS, MARKETING INNOVATION, AND FIRM SUCCESS OF EXPORTING FURNITURE BUSINESS IN THAILAND

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ABSTRACT

The study investigates the effects of strategic human capital focus on marketing innovation and firm success. According to the existing literature, strategic human capital focus is an origin of marketing innovation that leads to firm success. Thus, strategic human capital focus is important for a long-term survival of firms. Based on human capital theory and knowledge-based view, we postulate that strategic human capital focus create the contextual influence on marketing innovation, and leading to firm success. The sample of 779 furniture export businesses in Thailand and statistics used are tested by ordinary least squared regression. In addition, response bias, validity and reliability were examined by researcher. The results reveal that strategic human capital focus has an impact on marketing innovation. Furthermore, marketing innovation has a positive relationship with firm success. Consequently, theoretical and managerial contributions, and suggestions for future research are presented.

Keywords: *Strategic Human Capital Focus, Marketing Innovation*

1. INTRODUCTION

During the rapid expansion of the currents globalization, business competition has changed dramatically from the economic fundamentals of the industry become a knowledge-based economy. Intangible assets became a key component in added value creation to the organization. The current business focus on tangible assets increasingly. Guthrie (2001) has indicated that the success of an organization does not depend only on tangible assets, but also depends on the ability of personnel knowledge creation in organizations which are not tangible assets of their firms. Knowledge has become a key competitive advantage in the era of marketing environment that changing rapidly and dynamism (Nonaka and Toyama, 2003). Moreover, Shih, Chang, and Lin (2010) suggested that knowledge as a key competitive weapon in the world of business. The most important feature of management required in the twentieth century is the increasing number of workers who have knowledge and the addition of work which using knowledge and skills (Huang and Wu, 2010). The importance thing is new strategy using to make its competitive advantage within the rapidly change of external environment. Therefore, the use of strategies to improve the productivity of employees for create greater value to the organization becomes important consideration.

Many researchers in human resource management suggestion that human capital is one of intangible asset as the profit in knowledge base economic era (Bontis and Fitz-enz, 2002). Moreover, it is the resource and core competency that make the firm to sustainable competitive advantage in globalization as present (Becker, Huselid, and Ulrich, 2001; Lepak and Snell, 1999). Due to the concept of strategic management, human capital is more ability of firm to higher competitive advantage that result from employees who are the most importance asset of firm (Memon, Mangi, and Rohra, 2009). In the viewpoint of human capital, it is emphasize with the role of human resource. Human resource department is perceived that the expense unit over than the revenue unit (Beames, 2003). However, many researchers (Becker and Huselid, 1998; Wright, Dunford, and Snell, 2001; Wright, McMahan, and McWilliams, 1994) defended that human capital is the asset which can build more importance strategic value with their firms. Then, it can build the competitive advantage such as new technology or new production procedure of the firms. Human capital strategy becomes a part of benefit making and better performance of firms (Marimuthu, Arokiasamy, and Ismail, 2009). Organizations have struggled to find suitable workers through strategic focus on human capital not only for achieve business goals, but also to provide business with the survival and sustainable growth as well. Therefore, strategy focuses on the human capital of the organization are important changes that will lead to organizational success and competitive advantage in the future.

Considering to furniture export business in Thailand, Pataraarechachai (2012) and Than newspaper (2012) (<http://www.thanonline.com>) has reported that the country's furniture export business has

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expanded and grown steadily. The furniture export business has expanded and competition increased due to increasing demand. Due to the concept of Pongpearchan (2010) and the research of Jirawuttinunt (2011) believed that Thailand's furniture export business with a strategy focused on human capital consists of human resource investment, knowledge intensive proactiveness, human capital value awareness, and staff learning utilization will effect to marketing innovation and service of furniture export business in Thailand and will contribute to the success of the organization in the end. However, a review of literature found that research describing the relationship of strategic human capital focus in the context of furniture export business in Thailand still limited.

From the reasons mentioned above, we interest in the relationship between strategic human capital focus and firm success of the furniture export business in Thailand. The objective of this study is to examine the relationship between strategic human capital focus that consists of human resource investment, knowledge intensive proactiveness, human capital value awareness, and staff learning utilization which effect to creation of innovative marketing and service. Then, it will contribute to the success of the country's furniture export business in the end. The results of this study can be used as guidelines for the development, administration of furniture export business of Thailand in planning, development, implementation and deployment of business furniture exports. Then, this result can improve business development of furniture export business in Thailand to achieve the objectives of entrepreneur and help alleviate problems with the situation of furniture export business of Thailand including the ability to leverage competitive maximize efficiency.

2. RELEVANT LITERATURE REVIEW AND RESEARCH HYPOTHESES

Since the early 1960s, the concept of human capital has been introduced as a field of illustrating attention to the contribution of labor to company performance. Human capital theory argues that changes in wages arise because of differences in human capital (Schultz, 1961). However, unlike the meaning traditionally associated with the term labor, human capital theory indicates that individuals with more or higher quality human capital (i.e. skills, knowledge and expertise developed through education, personal experience and training) can achieve higher performance (Becker, 1962; Barney, 1991; Saffu and others, 2008).

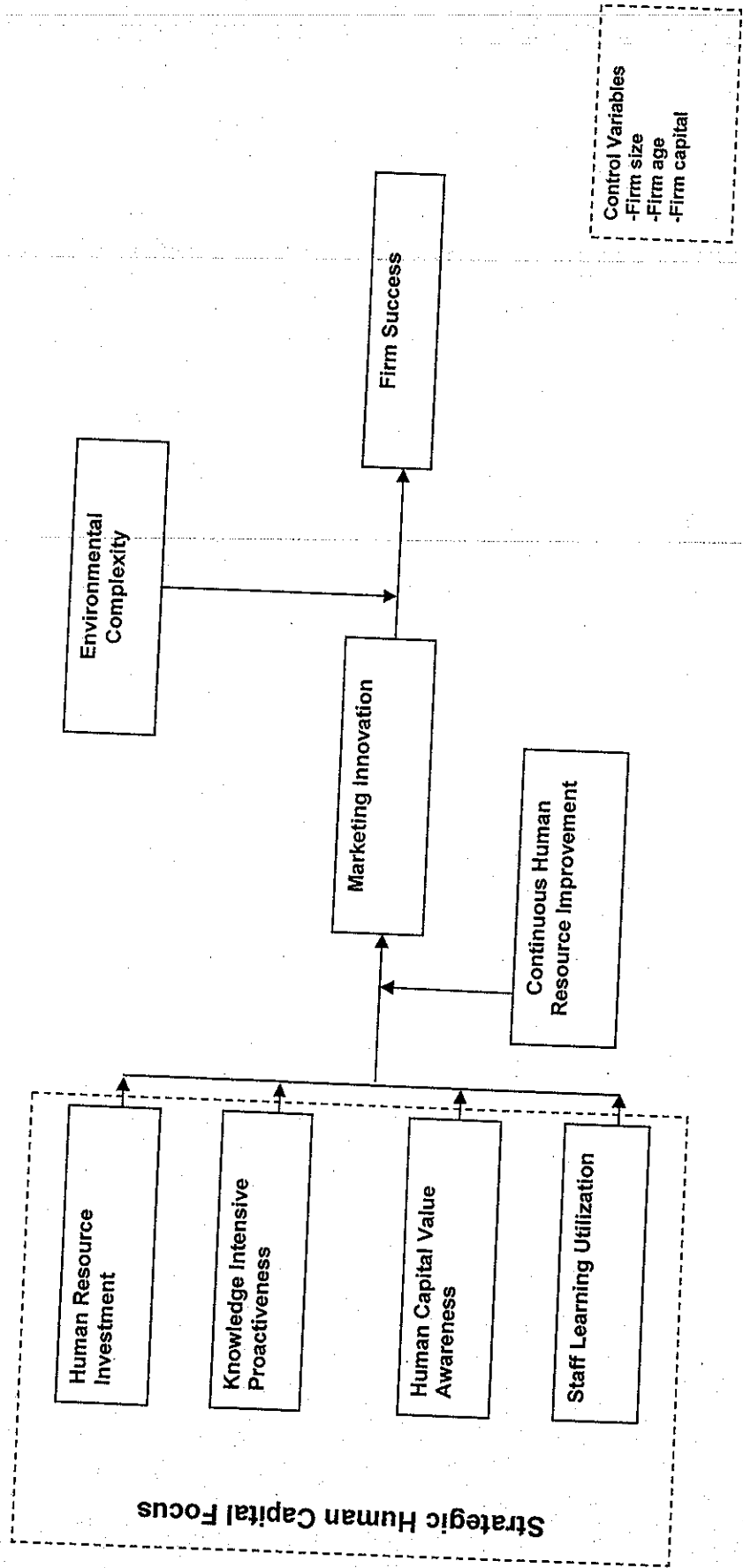
The knowledge-based view of the firm is an expansion and fulfillment of the resource-based view (RBV) of the firm because it considers that organizations are value and heterogeneous entities loaded with knowledge (Grant, 1996; Hoskisson and others, 1999). The RBV points out that knowledge is the basis for competition while knowledge-based theory of the firm considers knowledge as the most strategically significant resource of a firm (Connor and Prahalad, 1996; Nonaka, 1994). In line with KBV, its assumption argues that knowledge-based resources such as human capital are usually difficult to imitate, socially complex, heterogeneous knowledge bases, and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Grant, 1996; Kogut and Zander, 1992).

Therefore, from the basic of human capital theory and knowledge-based view, strategic human capital focus is the competency of leader in strategic adaptation on human resource. This is, the strategy of entrepreneur focused on the ways to create innovation of marketing. Thus, it is believed that the using of strategic human capital focus is the force to marketing innovation under supportive from continuous human resource improvement effect to firm success in the end. Whereas the environmental complexity might be make the relation between marketing innovation and firm success weaker. Thus, the concept can be summarized as shown in Figure 1.

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FIGURE 1
MODEL OF LINKING STRATEGIC HUMAN CAPITAL FOCUS ON MARKETING INNOVATION AND FIRM SUCCESS



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2.1 Strategic Human Capital Focus.

Strategic human capital focus (SHCF) is a key element of this research. Mayo (2000) gives a definition of human capital as: a capability, knowledge, skill, experience, and networking, with the ability to make results success and the potential for growth; it is person motivation in the form of aspirations, desire, drives, work motivations and efficiency; work group efficacy in the form of supportiveness, reciprocal respect sharing and values; headship in the form of clearness of vision and ability to communicate that vision; organizational climate in the form of culture particularly the freedom to innovate, openness, flexibility and respect for the person. Strategic human capital focus is defined as the strategies to create or support human capital.

This research proposes four dimensions of SHCF which literatures. Those four distinctive dimensions consist of human resource investment, knowledge intensive proactiveness, human capital value awareness, staff learning utilization. A more detailed discussion of these dimensions is provided below.

2.1.1 Human Resource Investment.

Human resource investment refers to the activities in developing or improving human capital, which including education, training and all aspects that are directly attributable to greater productivity and organizational goals (Lepak and Snell, 1999; Pongpearchan, 2010; Jirawuttinunt, 2011). Nahapiet and Ghoshal (1998) consider that organizational innovativeness is closely related to human capital and organizational learning. More-highly-educated and more highly- skilled workers have been found not only to be able to adapt more rapidly and efficiently to new tasks and technologies, but also to be a direct source of innovation. In fact, education and even previous informal training have been found to increase substantially a worker's ability to be innovative on the job. Thus, it is more likely that human resource investment will affect marketing innovation of the firms. This leads to the hypothesis posited as below:

Hypothesis 1: The human resource investment will have a positive influence on marketing innovation.

2.1.2 Knowledge Intensive Proactiveness.

Knowledge intensive proactiveness refers to the ability of an organization to stimulate, promote and support facilities to employees, to create new knowledge including new management structure, new corporate culture and new technologies creation (Collins and Smith, 2006; Cohen and Levinthal, 1990). Chang and Lee (2008) indicated that the capability to obtain knowledge can positively and significantly affect knowledge administrative and technical innovation. Thus, it is more likely that knowledge intensive proactiveness will affect marketing innovation of the firms. It leads to develop the hypothesis posited as below:

Hypothesis 2: The knowledge intensive proactiveness will have a positive influence on marketing innovation.

2.1.3 Human Capital Value Awareness.

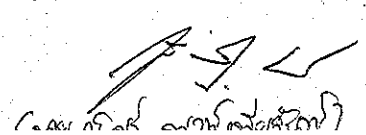
Human capital value awareness refers to the recognition of the importance of human capital for organization is a valuable asset through the creation of knowledge, skills, talent and ingenuity of work to achieve the organization's mission and strategic goals (Diez and others, 2010 ; Wright and Snell, 2005). In line with Roos, Bainbridge, and Jacobsen (2001), the value of human capital assesses from competence, attitude and intellectual agility of employees. Competence generates value through knowledge, skills, talent and know-how; attitude included in value generated by behavior of the employee in workplace and intellectual ability is the ability to innovate and change practices, reflecting on problems and reaching innovative solutions (Diez and others, 2010). Thus, it is more likely that human capital value awareness will affect marketing innovation of the firms. This leads to the hypothesis posited as below:

Hypothesis 3: The human capital value awareness will have a positive influence on marketing innovation.

2.1.4 Staff Learning Utilization.

Staff learning utilization refers to the conditions of organizations that can take advantage of the learning of employees by using the expertise and experience for decision problems, supportives the

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initiative of employees and other ways to increase their knowledge and skills in the workplace (Lepak and Snell, 1999). Employees with flexible human capital imply that they are able to work on different tasks and under diverse situation and that the costs and time needed to mobilize employees into new duties or jobs are low (Van Den Berg and Van Der Velde, 2005) and, in turn, gaining high performance work system (Becker and Huselid 1998) and innovative performance (Santos-Rodrigues and others, 2010; Mavondo, Chimhanzi, and Stewart, 2005). From the concept which refers above, it is more likely that staff learning utilization will affect marketing innovation of the firms. This leads to the hypothesis posited as below:

Hypothesis 4: The staff learning utilization will have a positive influence on marketing innovation.

2.2 Marketing Innovation.

Marketing innovation refers to the competency of firms to develop marketing approach, new products and services to effectively by themselves or visible to the customer. This will apply new marketing methods, strategy using in advertising and new pricing method. This may include the development of new products and services, finding new channels to reach customers, and discovering new business opportunities (Charpavang, 2010; Jirawuttinunt, 2011). According to Hult, Hurley and Knight (2004), they propose that innovativeness relates to the firm's capacity to engage in innovation; that is, the introduction of new processes, products, or ideas in the organization. This capacity to innovate is among the most important factors that impact business performance. Thus, it is likely that marketing innovation will lead to firm success. And hence, this leads to the hypothesis posited as below:

Hypothesis 5: Marketing innovation will have a positive influence on firm success

2.3 Continuous Human Resource Improvement.

Continuous human resource improvement is defined as continuous staff development as cycle which employees are encouraged to have their own planning and development their works that will benefit the future work of employee (Garofano and Salas, 2005). Also, continuous improvement is an employee's learning characteristics that knowledge is acquired mainly through education and training in programs, communication or interaction with the external environments such as clients, conservations through dialogue and participative decision making teamwork and group problem-solving. It leads to new levels of thinking and creation of new ideas and creativity, and knowledge, both internal and external, allowing individual knowledge to be constantly renewed, widened, and improved (Goh and Richards, 1997). Thus, it is possible that continuous human resource improvement will moderate the relationship between strategic human capital focus and marketing innovation. Therefore, the hypotheses are posited as below:

Hypothesis 6a: The continuous human resource improvement will positively moderate the relationships between human resource investment and marketing innovation.

Hypothesis 6b: The continuous human resource improvement will positively moderate the relationships between knowledge intensive proactiveness and marketing innovation.

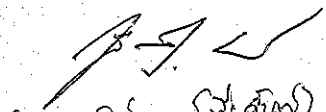
Hypothesis 6c: The continuous human resource improvement will positively moderate the relationships between human capital value awareness and marketing innovation.

Hypothesis 6d: The continuous human resource improvement will positively moderate the relationships between staff learning utilization and marketing innovation.

2.4 Environmental Complexity

Environmental complexity refers to environmental that allows businesses faced difficulties in implementation such government regulations change, technological change, changing in the distribution of raw materials and so on (Charpavang, 2010). Moreover, these refer to the number of relevant factors complicate available for firms' consideration, how relevant the factors are and the number of judgments that must be made (Wood, 1986). Owner-managers facing a complex environment perceive considerable uncertainty and face greater information-processing requirements (Dess and Beard, 1984). Hence, it is possible that environmental complexity will negatively moderate the relationship between marketing innovation and firm success. Therefore, the hypotheses are posited as below:

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Hypothesis 7: The environmental complexity will negatively moderate the relationships between marketing innovation and firm success.

2.7 Firm Success

Firm success in this research refers to the acceptance of customer as professional business, the increasing of new customer continuously, the continuous growth of operation in total (Schutjens and Wever, 2000).

3. RESEARCH METHOD

3.1 Sample Selection and Data Collection Procedure

Population was 779 furniture export businesses in Thailand obtained from the database of Department of International Trade Promotion, Ministry of Commerce, Thailand. The executive or managers were selected as key informants as prior research has indicated that they involved in outcome development activities and motivation (Tjosvold and Moy, 1998). One choice of a single industry limits problems resulted from a sample of firms from different industries. Different industries increase extraneous sources of variance and thus require the inclusion of many inter-industry factors to account for heterogeneity of estimates (Kyriakopoulos and Ruyter, 2004). A mail survey was used for data collection through a research tool of questionnaire in April, 2013. After 3 weeks, we received 307 questionnaires returned. A total of 79 were returned undeliverable. Thus, 228 questionnaires were received and usable making a response rate of 32.57 percent. According to Aaker et al. (2001), the response rate for a mail survey, without an appropriate follow-up procedure, is not less than 20 percent. Therefore, the response rate of this study is considered acceptable.

3.2 Method

The ordinary least squared (OLS) regression analysis was used to assess all hypotheses in this study. Factor analysis was utilized for construct validity first. The factor analyses managed were done separately on each set of the items describing a specific scale due to limited observations. Employing a varimax, orthogonal rotation, the results if the principal components factor analysis reveal seven-factor solution. With respect to the confirmatory factor analysis, this analysis has a high potential to expand the component loadings. All factor loadings are greater than the .40 (Nunnally and Berstein, 1994) cut-off and are statistically significant.

The reliability of the measurements in this study was evaluated by Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients are greater than 0.70 (Nunnally and Berstein, 1994). The scales of all measures appear to produce internally consistent results; thus, these measures are deemed appropriate for future analysis because they express an accepted validity and reliability in this study. Table 1 shows the results for both factor loadings and Cronbach alpha for multiple-item scales used in this study.

Finally, the non-response bias was tested for independent two samples. A comparison of first wave and second wave data is recommended by Rogelberg and Stanton (2007). The test shows that statistics for respondent characteristics (i.e. gender, age, marital status, education level, work experience, income, and position) and firm characteristics (i.e. firm type, firm age, number of employees, firm capital, and firm income) had no significant differences between the first wave (early) and the second (late) respondents. Therefore, non-response bias was not significant.

**TABLE 1
RESULTS OF MEASURE VALIDATION**

Items	Factor Loadings	Cronbach Alpha
Human Resource Investment (HRI)	.743 - .778	.815
Knowledge Intensive Proactiveness (KIP)	.788 - .873	.835
Human Capital Value Awareness (HCVA)	.833 - .900	.884
Staff Learning Utilization (SLU)	.729 - .860	.856
Marketing Innovation (MI)	.649 - .864	.874
Firm Success (FS)	.721 - .880	.809
Continuous Human Resource Improvement (CHRI)	.856 - .905	.858
Environmental Complexity (EC)	.619 - .747	.726

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3.3 Questionnaire Development and Variable Measurement

To examine the relationships mentioned earlier, we developed a questionnaire to assess strategic human capital focus, marketing innovation, and firm success; strategic human capital focus and environmental complexity as moderator; firm age, firm size, and firm capital as control variables. Firm success is a dependent variable.

All items were measured on a 5-point scale ranging from '1= strongly disagree' to '5=strongly agree'. Firm success refers to satisfaction of performance (i.e. sale growth, profit, new customer, customer loyalty, and lower turnover). The managers who were familiar with the work behavior indicated how the outcome of each item was rating. All items are new scale. Strategic human capital focus includes 18 items. Mediator variable is marketing innovation (5 items). We modified the following scales to address the moderators as strategic human capital focus (3 items) and environmental complexity to be assessed by 4 items. Finally, we created scales to assess firm success by 4 items. There were three control variables in this study namely, firm size, firm age, and firm capital. Previous research has shown that all control variables influence the capacity of a firm to operate business in order to achieve performance (Ussahawanitchakit, 2005).

OLS is an appropriate method for examining the hypothesized relationship. In this study, the models of the aforementioned relationships are as follows.

$$\begin{aligned}
 \text{Equation 1: MI} &= \beta_{001} + \beta_1 \text{HRI} + \beta_2 (\text{FS}) + \beta_3 (\text{FA}) + \beta_4 (\text{FC}) + \varepsilon_1 \\
 \text{Equation 2: MI} &= \beta_{002} + \beta_5 \text{KIP} + \beta_6 (\text{FS}) + \beta_7 (\text{FA}) + \beta_8 (\text{FC}) + \varepsilon_2 \\
 \text{Equation 3: MI} &= \beta_{003} + \beta_9 \text{HCVA} + \beta_{10} (\text{FS}) + \beta_{11} (\text{FA}) + \beta_{12} (\text{FC}) + \varepsilon_3 \\
 \text{Equation 4: MI} &= \beta_{004} + \beta_{13} \text{SLU} + \beta_{14} (\text{FS}) + \beta_{15} (\text{FA}) + \beta_{16} (\text{FC}) + \varepsilon_4 \\
 \text{Equation 5: MI} &= \beta_{005} + \beta_{17} \text{HRI} + \beta_{18} \text{CHRI} + \beta_{19} (\text{HRI} \times \text{CHRI}) + \beta_{20} (\text{FS}) + \beta_{21} (\text{FA}) \\
 &\quad + \beta_{22} (\text{FC}) + \varepsilon_5 \\
 \text{Equation 6: MI} &= \beta_{006} + \beta_{23} \text{KIP} + \beta_{24} \text{CHRI} + \beta_{25} (\text{KIP} \times \text{CHRI}) + \beta_{26} (\text{FS}) + \beta_{27} (\text{FA}) \\
 &\quad + \beta_{28} (\text{FC}) + \varepsilon_6 \\
 \text{Equation 7: MI} &= \beta_{007} + \beta_{29} \text{HCVA} + \beta_{30} \text{CHRI} + \beta_{31} (\text{HCVA} \times \text{CHRI}) + \beta_{32} (\text{FS}) + \beta_{33} (\text{FA}) \\
 &\quad + \beta_{34} (\text{FC}) + \varepsilon_7 \\
 \text{Equation 8: MI} &= \beta_{008} + \beta_{35} \text{SLU} + \beta_{36} \text{CHRI} + \beta_{37} (\text{SLU} \times \text{CHRI}) + \beta_{38} (\text{FS}) + \beta_{39} (\text{FA}) \\
 &\quad + \beta_{40} (\text{FC}) + \varepsilon_8 \\
 \text{Equation 9: FS} &= \beta_{009} + \beta_{41} \text{MI} + \beta_{42} (\text{FS}) + \beta_{43} (\text{FA}) + \beta_{44} (\text{FC}) + \varepsilon_9 \\
 \text{Equation 10: FS} &= \beta_{010} + \beta_{45} \text{MI} + \beta_{46} \text{EC} + \beta_{47} (\text{MI} \times \text{EC}) + \beta_{48} (\text{FS}) + \beta_{49} (\text{FA}) + \beta_{50} (\text{FC}) + \\
 &\quad \varepsilon_{10}
 \end{aligned}$$

Where, MI is Marketing Innovation; FS is Firm Size; FA is Firm Age; FC is Firm Capital; HRI is Human Resource Investment; KIP is Knowledge Intensive Proactiveness; HCVA is Human Capital Value Awareness; SLU is Staff Learning Utilization; CHRI is Continuous Human Resource Improvement; EC is Environmental Complexity; FS is Firm Success.

4. RESULTS

**TABLE 2
DESCRIPTIVE STATISTICS AND CORRELATION MATRIX**

Variables	HRI	KIP	HCVA	SLU	MI	FS	CHRI	EC
Mean	3.68	3.93	4.04	4.03	3.58	3.58	3.81	3.82
S.D.	.64	.62	.65	.55	.73	.58	.76	.57
Human Resource Investment (HRI)								
Knowledge Intensive Proactiveness (KIP)	.616**							
Human Capital Value Awareness (HCVA)	.484**	.745**						
Staff Learning Utilization (SLU)	.421**	.529**	.608**					
Marketing Innovation (MI)	.239**	.184**	.348**	.061				
Firm Success (FS)	.307**	.326**	.430**	.297**	.495**			
Continuous Human Resource Improvement (CHRI)	.658**	.736**	.677**	.578**	.147*	.294**		
Environmental Complexity (EC)	.281**	.266**	.418**	.237**	.262**	.189**	.480**	
Firm Size (FS)	.187**	.153*	.065	-.052	.011	-.057	.147*	.184**
Firm Age (FA)	-.273**	-.067	-.110	-.200**	-.149**	-.029	-.093	.104
Firm Capital (FC)	-.023	.069	.064	.015	-.035	.067	-.018	.085

* p < .05, ** p < .01

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In summary, statistics and correlations for all variables are reported in Table 2. It is the descriptive statistics and correlation matrix for all variables. In terms of multicollinearity testing, the resulting variance inflation factors (VIF) are ranged from 1.204 to 2.054; well below the cut-off value of 10 the level as suggested by Mason and Perreault (1991) to signal detrimental multicollinearity. Thus, there are no substantial multicollinearity problems encountered.

**TABLE 3
RESULTS OF OLS REGRESSION ANALYSIS^a**

Independent Variables	Models							
	MI	MI	MI	MI	MI	MI	MI	MI
HRI	.262** (.081)	-.618 (.322)						
KIP			.201* (.078)	-.172 (.332)				
HCVA					.372*** (.071)	.449 (.269)		
SLU							.030 (.090)	.390 (.356)
CHRI		-.814** (.295)		-.318 (.322)			-.226 (.313)	.717* (.353)
HRIx CHRI		.242** (.084)						
KIPx CHRI				.093 (.083)				
HCVAx CHRI						.015 (.073)		
SLUx CHRI								-.139 (.091)
FA	-.222 (.144)	-.243 (.143)	-.331 (.138)	-.368* (.143)	-.267 (.133)	-.275* (.134)	-.362 (.143)	-.363* (.141)
FS	-.138 (.138)	-.119 (.136)	-.054 (.134)	-.076 (.137)	-.030 (.127)	.030 (.134)	.002 (.135)	-.075 (.141)
FC	.213 (.132)	.206 (.130)	.167 (.132)	.193 (.135)	.120 (.127)	.071 (.134)	.158 (.135)	.218 (.138)
Adjusted R ²	.059	.085	.043	.041	.122	.129	.015	.041

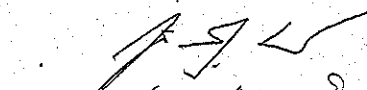
^a Beta coefficients with standard errors in parenthesis, * p < .05, ** p < .01, *** p < .001

**TABLE 4
RESULTS OF OLS REGRESSION ANALYSIS^a**

Independent Variables	Models	
	FS	FS
MI	.394*** (.046)	1.041** (.348)
EC		.686* (.318)
MixEC		-.172** (.089)
FA	.063 (.098)	.080 (.099)
FS	-.209* (.093)	-.271** (.096)
FC	.173 (.093)	.172 (.093)
Adjusted R ²	.251	.263

^a Beta coefficients with standard errors in parenthesis, * p < .05, ** p < .01, *** p < .001

The results of OLS regression analysis of the relationship between strategic human capital focus with marketing innovation are presented in Tables 3. This research reveals that strategic human capital focus has a significant positive effect on marketing innovation in three dimensions as human resource investment ($b_1=.262$, $p<0.01$), knowledge intensive proactiveness ($b_5=.201$, $p<0.05$), human capital value awareness ($b_9=.372$, $p<0.001$). Similar to Ghoshal (1998), Chang and Lee (2008), Roos, Bainbridge, and Jacobsen (2001), Diez and others (2010) revealed that strategic human capital focus in the dimension of human resource investment, knowledge intensive proactiveness, and human capital value awareness is positively related to marketing innovation. Thus, **hypotheses 1, 2, and 3 are supported**. Surprisingly, this study reveals that staff learning utilization has not a significant positive effect on marketing innovation. Hence, **hypothesis 4 is not supported**. This can explain that

ถูกต้อง

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