

Focusing on Customer Integrated Marketing Communication for Marketing Performance in Role of Client Need Behavior Dimensions: An Empirical Study on Thailand's OTOP Community

Preecha Pongpeng

Suan Sunandha Rajabhat University, Bangkok Thailand

E-mail address: preecha.po@ssru.ac.th

Saowanee Samantreeporn

Suan Sunandha Rajabhat University, Bangkok Thailand

E-mail address: saowanee.sa@ssru.ac.th

Article Info

Volume 83

Page Number: 1263- 1278

Publication Issue:

July-August 2020

Article History

Article Received:06 June 2020

Revised: 29 June 2020

Accepted: 14 July 2020

Publication: 25 July 2020

Abstract:

The objective of this study is to examine the role of integrated marketing communication for marketing performance. Furthermore, the mediation role of client need behavior was examined between integrated marketing communication and marketing performance. To examine the role of integrated marketing communication for marketing performance, the relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance was examined. Data were collected from OTOP community of Thailand. 400 questionnaires were distributed among the OTOP community in Thailand. Results of the study shows that customer integrated marketing communication (CIMC) has positive role in marketing performance through client need behavior. It is found that sales promotion, personal selling, public relations and advertising has positive effect on marketing performance. Moreover, promotion, personal selling, public relations and advertising has positive effect on client need behavior which shows positive role in marketing performance.

Keywords: *Promotion, Personal selling, Public relations, Advertising, Client need behavior, Marketing performance*

1.INTRODUCTION

Marketing is the most important part of any business activity. With the increase in competition, marketing practices by the businesses are increasing. As the marketing is the most important part of business which contribute significantly to enhance the business performance. As given in literature that marketing has vital role in business performance (Sin et al. 2005). Now in the competitive market or competitive business environment, the marketing is very important for the companies and most of the business now depends on the marketing activities to

sell their products. Selling of various companies' products and the performance is majorly based on the marketing activities. Because there are many companies are working with different products, that is why the marketing is very important to create awareness about the product features in the market. Hence, marketing is vital for the performance of products (Falihat, Ramayah, Soto-Acosta, & Lee, 2020).

In this direction, marketing performance is important to give maximum benefit to the company. To get success in product, the performance of marketing should be high quality. Marketing

department of companies must have high quality marketing practices to ensure the success of products as well as company in the competitive market. Performance of the marketing department, or performance of the marketing activities can be insuring with the level of product performance or the level of company performance. As there is strong connection between marketing performance and company performance (Haryanto, Dewi, & Choerudin, 2020).

However, different companies in Thailand are facing the issues related to the marketing performance. Low performance of marketing activities has negative role on the product performance as well as company own performance because company performance is also depending on the product performance. Especially, OTOP community of Thailand is facing marketing problems which has negative role in overall performance. OTOP community is most important for development (Pranee, Boonying, & Suhookorn, 2020) which may effect negatively due to marketing performance of various activities. Low marketing performance also shows adverse effect on the customers which may decrease the customer satisfaction and finally shows negative effect on business performance.

The marketing performance can be enhanced with the help of various factors related to the customer integrated marketing communication (CIMC). The issues in the OTOP community can be well managed with the help of CIMC. CIMC is the most important part of business. Now companies are majorly focusing to the CIMC to enhance performance. CIMC has central importance to increase the satisfaction level of customers and increase in customer satisfaction level causes to increase business performance (Ekasari, Nurhasanah, Chairunnisa, & Siregar, 2019). Integrated marketing is the most important part of marketing activities which can increase the performance by increasing the customer satisfaction.

Various CIMC include sales promotion, personal selling, public relations and advertising.

These practices such as sales promotion, personal selling, public relations and advertising has potential to enhance marketing performance. Increase in these activities has major role in marketing performance. In this direction client need behavior is also has relationship with the CIMC and marketing performance. Client need behavior shows positive outcomes towards the business and causes to influence the business performance. Therefore, client need behavior has important role in the company's performance (Methot, Williams, Cummings, & Bradshaw, 1996). Various elements of CIMC; sales promotion, personal selling, public relations and advertising has positive role in client need behavior. Positive effect of CIMC shows positive role to promote marketing performance.

The objective of this study is to examine the role of integrated marketing communication for marketing performance. Finally, to examine the role of CIMC for marketing performance, the relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance was examined. Previous studies already examined the integrated marketing communication among different companies (Nowak & Phelps, 1994; Šerić, Gil-Saura, & Ruiz-Molina, 2014), however, previous scholars did not examine the effect of CIMC on OTOP community of Thailand. OTOP community of Thailand is ignored in relation to examine the effect of CIMC on marketing performance. Therefore, in OTOP community of Thailand, this relationship is quite unique and contributing to the body of literature. Along with this, the mediation role of client need behavior was examined between integrated marketing communication and marketing performance which has contribution to literature. The relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance is shown in Figure 1.

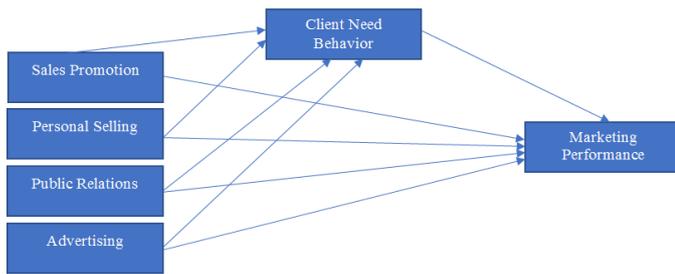


FIGURE I.

Theoretical framework of the study showing the relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance

performance and client need performance. These factors include; between sales promotion, personal selling, public relations and advertising which are given in Figure 1. Furthermore, OTOP community is given in Figure 2.

II. LITERATURE REVIEW

One Tambon One Product (OTOP) is one of the local entrepreneurship incentive packages planned by Thailand's previous Prime Minister Thaksin Shinawatra during his tenure of 2001-2006 Thai Rak Thai government. The scheme expected to care locally made as well as marketed products of each of Thailand's 7,255 tambons. This process of OTOP has vital importance for the companies as well as for the Thailand. OTOP provide the vital platform to promote local manufactured products as compared to the imported products.

Encouragement of imported products has vital importance for the companies and for the nation. It increases the revenue of the country and decreases the expenses incurred due to import. Number of previous studies shows the importance of OTOP in Thailand and shows that this has vital importance (Akasarakul, Cooharajanane, & Lipikom, 2017; HONGSRANAGON et al., 2011). However, OTOP is suffering due to the low marketing performance. Low marketing performance of OTOP community shows negative effect on the overall performance. To facilitate OTOP, better marketing strategies are requiring producing better marketing performance. It is important because marketing performance is key to the success (Morgan, Clark, & Gooner, 2002). However, there are number of factors related to the CIMC which has influence on marketing

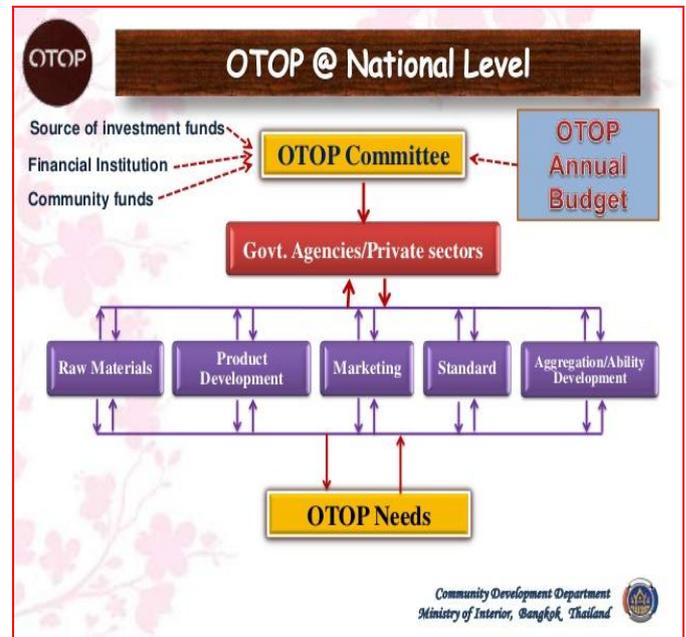


FIGURE II.

One Tambon One Product (OTOP) Thailand

2.1. Sales Promotion, Client Need Behavior and Marketing Performance

Sales promotion has vital role in marketing performance. The performance of marketing department can be increased with the help of sale promotion. Better sales force promotion has positive role to enhance client need behavior. Sales promotion by the companies encourages the client to deal with companies' products. However, the low level of sale promotion has negative effect on client need behavior. Therefore, it is also given in other studies that sales promotion has valuable results for the companies which may lead to the higher performance (Ibrahim et al., 2020; Peng, Zhang, Wang, & Liang, 2019). Furthermore, sales promotion also has direct effect on marketing performance. Better sales promotion has positive role in marketing performance.

Hypothesis 1. Sales promotion has positive effect on marketing performance.

Hypothesis 2. Sales promotion has positive effect on client need behavior.

2.2. Personal Selling, Client Need Behavior and Marketing Performance

Personal selling happens when a sales representative forms a specific company meets with a possible company client for the objective of transacting a sale of products or services. Numerous sales representatives trust on a consecutive sales procedure that typically comprises different steps. Some sales representatives develop writings for all or part of the sales procedure. Personal selling is one of the most important element of marketing strategies. Now companies are moving towards the personal selling which is most important to capture the customer. Better personal selling by the company employees has the positive effect on client need behavior. Moreover, better personal selling has positive role in marketing performance which is shown in previous investigations (Kerdpitak, 2019; Zahari, Nasir, & Chan, 2018). Positive effect of personal selling on client behavior has positive role to enhance marketing performance. The importance of personal selling is also given in previous studies in respect to the marketing (Anderson, Cohen, Christ, Mehta, & Dubinsky, 2020).

Hypothesis 3. Personal selling has positive effect on marketing performance.

Hypothesis 4. Personal selling has positive effect on client need behavior.

2.3. Public Relations, Client Need Behavior and Marketing Performance

Along with the sales promotion and personal selling, public relations also have positive role to enhance client need behavior and marketing performance. Better public relations lead to the better client need behavior and marketing performance. Public relations are the exercise of purposely handling the release as well as spread of various information between an individual as well as organization and the public. It has key role among the organizations to enhance the business practices.

As it is given by Kankaanranta and Louhiala-Salminen (2016) that public relations has vital role in business activities. Increase in the public relations has positive role in client need behavior. It also has positive role in performance of marketing activities. Therefore, public relations have positive role in client need behavior which lead to the marketing performance. Therefore, public relations has vital role in marketing (Egbuniwe, 2019; Okolo, Mmamel, Okolo, Obikeze, & Ugonna, 2018).

Hypothesis 5. Public relations have positive effect on marketing performance.

Hypothesis 6. Public relations have positive effect on client need behavior.

2.4. Advertising, Client Need Behavior and Marketing Performance

Above relations shows that sales promotion has positive role in client need behavior and marketing performance. It is also discussed in above sections that personal selling also has positive role in client need behavior and marketing performance. Moreover, it is evident that public relations also have positive role in client need behavior and marketing performance. Nevertheless, the current section shows that advertising has positive influence on client need behavior and marketing performance. To promote the marketing activities, advertising shows positive effect which lead to the better performance. Therefore, marketing activities can be promoted with the help of advertising as shown by the previous scholars (Puzakova, Kwak, Ramanathan, & Rocereto, 2016; Razzaq, Maqbool, & Hameed, 2019; Ifeoma, 2019).

Hypothesis 7. Advertising have positive effect on marketing performance.

Hypothesis 8. Advertising have positive effect on client need behavior.

2.5. Client Need Behavior and Marketing Performance

Client behavior is a gauge of the insouciances, interests, as well as pain points of the company's required audience. Clients of the any business make

their own decisions, counting which consultant to trust with their different financial concerns, with a place of important emotion. By consideration the psychology of the clients' state of mind, business can advance as well as reinforce client relationships, forestall their desires and forecast their future behaviors. Therefore, prediction of client need behavior is very important among the organizations. It is also based on the marketing performance. There is important connection between client need behavior and marketing performance (Söderlund & Vilgon, 1999; Yi, Natarajan, & Gong, 2011; Kamasak & Cansever, 2019). Moreover, this study also examined the mediation effect of client need behavior. The relationship between client need behavior and marketing performance has vital importance for the OTOP which lead to the following hypothesis;

Hypothesis 9. Client need behavior has positive effect on marketing performance.

Hypothesis 10. Client need behavior mediates the relationship between sales promotion and marketing performance.

Hypothesis 11. Client need behavior mediates the relationship between personal selling and marketing performance.

Hypothesis 12. Client need behavior mediates the relationship between public relations and marketing performance.

Hypothesis 13. Client need behavior mediates the relationship between advertising and marketing performance.

III. METHOD

Method of any research study is key to the success and get original results (Hamid, Shahid, Hameed, Amin, & Mehmood, 2019). Accurateness of the research method is mandatory for the research study to gain favorable outcomes. Objective of this

study require primary data to achieve the final results. Therefore, this study is based on quantitative research in which a survey questionnaire is required for data collection. One-time data collection is required form the respondents. Therefore, this study is based on the cross-sectional research in which a questionnaire was used. Questionnaire is one of the easy approaches and suitable to get the response from people. Hence, this study carried out data collection with the help of questionnaires in which data were collected from one point of time.

This investigation is carried out on the OTOP community in Thailand. Thus, OTOP community of Thailand was the population of this study. Data were collected form OTOP community of Thailand. 400 questionnaires were distributed among the OTOP community in Thailand. First of all, this study selected areas cluster sampling for data collection (Ul-Hameed, Mohammad, & Shahar, 2018). As area cluster sampling is also involve three major steps and last step is based on data collection randomly, therefore, simple random sampling was also used in this study (Kaur, Patil, Shirk, & Taillie, 1996). In this sampling technique, every respondent has the equal chance of being selected. Finally, 400 questionnaires were distributed among the OTOP community in Thailand. From total 400 questionnaires, this study received 180 questionnaires. However, 10 questionnaires were not completely filled, therefore, total 170 were used.

IV. DATA ANALYSIS

Table 1 shows the data statistics in which missing value (Aydin & ŞENOĞLU, 2018), mean, median, standard deviation and normality of data is given. The basic purpose to do this analysis is to detect errors.

TABLE I.
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
SP1	1	0	3.674	4	1	5	1.163	-1.313	-1.707
SP2	2	0	2.974	4	1	6	0.968	-0.822	-0.504

SP3	3	0	3.556	4	1	6	1.087	-0.475	-0.413
SP4	4	0	3.586	4	1	5	0.912	-1.552	-0.348
SP5	5	0	3.625	4	1	6	1.067	-0.468	-1.214
SP6	6	0	2.901	4	1	5	0.932	-0.539	-0.256
PS1	7	0	3.724	4	1	5	0.935	-0.547	-0.272
PS2	8	0	3.556	4	1	5	1.214	-1.512	-0.622
PS3	9	0	3.579	4	1	5	0.903	-0.5	-1.644
PS4	10	0	2.952	4	1	5	1.257	-0.862	-0.426
PS5	11	0	3.64	4	1	5	1.213	-0.554	-0.627
PR1	12	0	3.625	4	1	5	1.088	-1.352	-0.556
PR2	13	0	3.755	4	1	5	0.957	-0.432	-1.797
PR3	14	0	3.67	4	1	5	1.197	-0.462	-0.664
PR4	15	0	3.586	4	1	6	1.218	-1.699	-1.47
PR5	16	0	3.713	4	1	6	1.144	-0.576	-0.516
ADV1	17	0	4.119	4	1	5	0.917	1.317	-1.079
ADV2	18	0	4.115	4	1	5	0.898	0.826	-0.995
ADV3	19	0	3.498	4	1	5	1.133	-0.72	-0.464
ADV4	20	0	3.264	3	1	5	1.163	-1.396	0.045
ADV5	21	0	3.08	4	1	5	1.249	-1.341	-0.165
CNB1	22	0	3.1	4	1	5	1.3	-1.41	-0.07
CNB2	23	0	3.195	3	1	5	1.192	-0.882	-0.356
CNB3	24	0	3.1	4	1	5	1.246	-1.365	-0.118
CNB4	25	0	4.153	4	3	5	0.716	-1.034	-0.236
CNB5	26	0	4.103	4	3	5	0.733	-1.128	-0.164
MP1	27	0	4.057	4	3	5	0.733	-1.134	-0.09
MP2	28	0	4.107	4	3	5	0.719	-1.058	-0.163
MP3	29	0	4.008	4	3	5	0.706	-0.988	-0.011
MP4	30	0	4.291	4	3	5	0.678	-0.811	-0.435
MP5	31	0	3.67	4	1	5	0.938	-0.519	-0.306

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

Figure 2 shows the factor loadings for all the variables, namely; sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance. Sales promotion is measured through six items, personal selling is measured through five items and one was removed, public relations was measured by using five items, advertising was measured through five items, client

need behavior was measured through five items and finally, marketing performance was measured through five items and 2 were deleted. Factor loadings was examined by using confirmatory factor analysis (CFA) (F. Hair et al. 2014; J. F. Hair, Ringle, & Sarstedt, 2013; Hair, Sarstedt, Pieper, & Ringle, 2012). All the variables have factor loadings above 0.4.

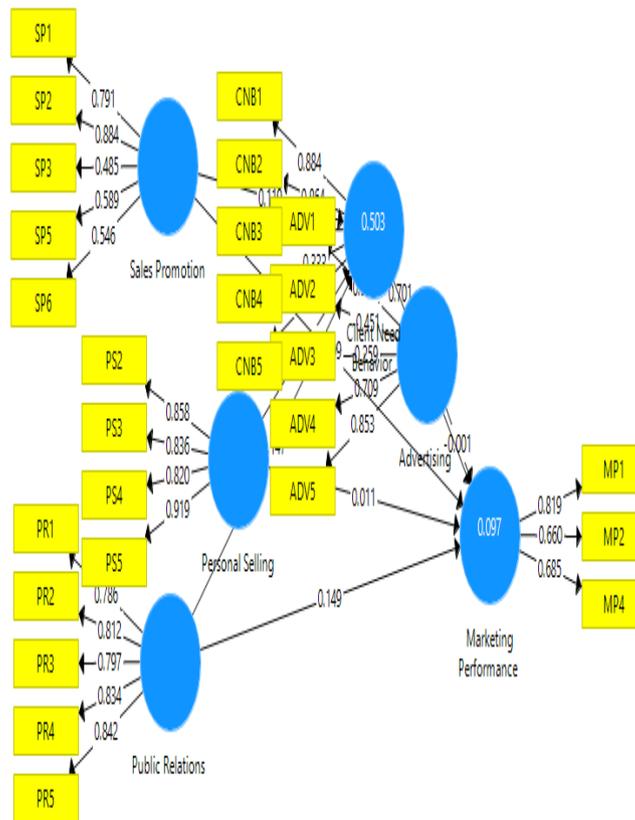


FIGURE II.
Measurement Model

TABLE II.
Factor Loadings

	Client Need Advertising	Marketing Performance	Personal Selling	Public Relations	Sales Promotion
ADV1	0.583				
ADV2	0.551				
ADV3	0.559				
ADV4	0.709				
ADV5	0.853				
CNB1		0.884			
CNB2		0.864			
CNB3		0.905			
CNB4		0.533			
CNB5		0.552			
MP1			0.819		
MP2			0.66		
MP4			0.685		
PR1				0.786	

PR2	0.812		
PR3	0.797		
PR4	0.834		
PR5	0.842		
PS2		0.858	
PS3		0.836	
PS4		0.82	
PS5		0.919	
SP1			0.791
SP2			0.884
SP3			0.485
SP5			0.589
SP6			0.546

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

Reliability and convergent validity are given in Table 3. Discriminant validity with the help of cross-loadings is given in Table 4 (Fornell & Larcker, 1981). Various previous studies shows that composite reliability (CR) and average variance extracted (AVE) must be above 0.7 and 0.5 (J. Hair, Hollingsworth, Randolph, & Chong, 2017). It is

found that; sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance have CR above 0.7. Moreover, it is found that; sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance has AVE above 0.5.

TABLE III.

Reliability and Convergent Validity

	α	rho_A	CR	AVE
Advertising	0.713	0.703	0.764	0.568
Client Need Behavior	0.733	0.832	0.716	0.516
Marketing Performance	0.765	0.771	0.767	0.525
Personal Selling	0.888	0.707	0.918	0.738
Public Relations	0.874	0.882	0.908	0.663
Sales Promotion	0.761	0.734	0.8	0.558

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

TABLE IV.

Cross-Loadings

	Client Advertising	Marketing Need	Personal Performance	Public Selling	Sales Relations Promotion
--	--------------------	----------------	----------------------	----------------	---------------------------

Behavior						
ADV1	0.583	-0.306	0.19	0.034	0.058	0.06
ADV2	0.451	-0.226	0.158	0.113	0.147	0.152
ADV3	0.259	0.137	-0.057	0.112	0.12	0.122
ADV4	0.709	0.48	-0.096	0.305	0.323	0.351
ADV5	0.853	0.706	-0.141	0.154	0.154	0.16
CNB1	0.692	0.884	-0.163	0.145	0.113	0.184
CNB2	0.566	0.864	-0.174	0.203	0.138	0.186
CNB3	0.676	0.905	-0.135	0.115	0.072	0.138
CNB4	-0.175	0.533	0.407	0.049	0.04	0.058
CNB5	-0.143	0.552	0.468	0.116	0.038	0.038
MP1	-0.186	-0.272	0.819	-0.001	-0.014	-0.051
MP2	-0.132	-0.128	0.66	0.036	0.028	0.018
MP4	-0.112	-0.205	0.685	0.008	0.085	-0.009
PR1	0.062	0.043	0.08	0.841	0.786	0.546
PR2	0.137	0.076	0.029	0.83	0.812	0.622
PR3	0.164	0.09	0.04	0.856	0.797	0.703
PR4	0.107	0.088	-0.025	0.849	0.834	0.813
PR5	0.204	0.084	0.044	0.919	0.842	0.567
PS2	0.132	0.074	-0.004	0.858	0.953	0.538
PS3	0.115	0.066	0.058	0.836	0.957	0.579
PS4	0.141	0.078	0.025	0.82	0.866	0.533
PS5	0.191	0.164	-0.008	0.619	0.873	0.635
SP1	0.155	0.092	0.035	0.661	0.813	0.891
SP2	0.172	0.144	-0.027	0.658	0.825	0.884
SP3	0.054	-0.038	0.068	0.556	0.777	0.885
SP5	0.037	0.044	-0.049	0.289	0.281	0.589
SP6	0.102	0.055	0.004	0.304	0.357	0.546

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

Figure 3 shows the direct effect of variables. It shows the direct effect of sales promotion on client need behavior and marketing performance. The direct effect of personal selling is also examined on client need behavior and marketing performance. Moreover, the direct effect of public relations was examined on client need behavior and marketing performance. The direct effect of advertising was examined on client need behavior and marketing performance. Finally, the direct effect of client need behavior was examined on marketing performance.

Results are given in Table 5 which shows that sales promotion and personal selling has positive effect on both clients need behavior and marketing performance. Furthermore, it is found that public relations and advertising has positive effect on client need behavior and marketing performance. These relationships were examined with the help of PLS bootstrapping which is most recommended in social sciences studies (Hameed, Nadeem, Azeem, Aljumah, & Adeyemi, 2018; Henseler & Chin, 2010; Henseler et al., 2014; Henseler et al. 2009).

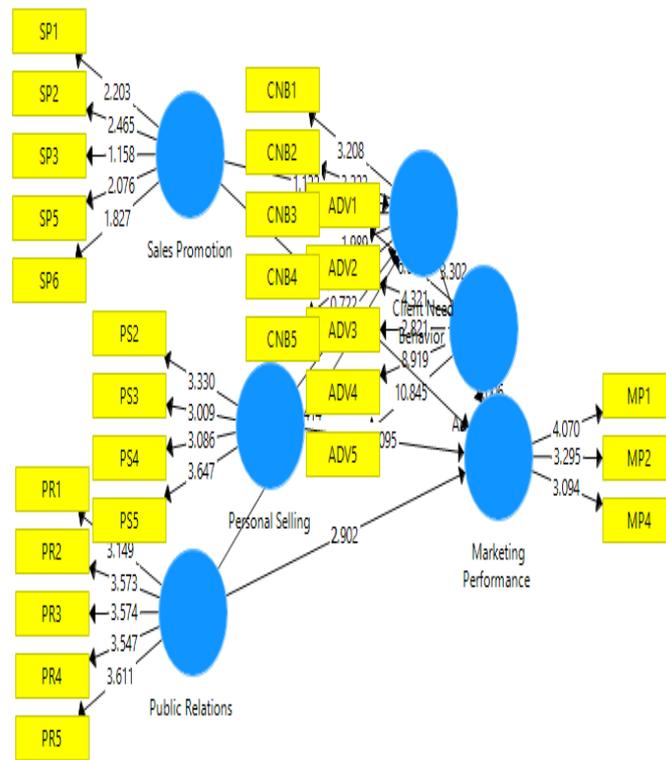


FIGURE III.
Structural Model

TABLE V.
Direct Effect Results

	(O)	(M)	SD	T Value	P Values
Advertising -> Client Need Behavior	0.701	0.67	0.212	3.302	0.001
Advertising -> Marketing Performance	0.021	0.019	0.01	2.09	0.047
Client Need Behavior -> Marketing Performance	0.294	0.267	0.05	5.87	0
Personal Selling -> Client Need Behavior	0.035	0.034	0.011	3.17	0.002
Personal Selling -> Marketing Performance	0.011	0.01	0.003	3.65	0
Public Relations -> Client Need Behavior	0.147	0.092	0.015	9.799	0
Public Relations -> Marketing Performance	0.149	0.096	0.51	2.902	0.003

Sales Promotion -> Client Need Behavior	0.119	0.09	0.05	2.37	0.031
Sales Promotion -> Marketing Performance	0.109	0.059	0.02	5.44	0

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

Mediation effect of client need behavior was examined which is shown in Table 6. Four mediation effect of client need behavior was examined. First mediation effect of client need behavior was examined between sale promotion and marketing performance. Second mediation effect of client need behavior was examined between personal selling and marketing performance. Third mediation effect of client need behavior was examined between public relations and marketing performance. Forth mediation effect of client need behavior was examined between advertising and marketing performance. Results shows that mediation effect of client need behavior was examined between sale promotion and marketing performance which has t-

value 0.934 which is not significant. Mediation effect of client need behavior was examined between personal selling and marketing performance found t-value 0.483 which is not significant. The mediation effect of client need behavior was examined between public relations and marketing performance found t-value 1.209 which is also not significant. However, the mediation effect of client need behavior was examined between advertising and marketing performance found t-value 2.063 which is significant. Thus, client need behavior as mediating variable reflect the positive effect of advertising on marketing performance.

TABLE VI.
Indirect Effect Results

	(O)	(M)	SD	T Value	P Values
Advertising -> Client Need Behavior -> Marketing Performance	0.206	0.199	0.1	2.063	0.04
Personal Selling -> Client Need Behavior -> Marketing Performance	0.01	0.007	0.021	0.483	0.63
Public Relations -> Client Need Behavior -> Marketing Performance	0.043	0.025	0.036	1.209	0.227
Sales Promotion -> Client Need Behavior -> Marketing Performance	0.035	0.025	0.037	0.934	0.351

Note: SP = Sales Promotion; PS = Personal Selling; PR = Public Relations; ADV = Advertising; CNB = Client Need Behavior; MP = Marketing Performance

Finally, this study examined the variance explained in the marketing performance. It is shown in Figure 3 that r-square value is 0.097 which is weak (Chin, 1998). It shows that all the variables; sales promotion, personal selling, public relations, advertising and client need behavior are expected to bring 9.7% change in marketing performance.

V. CONCLUSION

The objective of this study was to examine the role of integrated marketing communication for marketing performance. This objective was achieved by examining the relationship between integrated marketing communication and marketing performance. CIMC was considered through four elements; sales promotion, personal selling, public relations and advertising. Therefore, to achieve the objective of this study, the relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance was examined. For this purpose, data were collected from OTOP community of Thailand by using a survey questionnaire. Results of the data analysis was found that OTOP requires better CIMC to enhance marketing performance. Better marketing strategies are required for better performance which can be achieved through sales promotion, personal selling, public relations and advertising. Better the CIMC better will be the OTOP community marketing practices.

Results of the study shows that customer integrated marketing communication (CIMC) has positive role in marketing performance through client need behavior. It is found that increase in CIMC has positive effect to promote client need behavior. Increase in marketing communication among the OTOP community increases the client need behavior. It is found that sales promotion, personal selling, public relations and advertising has positive effect on marketing performance. Sales promotion and personal selling also shows positive effect on client need behavior. Improvement in both

sales' promotion and personal selling improves the client need behavior. Moreover, promotion in personal selling and sales promotion also has positive role to enhance marketing performance. Thus, sales promotion and personal selling has direct effect on the marketing performance. Finally, it is revealed that other two elements of CIMC; public relations and advertising also has positive role to enhance client need behavior and marketing performance. Both these elements have direction and positive effect on marketing performance and client need behavior. Furthermore, promotion, personal selling, public relations and advertising has positive effect on client need behavior which shows positive role in marketing performance. Therefore, these results show that sales promotion, personal selling, public relations and advertising has positive effect on client need behavior which lead to the marketing performance in the OTOP community of Thailand.

VI. IMPLICATIONS OF THE STUDY

In respect to the literature, the current study has several implications. Because this study examined the effect of CIMC on client need behavior. Studies are very rare which examined the effect of CIMC on client need behavior. Moreover, client need behavior is first time examined in relation to the OTOP community. This is the first study examining the effect of CIMC on OTOP community of Thailand. In this regard, the current study contributed in the literature of OTOP. The literature of CIMC is also extended by the current study. Therefore, the current study contributed significantly by examining the relationship between sales promotion, personal selling, public relations, advertising, client need behavior and marketing performance. Practically, this study also has most vital contribution due to the theoretical contribution. This study is vital for OTOP community to improve the performance with the help of reviewing the results of the current study. This study is helpful for OTOP community because it suggested that client need behavior can be improved with the help of

CIMC elements such as sales promotion, personal selling, public relations and advertising. Therefore, management of OTOP community can enhance the client need behavior with the help of promoting sales promotion, personal selling, public relations and advertising. Furthermore, according to the current study, the management of OTOP community Thailand can enhance the marketing performance with the help of promoting sales promotion, personal selling, public relations and advertising. Hence, this study provides number of ways to enhance the marketing performance of OTOP community of Thailand.

VII. REFERENCES

1. Akasarakul, K., Cooharajanane, N., & Lipikom, R. (2017). *A study of factors influencing intention to purchase local community product on E-Commerce website: The case of One Tambon One Product (OTOP) in Thailand*. Paper presented at the 2017 18th IEEE/ACIS International Conference on Software Engineering, Artificial Intelligence, Networking and Parallel/Distributed Computing (SNPD).
2. Anderson, R. E., Cohen, A. H., Christ, P. F., Mehta, R., & Dubinsky, A. J. (2020). Provenance, evolution, and transition of personal selling and sales management to strategic marketing channel management. *Journal of Marketing Channels*, 26(1), 28-42.
3. Aydin, D., & ŞENOĞLU, B. (2018). ESTIMATING THE MISSING VALUE IN ONE-WAY ANOVA UNDER LONG-TAILED SYMMETRIC ERROR DISTRIBUTIONS. *Sigma: Journal of Engineering & Natural Sciences/Mühendislik ve Fen Bilimleri Dergisi*, 36(2).
4. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
5. Ekasari, N., Nurhasanah, N., Chairunnisa, F., & Siregar, A. P. (2019). Model Performance Supported SMEs Strategy-Based Applications Through E-Money Gofood Business Customer Satisfaction and Grabfood. *Ekonomis: Journal of Economics and Business*, 3(2), 129-136.
6. Egbuniwe, J.O. (2019). The Impact of Management Information Systems on the Quality of Management Decisions. *International Journal of Business Tourism and Applied Sciences*. 7(1), 44-57.
7. F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
8. Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y.-Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. *Technological Forecasting and Social Change*, 152, 119908.
9. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
10. Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442-458.
11. Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance.
12. Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of

- past practices and recommendations for future applications. *Long range planning*, 45(5-6), 320-340.
14. Hameed, W.-U., Nadeem, S., Azeem, M., Aljumah, A. I., & Adeyemi, R. A. (2018). Determinants of E-Logistic Customer Satisfaction: A Mediating Role of Information and Communication Technology (ICT). *International Journal of Supply Chain Management*, 7(1), 105-111.
 15. Hamid, S. N. A., Shahid, M. N., Hameed, W. U., Amin, M., & Mehmood, S. (2019). Antecedents Of Job Stress And Its Impact On Nurse's Job Satisfaction And Turnover Intention In Public And Private Hospitals Of Punjab Pakistan. *International Journal of Scientific & Technology Research*, 8(10), 129-137.
 16. Haryanto, A. T., Dewi, S. N., & Choerudin, A. (2020). THE EFFECT OF DEVELOPMENT RESEARCH OF INTENSITY AND COMPETITIVE MANAGEMENT ON MARKETING PERFORMANCE WITH INNOVATION BASED GREEN PRODUCT AS MEDIATOR VARIABLE: AN EMPIRICAL STUDY. *Journal of Talent Development and Excellence*, 12(1), 4643-4654.
 17. Henseler, J., & Chin, W. W. (2010). A comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modeling. *Structural Equation Modeling*, 17(1), 82-109.
 18. Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., . . . Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209.
 19. Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.
 20. HONGSRANAGON, P., SOMANA, Y., MAHA-UDOMPORN, S., SIRIWONG, W., HAVANOND, P., DEELERTYUENYONG, N., . . . SAKSRI, P. (2011). Participatory ergonomics intervention for improving work-related musculoskeletal disorders in the 'one tambon one product' industry in Thailand. *Journal of human ergology*, 40(1_2), 11-18.
 21. Ibrahim, A., Sofita, Y. R., Sepdela, R., Putra, Z. E., Ananda, D. T., & Febrianti, M. M. (2020). *The Effectiveness of Instagram Features as a Sales Promotion Media Using Discrepancy Evaluation Model Method in Increasing Customer Loyalty*. Paper presented at the Sriwijaya International Conference on Information Technology and Its Applications (SICONIAN 2019).
 22. Ifeoma, D.A. (2019). Personal Characteristics and job satisfaction among business educators in public secondary schools in Imo state, Nigeria. *International Journal of Business Tourism and Applied Sciences*. 7(2). 90-98.
 23. Kankaanranta, A., & Louhiala-Salminen, L. (2016). Silo Thinking is Out, Fortress Invaded: Running a Communication Programme at a Business School', *The Management Game of Communication* (Advances in Public Relations and Communication Management, Volume 1): Emerald Group Publishing Limited.
 24. Kaur, A., Patil, G., Shirk, S. J., & Taillie, C. (1996). Environmental sampling with a concomitant variable: a comparison between ranked set sampling and stratified simple random sampling. *Journal of applied statistics*, 23(2-3), 231-256.
 25. Kamasak, R. & Cansever, C. (2019). The predictors of sustained competitive advantage: A study of Turkish leasing

- industry. *International Journal of Business Tourism and Applied Sciences*. 7(1), 39-43.
26. Kerdpitak, C. (2019). The Effect of Service Leadership, Market Orientation and Service Quality on Business Performance: Empirical Evidence from the Tourism Industry of Thailand. *International Journal of Innovation, Creativity and Change*. 10(1), 390-405.
27. Methot, L. L., Williams, W. L., Cummings, A., & Bradshaw, B. (1996). Measuring the effects of a manager-supervisor training program through the generalized performance of managers, supervisors, front-line staff and clients in a human service setting. *Journal of Organizational Behavior Management*, 16(2), 3-34.
28. Morgan, N. A., Clark, B. H., & Gooner, R. (2002). Marketing productivity, marketing audits, and systems for marketing performance assessment: integrating multiple perspectives. *Journal of Business Research*, 55(5), 363-375.
29. Nowak, G. J., & Phelps, J. (1994). Conceptualizing the integrated marketing communications' phenomenon: an examination of its impact on advertising practices and its implications for advertising research. *Journal of Current Issues & Research in Advertising*, 16(1), 49-66.
30. Okolo, V., Mmamel, Z., Okolo, J., Obikeze, C., & Ugonna, I. (2018). IMPACT OF PUBLIC RELATIONS AS MARKETING COMMUNICATIONS STRATEGY IN REDUCING THE SCOURGE OF HIV/AIDS AMONG NIGERIAN YOUTHS (THE ENUGU STATE EXPERIENCE). *International Journal of Research in IT and Management (IJRIM)*, 8(1).
31. Peng, L., Zhang, W., Wang, X., & Liang, S. (2019). Moderating effects of time pressure on the relationship between perceived value and purchase intention in social E-commerce sales promotion: Considering the impact of product involvement. *Information & Management*, 56(2), 317-328.
32. Pranee, S., Boonying, J., & Suhookorn, P. (2020). *COMMUNITY-BASED TOURISM MODEL OF OTOP VILLAGE CHAMPION (OVC) A CASE STUDY OF BAN NGAO COMMUNITY, RANONG PROVINCE*. Paper presented at the INTERNATIONAL ACADEMIC MULTIDISCIPLINARY RESEARCH CONFERENCE IN SWITZERLAND 2020.
33. Puzakova, M., Kwak, H., Ramanathan, S., & Rocereto, J. F. (2016). Painting your point: The role of color in firms' strategic responses to product failures via advertising and marketing communications. *Journal of advertising*, 45(4), 365-376.
34. Razzaq, S., Maqbool, N., & Hameed, W. U. (2019). Factors Effecting The Elasticity Of Micro Credit Demand In Southern Punjab, Pakistan. *International Journal of Social Sciences and Economic Review*, 1(2), 46-53.
35. Šerić, M., Gil-Saura, I., & Ruiz-Molina, M. E. (2014). How can integrated marketing communications and advanced technology influence the creation of customer-based brand equity? Evidence from the hospitality industry. *International Journal of Hospitality Management*, 39, 144-156.
36. Sin, L. Y., Tse, A. C., Yau, O. H., Chow, R. P., & Lee, J. S. (2005). Market orientation, relationship marketing orientation, and business performance: The moderating effects of economic ideology and industry type. *Journal of international Marketing*, 13(1), 36-57.
37. Söderlund, M., & Vilgon, M. (1999). Customer satisfaction and links to customer profitability: An empirical examination of the association between attitudes and behavior. *SSE/EFI Working Paper Series in Business Administration*(1999), 1.
38. Ul-Hameed, W., Mohammad, H., & Shahar, H. (2018). Microfinance institute's non-

financial services and women-empowerment:
The role of vulnerability. *Management
Science Letters*, 8(10), 1103-1116.

39. Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87-95.
40. Zahari, Z., Nasir, N., & Chan, S. (2018). The Effect of Sponsorships, Personal Selling and Pricing Strategies on Customer Engagement and Its Impact on Customer Retention of Dental Equipment Industry in Indonesia. *Proceedings of AICS-Social Sciences*, 8, 21-36.