International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (5), September-October 2023, pages 61-70. ISSN: 2774-0366
Website: https://so07.tci-thaijo.org/index.php/IJSASR/index
DOI: https://doi.org/10.60027/ijsasr.2023.2987

Innovation Management of Improving Business Strategy in CCIC Company, China

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Received 19/06/2023 Revised 24/06/2023 Accepted 01/07/2023

Abstract

Background and Aim: Innovation is the process of introducing new ideas and processes within an organization, transforming them into valuable products, services, or methods of operation. This research aims to investigate the perception levels of innovation management of improving the business strategy in CCIC Company and study the guidelines for innovation management of improving the business strategy in CCIC Company, China**.**

Materials and Methods: This research is a quantitative research method. The number of 323 employees of CCIC Company is identified as a sample group of this study. The questionnaire was used as a tool to collect data in this study. The statistical values such as mean and standard deviation were used for data analysis, to define the information that was presented.

Results: The results found that the perception levels of innovation management of improving the business strategy in CCIC Company of high levels and the level of perception of business strategy had a moderate level. Innovation involves problem-solving, project selection, product development, and commercialization, with Digital Leadership ensuring stability, growth, and competitive advantage for CCIC Company.

Conclusion: High perception of innovation management and moderate perception of business strategy for CCIC Company, focusing on problem-solving, project selection, product development, and commercialization. Organizations must explore innovative approaches, engage employees in education and strategic planning, and acquire management analysis expertise to gain a competitive edge. Prioritizing work experience, knowledge, and skill acquisition is crucial for organizational success. Technology usage can enhance efficiency and development.

Keywords: Innovation Management; Business Strategy; Organizational Development

Introduction

Innovation is the process of introducing new ideas and processes within an organization, resulting in a change in thinking, production, and processes (Bandeira et al., 2022). It involves successfully applying these innovations to organizational management, transforming them into valuable products, services, or methods of operation. Innovation management involves creating a new, more efficient resource integration paradigm, adjusting management methods, tools, and modes to effectively integrate resources, achieve organizational goals, and adapt to technological and market changes (Day & Shea, 2020). Scholars (Frynas, Mol & Mellahi, 2018; Aftab et al, 2022; Wang et al, 2023) have researched various modes of innovation management, such as technology push, market demand pull, integration, system integration, network, open, and comprehensive. Innovation drives strategic decision-making, adapts to scale expansion, and avoids unnecessary detours in tuition payments (Kamkankaew et al., 2022).

Technological innovation has been the dominant concept since Schumpeter's 1912 introduction (Schumpeter, 2000). Aftab et al. (2022) and Ureña et al. (2023) proposed a dual-core theory of technological and management innovation, focusing on non-technical innovation in organizational structure, business processes, culture, management systems, control systems, and coordination mechanisms. Management innovation involves adapting to external changes and reshaping the internal institutional environment to achieve strategic goals (Kamkankaew et al., 2022). Research (Day & Shea, 2020). Scholars (Frynas, Mol & Mellahi, 2018; Aftab et al, 2022; Wang et al, 2023) show that management innovation is closely related to competitive advantage, as it helps enterprises recover from crises and gain a competitive advantage. Scholars have identified driving factors, mediating variables,

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and moderating variables in enterprise management innovation, such as Chinese enterprise management innovation.

Deng & Shi (2023) emphasized the importance of improving independent innovation and building an innovation-oriented country in China's strategic decision. This involves socialist modernization and global strategic construction, promoting Chinese enterprise management innovation and forming an innovation-oriented country. Strategic management of enterprise development relies on an enterprise's competitiveness to ensure growth. Implementing strategic management and allocating resources is crucial for achieving goals. Promoting enterprise management innovation and forming a management system with enterprise characteristics enhances independent innovation, building sustainable enterprises, and meeting scientific and technological needs (Oneshko et al., 2022). Chinese companies adopting innovative management strategies have made significant achievements, contributing to technological progress and economic growth (Deng & Shi, 2023)

Many enterprises lack a clear understanding of innovation management, leading to low strategic management ability and limited innovation-driving role (Laphet et al, 2023). This study discusses innovation management from an enterprise strategy perspective, aiming to help enterprises with weak management abilities address disadvantages, standardize management systems, and allocate resources effectively. The study analyzes innovation management's significance, focusing on enterprise situations, literature, and data to improve and provide reference value.

Research Objective

1. To investigate the perception level of innovation management and business strategy of CCIC company, China.

2. To study a guideline of Innovation management for improving business strategy for CCIC company, China.

Literature Review and Conceptual Framework

In a study of the investigation of innovation management to improve the business strategy of CCIC Company, the researcher studied the concepts and theories. As well as research related to being used as the basis and educational guidelines, respectively, as follows:

Concept of Innovation Management

Schumpeter's (2000) innovation-driven concept combines competition and economic development, analyzing the role and reaction using diamond theory. Schumpeter (2000) emphasized the importance of innovation culture construction, theory research, and innovation system construction for realizing innovation theory. Contingency theory focuses on enterprises formulating specific operation plans from internal and external environments, focusing on organizational structure, leadership style, and management systems in specific situations.

Strategic management of enterprises consists of three aspects: production technology, human resources, and internal audit (Boonkhum, 2023). To support growth, China's enterprises must implement comprehensive reforms, prioritize scientific and technological innovation, and consistently reinforce internal operating system reforms (Deng & Shi, 2023). This will help them adapt to modern developments and maintain a foothold in the competitive environment.

Erena, Kalko & Debele's (2023) research on management innovation focuses on three aspects: the impact of innovation on competitive advantage, the impact of specific management innovation behavior, and the regulatory mechanism of management innovation. Research has shown that ICT, visual management, process innovation, and management innovation can bring competitive advantages. Additionally, management innovation can moderate the relationship between R&D and product innovation, playing a more critical role in promoting competitive advantage than technological innovation.

Cortés (2022) argued that the driving force of enterprise management innovation comes from within the enterprise, with factors such as political, economic, social, technical, ownership structure, corporate executives, human resource structure, knowledge management, organizational culture, and material basis affecting enterprise management innovation.

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In conclusion, Porter's innovation-driven concept combines competition and economic development, emphasizing innovation culture, theory research, and innovation system construction. Contingency theory emphasizes enterprises formulating specific operation plans, focusing on organizational structure, leadership, and management systems. China's enterprises must implement reforms, prioritize scientific and technological innovation, and reinforce internal operating system reforms for growth.

Concept of Business Strategy

The management innovation theory, first introduced by American economist Schumpeter (2000), emphasizes the importance of innovation in economic growth. It consists of five aspects: product business, technology iteration, market development, coordinated allocation of resources, and internal control organization management. Schumpeter's theory suggests that the breakthrough of the dilemma of traditional economic structures can be achieved by combining old and new economies, optimizing the industrial system through financial innovation, and abandoning old industries for new initiatives. Research on management innovation theory has evolved, focusing on optimization improvement and management activities. Schumpeter (2000) introduced the concept of management innovation, which includes both management and technological innovation.

Duan et al (2023) emphasized the importance of management innovation as a bottleneck in enterprise development, focusing on management, products, and processes. Kljajić-Dervić Mateljak & Burić (2022), a pioneer in Chinese management innovation, believes that management innovation integrates resources to achieve enterprise objectives and includes five modes: proposing and implementing a new business model, establishing and operating a new organization, designing and proposing a new management model, designing and developing a new management mode, and reforming and carrying out the innovation of the system. Laphet et al (2023) highlighted the importance of strategic flexibility in promoting strategic management and management innovation.

Strategy is a crucial starting point for businesses to drive toward their goals and time frame (Frynas, Mol & Mellahi, 2018). It can be divided into three levels: Level 1 Corporate Strategy, which focuses on the organization's main goals and direction of operations, and Level 2 Business Strategy, which builds competitive strengths by creating new core businesses, identifying new tools, allocating resources, and achieving cost efficiency. These strategies include cost leadership, differentiation, customer-centric, niche market, and cost focus. Level 3 Operational Strategy involves developing work within the organization to achieve a competitive advantage, including operations, marketing, and finance. These strategies focus on line development, cost management, and brand positioning to achieve fast output, quality, and a return on investment. The organization must also manage cash flow and seek funding opportunities to ensure smooth operations.

In conclusion, the management innovation theory highlights the importance of innovation in economic growth, focusing on product business, technology iteration, market development, coordinated resource allocation, and internal control organization management. Strategic flexibility is crucial for promoting strategic management and innovation.

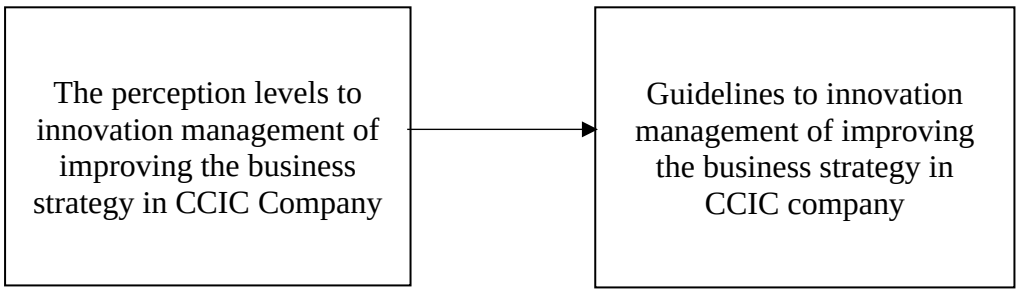

Figure 1 The conceptual framework of this study

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Research Methodology

Population and Sample Size

The term population refers to the total number of people or other entities to which the results of an investigation are intended to be generalized. In 2022, CCIC Company have 2,000 employees which is the population of this study. To determine the sample size of this study, the number 323 employees of CCIC Company are identified. The sample size was calculated based on Yamane (1973). As a result, the total sample size for the research will be 323 employees of CCIC Company. These will represent the total population. The researcher used an original paper questionnaire to facilitate a sampling approach that has been used for CCIC Company.

Research Tools

The questionnaire was used as a tool to collect data in this study and the researcher constructed a questionnaire from the related concept and theory, academic research journals related to studied variables innovation management and business strategy which are shown in Table 1.

Table 1 Research variables and measurements

Research variables	Source	Number of Items
innovation management	Day & Shea (2020) Ureña et al (2023) Wang et al (2023)	16
business strategy	Aftab et al (2022) Bandeira et al (2022) Erena, Kalko & Debele (2023)	12

The questionnaire was developed based on two variables. The measure items are close-ended response questions about the perception of innovation management and business strategy.

For measurement of the perception of innovation management and business strategy, the interval scale was used a five-point Likert Scale to measure the level of agreement. The five-point Likert scale was ranked below (Likert, 1932):

5 = the highest level of perception
4 = the high level of perception
3 = the moderate perception
2 = the low level of perception
1 = the lowest perception

The width of the class interval was defined by utilizing the formula as follows (Sauro & Lewis, 2011):

4.21-5.00 = The respondent's acceptance of all variable factors is the highest level of perception
3.41-4.20 = The respondent's acceptance of all variable factors is a high level of perception
2.61-3.40 = The respondent's acceptance of all variable factors is a moderate perception
1.81-2.60 = The respondent acceptance of all variable factors is the low level of perception
1.00-1.80 = The respondent's acceptance of all variable factors is the lowest perception

Cronbach's alpha coefficient was used to do statistical analysis to find the reliability of each variable factor from 30 pilot respondents. The value of Cronbach's alpha must be between $0 \leq \alpha \leq 1$, the higher value means higher reliability and is closely related to the section. Based on the above, Cronbach's alpha (α) of each factor in this research was from 0.781 to 0.850 for 30 pilot test results. Therefore, the reliability of all the indices in the pilot test and the full-scale survey was conducted and was good. Cronbach alpha (α) of all the variables passed the benchmark of 0.65 (Craig & Moores, 2006).

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Data Collection

Primary data consisted of information collected straight from respondents. The questionnaire was the research instrument of choice. The researcher read a substantial number of articles, documents, and publications before deciding on a research topic and developing survey questions. As a result, between February to June 2022, we gathered data from 323 individual questionnaires. Completed questionnaires were double-checked for accuracy using both student and adviser suggestions before data analysis began. Data were entered into a statistical program in its raw form from filled-out surveys for further processing and analysis. After that, we did the calculations, analyzed the data, and summarized the findings. In this case, secondary data was easily accessible. The research team gathered information from a wide range of resources, such as textbooks, academic journals, paperwork, websites, company profiles, and other documents.

Data Analysis

The completed questionnaire served as the basis for arriving at the weight determined based on the predetermined requirements. Using a statistics tool, the information was saved to a file. In the identical approach as in to present the first research of objective, the calculation of the mean and standard deviation was utilized to investigate the employee perception, in the questionnaires. To present the second research objective, the findings of the first objective research will be categorized, and descriptive statistics will be utilized in the process of generating descriptions for the guideline of innovation management for improving the business strategy for CCIC Company.

Statistics Used in Data Analysis

The statistical values such as mean and standard deviation were used for data analysis, to define the information that was presented in the form of a descriptive table. These statistical values were utilized as a part of the statistics that were employed in the study of the data.

Research Result

The first research objective of the study is to investigate the perception level of innovation management and business strategy of CCIC Company. The results found that the level of perception of innovation management had a high level (mean score = 3.78, S.D. = 1.09) and the level of perception of business strategy had a moderate level (mean score = 3.17, S.D. = 1.00).

This section covers the level explores the perception level of innovation management of CCIC Company which are ideation management, project selection management, product development management, and commercialization management.

Table 2 the overall level of innovation management agreement in this study

Variables of innovation management	Mean	S.D.	Meaning
ideation management	3.70	1.12	high
project selection management	4.17	0.97	high
product development management	4.09	0.95	high
commercialization management	3.16	1.35	moderate
Total	**3.78**	**1.09**	**high**

Table 2 provides a level of perception of innovation management which are ideation management, project selection management, product development management, and commercialization management. The results indicated that all of the variables had a high level (mean score = 3.78, S.D. = 1.09), especially project selection management (mean score = 4.17, S.D. = 0.97, product development management (mean score = 4.09, S.D. = 0.95), ideation management (mean score = 3.70, S.D. = 1.12) and commercialization management (mean score = 3.16, S.D. = 1.35) accordingly.

This section covers the level explores the perception level of the business strategy of CCIC Company which are cost leadership strategy, differentiation strategy, and customer intimacy strategy.

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Table 3 the overall level of business strategy agreement in this study

Variables of business strategy	Mean	S.D.	Meaning
cost leadership strategy	2.95	1.04	moderate
differentiation strategy	3.24	0.96	moderate
customer intimacy strategy	3.34	1.01	moderate
Total	**3.17**	**1.00**	**moderate**

As table 3 provides a level of perception of business strategy which are cost leadership strategy, differentiation strategy, and customer intimacy strategy. The results indicated that all of the variables had a moderate level (mean score = 3.17, S.D. = 1.00), especially customer intimacy strategy (mean score = 3.34, S.D. = 1.01), differentiation strategy (mean score = 3.24, S.D. = 0.96) and cost leadership strategy (mean score =2.95, S.D. = 1.04) accordingly.

The second research objective of the study is to study a guideline of Innovation management for improving the business strategy of CCIC Company. This section covers Innovation management for improving the business strategy for CCIC Company based on the result of the previous section as the details are:

For improving the business strategy for CCIC Company, innovation can be divided into 4 phases, with common aspects of an idea being brought to market at the end. However, innovations do not run linearly, but rather have a life cycle, like any product. Innovation is a widely recognized concept, often confused with inventions. The innovation cycle is a bell-shaped observation of an object's development over time, with different phases marking the beginning and end. This process is applied to innovations, with the beginning being the idea and the end being market maturity. However, not all innovations follow this path, and many fail, leading to the product not making it to market. To improve the innovation process, we must constantly think about ways to enhance it.

Managing ideas is the first step. The innovation lifecycle is predicated on the premise that solutions to problems are the starting point for innovations. Unmet customer wants, unhappiness with present solutions, possible new markets, and technological opportunities are all examples of difficulties that need to be understood and solved to achieve success. The weaknesses and merits of the concept are examined and evaluated with little outlay of time or resources. The work involved grows larger as the idea develops. Project selection management is the next step. A sketch or thought at the beginning of the innovation lifecycle curve evolves into a real-world solution as the curve progresses. The cost and effort required to arrive at a solution determine the shape of the curve. During this period, it is essential to ask questions and try new things out with the support of other experts to help find any mistakes or misconceptions. When iterating and ensuring a real solution, questions like "Do we understand the problem completely?" "Does our solution address the underlying problem?" "Are we solving the problem or just a symptom?" "Is the solution in the interest of the user or customer?" and "Do we provide a complete solution?" can be helpful. The likelihood of arriving at a workable solution improves with each round of this approach. The management of the product development process constitutes Stage 3. The highest point of the curve occurs during the innovation cycle when a lot of resources are put into developing an idea. An important nerve center in the innovation lifecycle, this phase is where great ideas and solutions become market-ready. The commercialization phase is the fourth stage. The last obstacle is figuring out how to use it in an existing company or to create one from scratch. To scale, you need to stay connected to customers, pick up on comments, and modify your marketing strategy to fit the demographics of your product. Scaling up or down in the wrong way can be detrimental to a company.

The Innovation management to improve business strategy for CCIC Company. CCIC Company can adopt cost leadership, differentiation, focus/niche, and customer intimacy strategies to reduce costs, differentiate, focus on a narrow customer segment, and maintain long-lasting relationships with customers. Cost leadership focuses on offering low-cost products, differentiation creates a distinct value proposition, focus/niche focuses on serving a specific customer group, and customer intimacy focuses on understanding and anticipating customer needs. Developing a business strategy for CCIC Company

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is an ongoing process that requires adaptation to changing markets and customer needs. It involves conducting a SWOT analysis, identifying key success factors, formulating the strategy, implementing and executing the strategy, monitoring and evaluating the success, and adjusting as necessary. Digital Leadership can help position businesses for stability and growth in the years to come. By adopting an appropriate strategy, organizations can create a competitive advantage and achieve their overall goals.

In conclusion, Innovation is a life cycle that involves four phases, with common aspects of an idea being brought to market at the end. To improve the business strategy for CCIC Company, innovation management is crucial. The first step is managing ideas, which involves understanding and solving problems, such as unmet customer wants, unhappiness with current solutions, new markets, and technological opportunities. Project selection management is the next step, where a sketch or thought evolves into a real-world solution. The cost and effort required to arrive at a solution determine the shape of the curve. Iterating and asking questions can help identify mistakes or misconceptions. The product development process is the third stage, where great ideas and solutions become market-ready. The commercialization phase is the fourth stage. To scale, CCIC Company can adopt cost leadership, differentiation, focus/niche, and customer intimacy strategies to reduce costs, differentiate, focus on a narrow customer segment, and maintain long-lasting relationships with customers. Developing a business strategy for CCIC Company is an ongoing process that requires adaptation to changing markets and customer needs. Digital Leadership can help position businesses for stability and growth, creating a competitive advantage and achieving overall goals.

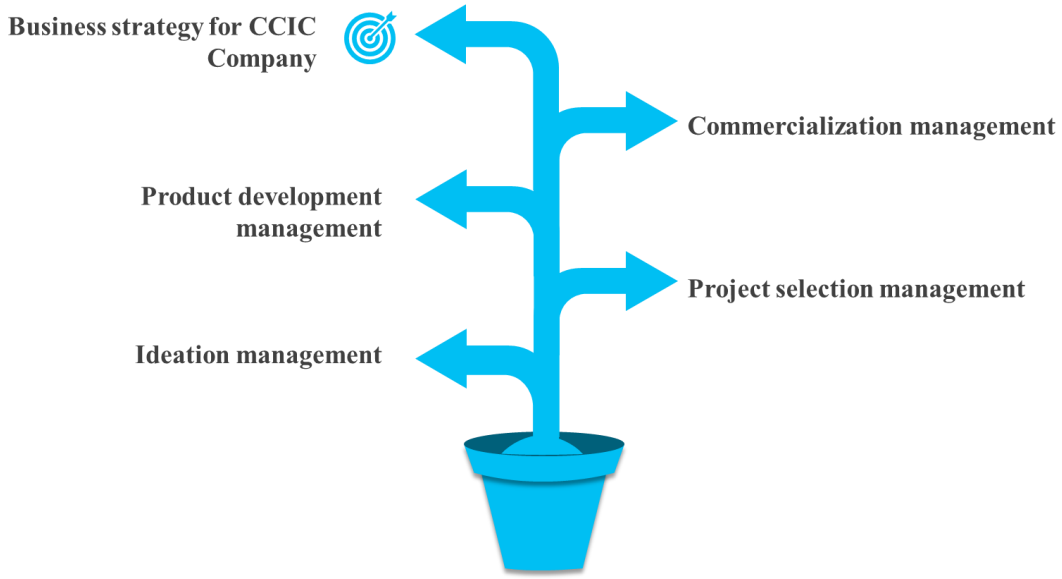

Figure 2 The guideline for Innovation management for improving business strategy for CCIC Company

Discussion

Upon being queried regarding the comparative significance of innovation management and business strategy management at CCIC Company, a majority of the participants expressed a high degree of importance towards innovation management, while business strategy management was rated at a moderate level. The incorporation of state-of-the-art technology into managerial practices can provide a gratifying experience wherein one can derive a sense of achievement from the outcomes of their endeavors. As per the findings of Mun-Su Park, & Soonwoo Daniel Chang's (2022) study, the competence models of managers in telecom business halls play a crucial role in the success of any initiative aimed at improving the financial performance of the organization. The aforementioned statement represents the deduction derived from their scholarly investigation. Within the boardroom of a telecommunications enterprise, managers assume the role of primary administrators and are accountable for a diverse array of critical functions. Recognizing the contributions of telecom operators is a highly effective strategy for enhancing the competitiveness and quality of their services.

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Conventional pre-employment training lacks both assessment and retrospective guidance, thereby rendering it ineffective in enhancing performance. The objective of this research is to present a continuous improvement approach that can aid managers in enhancing their overall competencies.

The correctness of the proposed model is verified by typical operational data at last Santos, Varela & Martínez-Galán (2022), analyzed the interaction model of technological innovation and innovation management and found that knowledge innovation, technological innovation, and management innovation are three essential factors, and the three factors influence each other. The source of technological innovation is the integration of different disciplines. The head of management innovation accepts different standards and knowledge innovation results from the interaction between technological innovation and management innovation. Zhang, Wang & Zhu (2022), analyzed the technical role of innovation management in China, noting that innovation management is usually based on technological change that goes beyond previous practices. Managers need to focus on the innovation network to lead or sustain innovative and successful enterprises. The innovation system in Chinese enterprises is hugely complex, and public policy and government financial support are the core elements of developing the innovation system. Deng & Shi (2023) econometric analysis of the contribution of Chinese enterprises' innovation management to economic growth, found that Chinese enterprises' innovation management includes several tools. The most important thing is to establish a management process and organizational strategic goals that managers, employees, or users can understand. Innovation management enables companies to respond to external or internal opportunities and use their creativity to introduce new ideas, processes, or products. It does not fall under R&D but involves employees or users at all levels to creatively contribute to a company's product or service development and commercialization.

The validity of the proposed model is demonstrated through the utilization of standard operational data. The interplay between knowledge innovation, technological innovation, and management innovation is a crucial area of study, as these three factors are mutually influential. Boonkhum (2023) interaction model of technological innovation and innovation management demonstrates this phenomenon. The term "knowledge innovation" pertains to the procedure by which novel data is obtained. The integration of previously disparate fields of inquiry can yield substantial advancements in technology. The generation of knowledge innovation is a consequence of the dynamic interplay between technological innovation and managerial innovation. The individual responsible for overseeing managerial innovation exhibits receptiveness toward the consideration of diverse factors. In their study on innovation management in China, Deng & Shi (2023) emphasized the importance of technical progress that surpassed traditional methodologies. To effectively oversee and sustain prosperous creative enterprises, managers must prioritize their focus on the innovation network. The development of the innovation system in Chinese companies necessitates the inclusion of public policy and financial support from the government, despite the complexity of the system. Kljajić-Dervić Mateljak & Burić (2022) econometric investigation into the management of innovation among Chinese firms and its influence on economic growth uncovered the implementation of various methodologies. It is imperative to establish strategic goals for management and organization in a comprehensible manner that can be easily understood by managers, employees, and stakeholders. Innovation management enables businesses to leverage novel prospects, whether originating from within or outside the organization. While not classified as research and development, this practice does encourage creative thinking among all members of an organization's staff, as well as its clientele.

Conclusion

The study investigates CCIC Company's perception of innovation management and business strategy, finding high levels of innovation management and moderate levels of business strategy. Innovation is a four-phase life cycle that involves understanding and solving problems, project selection management, product development, and commercialization. CCIC Company can improve its business strategy by adopting cost leadership, differentiation, focus/niche, and customer intimacy strategies. This ongoing process requires adaptation to changing markets and customer needs, creating a competitive

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advantage, and achieving overall goals. Digital Leadership can help position CCIC Company for stability and growth, ensuring long-term success.

Recommendation

Managerial Recommendations

Based on the empirical evidence presented in this study, the following managerial recommendations can be derived from the research findings:

1. The research revealed that organizations must explore novel and inventive approaches to incorporate into their operations. Employees must engage in ongoing education and strategic planning to introduce novel ideas and advancements to the organization. Acquiring expertise in management analysis is crucial for identifying the optimal employee profile that would enable the organization to gain a competitive edge and provide its employees with a comparative advantage over rival firms.

2. The factors contributing to organizational success should prioritize the prior work experience and knowledge of individuals involved in the business, as well as their ability to learn from experts and acquire relevant skills. Additionally, the utilization of technology can enhance organizational efficiency and development.

Further research Recommendations

Based on the empirical evidence presented in this study, the following future research recommendations can be derived from the research findings:

1. Further investigation is warranted into additional variables. The success of an organization is influenced by various factors, including the working environment and corporate culture.

2. Future research endeavors should aim to broaden the scope of the investigation to encompass additional domains, thereby leveraging the acquired knowledge to gain a comprehensive understanding of the factors contributing to the achievement of operational success. The information can be utilized to enhance the development of the organization.

3. Future research ought to investigate the level of job satisfaction and attitudes of employees to identify potential areas for improvement and remediation.

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Citation
Du, Q., Kamkankaew, P., Thanitbenjasith, P., & Guo, H., (2023). Innovation Management of Improving Business Strategy in CCIC Company, China. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (5), 61-70; DOI: https://doi.org/10.60027/ijsasr.2023.2987

International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (5), September-October 2023, pages 61-70. ISSN: 2774-0366
Website: https://so07.tci-thaijo.org/index.php/IJSASR/index
DOI: https://doi.org/10.60027/ijsasr.2023.2987

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Citation
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