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Model of Causal Factors of Network Management Capabilities Affecting Market Opportunity and Performance of Community Enterprises

Chanyaphak Lalaeng[1], Chanita Sumpathanon[2], Chutimant Boonnual[3]

Abstract

Objectives: Research Model of causal factors of network management capabilities affecting market opportunity and performance of community enterprises. This paper examines to check the consistency of the model. To develop a model of causal factors of network management capabilities affecting market opportunity and performance of community enterprises in this sector. The population used in this study was a group of small and medium-sized enterprises in the upper southern region of Thailand, a sample of 320 (Wiratchai, 1999). Using the PLS model, a two-stage approach was used for direct path and mediation effect analysis with high-dimensional latent variables.The analysis revealed that both PCBE and CL were statistically significant in relation to NMC. Furthermore, NMC were found to be statistically significant for Market opportunity (MO) and Business performance (BP). However, MO did directly influence BP. In light of these findings, we discuss the theoretical and practical implications, limitations of the study. This study underscores the importance of Perceived changes in the business environment and Creative leadership the indirect pathways through which Network management capabilities contribute to Market opportunity success and Business performance.

Keywords: *Perceived Changes in The Business Environment, Creative Leadership, Network Management Capabilities, Market Opportunity, Business Performance.*

Introduction

Building business networks is about adjusting techniques and strategies to create power in business operations, and forming diverse business connections. These networks can link marketing, pricing, and sources of product supply, enhancing the potential to drive the country's economy. Currently, many countries leverage the power of business networks for collaboration and mutual support, both vertically and horizontally. By studying the principles and approaches to building foundational networks, along with successful models that have proven effective, we can synthesize this knowledge with context-specific business analyses. This approach will help foster Thai business networks with greater competitive trade potential. A review of literature on the outcomes of network management capabilities shows that these capabilities lead to positive results in marketing opportunities and organizational performance. Network management capabilities focus on shared inspiration among organizations, fostering business relationships and working together toward common goals, while enabling free exchange and unity in management (Moller, 2013). Business networks are essentially about building strong relationships between businesses. Developing these relationships starts with creating mutual trust. Research indicates that network building results in successful business relationships, along with profit and stronger business ties (Rocca and Snohota, 2014). Business networks enable firms to engage in complex interfirm collaborations, such as strategic alliances and supply chain partnerships, which are crucial for creating business value and enhancing marketing opportunities. These collaborations allow firms to manage interdependencies and improve performance outcomes through effective relationship management (Eng, 2015). Networks facilitate the creation of value constellations, where different network configurations interact to produce specific value outcomes. This interaction helps firms to innovate and improve their marketing strategies by leveraging the collective capabilities of the network (Corsaro et al., 2011). In addition entrepreneurial networks play a critical role in enhancing the marketing performance of small and medium enterprises (SMEs) by providing access to resources, knowledge, and market insights. These networks help SMEs to develop superior

[1] Department of Business Administration, King Mongkut's Institute of Technology Ladkrabang, Thailand, Email: chanyaphak.la@kmitl.ac.th
[2] Department of Business Administration, King Mongkut's Institute of Technology Ladkrabang, Thailand, Email: chanya.mju@hotmail.com.
[3] Department of Business Administration, King Mongkut's Institute of Technology Ladkrabang, Thailand, Email: chutimant.bo@kmitl.ac.th (Corresponding Author)

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business capabilities, such as product quality and customer loyalty, which are essential for competitive marketing performance (Murwatiningsih et al., 2015). In the context of state-owned enterprises, network management is crucial for innovation and performance improvement. The development of a value network, which involves resource sharing and value co-creation, significantly impacts enterprise innovation mechanisms. The integration of technologies like AI and IoT further enhances network performance by enabling effective data management and control, thus optimizing enterprise operations (Luo, 2022)

From such importance therefore, the researcher wanted to study model of causal factors of network management capabilities affecting market opportunity and performance of community enterprises มี The objective is to check the consistency of the model. และTo develop a model of cause and effect factors of network management capabilities of community enterprises in the upper southern region of Thailand. o develop a model of cause and effect factors of network management capabilities of community enterprises in the upper southern region of Thailand to develop network management capabilities that lead to effective organizational operations.

Literature Review and Hypothesis

Concept of Network Management Capability (NMC)

Network management capability refers to the focus on shared inspiration between organizations, forming the basis of business relationships within a network. It emphasizes collaborative efforts toward common goals, fostering free exchanges and unified management (Moller, 2013). Business networks are built on strong relationships, starting with mutual trust. Research shows that network building significantly enhances business relationships, profitability, and partnerships (Rocca and Snohota, 2014). For this research, the resource-based view is employed as a key perspective, integrating it with network theory. This approach identifies networks as a valuable organizational resource comprising four key components: 1) Knowledge-sharing capability: This involves fostering social relationships to facilitate collaborative learning and knowledge management, often referred to as a "learning network." The network must continuously learn and expand its processes by elevating ideas and activities that connect individuals and organizations. Knowledge and experiences at the individual level are transferred to the organizational level, enhancing competitiveness, driving innovation, and increasing economic value for the organization in the competitive landscape. 2) Network organizational culture: This focuses on building shared visions and values among network members, where individuals collectively form an integrated system. These relationships may be based on traditional shared values or new objectives for collaboration. It is a dynamic culture, where individuals and groups actively participate in shared activities, decision-making, and mutual trust. Members adhere to organizational culture principles while being tied to a larger system based on mutual well-being and shared goals. 3) Synergy creation: This refers to the ability of network members, as diverse human capital, to combine their individual values into new collective value or synergy. By leveraging the network's collaborative power, shared resources, and technology, opportunities for communication and access to information are expanded. This fosters mechanisms that enhance efficiency, integrate development processes, and link collective efforts toward shared goals at all levels, strengthening the network across all dimensions with a foundation of mutual trust to preserve shared benefits. And 4) Mutual dependence capability: This involves members strengthening one another to ensure the sustainability of the network. By leveraging one member's strengths to address another's areas for improvement, a tightly knit system is formed. This interdependence fosters mutual growth and development, ensuring the network continues to progress cohesively. These components collectively enhance the capacity of business networks to achieve competitive advantages and long-term sustainability.

Concept of Perceived Changes in the Business Environment (PCBE)

Perceived of changes in the business environment refers to the ability of business executives to recognize and consider changes in both internal and external business environments. These changes result from technological advancements, intense competition, and ongoing competitive challenges. This concept encompasses the following components: 1) Sensing Capability: The ability to perceive opportunities arising

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from changes, leading to an understanding of how to transition and develop new capabilities to respond to these opportunities (Teece, 2007; Teece, 2012). 2) Seizing Capability: The ability to select and align resources with emerging opportunities. This involves reflecting on past lessons and transforming them into improved knowledge that is specific and aligned with the changing opportunities (Teece, 2012).3) Adaptive Capability: The dynamic capability to monitor external organizational conditions, including competitors, customers, and technology, and to introduce products or services to the market. This also involves managing existing resources effectively to quickly respond to emerging opportunities. Numerous empirical studies highlight the characteristics of dynamic capabilities, which are essential for developing the dynamic capabilities framework (Wang & Ahmed, 2007).

Concept of Creative Leadership (CL)

Scholars have expressed views on creative leadership, dividing them into two groups: The first group defines creative leadership as leading or inspiring others toward new futures by initiating creative ideas thoughtfully and challengingly (Casse & Claudel, 2007; Stoll & Temperley, 2009). The second group defines creative leadership as coordinating or stimulating creativity, emphasizing the ability to align individuals with both consistent and divergent perspectives to foster collaboration. This leads to ideas that support diverse viewpoints creatively (Adair, 2007; Ibbotson & Darsq, 2008; Harris, 2009). From the definitions offered by scholars in both groups, creative leadership involves two aspects: leading, which emphasizes demonstrating creative leadership, and connecting, which focuses on encouraging creativity in others. In summary, creative leadership refers to the ability to inspire or lead others with vision, imagination, and flexibility through innovative and challenging approaches. Therefore, in this study, the dimensions of creative leadership include: 1) Imagination 2) Flexibilit and 3) Vision.

Concept of Market Opportunity (MO)

Market Opportunity refers to the scope of demand, potential, or interest from buyers that a company can capitalize on to generate profit (Kotler, 1994). Opportunities can take many forms, and marketers must be able to identify them. Creating market opportunities for a business can involve finding differentiators, building brand identity, segmenting the market, and collaborating with other organizations in business development. This is often achieved with the support of sales staff who interact closely with target customers, implementing out-of-the-box marketing strategies, and seeking innovative approaches aligned with customer behavior and genuine needs. These efforts contribute to the sustainability of the business (Loetongkham, 2007). For this study, market opportunity can be summarized as factors enabling the ability to meet the needs of target customers by reaching existing customer groups, seeking new customer groups, and effectively addressing the demands of niche markets. This is achieved through diverse methods to quickly and conveniently meet consumer needs and demands while considering social and environmental norms. Moreover, market opportunities must facilitate the creation of shared networks to add value to the business.

Concept of Business Performance (BP)

Kaplan and Norton authored an article titled "The Balanced Scorecard: Measures that Drive Performance," published in the Harvard Business Review in 1992. In this article, they introduced the concept of measuring organizational performance through a balanced scorecard, a tool for assessing performance that goes beyond financial metrics. It includes non-financial measures such as customer satisfaction, internal business processes, innovation, and learning. Since its introduction, the balanced scorecard has gained widespread popularity and success in performance measurement across various industries. The Balanced Scorecard comprises four key perspectives: 1) Financial Perspective: This answers the question, "How should we treat our shareholders to achieve financial success?" 2) Customer Perspective: This focuses on how customers perceive the organization and whether it can deliver the value that target customers demand. 3) Internal Business Perspective: This evaluates the internal processes that are critical for delivering value and meeting customer needs. It asks, "What are the key internal processes we must excel at to satisfy our customers?"

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4) Learning and Growth Perspective: This considers how the organization can continuously improve and create value, ensuring it achieves its vision by fostering innovation and learning. (Kaplan & Norton, 2004)

Relationship between Perceived changes in the business environment, Creative leadership and Network management capabilities

Perceived changes in the business environment impact creative leadership. Zahrani (2024) stated that impact of work environment, leadership, human resources practices and technology on organizations performance. The research indicates that the Perceived changes in the business environment significantly affects leadership management. Specifically, the study found a positive relationship between work environment resources and leadership management, suggesting that how employees perceive their work environment can influence leadership effectiveness. Corresponds to Surty & Scheepers (2020) stated that moderating effect of environmental dynamism on leadership practices and employees' response to change in South Africa. The research indicates that environmental dynamism has a slight significant strengthening effect on the relationship between leadership practices and response to change, with regard to commitment to the change; efficacy, that is, the belief in whether the change will lead to the efficacy of the organisation; and valence or attractiveness of the change. However, no significant positive moderator effect on the impact of leadership practices on active support for change. Tenure as control variable also did not have a significant influence on the model.

In addition perceived changes in the business environment impact network management capabilities. Bumrungkit & Punpanit (2021) stated that a study of business environment, entrepreneurship and determinant factors toward competitive advantage of ceramic cluster in Lampang, Thailand. The findings showed that the business environment has a direct influence on the business network. Environmental dynamics refer to the rate and unpredictability of changes in the business environment, which can impact a company's strategic decisions and networking capabilities. In small businesses, environmental dynamics directly affect strategic ambidexterity, which is the ability to balance exploration and utilization of resources (Yunita, 2023). However, the moderating role of environmental dynamics in the relationship between networking capability and strategic ambidexterity is found to be insignificant, indicating that other factors may play a more critical role in this relationship (Yunita, 2023). Corresponds to Torkkeli et al. (2019). found that institutional drivers directly and indirectly influence SMEs' international performance, with network competence acting as a mediator. A supportive institutional environment can help SMEs develop network capabilities, which are essential for leveraging international opportunities (Torkkeli et al., 2019). This synthesis of literature leads to Hypothesis

Hypothesis H1: Perceived changes in the business environment has a direct positive effect on creative leadership of community enterprises

Hypothesis H2: Perceived changes in the business environment has a direct positive effect on network management capabilities of community enterprises

Relationship Between Creative Leadership, Network Management Capabilities and Market Opportunity

Darwin et al. (2023) has studied the role of entrepreneur networking in moderating the relationship of leadership style to MSME performance. Found that the study indicates that transformational leadership positively influences both entrepreneurial networking and MSME performance, suggesting that effective leadership models enhance networking capabilities. However, situational leadership does not significantly impact entrepreneurial networking. Thus, leaders who adopt transformational leadership can improve their organizations' networking capabilities, leading to better business outcomes. Entrepreneurial networking serves as a moderator in the relationship between transformational leadership and MSME performance, highlighting its importance in enhancing business efficiency. Corresponds to Uttisin et al. (2021) study to factors affecting effectiveness of network management for non formal education and informal education in Uttarad. The results of the research founded that factors affecting the effectiveness of network management of non-formal and informal education in Uttaradit Province, there was affecting to

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effectiveness of non-formal and informal education in statistically significant at 0.05. There were 3 factors consist of teamwork factor, leadership factor, work literacy factor.

In addition in the context of Indonesian banks, strategic leadership combined with digital competence significantly improves marketing performance by fostering technological innovation. This innovation acts as a mediator, enhancing marketing outcomes and providing a competitive edge (Marbawi et al., 2024). Positive leadership involves creating a supportive and optimistic organizational culture that emphasizes strengths rather than weaknesses. This approach leads to increased employee engagement, satisfaction, and productivity, which are critical for seizing market opportunities (Gauthier, 2015) Positive leadership is also viewed as a form of energy management, where leaders coordinate and direct organizational energy towards achieving goals. Efficient energy management leads to more effective organizations, which can better exploit market opportunities (Seliger, 2016). This synthesis of literature leads to Hypothesis.

Hypothesis H3: Creative leadership has a direct positive effect on network management capabilities

Hypothesis H4: Creative leadership has a direct positive effect on market opportunity

Relationship Between Network Management Capabilities, Market Opportunity and Business Performance

Development of New Business Opportunities: Strategic networks, such as those in the finnish metal industry, demonstrate how multilateral cooperation among SMEs can lead to the creation of new business opportunities. By sharing resources and competencies, these networks can develop a common growth strategy and vision, which facilitates the identification and exploitation of new market opportunities (Valjakka & Valkokari, 2003) . Business networks enable firms to engage in complex interfirm collaborations, such as strategic alliances and supply chain partnerships, which are crucial for creating business value and enhancing marketing opportunities. These collaborations allow firms to manage interdependencies and improve performance outcomes through effective relationship management (Eng, 2015). Networks facilitate the creation of value constellations, where different network configurations interact to produce specific value outcomes. This interaction helps firms to innovate and improve their marketing strategies by leveraging the collective capabilities of the network (Corsaro et al., 2011).

In addition entrepreneurial networks play a critical role in enhancing the marketing performance of small and medium enterprises (SMEs) by providing access to resources, knowledge, and market insights. These networks help SMEs to develop superior business capabilities, such as product quality and customer loyalty, which are essential for competitive marketing performance (Murwatiningsih et al., 2015). In the context of state-owned enterprises, network management is crucial for innovation and performance improvement. The development of a value network, which involves resource sharing and value co-creation, significantly impacts enterprise innovation mechanisms. The integration of technologies like AI and IoT further enhances network performance by enabling effective data management and control, thus optimizing enterprise operations (Luo, 2022). A holistic approach to performance management across business networks is essential for sustainable success. The Network Performance Wheel and Process Management Balanced Scorecard are tools designed to manage performance across complex network structures, ensuring that both internal and external impacts are addressed. This comprehensive management strategy strengthens network centrality and enhances overall performance (Moritz et al., 2019). In governance networks, connective management plays a key role in enhancing network performance. The concept of throughput legitimacy, which refers to the democratic quality of interactions among stakeholders, mediates the relationship between connective management and performance. Effective network managers can create conditions for democratic governance processes, thereby improving network performance (Meerkerk et al., 2015). This synthesis of literature leads to Hypothesis.

Hypothesis H5: Network management capabilities has a direct positive effect on market opportunity

Hypothesis H6: Network management capabilities has a direct positive effect on business performance

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Relationship Between Market Opportunity and Business Performance

Expanding and maintaining a customer base are critical strategies. This refers to a firm's strategic posture that emphasizes innovation, risk-taking, and proactiveness. It has been found to significantly enhance marketing performance by fostering a culture of innovation and adaptability (Angelina & Handoyo, 2024). Corresponds to Lalaeng & Hongsakul, (2024) that was found the market effectiveness directly affected business performance with a positive effect coefficient of at the .01 level. This involves long-term strategies that ensure a firm remains ahead of competitors, such as through unique product offerings or superior customer service (Hidayati & Muslikh, 2023). Firms that adopt a strong market orientation can better align their strategies with market demands, leading to improved performance outcomes (Masuku et al., 2023). This synthesis of literature leads to Hypothesis.

Hypothesis H7: Market pressures has a direct positive effect on business performance

In addition study of model of causal factors of network management capabilities affecting market opportunity and performance of community enterprises." The preceding discussion demonstrates that there is a significant between perceived changes in the business environment, market opportunity and business performance with network management capabilities as a mediating variable. As well as between creative leadership, market opportunity and business performance with network management capabilities as a mediating variable. Consequently, we propose the following hypotheses.

Hypothesis 8: Perceived changes in the business environment impact network management capabilities through the mediation of creative leadership.

Hypothesis 9: Perceived changes in the business environment impact market opportunity through the mediation of creative leadership.

Hypothesis 10: Perceived changes in the business environment impact market opportunity through the mediation of network management capabilities.

Hypothesis 11: Perceived changes in the business environment impact business performance through the mediation of network management capabilities.

Hypothesis 12: Creative leadership impact market opportunity through the mediation of network management capabilities.

Hypothesis 13: Creative leadership impact business performance through the mediation of network management capabilities.

Hypothesis 14: Creative leadership impact business performance through the mediation of market opportunity.

Hypothesis 15: Network management capabilities impact Business performance through the mediation of market opportunity.

From the study of these theories, the researcher developed a conceptual framework to illustrate the relationships between all variables and links them to hypotheses, as shown in the figure.1

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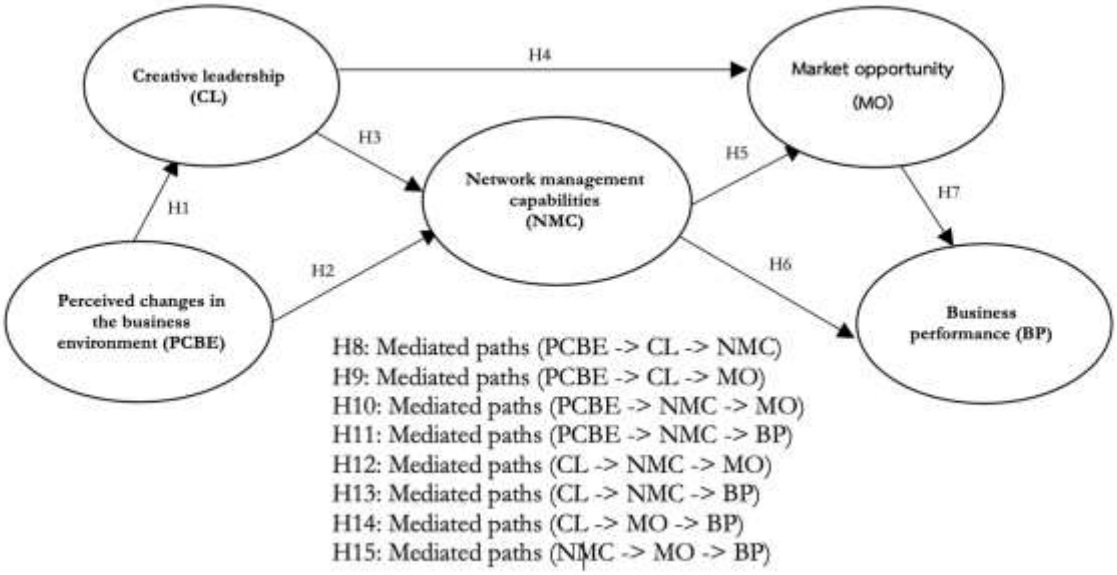

Figure 1. Conceptual Framework Showing Proposed Hypothesis

Research Methodology

Data Collection and Sampling

The population used in this study was a group of 4,750 small and medium-sized enterprises in the upper southern region of Thailand. (Community Enterprise Promotion Division Community Enterprise Registration and Information Group, 2022). The unit of analysis of this research was at the organization level is the president or vice president of the community enterprise group. This research used a postal data collection questionnaire, which has a response rate constraint to provide a good representation of information (Panayides, 2007). The researcher therefore studied the entire population. Determination of samples using G*Power software, a program created with Cohen (1977) fould that total sample size was 129 sample. And has been inspected and certified for accurate and up-to-date sample size by several researchers (Howell, 2010). The model has 16 observable variables, Df = 16(16+1)/2 = 136, Effect Size = 0.5 (Faul, et al., 2007), power of test = 0.80 (Hair, J. et al, 2010) and large effect size = 0.5. By defining the sample of the analysis causal structural models with latent variable. Wiratchai, (1999) suggested that the appropriate sample size should be 1 0 - 2 0 times or the least acceptable sample can be determined by the Holster statistic, which must be greater than 200 (Hoelter, 1983). Therefore, it is considered that the causal relationship model is consistent with the empirical data. In this study, there were 16 observable variables, which if using a sample size of 20 times the observed variables. A sample of 320 was required and use probability theory in simple random sampling.

Measure of Constructs

The development and validation of instruments involved the use of a questionnaire designed based on the intended conceptual framework and operational definitions. The questionnaire is divided into 6 sections: Section 1 consists of questions related to general information about community enterprises, utilizing checklist formats. Section 2 addresses aspects of creative leadership, including (1) having imagination (2) having vision and (3) having flexibility. Section 3 focuses on Perceived changes in the business environmentincluding (1) sensing capability (2) seizing capability and (3) adaptive capability. Section 4 pertains to network management capabilities, including (1) knowledge sharing competency, (2) corporate culture network (3) synergy for collaboration, and (4) interdependence capability. section 5 relates to market opportunity, including (1) Maintaining old customer base and (2) seeking new customers. Section 6 relates to Business performance,

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including of (1) financial perspective, (2) customer perspective, (3) process perspective, and (4) learning and growth perspective. Variables of section 2 – 6 using a 5-point Likert-type scale (1 = not at all, 5 = very much), and validated questionnaires from previous studies were modified and adapted to fit the context of this study .

Data Analysis

To validate the proposed research model, we used partial least squares structural equation modeling (PLS-SEM, also referred to as composite-based structural equation modeling). Generally, PLS is frequently utilized in exploratory studies as it necessitates a more conservative interpretation of results compared to tra- ditional CB-SEM (Hair, Hult, Ringle, & Sarstedt, 2017). A PLS path model analysis was conducted using SmartPLS (v.4, SmartPLS GmbH, Bönningstedt, Germany). First, confirmatory factor analysis was performed to eliminate all items with a value below the 0.7 threshold. Next, the internal consistency, reliability, and validity of the theoretical model were assessed with the remaining items. Finally, the structural model was estimated, and the proposed model was verified. To evaluate reliability, Cronbach's alpha and composite reliability were utilized, while convergent validity was assessed. The average variance extracted (AVE) was examined to ensure it exceeded the 0.5 threshold. Additionally, discriminant validity was analyzed by comparing the correlation value and the square root of AVE to determine if the square root of AVE was greater than the correlation value between the latent variables. The comprehensive research hypothesis test was conducted using bootstrapping (5,000 itera- tions, 95% significance level) with the PLS algorithm.

Results

Evaluation of the Measurement Model

Analysis results descriptive statistic, normality assessment, and validty variables as shown in the table 1 shows that Data from all observed variables have a normal distribution. This is because the values of skewness (Skewness) and kurtosis (Kurtosis) are close to 0, which if considered from the criteria of Schumocker saw that both values were not more than ±1.00 and ±1.50 respectively, indicating that the data collected were suitable data for analysis with parametric statistics.

For the convergent validity of the latent variables based on the average of the extracted variables (AVE), it was found that every latent variable had a value higher than 0.50 (Henseler et al, 2015). Therefore, it can be concluded that Every scalable variable of the variable model is valid in its own use as a latent variable. And when considering confidence (reliabillity) by considering the Cronbach's afa coefficient (œ), component reliabilities (Comoosite reliability), both PA and PC, all latent variables have all reliabilities higher than 0.70 (Henseler et al. 2015). Therefore it can be concluded that The observed variables used to measure each latent variable have high internal relationships and are suitable for explaining the latent variable well.

Table 1. Descriptive Statistic, Normality Assessment, And Validty of Varibles

Validty	Mean	SD.	Skewness	kurtosis	Loading	R-sq	Conbach's alpha	P_A	P_C	AVE
Creative leadership: CL							0.869	0.874	0.919	0.792
CL1	3.960	0.899	0.928	0.811	0.888	0.789				
CL2	3.959	0.921	0.941	0.8	0.903	0.815				
CL3	3.961	0.726	0.88	0.785	0.878	0.771				
Perceived changes in the business environment: PCBE							0.881	0.900	0.929	0.766
PCBE1	3.897	0.874	0.919	0.792	0.943	0.889				
PCBE2	3.940	0.899	0.928	0.811	0.949	0.901				
PCBE3	4.083	0.921	0.941	0.8	0.802	0.643				
Network management capabilities: NMC							0.916	0.726	0.88	0.785

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NMC1	4.037	0.900	0.929	0.766	0.934	0.872				
NMC2	3.868	0.874	0.919	0.792	0.823	0.677				
NMC3	4.146	0.899	0.928	0.811	0.917	0.841				
NMC4	4.143	0.921	0.941	0.8	0.898	0.806				
Market opportunity: MO							0.726	0.726	0.88	0.785
MO1	3.984	0.900	0.929	0.766	0.887	0.787				
MO2	4.091	0.874	0.919	0.792	0.885	0.783				
Business performance: BP							0.897	0.899	0.928	0.811
BP1	3.782	0.553	-0.256	0.2000	0.809	0.654				
BP2	3.997	0.540	-0.115	0.879	0.881	0.776				
BP3	4.094	0.556	-0.068	0.601	0.917	0.841				
BP4	4.112	0.558	-0.067	0.545	0.891	0.794				

Note. AVE, average variance extracted; CR, composite reliability; CA, Cronbach's alpha. $p < .001$.

From the analysis to assess discriminant validity between latent variables by Fronell-Larcke method. The results of the analysis appear in table 2. Shows that Relationships between latent variables (Cross-latent variables) have values no higher than the diagonal values. (The square root of the AVE of the latent variable). Therefore, it can be concluded that all latent variables have discriminant validity.

Table 2 Discriminant Validty

Fronell-Larcker criterion					
Variables	**CL**	**PCBE**	**NMC**	**MO**	**BP**
CL	0.890				
PCBE	0.386	0.901			
NMC	0.442	0.440	0.894		
MO	0.437	0.601	0.619	0.886	
BP	0.446	0.569	0.551	0.781	0.875

Note. AVE, average variance extracted.

Evaluation of the Structural Model

Analysis results to assess the predictive relevance. A Q2-value greater than 0 for a specific endogenous latent variable indicates that the PLS path model possesses strong predictive relevance for that latent variable. As demonstrated in Table 3, the cross-validated redundancy of the latent variables indirectly forecasts the endogenous item based on the prediction of the corresponding latent variable utilized in the structural model. The predictive relevance for the resistance latent variables BP, MO, NMC and, CL was all classified as 'medium' ($Q2 > 0.15$). The cross-validated commonality of latent variables evaluates the path model directly from the latent variables, by latent variables BP, MO, NMC exhibited high ($Q2 > 0.35$), predictive power, verifying that the model had substantial predictive power. In this study, the overall goodness-of-fit (GOF) of the structural model is assessed by calculating the square root of the product of the mean coefficient of determination (R2) and the mean communality (AVE value). A GOF value of 0.527 was obtained. In PLS-PM analysis, the GOF is typically employed to evaluate the overall model fit. A higher GOF value indicates a better model fit; a GOF between 0.1 and 0.25 signifies a low model fit, a GOF between 0.25 and 0.36 indicates a medium model fit, and a GOF of 0.36 or higher represents a high model fit (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). As shown in Table 4, all GOF indices exceeded the threshold, leading to the conclusion that the structural fit of this research model was excellent.

Table 3. Predictive Relevance (Q-Sq)

	Cross-validated redundancy Q-sq	**Cross-validated communality Q-sq**
BP	0.230	0.628

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MO	0.271	0.677
NMC	0.185	0.410
CL	0.140	0.250
PCBE		0.388

Note. Low (Q2 > 0), medium (Q2 > 0.15) and high (Q2 > 0.35).

Table 4. Goodness-Of-Fit (GO) Results

Variables	AVE	R-sq
PCBE	0.811	
CL	0.635	0.149
NMC	0.800	0.280
MO	0.785	0.417
BP	0.766	0.617
Mean value	0.759	0.366
Multiply of mean value	0.277	
GOF	**0.527**	

Note. AVE, average variance extracted.

Path Analysis and Hypothesis Testing

Examining the significance of path coefficients between the latent variables in the structural model. To detemine significance, we generated a bootstrap subsample (5,000) in PLS and utilized the t-value and p-value to test if the path coefficient β is statistically significant at a 5% error probability. As displayed in Figure 2 and Table 5, all 7 paths (H1, H2, H3, H4, H5, H6, H7) were deemed statistically significant, the hypothesis is supported.

In addition, the hypothesis that PCBE impact NMC and MO through the mediation of CL (H8, H9) were deemed statistically significant, the hypothesis is supported. PCBE and CL impact MO through the mediation of NMC (H10, H12) were deemed statistically significant, the hypothesis is supported.

CL and NMC impact BP through the mediation of MO (H14, H15) were deemed statistically significant, However, no mediating role was discovered between PCBE and CL impact BP through the mediation of MO (H11, H13), the hypothesis is supported.

Moreover, when considering the f-sq that reflects the magnitude of influence that the causal variable has on the dependent variable, it can be seen that (1) the BP variable is affected by a high magnitude from the NMC variable. (2) The BP variable was affected by a high magnitude from the MO variable. (3) The CL variable is moderately affected by the PCBE variable. (4) The NMC variable is slightly affected by the PCBE variable. (5) The NMC variable is slightly affected by the CL variable. (6) The MO variable has a small effect from the CL variable. (7) The MO variable has a small effect from the MMC variable. (Cohen, 1988)

Table 5. Results Of Path Analysis and Hypothesis Testing

H	Path	B	STDEV	t-test	P value	f-sq	Supported
H1	PCBE -> CL	0.386	0.056	6.919	0.000	0.175	Yes
H2	PCBE -> NMC	0.316	0.061	5.185	0.000	0.118	Yes
H3	CL -> NMC	0.320	0.060	5.297	0.000	0.057	Yes
H4	CL -> MO	0.203	0.052	3.900	0.000	0.121	Yes
H5	NMC -> MO	0.529	0.047	11.279	0.000	0.019	Yes
H6	NMC -> BP	0.109	0.055	1.975	0.048	0.387	Yes

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H7	MO -> BP	0.713	0.047	15.313	0.000	0.819	Yes
H8	PCBE -> CL -> NMC	0.123	0.033	3.765	0.000		Yes
H9	PCBE -> CL -> MO	0.078	0.028	2.825	0.005		Yes
H10	PCBE -> NMC -> MO	0.167	0.041	4.058	0.000		Yes
H11	PCBE -> NMC -> BP	0.035	0.02	1.704	0.088		No
H12	CL -> NMC -> MO	0.169	0.033	5.191	0.000		Yes
H13	CL -> NMC -> BP	0.035	0.018	1.900	0.057		No
H14	CL -> MO -> BP	0.145	0.041	3.571	0.000		Yes
H15	NMC -> MO -> BP	0.378	0.042	9.020	0.000		Yes

Note. * mean p < .05, ** mean p < .01, *** mean p < .001.

Analysis of the type of influence of causal variables on the dependent variable as shown in the table 6 and picture 2 It was found that BP received the highest total influence from the MO variable, followed by NMC, CL, and PCBE, respectively. It was found that the MO variable received the highest total influence from NMC, followed by the CL variable and PCBE, respectively. The NMC variable received the highest total influence from PCBE, followed by the CL variable, respectively. In addition, PCBE has the fourth highest overall influence on BP variables, the third highest overall influence on MO variables, and the first highest overall influence on NMC variables. CL has the third highest overall influence on the BP variable, the second highest overall influence on the MO variable, and the second highest overall influence on the NMC variable.

NMC has the second highest absolute influence on BP, and the first highest overall influence on MO. This result reflects the important role of Perceived changes in the business environment (PCBE) in Affects Creative leadership (CL), Network management capabilities (NMC), Market opportunity (MO) and bring it to Business performance (BP). Considering the variance of internal variables that are explained by cause variables (R-sq), it is found that NMC, MO, and BP variables have 149 percent of the variance, 28.0, 41.7 and 61.7 respectively.

Table 6. Direct, Indirect, And Total Effect

Outcome / Casual	CL			NMC			MO			BP		
	DE	**IE**	**TE**	**DE**	**IE**	**TE**	**DE**	**IE**	**TE**	**DE**	**IE**	**TE**
PCBE	0.386		0.386	0.316	0.123	0.438		0.311	0.311		0.270	0.270
CL				0.320		0.320	0.203	0.169	0.372		0.301	0.301
NMC							0.529		0.529	0.109	0.378	0.487
MO										0.713		0.713

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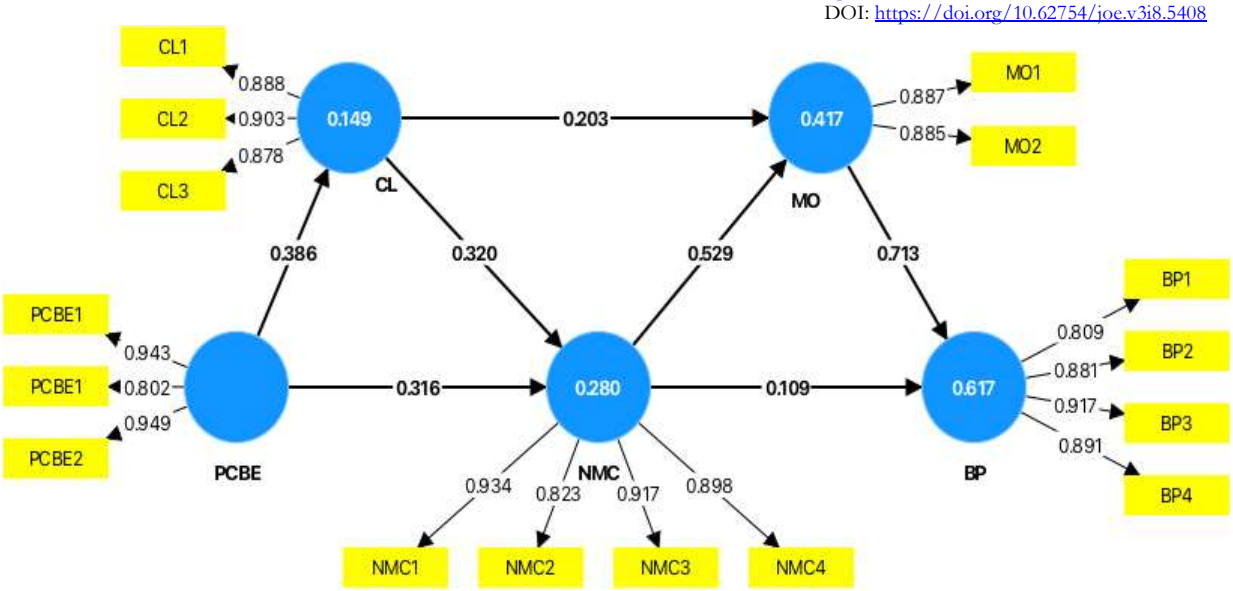

Figure 2 Measurement Model

Discussion

Discussion of the Findings

The analysis ehe model of causal factors of network management capabilities affecting marketing effectiveness and performance of community enterprises. The results of the study are as follows.

Perceived changes in the business environment impact creative leadership of community enterprises. Consistent to Zahrani (2024) that was found the Perceived changes in the business environmentsignificantly affects leadership management. Specifically, the study found a positive relationship between work environment resources and leadership management, suggesting that how employees perceive their work environment can influence leadership effectiveness. and also consistent with Surty & Scheepers (2020) that was found environmental dynamism has a slight significant strengthening effect on the relationship between leadership practices and response to change, with regard to commitment to the change; efficacy, that is, the belief in whether the change will lead to the efficacy of the organisation; and valence or attractiveness of the change.

Perceived changes in the business environment impact network management capabilities of community enterprises. Consistent to Bumrungkit & Punpanit (2021) that was found the business environment has a direct influence on the business network. Environmental dynamics refer to the rate and unpredictability of changes in the business environment, which can impact a company's strategic decisions and networking capabilities. In small businesses, environmental dynamics directly affect strategic ambidexterity, which is the ability to balance exploration and utilization of resources (Yunita, 2023). Corresponds toTorkkeli et al. (2019) found that institutional drivers directly and indirectly influence SMEs' international performance, with network competence acting as a mediator. A supportive institutional environment can help SMEs develop network capabilities, which are essential for leveraging international opportunities (Torkkeli et al., 2019).

Creative leadership impact network management capabilities of community enterprises. Consistent to Darwin et al. (2023) has studied the role of entrepreneur networking in moderating the relationship of leadership style to MSME performance. Found that the study indicates that transformational leadership positively influences both entrepreneurial networking and MSME performance, suggesting that effective leadership models enhance networking capabilities. Corresponds to Uttisin et al. (2021) study to factors affecting effectiveness of network management for non formal education and informal education in

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Uttarad. The results of the research founded that factors affecting the effectiveness of network management of non-formal and informal education in Uttaradit Province, there was affecting to effectiveness of non-formal and informal education in statistically significant.

Creative leadership impact Market opportunity of community enterprises. in the context of Indonesian banks, strategic leadership combined with digital competence significantly improves marketing performance by fostering technological innovation. This innovation acts as a mediator, enhancing marketing outcomes and providing a competitive edge (Marbawi et al., 2024). Positive leadership involves creating a supportive and optimistic organizational culture that emphasizes strengths rather than weaknesses. This approach leads to increased employee engagement, satisfaction, and productivity, which are critical for seizing market opportunities (Gauthier, 2015). Positive leadership is also viewed as a form of energy management, where leaders coordinate and direct organizational energy towards achieving goals. Efficient energy management leads to more effective organizations, which can better exploit market opportunities (Seliger, 2016).

Network management capabilities impact Market opportunity of community enterprises. corresponds to development of new business opportunities: strategic networks, such as those in the finnish metal industry, demonstrate how multilateral cooperation among SMEs can lead to the creation of new business opportunities. By sharing resources and competencies, these networks can develop a common growth strategy and vision, which facilitates the identification and exploitation of new market opportunities (Valjakka & Valkokari, 2003). Business networks enable firms to engage in complex interfirm collaborations, such as strategic alliances and supply chain partnerships, which are crucial for creating business value and enhancing marketing opportunities. These collaborations allow firms to manage interdependencies and improve performance outcomes through effective relationship management (Eng, 2015). Networks facilitate the creation of value constellations, where different network configurations interact to produce specific value outcomes. This interaction helps firms to innovate and improve their marketing strategies by leveraging the collective capabilities of the network (Corsaro et al., 2011).

Network management capabilities impact business performance of community enterprises. entrepreneurial networks play a critical role in enhancing the marketing performance of small and medium enterprises (SMEs) by providing access to resources, knowledge, and market insights. These networks help SMEs to develop superior business capabilities, such as product quality and customer loyalty, which are essential for competitive marketing performance (Murwatiningsih et al., 2015). In addition in the context of state-owned enterprises, network management is crucial for innovation and performance improvement. The development of a value network, which involves resource sharing and value co-creation, significantly impacts enterprise innovation mechanisms. The integration of technologies like AI and IoT further enhances network performance by enabling effective data management and control, thus optimizing enterprise operations (Luo, 2022). A holistic approach to performance management across business networks is essential for sustainable success. The Network Performance Wheel and Process Management Balanced Scorecard are tools designed to manage performance across complex network structures, ensuring that both internal and external impacts are addressed. This comprehensive management strategy strengthens network centrality and enhances overall performance (Moritz et al., 2019).

Market pressures impact Business performance of community enterprises. Expanding and maintaining a customer base are critical strategies. This refers to a firm's strategic posture that emphasizes innovation, risk-taking, and proactiveness. It has been found to significantly enhance marketing performance by fostering a culture of innovation and adaptability (Angelina & Handoyo, 2024). Corresponds to Lalaeng & Hongsakul (2024) that was found the market effectiveness directly affected business performance with a positive effect coefficient of at the .01 level. . This involves long-term strategies that ensure a firm remains ahead of competitors, such as through unique product offerings or superior customer service (Hidayati & Muslikh, 2023). Firms that adopt a strong market orientation can better align their strategies with market demands, leading to improved performance outcomes (Masuku et al., 2023).

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Perceived changes in the business environment impact network management capabilities through the mediation of creative leadership. Consistent to Murray (2017) that was found creative leaders thrive in complex environments by embracing adaptability and fostering a culture of continuous learning and innovation. Complexity leadership theory suggests that leaders should act as facilitators of connectivity, enabling self-organizing potential and distributed power within networks.

Perceived changes in the business environment impact market opportunity through the mediation of creative leadership. Creative leaders are essential in building dynamic and creative marketing teams that can adapt to changing market conditions. They encourage continuous innovation rather than settling for the status quo, which is crucial for meeting the challenges and opportunities in a changing market (Sari et al., 2024). Adapting to technological and global changes: over the past decades, creative leaders have had to adjust their strategies in response to globalization and technological advances. This adaptability is crucial for developing advertisements and marketing strategies that resonate with contemporary audiences (Ashley & Oliver, 2010).

Perceived changes in the business environment impact market opportunity through the mediation of network management capabilities. Consistent to Piercy. Cravens (1995) was found the development of network organizational forms, such as strategic alliances and partnerships, is a response to changes in the marketing environment. These forms enable businesses to implement marketing strategies that are aligned with evolving market conditions and consumer expectations.

Creative leadership impact market opportunity through the mediation of network management capabilities. In the tourism industry, leadership networks play a vital role in shaping and influencing destination development. By fostering cooperation among various stakeholders, leaders can enhance the strategic orientation and innovation capability of tourism destinations (Zehrer et al., 2014).

Creative leadership impact business performance through the mediation of market opportunity.

Leadership styles that emphasize market orientation can significantly impact organizational performance. Different components of market orientation have varying effects, highlighting the need for leaders to tailor their strategies to specific market needs (Lo et al., 2015). Marbawi et al. (2024) was found the study indicates that strategic leadership significantly enhances marketing performance by fostering technological innovation and digital competency.

Network management capabilities impact Business performance through the mediation of market opportunity. Networking allows SMEs to expand their marketing expertise, which is essential for survival and growth in competitive markets (Hakimpoor et al., 2012). Karayanni (2015) was found the study indicates that interorganizational networking, through marketing-oriented and network-oriented communication exchanges, significantly impacts business performance.

Implications of the Research

The implications of this research can be divided into theoretical and managerial perspectives. The overall discussion can be as follows.

First, this study expands the scope of network management capabilities research by examining how perceived changes in the business environment factors and *creative leadership* factors influence network management capabilities. Perceived of changes in the business environment refers to the ability of business executives to recognize and consider changes in both internal and external business environments. These changes result from technological advancements, intense competition, and ongoing competitive challenges. This concept encompasses the following components: 1) Sensing Capability 2) Seizing Capability and 3) Adaptive Capability (Teece, 2007) The organization's executives should have skills in recognizing changes in the business environment. This is a factor that affects a business's ability to manage its network. Market

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opportunity and business performance (Bumrungkit & Punpanit, 2021; Yunita, 2023; Sari et al., 2024; Cravens, 1995).

creative leadership refers to the ability to inspire or lead others with vision, imagination, and flexibility through innovative and challenging approaches. Therefore, in this study, the dimensions of creative leadership include: 1) Imagination 2) Flexibility 3) Vision. (Uttisin et al., 2021; Seliger, 2016; Schaffer, 2013;. Lo et al., 2015; Marbawi et al., 2024).

Second, this study expands the scope of network management capabilities research by examining how network management capabilities factors influence market opportunity and business performance. Network management capability is a critical and essential strategy that promotes collaboration among businesses, creating trade alliances that help overcome obsolescence and adapt to technology in a borderless era (Moller & Svahn, 2009). Networking processes can be integrated into businesses to enhance and develop networks for beneficial outcomes and business opportunities (Munksgaard et al., 2012). This research integrates the resource-based view (RBV) with network concepts, identifying networks as valuable organizational resources. The components include: 1) Knowledge-sharing capability. 2) Establishing a network-oriented organizational culture. 3) The ability to integrate relationship capital through collaborative power. 4) Mutual dependence capability. Research findings indicate that network management capability influences business performance and market opportunities. Therefore, organizational leaders should possess skills in managing networks effectively. (Murwatiningsih et al., 2015; Luo, 2022; Valjakka & Valkokari, 2023; Eng, 2015; Hakimpoor et al., 2012).

Third, this study expands the scope of network management capabilities research by examining how market opportunity factors influence business performanc. Market opportunity involves the ability to meet the needs of target customers by retaining existing customers and acquiring new customer groups. It also includes efficiently serving niche market demands through diverse, rapid, and convenient channels to deliver products and services to customers. Kotler (1994) stated that market opportunities arise when customers have needs or desires, and businesses can address those needs, often resulting in profitability. Key factors include the number of target customers, their purchasing power, and their eagerness to buy. This study identifies market opportunities as comprising: 1) Retaining the customer base. 2) Expanding to new customer groups. Research findings demonstrate that market opportunities impact business performance. Therefore, organizational leaders should create market opportunities driven by network management capabilities, ultimately leading to improved organizational performance. (Angelina & Handoyo, 2024; Masuku et al., 2023; Murray, 2017; Hakimpoor et al., 2012; Karayanni, 2015).

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