

Antecedents of the Success of the Healthy Food Business Entrepreneurs in Bangkok and Its Metropolitan

Chantip Pakvisal¹, Bundit Pungnirund², Nattapong Techarattanased³,
Jiraphorn Sawasdiruk⁴

^{1,2,3,4} *Suan Sunadha Rajabhat University, Thailand*

*E-Mail: s61484945016@ssru.ac.th¹, bundit.pu@ssru.ac.th²,
nattapong.te@ssru.ac.th³, jiraphorn.sa@ssru.ac.th⁴*

Abstract

Nowadays, there is an increasing trend related to healthy eating, which is considered an important trend for people who care for health. Therefore, it is an opportunity for the competition among the healthy food businesses in developing healthy menus with a variety of nutrient-rich food for consumers to choose based on their needs. It also enables the healthy food business entrepreneurs to find various approaches and strategies that can respond to the needs of customers in the increasingly competitive market environment. The objectives of this research were to: 1) study antecedents and success of healthy food business entrepreneurs in Bangkok and its metropolitan region; 2) examine influences of the antecedents on the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region; and 3) develop a model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region. This research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 460 entrepreneurs and executives of the healthy food businesses in Bangkok and its metropolitan region. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via multi-stage sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation model. As for the qualitative research component, in-depth interviews were conducted with 20 key informants consisting of entrepreneurs and executives of the healthy food businesses in Bangkok and its metropolitan region. The findings showed that: 1) Prepositions include human resource management, leadership, innovation, 7Ps strategies, and the success of the entrepreneurs were rated at a high level whereas employees' satisfaction was at a moderate level; 2) human resource management, leadership, innovation, 7Ps strategies, and employees' satisfaction had an influence on the success of the entrepreneurs, with a .05 level of statistical significance and 3) develop a model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region. In addition, the qualitative research findings revealed that in order to achieve sustainable success in the operation of the healthy food businesses, the entrepreneurs should focus on customers in all target groups so that a competitive advantage could be achieved through the expansion of the customer base, and the highest quality could be delivered to each target group. Based on the research findings, the researcher developed the model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region called the LSIMSS Model. (L = Leadership : L, S = 7Ps Strategy : S, I = Innovation : I, M = Human Resource Management : HRM, S = Personnel Satisfaction : S, S = Success for Health Food

Entrepreneurs : SHFE) The findings of this research can serve as guidelines in formulating policies to assist the operation of the healthy food business entrepreneurs in Bangkok and its metropolitan region. Distinction in terms of professionalism and specific expertise should be employed to develop the success in the operation of entrepreneurs in creating competitive advantages in the domestic and regional markets in the future.

Keywords: Antecedents for the success, healthy food businesses entrepreneur, metropolitan region Bangkok, leadership, innovation, human resources management, satisfaction.

1

. Introduction

Nowadays, there is an increasing trend related to healthy eating (Brassard et al., 2022), which is considered an important trend for people who care for health. Therefore, it is an opportunity for the competition among the healthy food businesses in developing healthy items with a variety of nutrient-rich food for consumers to choose based on their needs. It also enables the healthy food business entrepreneurs to find various approaches and strategies that can respond to the needs of customers in the increasingly competitive market environment. Healthy food industry is one of the large wood industries globally (Persis, Venkatesh, Sreedharan, Shi, & Sankaranarayanan, 2021; Rosenthal, Guedes, dos Santos, & Deliza, 2021) which has significant contribution along with other industries. This industry also has important for the people because it is directly related to the health of the people. The healthy food products produced by this industry has major importance to maintain a healthy life. This industry is also contributing towards the welfare of the nation as well as community. Because this industry producing revenue which contributes to the economy of every nation and it also has importance at local level. As at local level, this industry producing various livelihood opportunities for the people which lead to the welfare of the communities. Similar with other countries, healthy food industry is also vital importance in Thailand. This industry is also growing rapidly in Thailand Bangkok.

In Bangkok, Thailand, there are various businesses related to the healthy foods are

operating. There are several entrepreneurs at small and large level are working on this industry. Particularly in Bangkok, there are several opportunities related to the healthy food because this city is one of the important cities of Thailand in which tourists travel to various places continuously in whole the year (Mansouri, 2014). Thus, to meet the requirements of the people related to the healthy food the business entrepreneurs have significant role. However, with the passage of time the competition in this industry is increasing in Bangkok. With the increase in competition the entrepreneur success become a challenge. In a highly competitive business environment, the business success in healthy food business is one of the difficult tasks. Therefore, it is important to address entrepreneurs' success in healthy food industry of Bangkok Thailand with the help of various strategies.

Although, there are several strategies proposed by previous studies to promote entrepreneur success (Sætren, 2016), however, still there is a gap available to investigate the factors affecting entrepreneurs success. Especially, the significant gap is available in healthy food industry of Bangkok to investigate various ways to promote entrepreneurs' success. Number of studies are carried out on entrepreneur success (Primadona & Emrizal, 2022), however, food industry of Bangkok is completely ignored by the previous studies. To fulfill this literature gap, the current study addressed several factors which may have influence to promote entrepreneur success.

Most importantly, this study proposed leadership to enhance entrepreneur success with the help of strategy development, innovation, human resource management (HRM), and satisfaction of the employees working in related companies. Among the healthy food businesses or in related companies the role of effective leadership has major importance to enhance strategy, innovation, HRM and satisfaction which ultimately promote entrepreneurs' success. Finally, with the help of considering problem related to the entrepreneur success and literature gap, this study developed following research objective;

1. To study antecedents and success of healthy food business entrepreneurs in Bangkok and its metropolitan region.
2. To examine influences of the antecedents on the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region.
3. To develop a model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region.

The current study is grounded on various sections. The second section of the study after introduction is literature review which is based on the hypothesis's development. In this section hypotheses are developed with the help of

previous studies. Whole research method to carried out this research is explained in section three of the study. In this section, the current study explained the research approach used along with the questionnaire development and sampling technique. The fourth section of the study is based on the structural equation modeling to analyze the data and obtain the results. Furthermore, section five concluded the research and section 6 proposed various recommendations as well as implications of the study.

2. Literature Review

This study developed research framework and proposed various relationships based on independent variable, mediating variable and dependent variable. In this section, various relationships are proposed with the help of identifying literature gaps. Although several previous studies investigated on all these variables, however, it is important to identify various gaps which are reported in the framework. Framework of the study is based on the effect of leadership on entrepreneur success in healthy food industry. However, there are various other factors are also considered such as strategy, innovation, HRM and satisfaction. The relationship between leadership, strategy, innovation, HRM, satisfaction and entrepreneurs' success is given in Figure 1.

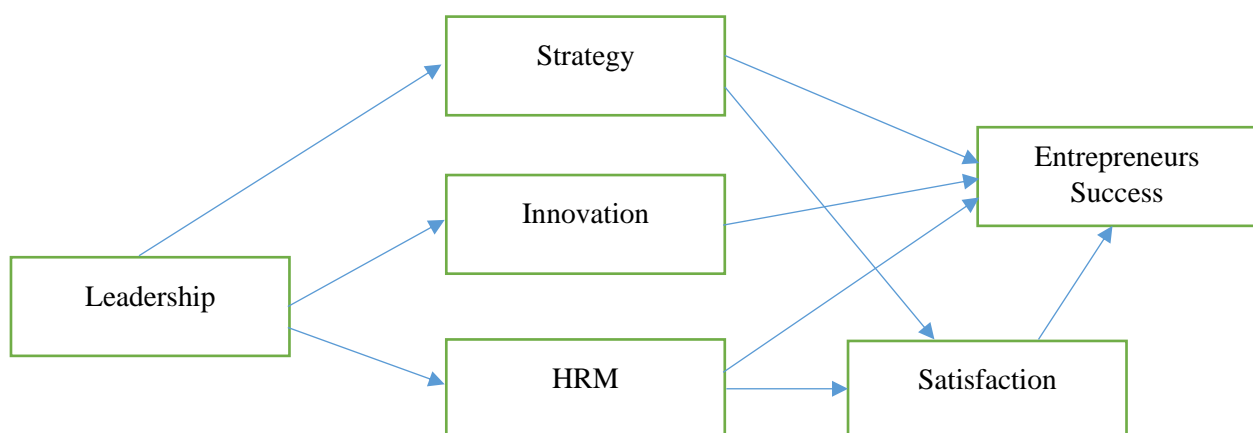


Figure 1. Theoretical framework of the study

Nowadays, several companies are focusing leadership strategies to promote success rate in business. Leadership can be explained as the way to lead the groups as well as team. Quality leadership is most important for the success of any activity in the business (Alayoubi, Al Shobaki, & Abu-Naser, 2020). In any organization, the leadership is connected with the managers as well as frontline employees of the company. The role of these managers as well as other top-level employees to lead the subordinates has key importance. There are various types of leadership such as transformational leadership and transactional leadership. Both transformational and transactional leadership has key importance to promote success in business activities. Similar with other businesses, it is also important in healthy food businesses. The entrepreneurs working in healthy food industry required leadership qualities to promote entrepreneur success.

In the current study, leadership is considered in relation to the three important elements. Three important dimensions of leadership are considered to measure and to examine the effect of leadership on entrepreneurs' success. These three dimensions include; vision of the leader, courage of the leader and decision-making power of the leader. Quality leadership always require a broad vision, significant courage to take various actions and make the strategies and finally it involves decision making power and to make right decisions in a right way. The leadership has influence on businesses through different ways, especially, the leadership is most important to make various strategies. Particularly, in a competitive business environment, the role of strategic planning has key importance. Majorly, a quality leadership lead to make different strategies which help to compete with the competitor by gaining competitive advantage and survive in the competitive business environment. Strategies may be based on external strategies as well as internal strategies. External strategies include the strategies related to compete in the market

and to handle the competitors. The internal strategies may include the strategies to promote operations of the company and promote internal innovation. Therefore, according to the study, leadership influence on the entrepreneur success through strategy making.

The second most important element of leadership which effect on entrepreneur success is innovation, because leadership has significant relationship with innovation (Chaithanapat, Punnakitikashem, Oo, & Rakthin, 2022; Munir, Arief, Abdinagoro, & Furinto, 2022). In a technologically advanced environment, the role of innovation is most important for the creativity in the business activities which is one of the mandatory elements in current innovative business environment. Various innovations in the product as well as process and innovations in manufacturing of various products is most important because it increases the quality as well as efficiency along with the decrease in cost. Most of the businesses are trying to innovate new ideas and to introduce new technology to decrease the overall cost and increase the level of quality. As in this environment it is important to introduce various ideas to promote internal innovation. In this direction, leadership can play most important role. As highlighted in the previous studies that leadership has positive role to influence innovative activities (Stoker, Looise, Fisscher, & Jong, 2001).

The third most significant element of leadership which effect on entrepreneur success is HRM. The management of human resources always play most important role in business success (Khashman, 2022) because business success is majorly based on the expertise of the employees as well as capability. As skillful employees provide the competitive advantage to compete with competitor which shows long term benefits. In this direction, it is important for the leaders to manage human resources effectively. As reported in previous studies that leadership has a significant effect on HRM (Islam, Khan, Ahmed, & Mahmood, 2020). It is important for

a leader to choose skilled employees for the businesses and recruit those employees which have significant capability to run the business operations. Furthermore, at workplace it is important for the leaders to assign various activities related to the expertise of the employees. The employee must be assigned those activities in which he or she is expert. Otherwise, it will be the wastage of time as well as resources, if leader assign an assignment to the employee who is not expert to do this assignment. Therefore, to utilize human resources, leadership qualities have significant importance and it may lead to the entrepreneur's success.

Hypothesis 1. Leadership has positive effect on strategy development.

Hypothesis 2. Leadership has positive effect on innovation.

Hypothesis 3. Leadership has positive effect on HRM.

Quality strategy development has importance for the business activities and to the business success. In relation to the competitors, it helps the business to survive in competition. Furthermore, good strategies always lead to the competitive advantage which has significant importance in business success. It proved in previous studies that strategy making has positive influence on business performance (Vătămănescu, Alexandru, Mitan, & Dabija, 2020). In entrepreneurship activities related to the healthy food businesses, it is important for the management to promote various strategies. Strategies in relation to the internal activities of the company expediate the business activities and expediate the process of product manufacturing with low cost. Therefore, strategies always have a positive role in business success.

Hypothesis 4. Strategy has positive effect on entrepreneurs' success.

In the technological advanced business environment, the innovation cannot be neglected in any business. In the era of Industry

4.0, it is most important for the companies to promote operations with the help of innovative activities. Innovation is one of the processes which lead the process, product and services towards high quality, less time and with reduced cost which ultimately have positive effect on the customers. Additionally, the innovation in products and services increases the level of attraction for the people. Therefore, innovation can play most important role to promote entrepreneurs' success (Chin, Raman, Yeow, & Eze, 2012).

Hypothesis 5. Innovation has positive effect on entrepreneurs' success.

As discussed in this study, HRM practices playing a vital role in entrepreneurs' success. In business activities, the management of human resources is key to the success. According to resource-based view, assets of the company always lead to the success. Assets of the company also include intangible assets such as employee skills as well as capability. These intangible resources of the company can have major role to promote entrepreneur success. As better human resources development led to the good strategies and innovate new ideas which significantly contributes to the business success. Therefore HRM has positive role to influence entrepreneurs success (Kaya, 2006). Additionally, it is also observed that HRM activities in any organization has significant effect on employee satisfaction. The satisfaction of the employees encourages them to increase the level of quality. It has the ability to promote employee performance. As it is highlighted in other studies that it has significant effect on the level of satisfaction. A satisfied employees always work effectively and lead towards the better outcome (Elrehail et al., 2019), therefore the level of satisfaction among the employees always have positive effect on entrepreneur success. Previous studies proved that employee satisfaction have positive effect on business performance (Jyoti & Sharma, 2012). Therefore, following hypotheses are proposed;

Hypothesis 6. HRM has positive effect on entrepreneurs' success.

Hypothesis 7. HRM has positive effect on satisfaction.

Hypothesis 8. Satisfaction has positive effect on entrepreneurs' success.

Hypothesis 9. Strategy has positive effect on satisfaction.

Hypothesis 10. Strategy mediates the relationship between leadership and satisfaction.

Hypothesis 11. Satisfaction mediates the relationship between HRM and entrepreneurs' success.

Hypothesis 12. HRM mediates the relationship between leadership and entrepreneurs' success.

Hypothesis 13. Satisfaction mediates the relationship between strategy and entrepreneurs' success.

3. Methodology

This research employed a mixed research methodology combining quantitative and qualitative methods. The current study designed a survey questionnaire to collect primary data for quantitative research approach. In this way the current study measured strategy with the help of product, price, channel, promotion, physical activity and process. Innovation is measured with the help of product

innovation, service innovation and management innovation. HRM is measured with the help of knowledge, skills and experience. Satisfaction is measured with the help of internal satisfaction and external satisfaction. Entrepreneurs' success is measured with the help of goal achievement, customer perspective, financial perspective, internal process, and learning growth. Leadership is measured with the help of vision, courage and decision.

For the quantitative research part, the research sample consisted of 460 entrepreneurs and executives of the healthy food businesses in Bangkok and its metropolitan region. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via multi-stage sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation modeling. As for the qualitative research component, in-depth interviews were conducted with 20 key informants consisting of entrepreneurs and executives of the healthy food businesses in Bangkok and its metropolitan region. Finally, data statistics are given in Table 1.

Table 1. Statistical test of empirical variables (n=460)

Variable	\bar{X}	S.D.	%CV	Sk	Ku	χ^2	P-value
visio	4.13	.89	21.55	-3.932	-2.730	22.915	.000
coura	3.59	1.02	28.41	-1.614	-2.613	9.434	.009
decis	3.74	1.00	26.74	-2.150	-2.654	11.669	.003
produ	3.60	.96	26.67	-1.362	-1.778	5.017	.081
price	3.92	.83	21.17	-2.099	-2.399	1.162	.006
chane	3.43	1.07	31.20	-1.181	-2.425	7.275	.026
promo	3.51	1.09	31.05	-1.502	-3.100	11.867	.003
perso	3.23	1.12	34.67	-.611	-2.959	9.129	.010
physi	3.79	.98	25.86	-2.246	-2.060	9.291	.010
proce	3.46	1.06	30.64	-1.219	-2.489	7.679	.022
proino	3.50	.99	28.29	-1.041	-1.956	4.909	.086
servi	3.64	.85	23.35	-1.048	-1.309	2.812	.245
manag	3.92	1.00	25.51	-3.178	-3.740	24.085	.000
know	4.00	.76	19.00	-2.063	-1.708	7.174	.028
skill	3.62	.84	23.20	-.850	-.912	1.554	.460
exper	3.97	.67	16.88	-1.064	-.669	1.579	.454
inter	3.68	1.23	33.42	-2.943	-6.439	5.120	.000
exter	2.86	1.05	36.71	.305	-2.042	4.262	.119
goal	3.20	1.06	33.13	-.514	-2.288	5.500	.064
custo	3.23	1.15	35.60	-.617	-3.306	11.310	.003
final	3.92	.80	20.41	-1.788	-2.071	7.483	.024
inpro	3.39	.99	29.20	-.859	-1.663	3.503	.174
leage	3.89	1.11	28.53	-3.534	-5.182	39.341	.000

4. Results

Data analysis of the current study is carried out with the help of most prominent data analysis technique. The data analysis technique namely; structural equation modeling is used in the current study which is proposed by several previous studies to analyze the relationship between variables through primary data (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017; Hair et al., 2019). Therefore, quantitative part of the study is handled with the help of data analysis through structural equation modeling. In this process of data analysis, first of all the current study considered the factor loading. All the

items having factor loading above 0.5 were retained and the items having factor loadings below 0.5 were deleted from the study. Table 2 shows that all the variables having factor loading above 0.5 for all the scale items. To ensure the reliability of the data this study considered composite reliability which is above 0.7 for all constructs. Additionally, the discriminant validity is achieved with the help of achieving convergent validity and discriminant validity.

Table 2 Factor Loadings (n = 460)

Variable	Factor Loading (λ)	Error (θ)	t	R ²
Leadership (Lead)				
Vision (visio)	.57	.38	10.97	.62
Courage (coura)	.66	.36	12.39	.64
Decision (decis)	.79	.37	14.17	.63
$\rho_c = .79, \rho_v = .55$				
7Ps Strategy (Seven)				
Product (produ)	.49	.36	10.55	.64
Price (price)	.32	.39	6.67	.61
Channel (chane)	.73	.37	17.42	.63
Promotion (promo)	.76	.42	18.55	.58
Person (perso)	.85	.28	21.09	.72
Physical (physi)	.78	.39	18.72	.61
Process (proce)	.86	.26	22.21	.74
$\rho_c = .90, \rho_v = .58$				
Innovation (Inova)				
Product Innovation (proino)	.63	.31	7.86	.69
Service Innovation (servi)	.60	.30	8.83	.70
Management Innovation (manag)	.66	.33	4.82	.67
$\rho_c = .79, \rho_v = .55$				
Human resource management (Hrd)				
Knowledge (know)	.57	.37	11.15	.63
Skill (skill)	.72	.39	13.30	.61
Experience (exper)	.73	.47	13.44	.53
$\rho_c = .77, \rho_v = .52$				
Satisfaction (Satst)				
Internal satisfaction (inter)	.98	.03	29.3	.97
External satisfaction (exter)	.94	.09	27.34	.91
$\rho_c = .97, \rho_v = .93$				
Entrepreneurs success (Suchel)				
Goal achievement (goal)	.74	.45	13.12	.55
Customer perspective (custo)	.57	.48	10.58	.52
Financial perspective (final)	.80	.46	3.56	.54
Internal Process (inpro)	.59	.45	10.92	.55
Learning Growth (leage)	.85	.48	6.43	.52
$\rho_c = .84, \rho_v = .52$				

In the next section of the data analysis, the relationship between variables is considered with the help of examining the significance of path coefficient in which t-value is considered to examine the significance of the relationship

and beta value is considered to examine the direction of the relationship (Hair et al., 2017; Hair et al., 2019; Khan et al., 2019). Results of data analysis shows that leadership has significant effect on strategy. Furthermore, leadership has significant effect on innovation

and HRM. It shows that leadership has positive effect on strategy, innovation and HRM. It is found that strategy has positive effect on entrepreneur success. Innovation also has positive effect on entrepreneurs' success. Additionally, it is found a positive effect on entrepreneur success and satisfaction. Finally, in the direct effect it is found that satisfaction has positive effect on entrepreneurs' success. Along with the direct effect, this study also considered mediation effect of various

variables. The results given in Table 3 shows that strategy mediates the relationship between leadership and satisfaction. The mediation effect of satisfaction between HRM and entrepreneurs' success is also significant. The mediation effect of HRM between leadership and entrepreneurs' success is significant. Finally, it is found that the mediation effect of satisfaction between strategy and entrepreneur success is also significant. The process of hypotheses testing is given in Figure 2.

Table 3 Parameter estimation result of direct effect coefficient, indirect effect, and total effect from adjusting model (n=460)

Dependent variable	R ²	Effect	Independent variable				
			7 Ps Strategy (Seven)	Innovation (Inova)	Human resource management (Hrd)	Satisfaction (Satst)	Leadership (Lead)
Satisfaction (Satst)	.75	DE	.51*(4.28)	.42*(2.40)	.54*(3.52)	-	-
		IE	-	-	-	-	.89*(8.22)
		TE	.51*(4.28)	.42*(2.40)	.54*(3.52)	-	.89*(8.22)
Entrepreneurs success (Suchel)	.88	DE	.31*(4.53)	-	.55*(4.09)	.90*(4.83)	-
		IE	.30*(4.31)	.41*(2.40)	.33*(3.21)	-	.97*(11.57)
		TE	.61*(4.61)	.41*(2.40)	.88*(4.15)	.90*(4.83)	.97*(11.57)
7 Ps Strategy (Seven)	.89	DE	-	-	-	-	.94*(10.57)
		IE	-	-	-	-	-
		TE	-	-	-	-	.94*(10.57)
Innovation (Inova)	.47	DE	-	-	-	-	.93*(9.24)
		IE	-	-	-	-	-
		TE	-	-	-	-	.93*(9.24)
Human resource Management (Hrd)	.46	DE	-	-	-	-	.68*(9.92)
		IE	-	-	-	-	-
		TE	-	-	-	-	.68*(9.92)

$\chi^2 = 346.46$ df = 178 p-value = .00000, $\chi^2 / df = 1.94$, RMSEA = .045, RMR = .043, SRMR = .049, CFI = .99, GFI = .94, AGFI = .90, CN = 299.06

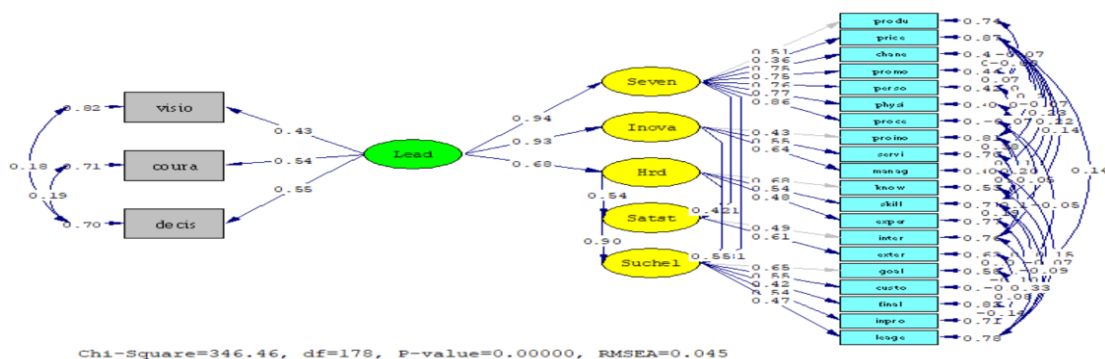


Figure 2. Study Model

6. Conclusion

It is concluded that; leadership is playing an influential role to promote entrepreneurs' success in healthy food business. Quality leadership has the potential to promote entrepreneurs' success through better strategy development, innovation, effective HRM practices and satisfaction. More specifically, it is concluded that; leadership, HRM, innovation, 7Ps strategies, satisfaction and the success of the entrepreneurs has major importance in healthy food industry. Moreover, leadership, HRM, innovation, 7Ps strategies and employee satisfaction has an influence on the success of the entrepreneurs. Furthermore, this study developed a model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region. In addition, the qualitative research findings revealed that in order to achieve sustainable success in the operation of the healthy food businesses, the entrepreneurs should focus on customers in all target groups so that a competitive advantage could be achieved through the expansion of the customer base, and the highest quality could be delivered to each targeted group. Based on the research findings, the researcher developed the model for the success of the healthy food business entrepreneurs in Bangkok and its metropolitan region called the LSIMSS Model (L = Leadership: L, S = 7Ps Strategy: S, I = Innovation: I, M = Human Resource Management: HRM, S = Personnel Satisfaction: S, S = Success for Health Food Entrepreneurs: SHFE).

7. Implications of the Study

The findings of this research can serve as guidelines in formulating policies to assist the operation of the healthy food business entrepreneurs in Bangkok and its metropolitan region. Distinction in terms of professionalism and specific expertise should be employed to develop the success in the operation of entrepreneurs in creating competitive advantages in the domestic and regional

markets in the future. Finally, this study recommended to the healthy food business to promote quality leadership to enhance business success.

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