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Model for the Measurement of the Success of the Organization of Health Product and Service Exhibitions in Thailand

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Abstract--Organizing the health product and service exhibitions in Thailand is a way to apply a new concept of health service into businesses related to the prevention and care of health while bringing modern equipment and technology to facilitate and meet the needs of people of all ages. Academic seminars are also organized along with product displays to develop a comprehensive health knowledge for the visitors of the trade show. It is also an opportunity for business partners to meet directly and discuss their partnership opportunity. In the recent times, the management of health product and service exhibitions is highly competitive, making it difficult for entrepreneurs to adjust themselves in order to gain a market advantage. The objectives of this research were to: 1) study levels of leadership, integrated marketing communication, operational experiences, management innovation, business cooperation, and success of the organization of health product and service exhibitions in Thailand; 2) examine influences of leadership, integrated marketing communication, operational experiences, management innovation and business cooperation on the success of the organization of health product and service exhibitions in Thailand; and 3) develop a model for the success of the organization of the health product and service

exhibitions in Thailand. This research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 400 entrepreneurs participating in the health product and service exhibitions in Thailand. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via stratified 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 participating in the health product and service exhibitions in Thailand. The findings showed that: 1) leadership, integrated marketing communication, operational experiences, management innovation, business cooperation, and the success of the organization of health product and service exhibitions in Thailand were rated at a high level; 2) leadership, integrated marketing communication, operational experiences, management innovation, and business cooperation had a positive influence on the success of organization of the health product and service exhibitions in Thailand, with a 0.5 level of statistical significance, and all of these variables could predict the results by 73 percent and 3) develop a model for the success of the organization of the health product and service exhibitions in Thailand. In addition, the findings from the qualitative research revealed that in order to achieve the sustainable success of health product and service exhibitions in Thailand, the focus should be placed on health products and services as well as the nature of the event which must be in accordance with the condition at that time. As with the current problem of the spread of the COVID-19 virus, health products and services should be able to provide comprehensive care, prevention, and treatment of the body. In addition, these products and services must be the results of research using innovations and modern and reliable technology. Moreover, the online exhibitions served as a safer means for entrepreneurs and visitors. Furthermore, the researcher developed the model for the success of the organization of the health product and service exhibitions in Thailand called the ICLCE Model. (I: Management Innovation, C: Business Cooperation, L: Leadership, C: Integrated Marketing Communications, E: Operational Experience) The findings can be used as guidelines in formulating policies to promote the operations of health products and services exhibitions in Thailand. Management innovations should be employed for the success of the business operations of the health product and service exhibition. Through this, the entrepreneurs can increase their market share continually from their predominance over their competitors.

Keywords--business cooperation, health product, marketing communication, service exhibitions, success measurement model.

Introduction

Organizing the health product and service exhibitions in Thailand is a way to apply a new concept of health service into businesses related to the prevention and care of health while bringing modern equipment and technology to facilitate and meet the needs of people of all ages. Academic seminars are also organized along with product displays to develop a comprehensive health knowledge for the visitors of the trade show. As the health knowledge has the significant importance to prevent from various health problems (McMahan, Olmstead, Conrad, & Bluhm, 2021). It is also an opportunity for business partners to meet directly and discuss their partnership opportunity. In the recent times, the management of health product and service exhibitions is highly competitive, making it difficult for entrepreneurs to adjust themselves in order to gain a market advantage.

This study is focusing on exhibition success related to the health knowledge. The exhibition success for the health product is most important for individuals (Patil & Patil, 2011) as well as companies working on it. Exhibition success is based on that whether the people are getting knowledge from exhibition or not and how much knowledge they gained from this activity related to the health knowledge. The purpose of the exhibition is to disseminate the knowledge among people related to the health. More the people gaining health knowledge from exhibition, more will be the success rate of exhibition. It is important because health knowledge among the people has major role to deal with health issues (Spagnolo et al., 2018).

The health product and service exhibitions in Thailand is now working through innovative concepts of health services. These services are also providing modern equipment and technology for the people. The exhibition of these modern equipment and technology has central role to promote innovative health ideas (Bhattacharyya et al., 2010) along with health knowledge among people. However, it is not easy to disseminate the health knowledge among the people because it is majorly based on the willingness of the people as well as need of the people. Not all the people take serious intention to gain health knowledge as well as innovative technology and equipment's to improve the health. There is always limited community focused on various innovative health equipment's and again the health knowledge. Therefore, the exhibition success is not easy to achieve in relation to the health products as well as services by different companies. Although in Thailand, these exhibitions are conducted in past and various companies are focusing to promote health knowledge with the help of products and services but the exhibition success is at lower level. The stakeholders do not achieve significant level of success in this exhibition. Therefore, it is one of the major challenges for the companies to promote exhibition success in relation to the health knowledge.

Therefore, the current study proposed various ways to promote exhibition success in Thailand. This study proposes that management innovation can increase the exhibition success. As reported in literature that management innovation has a significant role in any activity (Purwanto, Purba, Bernarto, & Sijabat, 2021), therefore, it also has the ability to promote exhibition success of health knowledge along with products as well as services. However, it is not easy to promote

management innovation. In this direction, the operational experience of the people dealing with these exhibitions as well as leadership skills can play a pivotal role. Both the operational experience and leadership has unique elements which can foster management innovation and management innovation can promote exhibition success. Additionally, the marketing activities of various health products can also increase the exhibition success with the help of management innovation. Particularly, integrated marketing communication system is playing an important role in any business activity, therefore, it also has a significant role to promote exhibition success through innovation. Additionally, the business operations and also promote management innovation and exhibition success. Therefore, this study proposed four key elements namely; operational experience, leadership, integrated marketing communication and business cooperation which has important role to promote management innovation and management innovation can enhance exhibition success. Although number of previous studies considered management innovation as well as health knowledge (Ma, Hou, Yin, Xin, & Pan, 2018; Natera, Rojas, Dutrénit, & Vera-Cruz, 2020), however, the literature ignored the role of these four elements in exhibition success, particularly in Thailand. Therefore, the study has following objectives;

- To study the levels of leadership, integrated marketing communication, operational experiences, management innovation, business cooperation, and success of the organization of health product and service exhibitions in Thailand.
- To examine influences of leadership, integrated marketing communication, operational experiences, management innovation and business cooperation on the success of the organization of health product and service exhibitions in Thailand.
- To develop a model for the success of the organization of the health product and service exhibitions in Thailand.

Literature review

The framework of the current study is developed based on various literature gaps. The literature is reviewed on exhibition success and management innovation to promote health knowledge through various products and services and various gaps in the literature were found to develop the framework of the study. In this direction, this study found various relationships which were not studied by the previous studies, particularly various relationships were not studied in relation to the exhibition success. While considering these unique relationships, the current study selected five independent variables namely; operational experience, leadership, integrated marketing communication and business cooperation. Additionally, this study also considered management innovation as mediating variable and exhibition success as dependent variable. Finally, the study proposed the relationship between operational experience, leadership, integrated marketing communication, business cooperation, management innovation and exhibition success which is given in Figure 1. In the current study, exhibition success is based on the exhibition of various health related products and services. The exhibition of health products has vital importance for the people to gain health knowledge which is important for individuals to solve several issues related to the health. Health product exhibition is based on that whether the people are

gaining health knowledge are not. In the current study, exhibition success is measured based on employment, financial perspective customer perspective and internal perspective. Various factors which influence the exhibition success are examined by the current study.

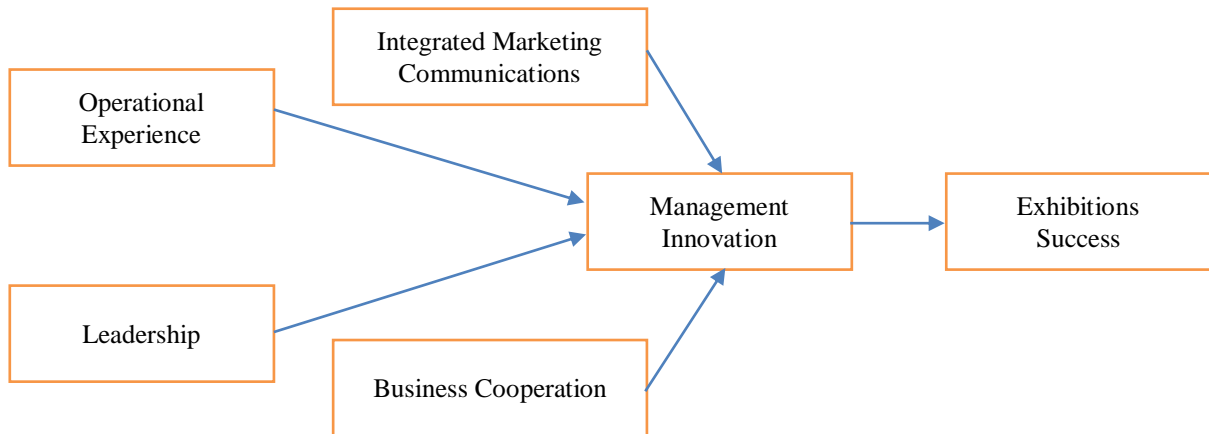


Figure 1. Framework of the study showing the relationship between operational experience, leadership, integrated marketing communication, business cooperation, management innovation and exhibition success

Operational experience

The experience of the people in any task is always important to get positive outcomes. Similarly, the employees working in any organization always have important role in relation to the experience. The experience of the people related to the operations of any task has significant role because it is based on skillful knowledge. In the current study, operational experience is measured with the help of problem-solving abilities and teamwork abilities. These elements are required to promote various organizational product. As the experienced individual always perform better (Harley, Allen, & Sargent, 2007). While doing any business, various problems always face by the concern person and various problems also rises on workplace. In this way, the ability of problem solving is more important. Additionally, the teamwork ability of any individual also has important role to complete the task. All the operational related experiences of the individuals have influence on management innovation in an organization. The skills as well as problem solving ability has influential role to promote management innovation practices.

Hypothesis 1. Operational experience has positive influence on management innovation.

Leadership

Leadership is the ability to the lead a group, team or individual people. Leadership ability among the organizations also has key importance. In the current study the leadership ability is based on the vision of the leader, ability of the leader and courage of the leader. A good leader always has a long-term vision

for the company which has positive role in innovation. Furthermore, the leaders must be capable to manage the people in right way. Additionally, a leader must have courage to take various important decisions. Therefore, all these elements such as vision, ability and courage have key importance for management innovation. As it is reported in previous studies that leadership and innovation have major importance of the organization (Stoker, Looise, Fisscher, & Jong, 2001).

Hypothesis 2. Leadership has positive influence on management innovation.

Integrated marketing communication

Marketing activities among the organizations always important to promote business activities. The marketing activities are important to enhance the products as well as services. Most importantly, the business performance or business success is based on marketing communication system. Every company always have a valid integrated marketing communication system which help them to promote different products and services (Pisicchio & Toaldo, 2021). Generally, marketing communication system is based on advertising activities. The advertising activities of the company increase the level of awareness among the people related to the specific products and service. Additionally, marketing communication systems always developed to promote business activities. Additionally, it is also related to the direct marketing. The direct marketing activities are usually depending upon integrated marketing communication. Therefore, in the current study integrated marketing communication system is considered in relation to the advertising promotion and direct marketing. This study proposes that marketing communication system has positive role to promote management innovation. According to the earlier studies, marketing communication system has positive effect on innovation activities of the company (Civelek, Červinka, Gajdka, & Nėtek, 2021). Better system of marketing communication in the organization can lead to the better management innovation.

Hypothesis 3. Integrated marketing communication has positive influence on management innovation.

Business cooperation

Business activity is always required support from various other businesses. Any business in a competitive environment required support in various matters from various other businesses because a business cannot maintain all the operations independently. It always requires various services from various other businesses. Generally, it involves exchange of information. For exchange of information, it is required for the business to collaborate with other businesses. Furthermore, to promote various products and services the cooperation of business is also required. Therefore, along with the other elements business cooperation is also important with external stakeholders. This study addressed that the business cooperation with external stakeholders has effect on the innovation capability of the company. The business cooperation has positive effect on innovation

management. Better the business cooperation better will be the management of innovational activities in any organization.

Hypothesis 4. Business cooperation has positive influence on management innovation.

Management innovation

The above sections shows that management innovation is influenced by several factors (Van der Sluis, 2004). According to the discussion, management innovation is influenced by operational experience, leadership, marketing communication and business cooperation. The current section shows that the influence on the management innovation has influence on exhibition success. The increase in the ability of the company to enhance management innovation generally have significant influence to promote exhibition success. The management innovation is based on operations on innovative ideas, human resource management and financial management. Therefore, the improvement in all these elements such as operations, human resources and financial management can improve the exhibition success. Therefore, from the above discussion, this study also proposed the indirect effect of management innovation which is reported in hypotheses.

Hypothesis 5. Management innovation has positive influence on exhibition success.

Hypothesis 6. Management innovation mediates the relationship between operational experience and exhibition success.

Hypothesis 7. Management innovation mediates the relationship between leadership and exhibition success.

Hypothesis 8. Management innovation mediates the relationship between integrated marketing communication and exhibition success.

Hypothesis 9. Management innovation mediates the relationship between business cooperation and exhibition success.

Methodology

Nature of the study as well as nature of the research question and research objective is most important to select research method. The nature of this study is consistent with the relationship between variables along with primary data. This study examined the relationship between variables which is supported by primary data and the nature of variables does not allow to use secondary data as secondary data is not available on various variables. Due to this problem, the current study selected mixed method in which quantitative and qualitative method is employed. Hence, this research employed a mixed research methodology combining quantitative and qualitative methods. For the quantitative research part, the research sample consisted of 400 entrepreneurs participating in the health product and service exhibitions in Thailand. The sample size was determined based on the criterion of 20 times the observed variables. They were selected via stratified sampling. Data were collected with the use of a questionnaire and analyzed with a structural equation modeling technique. As for the qualitative research component, in-depth interviews were conducted with 20

key informants consisting of entrepreneurs participating in the health product and service exhibitions in Thailand.

Questionnaire was design through previous studies and scale items related to the variables were adopted from previous studies. Therefore, operational experience is measured by using skills, problem solving and teamwork. Leadership is measured by using vision, ability and courage. Integrated marketing communication is considered by using various elements such as advertising, promotion and direct marketing. Business cooperation is measured by using exchange information, promotion and reduction. Management innovation is measured by using cooperation human resource management and financial management. Exhibition success is measured by using employment, financial perspective, customer perspective and internal perspective. Data statistics are provided in Table 1 after data screening which is carried out to examine the errors in the data.

Table 1
Statistical test of empirical variables (n=400)

Variable	\bar{X}	S.D.	%CV	Sk	Ku	χ^2	P-value
skill	4.18	.90	21.53	-3.965	-3.684	29.293	.000
prsol	4.52	.80	17.70	-7.429	.055	55.187	.000
team	4.58	.76	16.59	-8.388	1.586	72.868	.000
visio	4.54	.76	16.74	-7.677	.548	59.235	.000
Abili	4.42	.76	17.19	-5.483	-1.914	33.730	.000
coura	4.44	.86	19.37	-7.250	-.247	52.628	.000
adver	4.43	.82	18.51	-5.957	-1.846	38.892	.000
promo	4.56	.74	16.23	-7.771	.696	6.875	.000
dimar	4.32	.98	22.69	-6.517	-1.621	45.097	.000
excha	3.98	.96	24.12	-3.127	-4.165	27.124	.000
market	4.47	.84	18.79	-6.912	-.800	48.412	.000
reduc	4.45	.74	16.63	-5.719	-2.037	36.860	.000
opera	4.38	.76	17.35	-4.907	-2.273	29.248	.000
hurem	4.33	.85	19.63	-5.107	-2.671	33.212	.000
fiman	4.42	.83	18.78	-6.207	-1.374	4.413	.000
skill	4.18	.90	21.53	-3.965	-3.684	29.293	.000
employ	4.24	.78	18.40	-3.403	-2.264	16.704	.000
finpe	4.34	.78	17.97	-4.894	-3.450	35.856	.000
cuspe	4.23	.71	16.78	-2.684	-1.628	9.857	.007
intpr	4.31	.83	19.26	-4.974	-2.628	31.646	.000
leagr	4.25	.79	18.59	-3.425	-2.401	17.499	.000

Results

This study employed Structural Equation Modeling (SEM) which is based on two major steps; 1) Measurement Model and 2) Structural Model. Both the

measurement model and structural model are most recommended by previous studies (Chairatana, 2021; Hair et al., 2019).

Measurement model

Measurement model results are reported in Table 2. First of all, in measurement model, factor loading is considered to examine. The factor loading was considered to retain items and to delete the items having factor loading below 0.4. Results from Table 2 highlighted that all the variables have factor loading above 0.4, therefore, all the items are retained in the current study. Furthermore, after the assessment of factor loading, this study examined the reliability as well as validity. It is important to examine reliability with the help of composite liability and Cronbach Alpha. The value of composite reliability and Cronbach Alpha must be above 0.7. Furthermore, the study considered discriminant validity with the help of average variance extracted (AVE) square root. It is found that all the variables such as operational experience, leadership, integrated marketing communication, business cooperation, and management innovation and exhibition success have composite liability and Cronbach Alpha is above 0.7. Additionally, this study also achieved the discriminant validity.

Table 2
Factor Loadings. (n = 400)

Variable	Factor Loading (λ)	Error (θ)	t	R ²
Operational experience (OPEXP)				
Skill (skill)	.40	.24	7.32	.76
Problem solving (prsol)	.61	.02	13.20	.98
Teamwork (team)	.64	.29	10.32	.71
$\rho_c = .83, \rho_v = .63$				
Leadership (LEADER)				
Vision (visio)	.84	.29	19.02	.71
Ability (abili)	.83	.30	18.85	.70
Courage (coura)	.77	.40	17.15	.60
$\rho_c = .86, \rho_v = .66$				
Integrated Marketing Communications (INMACO)				
Advertising (adver)	.83	.30	18.04	.70
Promotion (promo)	.75	.43	16.05	.57
Direct marketing (dimar)	.77	.41	16.42	.59
$\rho_c = .83, \rho_v = .61$				
Business cooperation (BUCOOP)				
Exchange information (excha)	.63	.30	11.44	.70
Promotion (market)	.79	.38	13.59	.62
Reduction (reduc)	.62	.31	11.29	.69
$\rho_c = .81, \rho_v = .58$				
Management innovation (MAINNO)				

Operation (opera)	.93	.14	20.19	.86
Human Resource Management (hurem)	.76	.43	15.99	.57
Financial management (fiman)	.66	.56	13.81	.44
$\rho_c = .83, \rho_v = .62$				
<hr/>				
Success of exhibitions (SUCEXH)				
Employment (employ)	.52	.43	10.58	.57
Financial perspective (finpe)	.76	.42	16.46	.58
Customer perspective (cuspe)	.86	.26	19.9	.74
Internal perspective (intpr)	.68	.53	14.74	.47
$\rho_c = .85, \rho_v = .53$.66	.56	13.56	.44
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Structural model

Structural model is used to check relationship (Chairatana, 2021; Hair, Hult, Ringle, Sarstedt, & Thiele, 2017; Hair et al., 2019; Khan et al., 2019; Ploenhad, Laoprawatchai, Thongrawd, & Jermittiparsert, 2019) and results are reported in Table 3 and this process is highlighted in Figure 2. In this process the hypotheses are tested including the direct hypotheses and indirect hypotheses. While examining direct hypotheses, it is evident that the relationship between operational experience and management innovation is significant. Furthermore, there is a significant effect of leadership on management innovation. This study also checked the relationship between management innovation and integrated marketing communication which shows that integrated marketing communication has a significant role to influence management innovation. Similarly, it is found that business operation has significant effect on innovation. Therefore, all the direct hypothesis are supported. To test the hypotheses, this study considered t-value and beta value to check the significance and direction of the relationship, respectively. Furthermore, it is important to check the variance explained by all the variables in dependent variable, therefore, the current study examined r-square value for exhibition success. It is evident from the results that all the variables such as operational experience, leadership, integrated marketing communication, business operation and management innovation can bring 71% change in exhibition success which is strong.

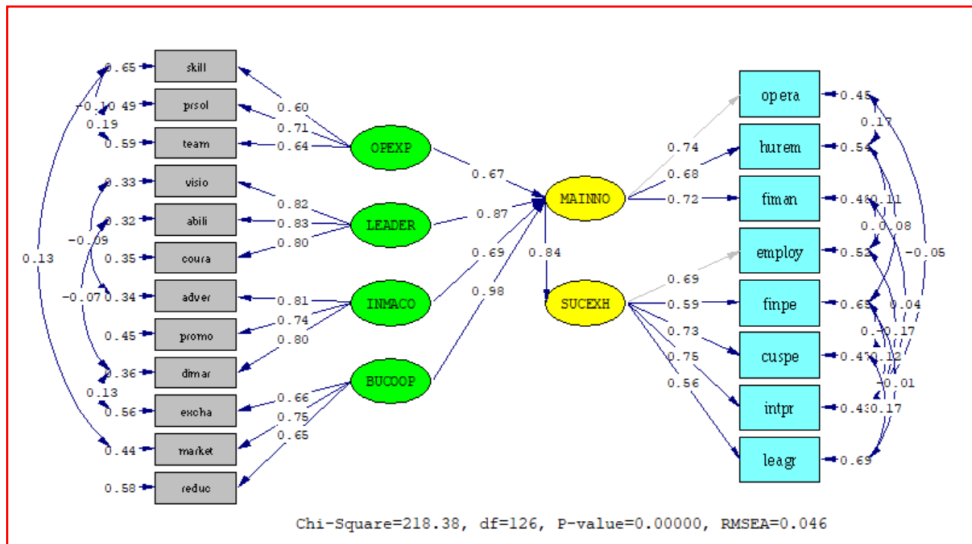


Figure 2. Framework of the study showing hypotheses results

Table 3
Parameter estimation result of direct effect coefficient, indirect effect, and total effect from adjusting model (n=400)

Dependent Variable	R ²	Effect	Independent Variable				
			Management innovation (MAINNO)	Operational experience (OPEXP)	Leadership (LEADER)	Integrated Marketing Communications (INMACO)	Business cooperation (BUCCOP)
Management innovation (MAINNO)	.73	DE	-	.67*(2.72)	.87*(2.79)	.69*(3.40)	.98*(2.47)
		IE	-	-	-	-	-
		TE	-	.67*(2.72)	.87*(2.79)	.69*(3.40)	.98*(2.47)
Success of exhibitions (SUCEXH)	.71	DE	.84*(11.38)	-	-	-	-
		IE	-	.56*(2.70)	.73*(2.74)	.56*(3.39)	.82*(2.43)
		TE	.84*(11.38)	.56*(2.70)	.73*(2.74)	.56*(3.39)	.82*(2.43)

$\chi^2=218.38$ df = 126 p-value = .00000, $\chi^2/df = 1.73$, RMSEA = .046, RMR = .032, SRMR = .049, CFI = .98, GFI = .94, AGFI = .91, CN = 247.36

Discussion

Findings of the study reported that exhibition success is dependent on various important factors. First of all, the exhibition success is majorly based on management innovation. It is evident from hypothesis results that increase in management innovation can increase the exhibition success. As management

innovation has positive effect on exhibition success. However, this study reported that management innovation also required various strategies to promote. It is not easy to promote management innovation, therefore, it is needed to promote various elements. The very first most important element which has effect on management innovation is operational experience. The people involved in various activities of management innovation require important experience of different operations. It is based on skills, abilities, problem solving abilities and teamwork abilities. The people working in management innovation activities must have better level of skills, problems solving abilities and teamwork abilities. Furthermore, it is also reported by the results of hypothesis that leadership is also one of the most important elements which has positive effect on management innovation. Among the organizations, increase in leadership can increase the management innovation as previous studies shows that leadership has positive effect on innovation (Chaithanapat, Punnakitikashem, Oo, & Rakthin, 2022). Additionally, results reported that marketing activities also has positive effect on management innovation. Increase in marketing communication can increase the management innovation. Generally, marketing communication involves advertising activities and promotional activities as well as direct marketing activities which causes to increase management innovation. It is also highlighted by the results that business operations such as exchange information also has the possibility to enhance management innovation. Therefore, business cooperation has positive effect on management innovation. Hence, all the direct hypotheses are supported which shows that management innovation can enhance exhibition success which can be promoted with the help of operational experience, leadership integrated marketing communication and business cooperation. Along with the direct effect, this study also examined the indirect effect of management innovation. Results of the study reported that management innovation also transfer the positive effect of operational experience, leadership, integrated marketing communication and business cooperation on exhibition successful, Therefore, management innovation is playing a mediating role between these four elements and exhibition success.

Conclusion

It is concluded that; leadership, integrated marketing communication, operational experiences, management innovation, business cooperation, and the success of the organization of health product and service exhibitions in Thailand has central importance and require strategies to promote exhibition success. Furthermore, leadership, integrated marketing communication, operational experiences, management innovation, and business cooperation has a positive influence on the success of organization of the health product and service exhibitions in Thailand. All of variables could influence strongly on exhibition success. Additionally, this developed a model for the success of the organization of the health product and service exhibitions in Thailand. In addition, the findings from the qualitative research revealed that in order to achieve the sustainable success of health product and service exhibitions in Thailand, the focus should be placed on health products and services as well as the nature of the event which must be in accordance with the condition at that time. As with the current problem of the spread of the COVID-19 virus, health products and services should be able to provide comprehensive care, prevention, and treatment of the body. In addition,

these products and services must be the results of research using innovations and modern as well as reliable technology. Moreover, the online exhibitions served as a safer means for entrepreneurs and visitors. Furthermore, the researcher developed the model for the success of the organization of the health product and service exhibitions in Thailand called the ICLCE Model. (I: Management Innovation, C: Business Cooperation, L: Leadership, C: Integrated Marketing Communications, E: Operational Experience). The findings can be used as guidelines in formulating policies to promote the operations of health products and services exhibitions in Thailand. Management innovations should be employed for the success of the business operations of the health product and service exhibition. Through this, the entrepreneurs can increase their market share continually from their performance over their competitors.

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