



RESEARCH ARTICLE

The Causal and Effect of Capacity to Manage Collaborative Networks : A conceptual framework

Kritsada Chimpleewat¹, Chanyaphak Lalaeng²

¹Ph.D. Candidates, King Mongkut's Institute of Technology Ladkrabang, Prince of , Chumphon Campus, Thailand

²Assistant Professor Dr., King Mongkut's Institute of Technology Ladkrabang, Prince of , Chumphon Campus, Thailand

ARTICLE INFO	ABSTRACT
Received: Nov 19, 2024 Accepted: Jan 21, 2025	<p>This study has the objective to study variables causal and effect of capacity to manage collaborative networks. By using the literature review method, document analysis. The results of the study found that the results of the capacity to manage collaborative networks affect on operational effectiveness and community development. Operational effectiveness affect on community development. In addition, it was found that the causal factors that affect the capacity to manage collaborative networks include: cultural Intelligence, management principles and perception of dynamic change.</p>
Keywords	
Capacity to Manage Collaborative Networks Operational Effectiveness Community Development Cultural Intelligence Administration Perception of dynamic change	
*Corresponding Author: kritsada.c@rncc.ac.th.	

INTRODUCTION

A network refers to the connection and relationship-building for communication under a shared purpose or agreement in a systematic manner. It aims to link multiple subsystems into a new unified system involving all member units. In the context of business, the importance of network creation lies in the ability to assess its impact on competitive advantages and overall operations. The process of building networks involves managing various aspects that are necessary and often scarce. Additionally, it fosters innovation, contributing positively to businesses and organizations as a whole (Barney, 1990). In the challenges of surviving in the 21st century, business networks must be built with a comprehensive perspective, ensuring alignment with performance outcomes.

Creating business networks involves adopting new techniques and strategies to enhance business operations, leading to diverse business connections that boost the nation's economic potential. Many countries today harness the power of business networks to collaborate and support each other, whether through vertical or horizontal linkages. Thus, by studying the principles and foundational

approaches to network creation, along with successful models of implementation, businesses can gain knowledge to synthesize and analyze the context of each unique case. This leads to better strategies for fostering effective business networks in Thailand, improving organizational performance and contributing to community development.

This article reviews literature on the causes and outcomes of network management capabilities, particularly in higher education institutions. The ability to manage collaborative networks is highly significant. Although higher education institutions operate under the same framework of the Higher Education Act B.E. 2562 and the Ministerial Regulation on Higher Education Standards B.E. 2565, each institution may have its own development plans and regulations. These differences influence cooperation efforts and ultimately impact community economic development. Managing collaborative networks among institutions under the same Act but with varying regulations is therefore a major challenge. Moreover, network management is not limited to inter-institutional collaboration but also extends to related agencies, including governmental and private sectors.

Several researchers have studied the components of network management capabilities. For this research, the author synthesized academic perspectives and studies to summarize the key aspects of managing collaborative networks include: 1) Knowledge- sharing capability 2) Network organizational culture 3) Synergy creation 4) Mutual dependence capability. (Ramos et al., 2012; Kenny & Fahy, 2015; Chaleomklin, 2015; Engchuan, 2018) Therefore, this article is a study and review of the literature related to the causal and effect of capacity to manage collaborative networks. To create a model of the relationship of variables.

OBJECTIVES

The objective of the article is to define the conceptual framework of the causal and effect of capacity to manage collaborative networks.

LITERATURE REVIEWS AND HYPOTHESIS DEVELOPMENT

Capacity to Manage Collaborative Networks

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 & 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 (Ramos et al., 2012; Kenny & Fahy, 2015; Chaleomklin, 2015; Engchuan, 2018).

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 (Ramos et al., 2012; Chaleomklin, 2015; Engchuan, 2018).

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 (Kenny & Fahy, 2015; Chaleomklin, 2015; Engchuan, 2018).

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 (Ramos et al., 2012; Kenny & Fahy, 2015; Chaleomklin, 2015; Engchuan, 2018).

Results of Capacity to Manage Collaborative Networks

Capacity to Manage Collaborative Networks affect on Operational Effectiveness

Олегович (2024) studied models of network adaptive interaction of organizations in conditions of decision making by the dominant owner about implementation of the project. Found that the ability to manage the network significantly impacts the effectiveness of the organization. Effective network interaction allows organizations to adapt to changing external and internal conditions, ensuring project goals are met while satisfying the interests of all parties involved. The research highlights that understanding and improving network adaptive interaction can enhance project management and business processes, ultimately leading to greater success in project implementation and collaboration among organizations. Corresponds to Alt & Smits (2007) studied networkability of organizations and business networks. Found that The ability to manage the network significantly impacts organizational effectiveness. High networkability allows organizations to efficiently establish and disband relationships with business partners, enhancing their capacity to adapt to market changes and optimize resource utilization. This capability is crucial for aligning diverse actors towards common goals, ultimately improving performance indicators such as productivity, flexibility, and cost control. Therefore, effective network management is essential for organizations to thrive in competitive environments and achieve their strategic objectives. Corresponds to Winnie & Mary (2024) studied an assessment of the effect of strategic partnerships on organizational performance of agricultural finance corporation, Kenya. Found that Strategic partnerships can lead to significant improvements in organizational performance. And corresponds to Olutimehin et al. (2024) studied developing a strategic partnership model for enhanced performance in emerging markets. Found that strategic partnerships significantly impact organizational performance, particularly in emerging markets. It emphasizes that successful partnerships require a nuanced understanding of unique challenges, such as cultural sensitivity, regulatory environments, and resource availability. By integrating insights from various disciplines, the proposed model elucidates the mechanisms and contextual factors influencing partnership dynamics, ultimately guiding organizations to optimize their collaborations for enhanced effectiveness and sustainable growth in these complex environments. It also corresponds to Piercy & Cravens (1995) studied the network paradigm and the marketing organization. Found that the ability to manage networks significantly affects organizational effectiveness. Cultivating and managing lateral and external connections enhances innovation and performance by ensuring connectivity among individuals with the right expertise and influence. High-performing teams leverage their networks to improve relationships both within the team and with clients, facilitating better communication and collaboration. This network management allows organizations to respond more effectively to opportunities, ultimately

distinguishing high-performing teams from low-performing ones based on the quality and pattern of their relationships. The synthesis of this literature leads to Hypothesis 1.

H1: Capacity to Manage Collaborative Networks affect on Operational Effectiveness

Capacity to Manage Collaborative Networks affect on Community Development

Marum (2014) studied Network Governance in Community Development: Structures and Dynamics in the Northern Territory, Australia. Found that the ability to manage network partners significantly affects community development, as highlighted in the thesis. Informal management mechanisms have emerged to address specific intercultural management needs within the governance network in Northern Territory, Australia. These mechanisms facilitate collaboration among network members and enable them to engage effectively with various levels of government. By setting and achieving governance tasks, the network can create a favorable environment for development, illustrating the critical role of partner management in successful community initiatives. Corresponds to Munshi (2014) studied community networks and the process of development. Found that the ability to manage network partners significantly affects community development by enhancing economic efficiency through strong social ties. These ties facilitate job referrals and mutual support, addressing information and commitment problems within communities. Provan et al. (2005) found that the ability to manage network partners significantly affects community development by enhancing collaboration among public and nonprofit organizations. Effective management fosters trust and strengthens relationships, which are crucial for addressing community needs, such as health and social issues. Corresponds to Packer et al. (2002) studied Building community partnerships: an Australian case study of sustainable community-based rural programmes. Found that the ability to manage network partners significantly affects community development by facilitating interaction and resource sharing among diverse sectors. Effective management fosters trust, accountability, and open communication, which are essential for overcoming challenges posed by globalization. The synthesis of this literature leads to Hypothesis 2.

H2: Capacity to Manage Collaborative Networks affect on Community Development

Operational Effectiveness affect on Community Development

Wright (2018) studied transforming neighborhoods: explaining effectiveness in community-based development organizations. Found that the research indicates that the operational effectiveness of community-based nonprofits significantly influences community development. Corresponds to Achmad Setyo Hadi (2012) studied the role of culture and community in developing effective organization. Found that the operational effectiveness of an organization significantly influences community development. When organizations maintain a positive culture, it fosters teamwork, information sharing, and openness to new ideas, which enhances overall effectiveness. This in turn, facilitates social interaction through informal networks, creating opportunities for collective learning and individual identity enhancement. As organizations thrive, they contribute to the community's economic and social fabric, demonstrating that the interplay between organizational culture and community well-being is crucial for mutual growth and development. It also corresponds to García-Serrano & Villarruel-Meythaler (2019) studied La organización comunitaria: un elemento clave del capital social para el desarrollo económico y social de la parroquia de Cangahua. Found that the operational effectiveness of community organizations significantly impacts the socioeconomic development of the community. The research indicates that belonging to a community organization enhances living conditions, as evidenced by improved income, schooling, and agricultural production. Effective community organization fosters trust, cooperation, and collective decision-making, which are essential for addressing poverty and social exclusion. Thus, the presence and functionality of these organizations are crucial for achieving better socioeconomic outcomes for the individuals within the community of Compañía Lote Dos in Cangahua. The synthesis of this literature leads to Hypothesis 3.

H3: Operational Effectiveness affect on Community Development**Causal factors of Capacity to Manage Collaborative Networks****Cultural Intelligence affect on Capacity to Manage Collaborative Networks**

Cabral et al. (2020) studied the effect of emotional and cultural intelligences on networks' behaviors in international SMEs: evidence from Portugal. Found that cultural intelligence significantly impacts the ability to manage networks, as demonstrated in the research. The study found that higher levels of cultural intelligence dimensions among decision-makers positively influenced their external networking behavior, particularly in building and maintaining external contacts. This capability to adapt to new cultural contexts enhances international decision-makers' effectiveness in networking, thereby improving their performance in international business environments. Thus, cultural intelligence is a crucial determinant for successful networking in international SMEs. Corresponds to Salamzadeh et al. (2016) studied cultural intelligence and network organizations in society: case of Tehran neighborhood councils. Found that cultural intelligence significantly affects the ability to manage networks, particularly in multicultural environments. The research indicates a positive relationship between CI and network communication, suggesting that higher levels of CI enhance communication among individuals from diverse cultural backgrounds. This capability allows managers and employees to navigate cultural differences effectively, fostering better collaboration and understanding within network organizations, such as Tehran neighborhood councils, which exhibit high ethnic and cultural variety. Thus, CI is essential for successful network management. Salamzadeh et al. (2016) studied Cultural Intelligence and Network Organizations in Society: Case of Tehran Neighborhood Councils. The research indicates that cultural intelligence (CI) significantly influences network communication (NC) within organizations. A positive relationship exists between CI and NC, suggesting that higher levels of cultural intelligence enhance the ability to manage and navigate networks effectively, especially in multicultural environments. Each dimension of CI also correlates positively with NC, reinforcing the idea that understanding cultural differences is crucial for improving communication among employees and managers in network organizations, particularly those with diverse ethnic and cultural backgrounds. The synthesis of this literature leads to Hypothesis 4.

H4: Cultural Intelligence affect on Capacity to Manage Collaborative Networks**Management Principles affect on Capacity to Manage Collaborative Networks**

Dawson (2021) studied helping children and teens strengthen executive skills to reach their full potential. The paper discusses how executive skills, such as organization, planning, and self-regulation, are crucial for children and teens to reach their full potential. Strong executive skills can enhance interpersonal communication, relationship management, and strategic thinking, all of which are essential for networking. Therefore, developing these skills can indirectly support an individual's ability to establish and maintain a professional network in business contexts. Corresponds to McGowan et al. (2008) studied developing quality in networks: a qualitative analysis of male and female entrepreneurs in science, engineering and technology-based ventures. Found that developing and managing effective networks is a crucial entrepreneurial competence for establishing and growing small and medium-sized enterprises. It suggests that the characteristics of an entrepreneur's network and their behavior within that network significantly impact the quality of resources acquired. While it does not explicitly mention executive skills, the ability to utilize resources and engage in networking is essential for successful business formation and expansion, indicating that executive skills likely play a role in network development. The synthesis of this literature leads to Hypothesis 5.

H5: Management Principles affect on Capacity to Manage Collaborative Networks

Perception of Dynamic Change on Capacity to Manage Collaborative Networks

Sroka & Gajdzik (2015) studied Managerial Challenges for Networks and Beyond. Found that The perception of dynamic changes significantly affects the ability to manage a network. Managers must recognize and adapt to these changes to maintain a competitive edge. The paper emphasizes that effective management is crucial for network success, as a good manager can navigate these dynamics more efficiently than a weak one. Understanding the evolving business environment allows managers to implement strategies that align with the network's structure and objectives, ultimately influencing the network's overall performance and sustainability. Juntunen (2010) studied Dynamic Capabilities in R&D-Networks. Found that The perception of dynamic changes significantly impacts the ability to manage networks, as organizations must adapt to rapid technological advancements and evolving industry conditions. In the context of the ICT sector during the late 1990s and early 2000s, firms that recognized and responded to these changes developed dynamic capabilities, which were crucial for gaining competitive advantage. Flexibility and adaptability became essential traits for survival, enabling organizations to navigate the complexities of a fast-changing business environment effectively. It also corresponds to Danilovic & Winroth (2010) studied Managing dynamics in corporate networks. The perception of dynamic changes significantly impacts the ability to manage the network, as it fosters a shared understanding among companies involved. Through strategic conversation and effective communication, management can align goals and responsibilities, enhancing collaboration. This participative approach allows companies to adapt their manufacturing strategies and production systems in response to evolving market demands, ultimately supporting the overall aims of the network and enabling competitive advantages through mutual support and flexibility.

RESEARCH METHODOLOGY

This study focuses on developing variables to understand the causes and outcomes of network management capabilities. It employs qualitative research methods, including literature review and document analysis, drawing on secondary data from research papers, academic journals, and online databases.

RESULTS

Study results a review of related literature, concepts, and theories found that The Causal and Effect of Capacity to Manage Collaborative Networks Model, the relationship of the cause and effect variables of the model are shown in Figure 1.

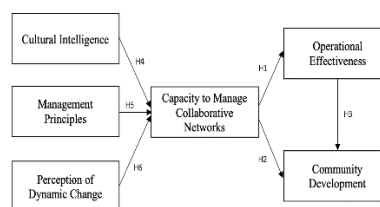


Figure 1: The Causal and Effect of Capacity to Manage Collaborative Networks Model

CONCLUSION AND DISCUSSION

Results of this study demonstrate consistency and differences from the findings of past scholars regarding the causal and effect of capacity to manage collaborative networks. From the literature review, it was found that independent variable of the causal and effect of capacity to manage

collaborative networks include: 1) Knowledge- sharing capability 2) Network organizational culture 3) Synergy creation 4) Mutual dependence capability. This is consistent with many researchers. (Ramos et al. 2012; Kenny & Fahy, 2015; Chaleomklin, 2015; Engchuan, 2018).

The results of the study of the effects of Capacity to Manage Collaborative Networks. Found that Capacity to Manage Collaborative Networks affect on Operational Effectiveness. (Олегович, 2024; Alt & Smits, 2007; Winnie & Mary, 2024; Olutimehin et a., 2024). Forasmuch, effective network interaction allows organizations to adapt to changing external and internal conditions, ensuring project goals are met while satisfying the interests of all parties involved. This capability is crucial for aligning diverse actors towards common goals, ultimately improving performance indicators such as productivity, flexibility, and cost control.

Capacity to Manage Collaborative Networks affect on Community Development (Marum, 2014; Provan et al., 2005; Munshi, 2014). Forasmuch, these mechanisms facilitate collaboration among network members and enable them to engage effectively with various levels of government. By setting and achieving governance tasks, the network can create a favorable environment for development, illustrating the critical role of partner management in successful community initiatives. The ability to manage network partners significantly affects community development by enhancing collaboration among public and nonprofit organizations. Effective management fosters trust and strengthens relationships, which are crucial for addressing community needs, such as health and social issues.

Also found that Operational Effectiveness affect on Community Development (Wright, 2018; Achmad Setyo Hadi, 2012; García-Serrano & Villarruel-Meythaler, 2019). Forasmuch, belonging to a community organization enhances living conditions, as evidenced by improved income, schooling, and agricultural production. Effective community organization fosters trust, cooperation, and collective decision-making, which are essential for addressing poverty and social exclusion. Thus, the presence and functionality of these organizations are crucial for achieving better socioeconomic outcomes.

Results of the study of causal factors affecting Capacity to Manage Collaborative Networks. Found that cultural Intelligence affect on capacity to manage collaborative networks)Cabral et al., 2020; Salamzadeh et al., 2016). Management Principles affect on Capacity to Manage Collaborative Networks (Dawson, 2021; McGowan et al., 2008). Also found that Perception of Dynamic Change on Capacity to Manage Collaborative Networks (Sroka & Gajdzik, 2015; Juntunen, 2010; Danilovic & Winroth, 2010)

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