

The Participatory Management Model and Networking for Competitive Advantage of Community-Based Cluster in Phatthalung

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Abstract: The competitive advantage is an essential factor for high organizational performance that needs to achieve and also capture the attention of researchers and policymakers. Thus, the current research investigates the impact of employee involvement in a business decision, employee training and reward and business and social networking on the competitive advantage of the business community in Phatthalung, Thailand. This research also investigates the mediating role of business competencies among the links of employee involvement in a business decision, employee training and reward, business and social networking and competitive advantage of the business community in Thailand. This research has followed the surveys questionnaires to obtain the data from the respondents and also used the smart-PLS for analysis purpose. The findings indicated that employee involvement in a business decision, employee training and reward and business and social networking have a positive association competitive advantage of the business community in Thailand. The results also exposed that business competencies positively mediate the links among employee involvement in a business decision, employee training and reward, business and social networking and competitive advantage of the business community in Thailand. This research is valuable for regulators while developing policies related to competitive advantage.

Keywords: Employee involvement in a business decision, Employee training and reward, Business and Social networking, Competitive advantage

1. Introduction

Countries around the world are the combination of different business communities. These communities play a vital role towards the betterment of the country economy. The true reflection of any countries business communities reflects from small and medium enterprises performing in the country. As these small and medium enterprises pertains almost all form of business operating in the country. Either it doing the business or in somewhat means it's attached with all the business of the country. Keeping this linkage in view this study will consider the small and medium enterprises as reflection of different communities in Thailand. Small and medium-sized enterprises, which play an important role in promoting growth, innovation, and competitiveness are central to the economic fabric in the developed countries and do so for Thailand (Tevapitak & Helmsing, 2019). SMEs are defined and defined across countries. Different Thai entities apply concepts of net fixed assets, a number of jobs, annual revenue, resources, and economic activities. SMEs with less than 200 individuals are described as businesses. Literature found that reserves are the second prerequisite, with significantly different amounts depending on the economic field. The Department of Industrial Advocacy (DIP), which is the Ministry of Industry of Thailand's department of the (MoI), identified 3 separate types of SMEs in Thailand following the dismal financial crisis of 1997 and later 2002. (1) SMEs in the production sector (including farming and mining); (2) SMEs in the services sector; and (3) SMEs in the trading sector (includes wholesale and retail). Each group for an SME also comprises companies that hire less than 200 people with fixed assets of not more than 50 million Thai Baht (Muenjohn & McMurray, 2017).

In Thailand the Bangkok region has the largest density of small and medium-sized enterprises in Thailand, representing around 30% of the total SMEs on average between 1994 and 2009. Bangkok is also known as the nation's main economic hub (OSMEP, 2001- 2009). The core of the Thai industry is small and medium-sized businesses, representing 99.7% (TIR) with 2.82 million SMEs registered with the Ministry of Trade. Small business operates within Thai enterprises. The total number of Thailand businesses is estimated to be threefold when including non-registered firms. Small and medium-sized companies build employment in Thailand for 8.9 million workers or 76% of the national workforce (Kato & Charoenrat, 2018). It contributes approximately 37% or 3.4 trillion baht to GDP. Such companies also produce around 1.7 billion baht in OSMEP exports each year (TIR, 2010). Thailand needs a plan to generate economic growth with the aim of economic stability and wealth spreading throughout the country. Enterprise skills, creativity, and jobs are a significant source of SMEs (European Commission, 2005). SME growth has now emerged as a crucial tool to reduce poverty. Globalization has opened up new markets, trade liberalization, and challenges for SMEs (OECD, 2004).

These resources are found and taken advantage of and discussed by only certain sections of the SME business. However, most small and medium-sized enterprises in developed and transitional nations have become less willing or unwilling to exploit, and are therefore subjected to lower import and international competition on local or domestic markets. Moreover, they also have trouble getting money or credit, leading to quality of production and delivery. SMEs limitations may also lower their efficiency (Boonsothonsatit, 2017). Thailand is one of the ASEAN Economic Community in 2015 which was undergoing the transformation. Under the heading 'Key Directions for future development,' the 'Thailand Competition Report' 2012 highlighted the development of a creative economy through the promotion of creative geographic bags and the knowledge-based infrastructure, and the enhancement of SME skills in the valuation of their goods and services. Under the AEC blueprint, the priorities of the AEC are (a) a common market and manufacturing base; (b) a highly dynamic economic zone; (c) an equal environment of economic growth; and (d) an environment completely incorporated into the global economy. SMEs will inevitably be affected by activities in this blueprint. A range of programmers, including the funding of various initiatives and advice through the SMEs bank and the provision of infrastructure and business services, are given for government and policymakers and to promote and enhance the productivity of Thai SMEs. Small and medium-sized businesses must have connectivity and alignment with the global, national, and regional markets in all regions, including rural and/or remote areas, and major investment in reliable physical infrastructure and business service distribution to SMEs (Tarsakoo & Charoensukmongkol, 2019). Number SMEs in Thailand is given in Figure 1.

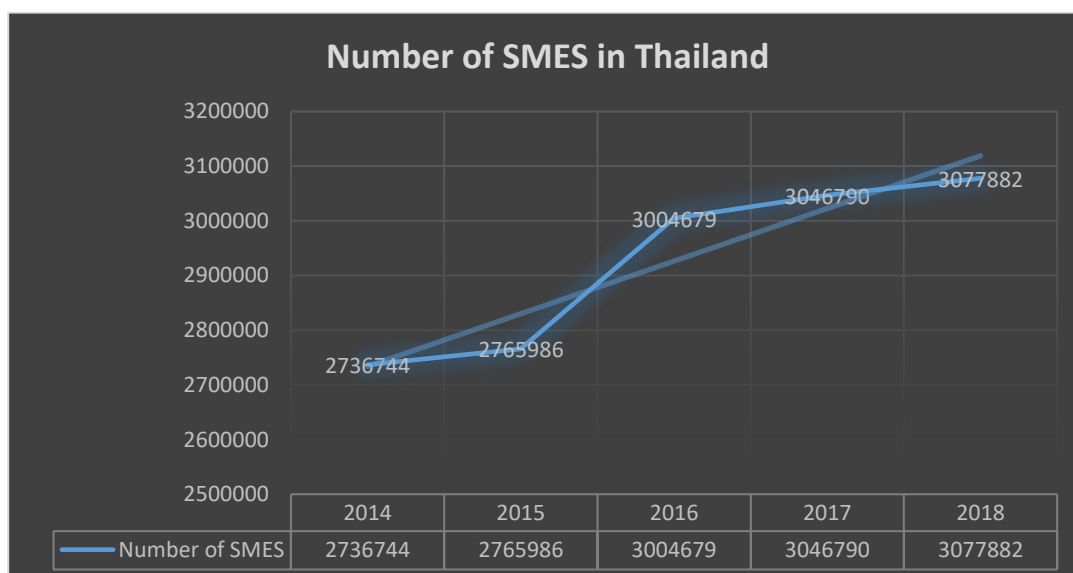


Figure 1: SMEs in Thailand

2. Literature Review

The empowerment of groups by enabling participatory management is important for the capability of employees. This could be effective when employee involvement plays a vital role in the attainment of competitive advantage. Participatory management helps the employees as well as companies to achieve the significant tasks of competitive advantage among the business communities of Phatthalung. The ideation of employee involvement and services are inserting quality innovation on the competitive advantage (Mu, Bossink, & Vinig, 2018). It is important to enabling communication among employees and their involvement considerably helps companies to attain the objectives. It is the development of trust between employees which involve in the companies structure and information to the markets of Phatthalung. This helps different business communities by developing employee involvement to insert significant influence on the competitive advantage. With the challenged role of organizations and the involvement of employees, the competitive advantage could be obtained with interactive effects of controls and demands (Tian & Gamble, 2018). While inserting the innovative ideas of employees, the performance of organizations could get a significant rise. This rise not only uplifts the profits of organizations but also helps to acquire a competitive advantage among most of the competitors. Therefore, employee involvement pays significant tribute to the competitive advantage with a variety of factors in different business communities of Phatthalung. There is an analytical relationship between competitive advantage, organizational values, and business capabilities (O'Neill & Brabazon, 2019). It also illustrates the importance of employee involvement due to the prevalence of organizational values. This significantly helps the employee involvement in decisions making

to uplift the dominance of competitive advantage. Decision-making is most prevalent in business administrations but some portion of employees also play an important role.

H1: Employee involvement in business decisions significantly impacts the competitive advantage

Some intersections of employee training and reward system in the organization positively uplift the performance of organizations. For the attainment of competitive advantage, the establishment of a personal training system not only renders the image of organizations but also develops skills. These skills are a positive enumeration of achieving rewards that are influential toward the competitive advantage in different business communities of Phatthalung. The probability of reward in the organizations is an efficacious contributor toward the competitive advantage (Wine, Chen, & Brewer, 2019). After the significant training of employees, the skills developed in them play an important role to achieve different tasks. Even though, employees which are positively trained by the organizations establish different abilities to attain competitive advantages in competitive markets. Different business communities start training programs among employees to furnish their experiences in the attainment of competitive advantage. Employee training contributes more portion towards the attainment of competitive advantage due to levels of motivation (Thaler, Spraul, Helmig, & Franzke, 2017). Reward ability in the organizations attracts their employees to uplift the efforts and skills that impact the competitive advantage. This dominance of competitive advantage is enumerated by the possible dominance of training and reward abilities. Numerous involvements of innovation and outperformance of different business communities of Phatthalung captured the competitive advantage. The attempts of management innovation and learning capabilities are reluctant with the approaches of rewards and training (Amarakoon, Weerawardena, & Verreyne, 2018). This association is quite helpful toward the competitive advantage in a competitive environment. The rigorous support of innovative structure in employee training and reward also poses a role toward the competitive advantage. All of it belongs to the structure of human resource management which strategically inserts a dominant role in the competitive environments.

H2: Employee training and reward significantly influences the competitive advantage.

Business and competitive advantage are not only prevalent on the skills and abilities of employees. Therefore, the development of significant measures for business networking also bumps the capabilities of competitive advantage. It is quite difficult to attain a competitive advantage simply with business networks therefore, social networking inserts a dominant role among the different business communities of Phatthalung. The inclusion of social networking among the business centers pays tribute toward knowledge sharing with easy physical environments (Weijs-Perrée, Appel-Meulenbroek, Arentze, & Romme, 2019). The development of efforts belong to social networking plays a vital role in business competitors. The initiation of communication standards and free social networking sites for business communities are beneficial for the competitive advantage. Various forums have been developed in different business communities of Phatthalung helping professionals for competitive advantage with information and experience sharing. Competitiveness influence the effectiveness of international SMEs through the establishment of business networking (Vătămănescu, Andrei, Nicolescu, Pînzaru, & Zbucea, 2017). The efficacious establishment of social and business networking exposed the effectiveness toward competitive advantage. Through the improved models of different business communities of Phatthalung, the response is accurate and effective toward the competitive advantage. With the development of networks, it is quite easy to get acquainted with the knowledge of the competitive environment toward business communities. Some reinforced measures of green innovation and green organizational culture are amicably enhancing the competitive advantage (Gürlek & Tuna, 2018). This is due to the factors of the business and social networking which explicitly elaborates the relationship between competitive advantage and business and social networking. The feasible establishment of knowledge sharing among employees is due to the easy modes of networking measures supporting the importance of competitive advantage.

H3: Business and social networking significantly influence competitive advantage.

Business communities involve the capabilities of breed and expert qualities which are developed by the insertion of different goals. These goals are significantly specifying the involvement of employees and the striving efforts toward competitive advantage. This states the significant role of business competencies between competitive advantage and employee involvement. Even though, without business competencies, different business communities of Phatthalung are unable to attain a competitive advantage. The proper identification of business individuals is efficacious with the development of training programs (Renfors, 2020). This states the business competence in entrepreneurs that help organizations to uplift their performance. Different sort of linkages establishes the dominant role between employee involvement and competitive advantage. This is positively described by the involvement of outcomes, trust, and openness, and information quality. All of the factors elected

among the employee involvement are better essential for the evaluation of competitive advantage. Among different business communities of Phatthalung, employee involvement is considered an eminent role for the competitive advantage. Over the competitive advantage, the instability, performance of citizens, tasks, and climate play an important role (Smith, Wallace, Vandenberg, & Mondore, 2018). Some new ideas and the progressive approach of different business communities are evident toward competitive advantage. It the uniqueness of abilities and services by different business communities which influence the competitive advantage. Although some skills are also positive for the competitive advantage the core competence bumps the competitive markets. With the mediating effects of business competencies, employee involvement impacts the competitive advantage. This effect is consistent with the probability of competitive advantage that achieves higher performance (Datta, 2017). The categories are different with the chain perspectives of strategies and linking configurations of employee involvement and business competencies.

H4: Business competencies significantly mediate the relationship between employee involvement in business decisions and competitive advantage.

The dynamic capabilities of businesses also affect the competence structure of various businesses due to some constraints of training and skills. These are the developing elements of businesses that are executed by the endorsement of human resources of different business communities. There is a prevalence of incompetency due to the lack of reward and training. This instigates the lack of controls and competitive advantage in the organizations of Phatthalung. The explanation of organizational performance is prevalent on the exports with its business competencies in international entrepreneurs (Birru, Runhaar, Zaalberg, Lans, & Mulder, 2019). It is dependent on human resource development to execute different programs of training and reward which are shedding light on the uplifting of employee character. In competitive markets, the behavior of employees significantly helps to achieve a variety of tasks. These tasks render the employees of organizations which is a positive point for attaining competitive advantage between different business communities of Phatthalung. The traits of motivation significantly distinguish between organizations and persons with extrinsic rewards and job satisfaction (Lim, Lee, & Bae, 2019). Core competencies of business differentiate the organizations with its competence structure. Therefore, the marketplace is asserted by the due diligence of competence elements having skills and abilities. These elements are significantly mediated by the business competencies of different business societies between the training and reward system of employees and competitive advantage. While improving the organizational performance, the factors of competitive advantage could not be overlooked (Kaur, Sharma, & Goyal, 2019). This states the prevalence of information technology which has induced core competencies to achieve the competitive advantage. This link is positively enumerated by the organizational performance and core competencies of resources related to training, reward, and competitive advantage.

H5: Business competencies significantly mediate the relationship between employee training and reward and competitive advantage.

It is the corporate social responsibility of businesses to develop the structure of competence. This development not only helps to retain the competitive advantage among employees but also among competitors. The competence of entrepreneurs has a significant impact on the growth and performance of firms. Therefore, many business communities have established different programs in Phatthalung which attains competitive advantage with business and social networking. Business values are inserted by the relevance of business competencies in the private and public partnerships (Brogaard, 2019). There must be leverage among different business communities to work in an open environment. This development helps the workers and business communities to well-acquaint with numerous business ideas through social and business networking. Some aspiring channels of business communities in Phatthalung have played a positive role in competitive advantage due to special attention toward social networking. In small and medium enterprises, social networking and marketing are essentials with business dealings (Sigué & Biboum, 2020). The consistent approach of business competencies provides distinct measures with reflective levels of performance. This performance is beneficial in the attainment of competitive advantage. With the role of business competencies among different business communities, the capabilities and resources of social networking impact the competitive advantage. The mediating effect of business competence is rendering a clear image of the relationship between competitive advantage and networking. With the role of innovation capability, the competitive advantage is examined by the entrepreneurial competencies (Hwang, Choi, & Shin, 2020). This states mediating role of business competencies among the social and business networking for competitive advantage.

H6: Business competencies significantly mediate the relationship between business and social networking and competitive advantage.

3. Methodology

This research investigates the impact of employee involvement in a business decision, employee training and reward and business and social networking on the competitive advantage of the business community and also investigates the mediating role of business competencies among the links of employee involvement in a business decision, employee training and reward, business and social networking and competitive advantage of the business community in Thailand. This research has followed the surveys questionnaires to obtain the data from the respondents. This study has gathered data from the different business community in Phatthalung, Thailand, using cluster sampling. A total of 1210 questionnaires were sent to the respondents by personal visit, but after a month, only 750 received that represents about 61.98 per cent response rate.

This research has used the smart-PLS to test the discriminant and convergent validity and also examine the nexus among the variables. This study used the smart-PLS because the hypotheses testing is the purpose of the research, and a complex framework has been used by the research (Hair Jr, Babin, & Krey, 2017). This study has taken competitive advantage (CA) that has four items, and business competencies (BC) is taken as the mediating variable with five items. This research has taken three predictors such as employee involvement in the business decision (EIBD) with five items, employee training and reward (ETR) with six items and business and social networking (BSN) with four items. The links and variables are mentioned in Figure 2.

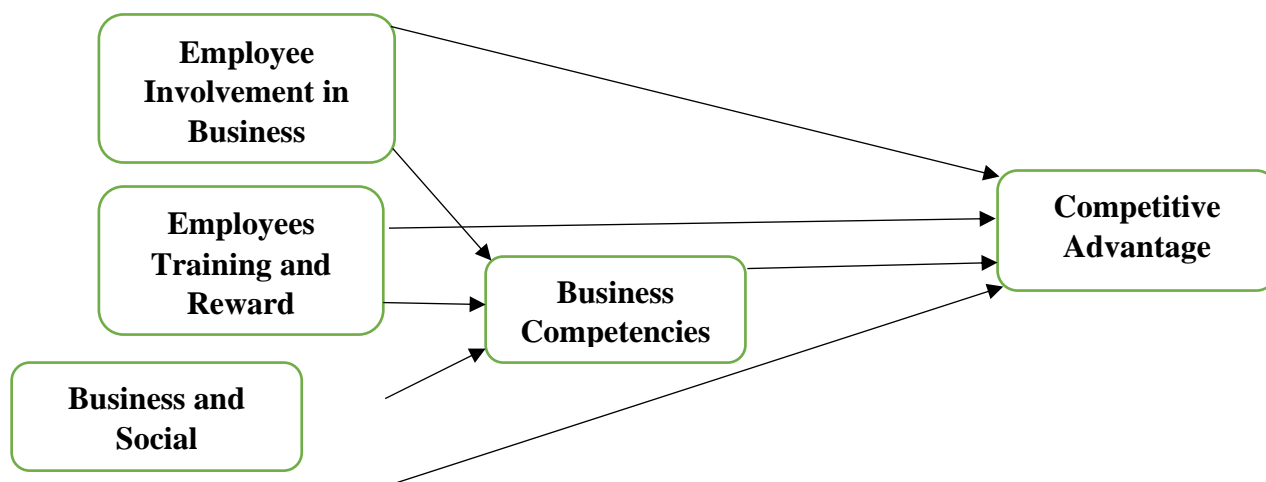


Figure 2: Theoretical Model

4. Findings

This research has shown the correlation among the items that are known as convergent validity. The statistics shown that CR and Alpha values are more than 0.70 and loadings and AVE are more than 0.50. These values are indicated that the high correlation among the items. These values are highlighted in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Business Competencies	BC1	0.792	0.773	0.80	0.51
	BC2	0.518			
	BC3	0.745			
	BC5	0.770			
Business and Social Networking	BSN2	0.872	0.798	0.88	0.71
	BSN3	0.899			
	BSN4	0.761			
Competitive Advantage	CA2	0.776	0.827	0.89	0.74

	CA3	0.912			
	CA4	0.899			
Employee Involvement in Business Decision	EIBD		0.86	0.56	
	1	0.785	0.802	5	5
	EIBD				
	2	0.839			
	EIBD				
	3	0.823			
	EIBD				
	4	0.624			
	EIBD				
	5	0.662			
Employees Training and Reward	ETR1	0.858	0.832	0.88	0.59
	ETR2	0.758		0	5
	ETR3	0.762			
	ETR4	0.753			
	ETR6	0.720			

This research has also shown the correlation among the variables that are known as discriminant validity. Fornell Larcker and cross-loadings are used by the research to test the discriminant validity. The statistics have shown that the values that show the links with the construct itself are more than the values that show the links with other constructs. These values are indicated that the low correlation among the variables. These values are highlighted in Table 2 and Table 3.

Table 2: Fornell Larcker

	BC	BSN	CA	EIBD	ETR
BC	0.715				
BSN	0.541	0.846			
CA	0.533	0.593	0.864		
EIBD	0.453	0.521	0.604	0.751	
ETR	0.558	0.608	0.704	0.576	0.771

Table 3: Cross-loadings

	BC	BSN	CA	EIBD	ETR
BC1	0.792	0.406	0.404	0.404	0.408
BC2	0.518	0.303	0.270	0.229	0.284
BC3	0.745	0.478	0.464	0.340	0.491
BC5	0.770	0.322	0.346	0.295	0.371
BSN2	0.452	0.872	0.514	0.424	0.502
BSN3	0.442	0.899	0.533	0.438	0.547
BSN4	0.477	0.761	0.454	0.461	0.492
CA2	0.424	0.538	0.776	0.516	0.576
CA3	0.485	0.498	0.912	0.515	0.633
CA4	0.470	0.500	0.899	0.534	0.614
EIBD1	0.342	0.370	0.425	0.785	0.449
EIBD2	0.377	0.414	0.478	0.839	0.512
EIBD3	0.353	0.370	0.523	0.823	0.466
EIBD4	0.281	0.373	0.392	0.624	0.347
EIBD5	0.339	0.436	0.438	0.662	0.371
ETR1	0.548	0.500	0.651	0.482	0.858
ETR2	0.413	0.550	0.593	0.520	0.758

ETR3	0.443	0.378	0.568	0.346	0.762
ETR4	0.354	0.468	0.446	0.460	0.753
ETR6	0.348	0.456	0.400	0.416	0.720

This study has also used the Heterotrait Monotrait (HTMT) ratio to test the discriminant validity. The statistics have shown that the values are less than 0.85. These values are indicated that the low correlation among the variables. These values are highlighted in Table 4.

Table 4: Heterotrait Monotrait Ratio

	BC	BSN	CA	EIBD	ETR
BC					
BSN	0.726				
CA	0.700	0.731			
EIBD	0.607	0.658	0.742		
ETR	0.715	0.747	0.829	0.702	

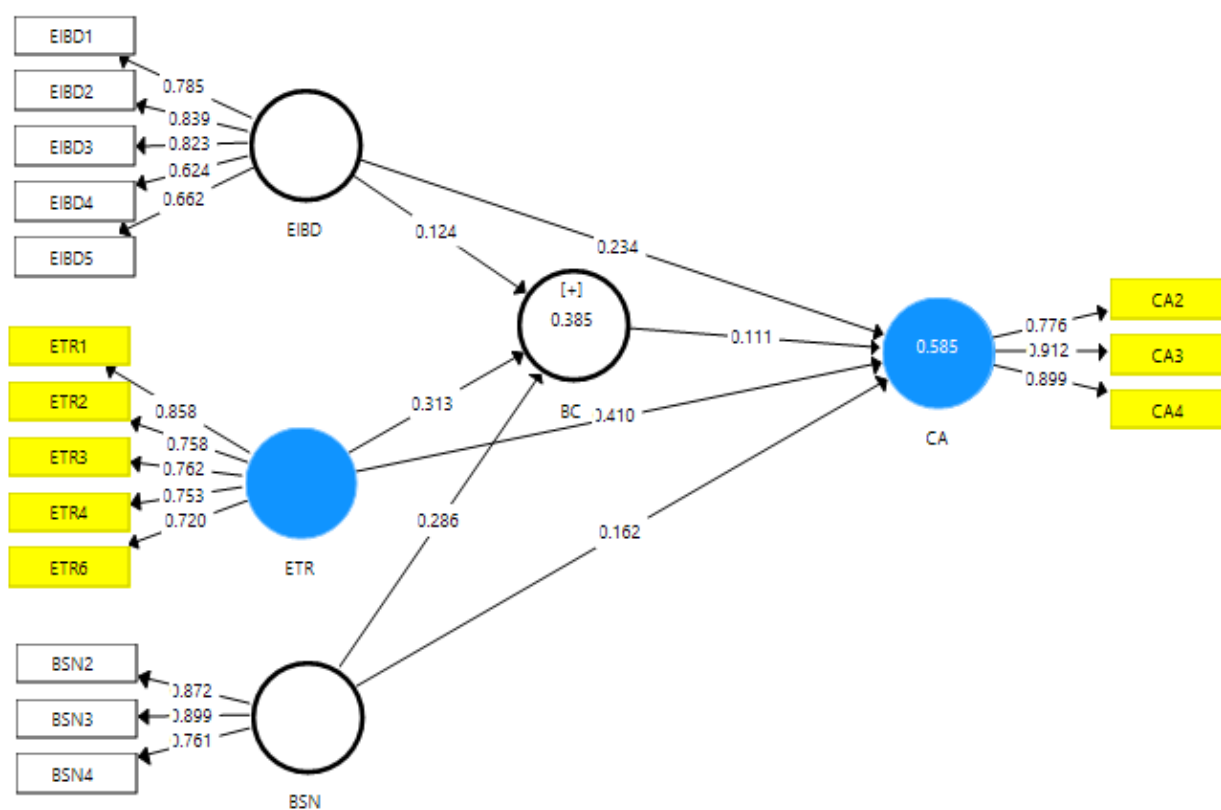


Figure 3: Measurement Model Assessment

The path analysis has been highlighted the relationships among the variables, and the findings indicated that employee involvement in a business decision, employee training and reward and business and social networking have a positive association competitive advantage of the business community in Thailand and accept H1, H2 and H3. The results also exposed that business competencies positively mediate the links among employee involvement in a business decision, employee training and reward, business and social networking and competitive advantage of the business community in Thailand and accept H4, H5 and H6. These links are mentioned in Table 5.

Table 5: Path analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
BC -> CA	0.111	0.028	3.932	0.000	0.057	0.165
BSN -> BC	0.286	0.040	7.159	0.000	0.206	0.352
BSN -> CA	0.162	0.034	4.709	0.000	0.092	0.219
EIBD -> BC	0.124	0.038	3.219	0.002	0.049	0.184
EIBD -> CA	0.234	0.031	7.551	0.000	0.181	0.286
ETR -> BC	0.313	0.038	8.284	0.000	0.237	0.383
ETR -> CA	0.410	0.034	12.074	0.000	0.342	0.469
BSN -> BC -> CA	0.032	0.009	3.552	0.001	0.018	0.048
EIBD -> BC -> CA	0.014	0.005	2.575	0.011	0.005	0.024
ETR -> BC -> CA	0.035	0.011	3.285	0.001	0.018	0.057

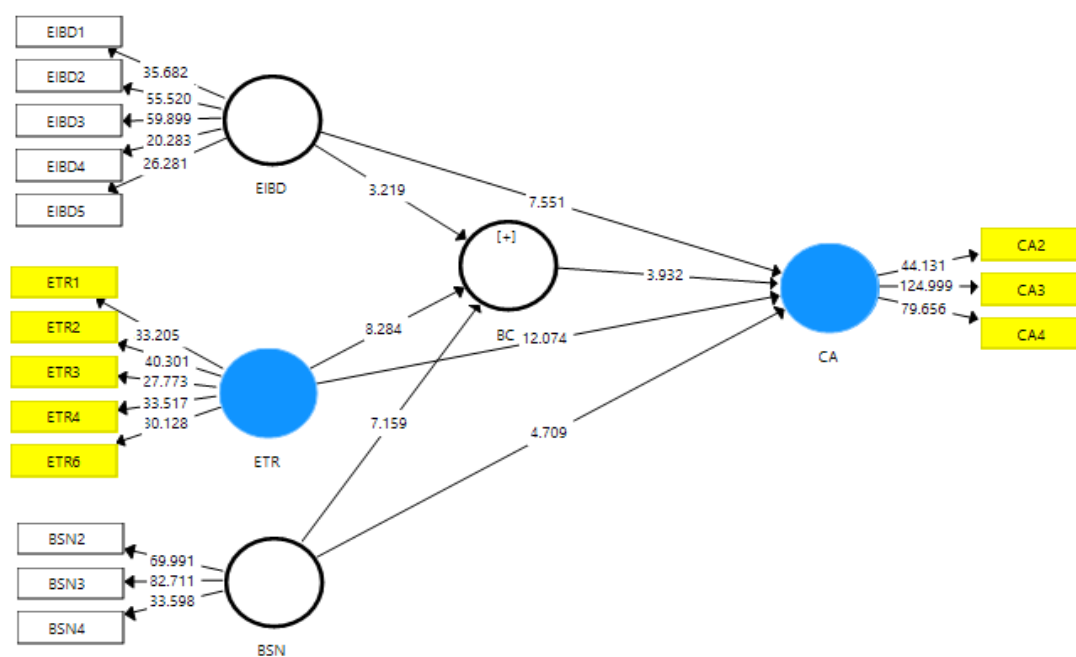


Figure 4: Structural Model Assessment

5. Discussions and Implications

The study results have indicated that the involvement of employees in the business decision has a positive association with competitive advantages. The positive participation of the employees in the decision making regarding different business matters enables the community-based business organizations to gain higher competitive advantages. These results are in line with the past study of De Bernardi, Bertello, Venuti, and Zardini (2019), which shows that the businesses where the employees are allowed to take participation in the decision making about different business matters are able to attain more competitive advantages over their market rivals as the employees' opinions in decision making prove to be significant as they have more business knowledge based on their work experience. These results are also approved by the past study of Masud, Aldakhil, Nassani, and Azam (2017), which shows that as the employees have more interaction with stakeholders and know more about the business resources, technologies, and operations, they must be allowed to share their views while making any decision regarding the business matters. Their involvement is significant in making decisions that improve the operational and production performance of the firms and help gain more competitive advantages over business rivals. The study results have also indicated that the employees training and reward have a position associated with the attainment of competitive advantages for a community-based business. The study highlights that the arrangement of periodical training and reward system improves the work efficiency of the employees enhances the business performance, and in this way, creates competitive advantages for the business. These results are approved by the past study of Mahdi, Nassar, and Almsafir (2019).

This study analyses the contribution of human resource management to business performance. It concludes that the businesses which have periodical training system are more likely to gain more competitive advantages over other businesses, as the training makes the employees skilled and expert according to the up-to-date market requirements. And the periodical reward system creates a passionate attachment between employees and the organization, and employees work with great attention so that the businesses can have more competitive advantages over others. These results are also supported by the recent study of Delery and Roumpi (2017), which reveals that the business organizations where the employees are given periodical training to employees to make skills and knowledge innovative and provide rewards to appreciate their work performance, have better operational and production performance and thus, can achieve more competitive advantages. The study results have also indicated that business and social networking has a positive association with competitive business advantages. The study implies that strong business and social networking allows the exchange of information among the stakeholders, which is useful for the businesses to make operational decisions and raise marketing which results in creating higher competitive advantages for the business organizations. These results are in line with the past study of Adel and Habib (2018), which shows that business networks are helpful in raising leading information and improving the quality of business resources, technology, and techniques which improves the overall performance of the business. Social networking is helpful in acquiring information and promoting business products and services in marketing. Thus, business and social networking create competitive advantages over other businesses. These results are also in line with the past study of (Echchakoui (2018); Hwang et al. (2020)), which indicates that the business organizations which have a strong and effective business and social networks are more responsive to the market shifts and thus, have more competitive advantages over the business rivals.

Moreover, the study results have also revealed that business competitiveness plays a mediating role between employees' involvement in business decisions and competitive advantages for community-based businesses. The study states that employees' involvement in making business decisions enhances business competencies like problem-solving skills, analytical thinking, and responsiveness which raise competitive advantages for the business. These results are in line with the past study of Shan, Luo, Zhou, and Wei (2019), which shows that the business competitiveness, which is developed by employees involved in business decisions, enhances competitive advantages for the business. The study results have also indicated that business competitiveness plays a mediating role between employees' training & reward and competitive advantages for community-based businesses. These results are supported by the past study of Palacios-Marqués, García, Sánchez, and Mari (2019), which reveals that when the business organizations arrange for periodical training for the employees, they can inculcate in them core competencies that are needed for a successful business. Similarly, the grant of rewards to the employees for their efficient performance encourages them to develop and maintain dynamic competencies in them, which help them to attain business competitive advantages. Moreover, the study results have also shown that business competitiveness plays a mediating role between business & social networking and competitive advantages for community-based businesses. These results are supported by the past studies of Fernandez, Lara, Ugalde, and Sisodia (2018), which suggests that business and social networking develops dynamic competencies in the business personnel and thus, creates a clear way to develop competitive advantages.

Both the theoretical and empirical implications have been carried on by the current study. It has a great theoretical significance on account of the vital contribution to the literature on community-based business performance. The study analyzes the role of managerial and networking factors such as employee involvement in business decisions, employees' training and reward system, and business & social networking in getting higher competitive advantages for the community-based businesses. The study initiates to introduce business competencies as a mediator between the employee involvement in business decisions, employees' training and reward system, and business & social networking and the competitive advantages for the community-based businesses. This act of author is a great contribution to the literature as in the past literature a little attention has been given to the mediating influences of business competencies between the employee involvement in business decisions, employees' training and reward system, and business & social networking and the competitive advantages for the community-based businesses. Moreover, the current study has a vital significance to the management of community-based businesses as it guides on how to gain competitive advantages over business rivals. The study suggests that higher competitive advantages for community-based business organizations can be attained with the high involvement of employees in the business decisions, periodical employees' training and reward system, and effective business and social networking.

6. Conclusion and Limitations

The study examines the success of community-based businesses in the highly competitive market in Phatthalung, Thailand. The study sheds ample light on the contributing influences of the employee involvement in business decisions, employees' training and reward system, and business & social networking on the gain of competitive advantages for the community-based businesses. The study states that the involvement of employees in business decisions improves business performance and raises the competitive advantages for community-based enterprises. The community-based enterprises where the employees who are the essential part of business increases the competitive advantages over the market rivals, as the employees know more about the business functions and can give better decisions. The study also implies that the employees' training and reward system improves the operational performance and raises marketing advantages for the community-based businesses. The businesses which have a periodical training system are more likely to gain more competitive advantages over other businesses, as the training makes the employees skilled and expert. Similarly, the grant of periodical reward creates commitment between employees and organization and employees work with great attention so that the businesses can achieve more competitive advantages over others. The study makes it clear that business networks assists acquire business information and improve the quality of business resources, technology, and processes which improve the overall performance of the business. Social networking is also helpful in creating a market for business products and services. Moreover, the employee involvement in business decisions, employees' training and reward system, and business & social networking improves the business competencies, which increases the competitive advantages for the community-based businesses.

The study has several limitations despite its theoretical and empirical significance. These limitations must be removed by future researchers and academics when they will intend to extend the current study. A minimal number of managerial and networking factors like the employee involvement in business decisions, employees' training and reward system, and business & social networking have been addressed by this study as the contributors to the competitive advantages for a community-based business enterprise. Several other economic factors also have a deep impact on the attainment of competitive advantages, but they are ignored by this study. For more comprehensive and reliable literature, the scholars are recommended that they must also pay attention to these ignored factors. Moreover, the current study lacks generalizability as it deals with the attainment of competitive advantages for the businesses with the consideration of the management of a community-based cluster in Phatthalung, one of the southern provinces of Thailand. As the area under consideration of this is limited, the data collected is also less reliable and less generalizable. For the conduct generalizable study, the authors must analyze the community-based enterprises across the world.

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