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Meta-Analytic Structural Equation Modelling of Efficiency on Alliance Management Capability on Trade and Investment

Tanaporn Kaewcheed¹

Abstract

This research article aims to demonstrate the study the alliance management capability factors that measured the effectiveness of operations with trade partners and investments in different trade contexts. The researcher used a mixed research method by studying from relevant data sheets, analyzing relevant capability indicators in international organization. The aim was to determine what was similar, what was different, and other interesting relationships that emerged by multiple works on performance of alliance management capability from 381 researches. Research was conducted during 2010 - 2024. From the total population researches, the independent variables studied on 44 groups were analyzed. Analysis the effects of the influence by using a factor influence analysis program to perform causal influence analysis.

Findings are as follows: (1) The magnitude of influence that affected the efficiency of operations with partners There were a total of 44 values, the influence size shown between -.49 -1.98, with 33 high influence values, 9 low levels, and 2 negative values. (2) There were a total of 44 groups of variables and effective variables that affect the efficiency of operations with partners. A total of 33 groups of variables had high efficiency, 9 groups of variables were low, and 2 variable groups were ineffective. The independent variable group were most effective in developing for creating benefit from collaboration valuable know-how between alliance management. And (3) The relationship between the effectiveness of operational performance and the partner who developed the analysis with the category of alliance level of the sample and the independent variable group was found to have a direct and co-influence on the effectiveness of the collaborating was not statistically significant.

Keywords: Efficiency of Alliance Collaboration; Alliance; Trade and Investment

Type of Article: Research Article

¹ Business Administration, King Mongkut's University of Technology North Bangkok
19 Moo 11 Nong Lalok, Bankhai, Rayong 21120, Thailand
Corresponding Author Email: Tanaporn.k@fba.kmutnb.ac.th

การวิเคราะห์อภิมานเชิงสมการโครงสร้างในประสิทธิภาพการจัดการความสามารถของ พันธมิตรทางการค้าและการลงทุน

ธนัชพร แก้วนิติ¹

บทคัดย่อ

บทความวิจัยนี้มีวัตถุประสงค์เพื่อแสดงผลการศึกษาปัจจัยที่ตัววัดประสิทธิภาพการดำเนินงานร่วมกับพันธมิตรทางการค้าและการลงทุนในบริบททางการค้าที่แตกต่างกัน ผู้วิจัยใช้วิธีการวิจัยแบบผสมผสานโดยการศึกษาค้นคว้าเอกสารข้อมูลที่เกี่ยวข้องกับการวิเคราะห์ตัววัดที่เกี่ยวข้องในการร่วมลงทุนการค้าระหว่างประเทศ ทำการวิเคราะห์แบบอภิมานเชิงโครงสร้างเพื่อเปรียบเทียบและรวบรวมข้อมูลจากงานวิจัยต่าง ๆ กัน โดยมีจุดมุ่งหมายเพื่อกำหนดสิ่งที่พบเหมือนกัน สิ่งที่แตกต่างกัน และความสัมพันธ์ที่ปรากฏจากการศึกษา งานวิจัยหลาย ๆ งานในการวัดประสิทธิภาพการดำเนินงานร่วมกับพันธมิตร และใช้เครื่องมือเก็บรวบรวมข้อมูลด้วยการประมวลผลหลักฐานจากแหล่งข้อมูลและการวิจัยที่เกี่ยวข้องจำนวน 381 วิจัย ในช่วงปี พ.ศ. 2553-2567 ตัวแปรอิสระที่ศึกษามีจำนวน 44 กลุ่ม การวิเคราะห์ ค่าขนาดของอิทธิพล โดยใช้โปรแกรมวิเคราะห์อิทธิพลปัจจัยทำการวิเคราะห์อิทธิพลเชิงสาเหตุ

ผลการวิจัยพบว่า (1) ขนาดอิทธิพลที่ส่งผลต่อประสิทธิภาพการดำเนินงานร่วมกับพันธมิตร มีจำนวนทั้งสิ้น 44 ค่า ขนาดอิทธิพลอยู่ระหว่าง $-0.49 - 1.98$ โดยมีขนาดอิทธิพลระดับมากจำนวน 33 ค่า ระดับน้อยจำนวน 9 ค่า เป็นค่าลบ 2 ค่า (2) ตัวแปรคุณลักษณะงานในงานวิจัยที่นำมาสังเคราะห์ครั้งนี้มีทั้งหมด จำนวน 44 กลุ่มตัวแปร และตัวแปรที่มีประสิทธิภาพส่งผลต่อประสิทธิภาพการดำเนินงานร่วมกับพันธมิตร ในระดับมากจำนวน 33 กลุ่มตัวแปร มีประสิทธิภาพระดับน้อยจำนวน 9 กลุ่มตัวแปร และไม่มีประสิทธิภาพจำนวน 2 กลุ่มตัวแปร และกลุ่มตัวแปรอิสระที่มีประสิทธิภาพในการดำเนินงานร่วมกับพันธมิตรสูงสุด ได้แก่ การพัฒนาองค์ความรู้เพื่อสร้างกำไรร่วมกับพันธมิตร และ (3) ความสัมพันธ์ระหว่างประสิทธิภาพของรูปแบบของพันธมิตรที่พัฒนาการคิดวิเคราะห์ผลลัพธ์กับระดับขั้นของกลุ่มธุรกิจตัวอย่าง และกลุ่มระดับความร่วมมือ พบว่า มีอิทธิพลทั้งโดยตรงและอิทธิพลร่วมต่อประสิทธิภาพรูปแบบการทำงานร่วมกันอย่างไม่มีนัยสำคัญทางสถิติ

คำสำคัญ: ประสิทธิภาพการดำเนินงานร่วมกับพันธมิตร; พันธมิตรทางธุรกิจ; การค้าและการลงทุน

ประเภทบทความ: บทความวิจัย

¹ คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีพระจอมเกล้าพระนครเหนือ
เลขที่ 19 หมู่ 11 ถนนละลอก ตำบลบ้านค่าย จังหวัดระยอง 21120, ประเทศไทย
ผู้รับผิดชอบบทความ อีเมล: Tanaporn.k@fba.kmutnb.ac.th

Background and Significance of the Problems

Alliance now encouraged today's complex economic scenario firmed to produce internally all the knowledge necessary not only to achieve sustainable competitive advantage but also for survival on battle of investment. At the same time, they could not rely on mere market transactions to sustain the continuous process of value and knowledge creation. Therefore, firms often opted for greater specialization and cognitive work division by engaging in strategic alliances. Definition of alliance management capability referred a firm's ability to create, maintain, and manage collaborative relationships with other organizations. It was also known as alliance capability or relational capabilities. In the last decade, several scholars and researches had addressed the question of how firms could develop such capability by mainly looking at its antecedents. Building on organizational learning and evolutionary economics, most of these studies assumed that a relevant on firm's ability at managing collaboration, hence of alliance success, was previous alliance experience and alliance portfolio (Anand & Khanna, 2000; Heimeriks & Duysters, 2007; Kale et al., 2002; Russo & Cesarani, 2017; Sampson, 2005; Rothaermel & Deeds, 2006; Wang et al., 2022; Zollo et al., 2002). Most of previous researches were concentrated organizational-level as inter-organizational coordination, such as governing an alliance, Inter-organizational provocativeness and strategy (Heimeriks & Duysters, 2007; Kale et al., 2002; Rothaermel & Deeds, 2006; Schike & Goerzen, 2010; Stach, 2006) such as recognizing opportunities in the working environment. Also considered a dynamic capability because it was extended through repeated engagements in strategic alliance (Zollo & Winter, 2002; Wang et al., 2018; He et al., 2024). Empirical research showed that alliance management capability has a direct effect on alliance success and can also indirectly enhance organization performance. So this research problem highlighted the factors that could influence AMC includes alliance type such as upstream alliances required the most alliance management capability, while downstream alliances require the least as supply chain performance (Ferreira & Franco, 2020). These gap from literature framework of this research helped address two issues with prior empirical research in the area of fragmentation and inferences on causality to recognize that heterogeneity in alliance outcomes arises because different capabilities may be needed to address distinct value-creation and value-capture challenges and opportunities that organization face in shift up the pre and post formation stages to the alliance outcome stage of alliances management capability by focusing set of measure and theoretical themes with 381 researches during 2010-2024 to consider alliances capability as useful constructs to build sustainability competitive advantage and also survival on battle of investment. This research studies on multi-dimension for exploration the constructs on capability that includes: organizational

processes, such as selecting partners, negotiating agreements and commitment, alliances structure and Learning, such as articulating partnering portfolio on Inter-organizational capability for structural modelling. And the advantage of research methodology, it demonstrates how meta-analysis can be combined with structural equation modeling (MASEM) to address new questions in alliance management capability research.

Research objectives

To demonstrate the study the alliance management capability factors that measured the effectiveness of operations with trade partners and investments in different trade contexts.

Scope of Research

- 1.Scope of Content Independence. variables: Strategic alliance; Alliance Experience and Alliance Relationship Dependence variables: Alliance management capability
2. Scope of Population, Sample. 381 researches (were conducted during 2010-2024)
3. Scope of Duration. during March 2024 - November 2024

Research Benefits

Academics: (1) Identify concept of alliance capability and antecedent for efficiency propose. and (2) Demonstrates how meta-analysis can be combined with structural equation modeling (MASEM) to address new questions in alliance management capability research.

Industry: Guideline for introducing or providing policy of trade and investment by alliance management factors and generalized model on developing for group of industry as multidimensional of inter-organizational coordination.

Concepts, Theories, and Related Literatures

The concept of alliance management research has involved numerous theoretical perspectives such as dynamic capabilities perspective, organizational learning theory, the knowledge-based and resource-based management, and evolutionary economics. These literature suggested a set of success factors; capability, that constructed what factors should be considered to optimize performance in the dyad relationship, thereby enhancing the chances of success within multi level system of performance (Contractor & Reuer, 2014; Heimeriks & Duysters, 2007; Heimeriks, 2010; Heimeriks et al., 2012; Kale & Singh, 2007; Niesten & Jolink, 2015; Young-Ybarra & Wiersema, 1999). Collectively, research of this kind refers to collaboration quality as the critical factor to foster alliance performance.

Alliance management capability (AMC) is an important antecedent of performance that represented the abilities of firms to capture, share and value-added knowledge regarding alliance management and to apply ongoing and future alliances. The inter-organizational and alliance performance literature have been developing since the late 1970s, and most of research; including multiple reviews on inter-organizational collaboration, has focused on alliance relationships and collaboration at the core of inter-organizational relationship (IOR) (Hardy et al., 2003; Majchrzak et al., 2014; Parmigiani & Rivera-Santos, 2011; Wang et al., 2022) or alliance networks (Borgatti & Foster, 2003; Oliver & Ebers, 1998; Zaheer et al., 2010). This research develops model of alliance management capability into 5 dimensions of factors and 44 groups of variables reflective second-order construct. Then developed scales to measure the first-order dimensions of alliance management capability building on prior literature. To account for the routine-based nature of the construct, phrased many items as discrete practices that together reflect the dynamic capability dimension (Kohtamäki et al., 2018; Zahoor, 2017) included 5 dimensions: ability, capability, behavior, process and fundamental requirement or prerequisite. The ability to reconfigure the company, integration, develop, build, exploit the experts who have the same opinion, previous namely by Eisenhardt and Martin (2000), Helfat et al. (2007), Leonard-Barton. (1992), Martelo Landroquez et al. (2011), Teece et al. (1997), Zahra et al. (2006) to integrate and reconfigure. The capability of the firm to create, expand, and modify resources company, renew, competence adapt, integrate, and reconfiguration, the experts who have of the same opinion, namely: Helfat and Peteraf (2003), Teece et al. (1997). The behavior is conducted for to continue to Integrate, reconfigure, update and create resources and abilities, and most importantly, upgrade and reconstruct core capabilities in response to a changing environment, to achieve and maintain a competitive advantage. (Wang & Ahmed (2007). The firm's processes or organization to modification and the shape processes that shape the new resources, the experts who have the same opinion, namely: Eisenhardt and Martin (2000), Ambrosini and Bowman, (2009), and Protogerou et al. (2012). And fundamental need the company to continue to have a resource base that allows to earn a living. Then a large set of proxies can be used to infer the existence of AMC in firms to promote capabilities that demonstrate better alliance performance.

Alliance experience refers to the extent of a firm's repeated engagements in alliances over time (Heimeriks & Duysters, 2007; Rothaermel & Deeds, 2006). Alliance experience is a crucial antecedent to and proxy for alliance capability, which refers to the firm's capability of managing individual alliances or alliance portfolios (Heimeriks & Duysters, 2007; Rothaermel & Deeds, 2006; Schilke & Goerzen, 2010; Schreiner et al., 2009). However, this seemingly valuable

factor may not always be important for firms and alliances. Prior studies have widely acknowledged that alliance experience is accompanied by both benefits and costs, which lead to variety findings on the performance effects of alliance experience included alliance networking and formative (Goerzen, 2007; Gulati et al., 2009). The various underlying mechanisms of different perspectives might be explain these findings clearly.

Alliance relationship: To address the definitions of three terms, recent works have proposed redefinitions (Hardy et al., 2003) by using the term cooperation to define collaboration and relationship, the mechanism of collaborations are complex phenomena which need to be appropriately managed: despite their importance, inter-organizational collaborations often fail because of difficulties on nature of management. This literature suggested a set of success factors that described what factors should be considered to optimize performance in the dyadic relationship. For instance, high levels of trust and commitment as well as information sharing and communication are suggested to be important variables in nurturing a sound relationship between the partners, thereby enhancing the chances of success. Collectively, research on collaboration quality as the critical factor to antedate alliance performance. (Hoang & Rothaermel, 2005; Gulati et al., 2009; Reuer et al., 2016). It typically has broadly and long-term impact on corporate performance and valuation, often formed to create a competitive advantage for the partners in their respective markets. Not all alliances need to be strategic; alliances can be established to achieve highly operational or tactical objectives. The constructs of this research model are drawn from these literal theories, detailed below.

Conceptual Framework

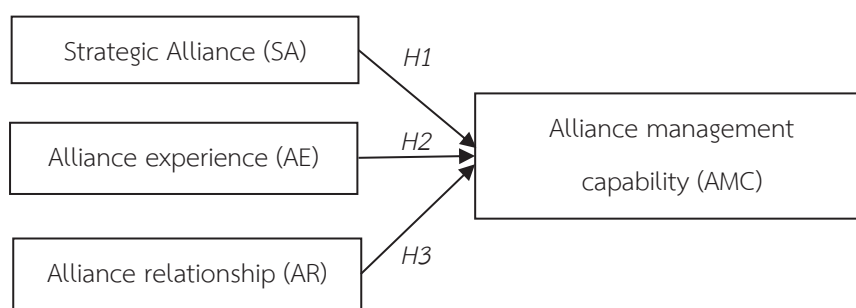


Figure 1 Conceptual Model

Hypotheses of Research

H1: Strategic Alliance is statistically significant, positive effect on Alliance management capability.

H2: Alliance Experience is statistically significant, positive effect on Alliance management capability.

H3: Alliance Relationship is statistically significant, positive effect on Alliance management capability.

Research Methodology

In this research study, the researchers conducted using combined research methods, including document data research. Collecting the alliance management capability related research since 2017 for 381 research, developing a coding protocol for extracting information from eligible studies as followed by method of Lipsey and Wilson (2001) and Duriau et al. (2007). Each study was coded for effect size, sample size, alliance experience type, performance type, experience measure, and performance measure. Then recorded the correlation coefficient between alliance experience and performance to obtain the effect size irrespective of whether these variables were used in studies as dependent, independent, or control variables. Then coded the alliance experience type as general and partner-specific, and performance outcomes as accounting, market, innovation, and organizational effectiveness-based. The coding of alliance experience and performance outcome types was based on the definition and operationalization for alliance capability. Next, coded the study context her ever the alliance represented the institutional environment of the alliance relationship, following prior meta-analysis focusing on the business environment (Cao & Lumineau, 2015). Specifically, it is employed five dimensions under this context that are more essential for alliances capability. With Meta-analysis, it allows us to synthesize and cumulate research findings into a single effect size (Hunter & Schmidt, 2004). The effect size reflects the magnitude and effect of the association between the two variables. MASEM goes by providing effect sizes that control for other variables in the model and providing information on the degree of fit of the entire model. Implementing MASEM requires four general steps. Step 1: Specify variables and conceptual models. (groups of variables) Step 2: Meta-analytic procedures Step (classified to input research and generated data for alternative models) 3: Structural equation modeling (generated alternative models) and Step 4: Reporting procedures.

Results

Results of testing the traditional bivariate meta-analyses are reported in Table 1, and indicate that three antecedents are significantly associated with Alliance management capability (i.e., 95% confidence intervals exclude zero). Firstly, affected factors, Strategic Alliance: SA, it represents into 2 groups SA1 (0.5) and SA2 (0.46) for explaining SA. SA1 shown 0.5 of is constructed from overall performance satisfaction and net spillover effects – capture different underlying factors. SA1 is contributed by assessing prospective partners to form alliances, attributes of the relationship in an alliance are responsible for overall alliance success and achieve competitive positional advantage in the marketplace and overall organizational performance. So SA1 measurements are in the theory of alliance and strategic alliance success. While SA2 is shown 0.46 under control by account and post contract; financial performance for the alliance level (reflected by accounting measures) rather than contribution to overall at the partner level (reflected by stability measures) is implicitly referred to in studies that just apply the performance measures at hand without consideration of ensuring a match between the constructs so the significant are explanation of outcome/contribution and process performance.

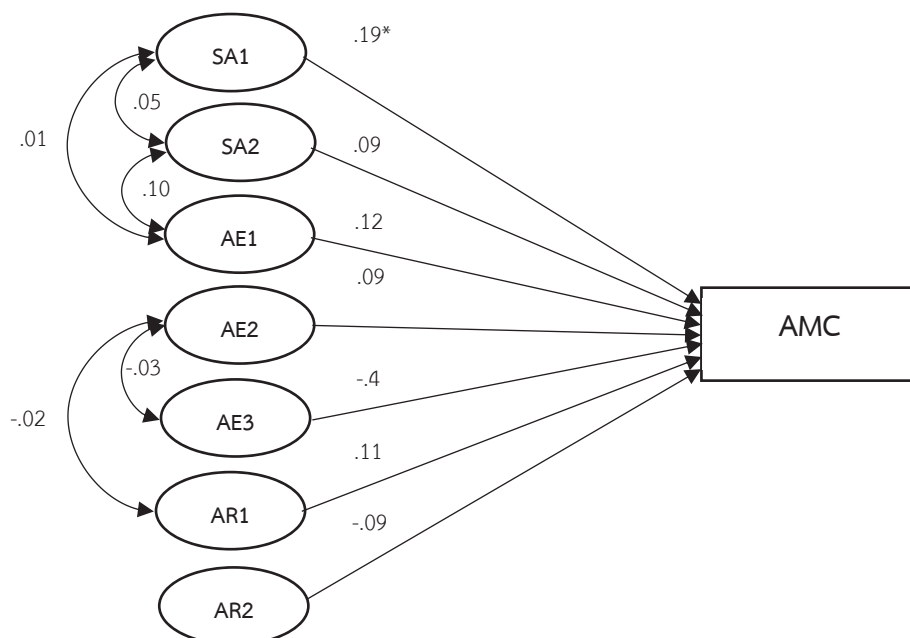


Figure 2 Results of Structural equation modelling

Secondly, Alliance Experience: AE constructed from alliance transformation: AE1 (.45), alliance portfolio complexity: AE2 (.61), and alliance diversity: AE3 (.72). Thirdly on Alliance Relationship: AR And alliance relationship shown AR1 (.72) and AR2 (.45) with AR1 shown .72

that are commitment, collaboration, communication, trust, and AR2 as conflict resolution. According to less effect of AE2. Alliance management capability: AMC can be measured by 5 dimensions; ability, capability, behavior, process, and fundamental explored for 20 groups of factors with high efficiency were generated to model of AMC.

Table 1

Coefficients for direct-effect model

	Coefficient	95% CI	SE	p-value
SA1 > AMC	.19	-0.49:0.58	.20	.0001
AE1 > AMC	.12	-0.01:0.21	.20	.0001
AR1 > AMC	.11	-0.11:0.10	.21	.0001
SA2 > AMC	.09	-0.09:0.22	.19	.0001
AE2 > AMC	.09	-0.02:0.16	.21	.0001
AR2 > AMC	-.09	-0.12:-0.06	.21	.0001
AE3 > AMC	-.49	-0.8:-0.02	.19	.0001

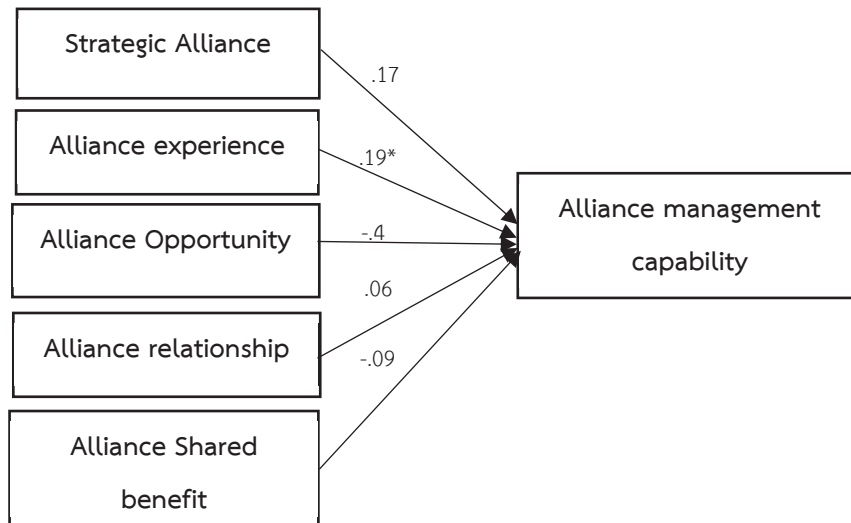
Model fit: $\chi^2/df = 81.09$, CFI = .96, GFI = .93, TLI = .98, RMSEA = .04

SE = standard error, 95 percent CI = confidence interval for coefficient, CFI = comparative fit index, GFI = goodness-of-fit statistic, NFI = normed fit index, RMR = root mean square residual, SA = Strategic alliance, AE = Alliance Experience, AR = Alliance Relationship, AMC = Alliance management capability

The fit measures for the structural model show satisfactory values ($\chi^2/df = 81.09$ ($p < .00$), CFI = .96, GFI = .93, TLI = .98, RMSEA = .04). The coefficient report on alliance management capability Table 1 reveals that strategic alliances are associated with the effectiveness and key contributed to success. The effectiveness (.19) and key contributed to success (.12) influenced positively and significantly by alliance management capability. Alliance Experience constructs are positive as alliance transformation (.12), alliance portfolio complexity (.09) but negatively associated with alliance diversity (-.49). Alliance relationship is positively associated as (.11) but negatively for resource combination (-.09). Alternative model of group negative effected, as alliance opportunity and alliance shared benefit are new factors from this study.

The structural model was analyzed after the measurement model was successfully validated through the CFA process. In doing so, several model fit indices at the structural level were measured before the hypotheses were tested. The overall fit results of the proposed

study model were satisfactory with the following values $\chi^2/df = 282.59$ ($p < 0.00$), CFI = .96, GFI = .90, NFI = .87, IFI = .96, TLI = .95 and PGFI = .75.



$$\chi^2/df = 282.59, \text{CFI} = .96, \text{GFI} = .90, \text{TLI} = .95, \text{RMSEA} = .04$$

Figure 3 Results of Confirmation SEM from Alternative adjusted

These results suggest several pathways to improved alliance management capability. The effectiveness is shown as most effective in developing for opportunity and creating benefit from collaboration valuable on practical to alliance management capability. While alliance experience as alliance diversity would likely have most influence over alliance manage capability as diverse.

Discussion

This research demonstrates substantive differences in the coefficients across the models, as comparing the bivariate, direct, but not going through the step of mediated models provides for a more nuanced depiction of alliance relationship effects to alliance management capability.

This paper describes how alliance management capability generated. The empirical illustration based on an original study of the alliance factors-alliance management capability, it can be considered how findings and conclusions for theory development can concentrate based on whether conventional meta-analysis or MASEM issued. The MASEM approach highlights the ability to test previously unconsidered relationships in previous meta-analytical syntheses. Because MASEM incorporates the field's accumulated data and accounts for the interplay

between the previous alliance factors (resource-based, and transaction-based) and the alliance management capability, the multivariate model would seem to open new insights for the field of research. MASEM creates opportunities for additional theorizing that would not be generated by traditional meta-analysis. Considered in conjunction with MASEM's boundary conditions described earlier in our manuscript, such an approach will allow strategy of researchers to identify which relationships are more or less important for their colleagues and executives to consider. Overall, MASEM holds the potential to reshape a literature's development.

Recommendation

Although MASEM does not allow conclusions about causal structures, it does provide a vehicle for comparing alternative models and enables researchers to retain the structure that is empirically superior. This approach is consistent with the philosophy of social science literature, which suggests that it aspires to retain models that are most apparently given the available data and discards those that are inferior or falsified.

The limitations of this study

Based on the sample of this research, there are several limitations that can be further explored, including developing mediated models. First, the study was conducted widely and deeply on each dimension of capability, and the results may not be generalizable. Future research should expand to policy of government to support alliance and business uncertainty to increase the generalizability on scope of development. Second, the study conception for exploratory and confirmation must be implemented to each group of industry. Future studies should use a mix of quantitative and qualitative methods to better understand on each dimension of alliance management capability and perceptions of interorganizational industry based. Third, the study did not consider other factors that may influence sociology to business behavior and recommend, such as cultural differences, alliance values, and alliance experience.

The main limitations of conducting research with macro study and secondary data then the results may not be representative of the specific industries. Thus, the findings of the study may not be generalizable beyond the specific group of industries that were not identified. This can lead to results that are not representative of the relationships significant or specific patterns for specific trade and investment.

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