

THE IMPACT OF MASS COMMUNICATION ON LOGISTICS CORPORATE ENTREPRENEURSHIP LEADERSHIP AS MEDIATED BY SOCIAL MEDIA ABSORBENT CAPACITY

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Abstract

Transformational leaders exploit [1-3] new breakthroughs and possibilities, optimize risks, and create a dynamic work environment in order to organize and encourage colleagues towards a common objective. Such leadership has been viewed as an effective strategy for corporate entrepreneurship development [4]. However, research has indicated that variables such as absorptive capacity may mediate the association between leadership style and corporate entrepreneurship. Studies on the mediating impacts of such factors in developing nations, notably in the healthcare sector, have remained sparse. The current study explored the mediation effects of absorptive capacity on the relationship between transformational leadership and corporate entrepreneurship in the healthcare industry [5, 6]. The survey responses of 171 middle managers from different healthcare facilities in the Thailand were analysed using a two-step method to structural equation modelling. This study's evaluation of the structural model provided evidence about the relevance of the hypothesized direct and indirect impacts. The current study's empirical findings on how absorptive capacity mediates the influence of transformational leadership and corporate entrepreneurship have contributed to the resource-based view of the firm theory.

Keywords: Mass Communication, leadership; logistics corporate entrepreneurship; absorptive capacity

INTRODUCTION

Entrepreneurship requires a leader who can effectively manage people, resources, and value generation processes from ideas to new ventures. Consequently, it is crucial for entrepreneurship research to investigate the elements that influence the identification, evaluation, and exploitation of chances for value creation. Given the intricacies and sociodynamics of the entrepreneurial process, a number of theories from a variety of contexts have been studied to investigate [7-9]. In the meantime, the foundations of leadership research have become more robust, which can help entrepreneurs and facilitate their entrepreneurial endeavours. In reality, top corporate leaders and entrepreneurs share 28 (out of 41) leadership

attributes, including resilience and creativity, according to a recent poll. Given the shared characteristics and models applied in both domains, the merger of entrepreneurship and leadership research may yield novel theoretical and practical insights for the relevant communities. In fact, the early growth of entrepreneurship research frequently utilized leadership ideas and concepts. In recent years, scientists in both the entrepreneurship and leadership research communities have shown an increasing interest in the opportunities that arise from the link between entrepreneurship and leadership. This has prompted additional research into the connection between leadership style and the emergence of entrepreneurship. Corporate entrepreneurship leads to the development of new products, services, technology, or organizational approaches and strategies by stimulating innovation. Today, there has been a rise in the demand for inventive businesses that can produce substantial innovations that can effectively and efficiently meet the difficulties of the world. However, leadership and corporate entrepreneurship are studied independently, particularly in the context of developing countries. The majority of previous research on corporate entrepreneurship and its different features has concentrated on large private companies, whereas research on public organizations, such as healthcare facilities, has been sparse [10, 11]. In addition, research has identified transformational leadership as a strategic antecedent of information absorption and absorptive capacity, which contribute to the identification and exploitation of new knowledge and hence foster corporate entrepreneurship. However, few researches have investigated the impact of absorptive capacity on the relationship between transformational leadership and corporate entrepreneurship in healthcare institutions, especially in the Thailand. Focusing on this, the current study created a model that directly relates transformational leadership and corporate entrepreneurship through absorptive capacity.

LITERATURE REVIEW

Leadership

Leadership [11] is a multidisciplinary field that emphasizes broad human and organizational dimensions across a variety of disciplines, including the humanities [12] (e.g., history and philosophy), the social sciences (e.g., sociology and psychology), and theoretical and technological fields of study (e.g. management and education). Leadership and organizational management are strongly intertwined. Numerous leadership theories have been developed. Despite the numerous definitions of leadership, there is no unified theory of leadership, which demands for additional research. Most previous studies on innovation capabilities and competitive advantage of organizations emphasized the Resource-Based Perspective (RBV). According to RBV, an organization's internal resources might impact its competitiveness. Organizations can achieve and maintain competitive advantage through the use of valuable and distinctive resources, as well as skills or socially intricate organizational processes. Different types of organizational resources, such as traits, capabilities, expertise, know-how's, and procedures, are utilized to develop and implement competitive strategies. Certain resources, such as cash, in-house knowledge of technology, staff capabilities, and procedural effectiveness, have long-term consequences on the organization. On the basis of the RBV criteria (value, uniqueness, and feasibility), a leader's talents function as organisational

resources to obtain a competitive advantage and improve organisational performance. This concept posits that the competency of a leader is a possible source of competitiveness for an organization by focusing on these three characteristics [13-15].

Transformational Leadership

Transformational leadership has been universally acknowledged to be effective, especially when dealing with volatile or unpredictable situations. Studies have investigated opportunity recognition and found that charismatic leaders who can instil trust and collaboration among their followers are better equipped to handle turbulent conditions. Perkins, Linkenbach [16] initially defined transformational leadership as "leaders and followers elevating each other to a higher moral and inspirational level." Afterwards, stress four facets of transformative leadership: individual care, intellectual stimulation, inspirational motivation, and idealized influence. In addition, some previous studies have defined leadership as the capacity to lead, encourage, and inspire followers, create desirable experiences for followers, and clarify and communicate goals with discretion. Through a successful leader, employees' beliefs can be linked with the organization's standard procedures. A transformational leader is typically enthusiastic and positive and demonstrates the capacity to inspire personnel at both the individual and organizational levels to achieve a better degree of organizational performance through training, support, and motivation[17]. In this highly competitive environment, transformational leaders inspire their followers to take advantage of chances that support new inventions and initiatives. Ultimately, implementing a new concept at the organizational level means taking risks. Leaders define desires and beliefs at the individual and organizational levels using their particular knowledge and abilities. Leaders mentor and motivate personnel and facilitate efficient communication with new business opportunities, hence fostering individual development [7, 18-20]. Assisting employees in achieving their aspirations and expectations leads to the realization of both individual and organizational objectives. Through corporate awareness development methods, Perkins, Linkenbach [16] proved the favourable impact of transformational leadership on creativity [21-24]. In addition, studies have established the positive association between transformational leadership and creativity via several functional aspects (such as organizational thinking and communication) and their interrelationships. In a separate study, the favourable impact of transformational leadership on corporate entrepreneurship was documented based on the findings of a survey including 129 managers and 244 employees from 55 units at 27 Chinese manufacturing enterprises. Consequently, the following hypothesis (H1) was tested: Transformational leadership influences the corporate entrepreneurship of healthcare institutions in a good and substantial manner. In addition, research has demonstrated that executives exhibit transformational leadership. The influence of this leadership style can be observed at both the individual and organizational levels for two plausible reasons: (1) a transformational leader at the top management level may serve as a role model for a lower-tier leader, reflecting the cascading effect of transformational leadership; and (2) leaders inspire employees to work toward a shared organizational vision[25]. Top-level managers exert considerable influence over the organization's strategy, cultures, systems, and practices. Studies have revealed that transformative leadership is a strategic precursor of absorbent capacity (in the forms of

knowledge absorption and organisational learning processes). Transformational leadership is considered to improve the absorption and transfer of knowledge at the organizational level; as such leaders boost the organisation's capacity to absorb knowledge from external sources. A transformational leader presents a vision that emphasizes the significance of information transfer [5, 26] and application and proposes an appropriate model that promotes knowledge acquisition, hence enhancing absorptive ability. Despite the absence of empirical data on the relationship between transformational leadership and absorptive capacity, research has demonstrated the favourable effect of transformational leadership [6, 27] on absorptive capacity. Under transformative leadership, the autonomy and equality of followers foster the absorbent potential of employees. Consequently, the present study examined the following hypothesis: H2: Transformational leadership has a good and substantial impact on the absorptivity of healthcare organizations.

Absorptive Capacity

Over the past two decades, scientific interest in the concept of absorptive capacity has increased. According to these studies, absorptive capacity influences innovation, corporate performance, intra-organisational information transfer, and inter-organisational learning. Particularly, absorptive capacity can be conceptualized as an organization's ability to identify, integrate, and utilize knowledge from external sources [28, 29]. Through absorptive capacity, information acquisition and application are encouraged. The idea of absorptive ability has been broadened from three dimensions (identify, assimilate, and exploit) to four dimensions (acquire, assimilate, transform, and exploit) in light of the necessity to change knowledge from external sources into a useable form. Utilizing absorptive capacity assists organizations in growing and enhancing their efficacy. Leviathan and Administrative held the notion that absorptive capability entails the assimilation of new external capabilities and the ability to convert those capabilities into a revenue stream. In addition, a larger absorptive capacity may raise the likelihood of applying new capabilities to industrial applications, resulting in a greater level of exchange efficiency. van der Bend, Jakstas [30] determined that the amount of employees' AC is related to new innovation and efficiency. In a separate study by Perkins, Linkenbach [16] that examined its dynamic potential, absorptive capacity was revealed as a strong predictor of organizational effectiveness. In light of the foregoing, the current study hypothesized that absorptive capacity and organizational performance are positively correlated; that is, greater absorptive capacity may assist organizations in acquiring, transforming, and applying knowledge from external sources in pursuit of enhanced capabilities. RBV has been used to interpret the mediation effect of absorptive capacity on the association between leadership style and organizational entrepreneurship. Initially, the resource-based framework was proposed to analyse organizations based on their capital, which yielded unique insights compared to conventional contexts [31-33]. Establishing and maintaining absorptive capacity is essential for the long-term performance and survival of an organization, as absorptive capacity reinforces and stabilizes the organization's current knowledge base. Through absorptive ability, organizations can acquire and apply new knowledge (learning by doing) to improve their performance. Organisations with a greater absorptive capacity are able to recognize and integrate new knowledge (from external sources)

into their existing knowledge base, thereby gaining new insights about the market, technologies, competition, and customers. Small and medium-sized firms (SMEs) in Pakistan were surveyed in a separate study, which confirmed the favourable effect of absorptive ability on corporate entrepreneurship, notably in terms of innovation development, self-renewal, and new business endeavours. In light of the preceding, the following testable hypotheses were proposed:

H4: Absorptive capacity promotes corporate entrepreneurship of healthcare facilities in a positive and significant manner.

H4a: The absorptive capacity of healthcare institutions modulates the relationship between transformational leadership and corporate entrepreneurship.

METHODOLOGY

Sample

On the basis of the literature assessment, it was hypothesized that transformational leadership would offer healthcare institutions with the necessary competitive advantage through corporate entrepreneurship and absorbent capacity. Given the dynamic growth and success of the healthcare industry in Bangkok, this study focuses on healthcare institutions in the Thailand. Due to the aim of this study, managerial employees and large institutions with greater absorption capacity and corporate entrepreneurship capability were addressed. Consequently, large healthcare institutions served as the unit of study. According to the Federal Statistics and Competitive Authority (2020), 247 large healthcare institutions were selected, including 45 general and government hospitals, 98 private hospitals, and 98 advanced and specialty centres. Due to their experience with the organizational methods, managers and business owners were picked for the survey since they were thought the best qualified to provide reliable input on the subject. The survey was administered in April of 2020. There were 247 managers to whom questionnaires were issued (representing 247 healthcare institutions). In July 2020, a total of 209 questionnaire sets were successfully collected, resulting in an 85 percent response rate. Following the removal of invalid responses, the final sample for this study consisted of 171 healthcare institutions. In general, healthcare institutions are categorized as (1) public hospitals, (2) private hospitals, and (3) specialised centres. As shown in Table 1, private hospitals made up the biggest proportion of participants in this study (57.3%), followed by government hospitals (26.3%), and then specialised centres (3.2%), (16.37 percent).

Table 1: Distribution of healthcare institutions in this study

Healthcare Institutions	Frequency (n = 171)	Percentage (%)
Private hospitals	98	57.31
Government hospitals	45	26.32
Specialist centres	28	16.37

Measures

For this study, a 20-item version of the Multifactor Leadership Questionnaires was modified to assess transformational leadership. In this study, transformational leadership was a second-order latent construct comprised of four first-order dimensions: regard for the individual, intellectual stimulation, idealized influence, and inspiring motivation. Regarding corporate entrepreneurship, thirteen items were adopted from prior research. This was a second-order latent construct comprised of three first-order dimensions: business entrepreneurship, risk-taking, and self-renewal. Third, we utilized a 14-item scale that was created by 14-item scale established by Nazemi, van Eggermond [34] and refined by characterizing absorptive ability as a latent second-order construct with four first-order dimensions: acquisition, assimilation, transformation, and exploitation. This study utilized a seven-point Likert scale with the endpoints "strongly disagree" (1) and "strongly agree" (7).

DATA ANALYSIS

For the testing of the proposed theoretical model, partial least squares (PLS) path modelling was conducted using SmartPLS3. It was selected as the main analysis tool given its extensive application and appropriateness for analysis in management research and other related disciplines. Including the current study that focused on organisational performance (dependent variable). Moreover, PLS path modelling is generally the most developed variance-based SEM tool.

RESULTS

As highlighted, PLS path modelling was conducted in this study given its extensive application in research. Prior to the testing of model reliability and validity and structural paths, this study evaluated the assumptions of normality, multicollinearity, and common method bias. A two-step approach to SEM, involving the assessment of measurement model and structural model, was performed. Following that, they obtained PLS-SEM results were evaluated and reported.

Assessment of Measurement Model

Item reliability, internal consistency, content validity, convergent validity, and discriminant validity were first evaluated. Reliability can be examined based on the outer loadings of each construct. Referring to Table 2, the outer loadings of all items exceeded 0.5, which satisfied item reliability criterion. Besides that, the composite reliability (CR) coefficients in this study ranged from 0.846 to 0.940; thus, suggesting adequate internal consistency reliability of the measures. Thirdly, the recorded average variance extracted (AVE) values for all constructs were more than the cut-off value of 0.50. These results reaffirmed adequate convergent validity [30, 35-39].

Table 2: Loadings, average variance extracted, and composite reliability

Latent Constructs and Indicators	Standardised Loadings	AVE	CR
Idealised Influence		0.664	0.922
TFII1	0.740		
TFII2	0.852		
TFII4	0.885		
TFII5	0.797		
TFII6	0.850		
TFII7	0.756		
Individualised Consideration		0.626	0.87
TFIC1	0.805		
TFIC2	0.793		
TFIC3	0.758		
TFIC4	0.808		
Inspirational Motivation		0.826	0.934
TFIM1	0.889		
TFIM3	0.937		
TFIM4	0.900		
Intellectual Stimulation		0.636	0.875
TFIS1	0.837		
TFIS2	0.777		
TFIS3	0.819		
TFIS4	0.755		
Business Venturing		0.713	0.925
CEBV1	0.854		
CEBV2	0.834		
CEBV3	0.839		
CEBV4	0.818		
CEBV5	0.876		
Risk-Talking		0.755	0.925
CERT1	0.845		
CERT2	0.893		
CERT3	0.882		
CERT4	0.854		
Self-Renewal		0.808	0.944
CECR1	0.900		
CECR2	0.886		
CECR3	0.917		
CECR4	0.892		
Acquisition		0.729	0.89
ACAC1	0.832		
ACAC2	0.857		
ACAC3	0.872		
Assimilation		0.648	0.846
ACAS2	0.843		
ACAS3	0.869		
ACAS4	0.692		
Exploitation		0.729	0.89

Latent Constructs and Indicators	Standardised Loadings	AVE	CR
ACEX1	0.865		
ACEX2	0.817		
ACEX3	0.878		
Transformation		0.672	0.86
ACTR1	0.842		
ACTR2	0.837		
ACTR3	0.779		

Discriminant validity, as suggested [16], was examined in this study to ensure the discrimination of measures of different constructs. As presented in Table 2, the AVE values for all latent constructs exceeded the cut-off value of 0.50. Referring to Table 3, the square root of these AVE values was found higher than the correlation coefficients between latent variables. In other words, all measures in this study demonstrated satisfactory discriminant validity.

Table 3: Correlations and square root of average variance extracted for all latent constructs

Constructs	TF	CE	AC
TF	0.846		
CE	0.429	0.857	
AC	0.467	0.554	0.824

Notes: TF denotes transformational leadership; CE denotes corporate entrepreneurship; AC denotes absorptive capacity.

As for the evaluation of multicollinearity, the outcomes of variance inflation factor (VIF) were examined. According to Hair Jr et al., tolerance value of 0.20 or lower or VIF value of 5 or higher suggest the presence of co linearity among the independent variables. For this study, minimum co linearity among the formative items was observed. In particular, the recorded VIF values for all items ranged from 1.133 to 2.391, which exceeded the threshold range of between 5 and 10. Thus, this study reaffirmed no multicollinearity issue.

Assessment of Structural Model

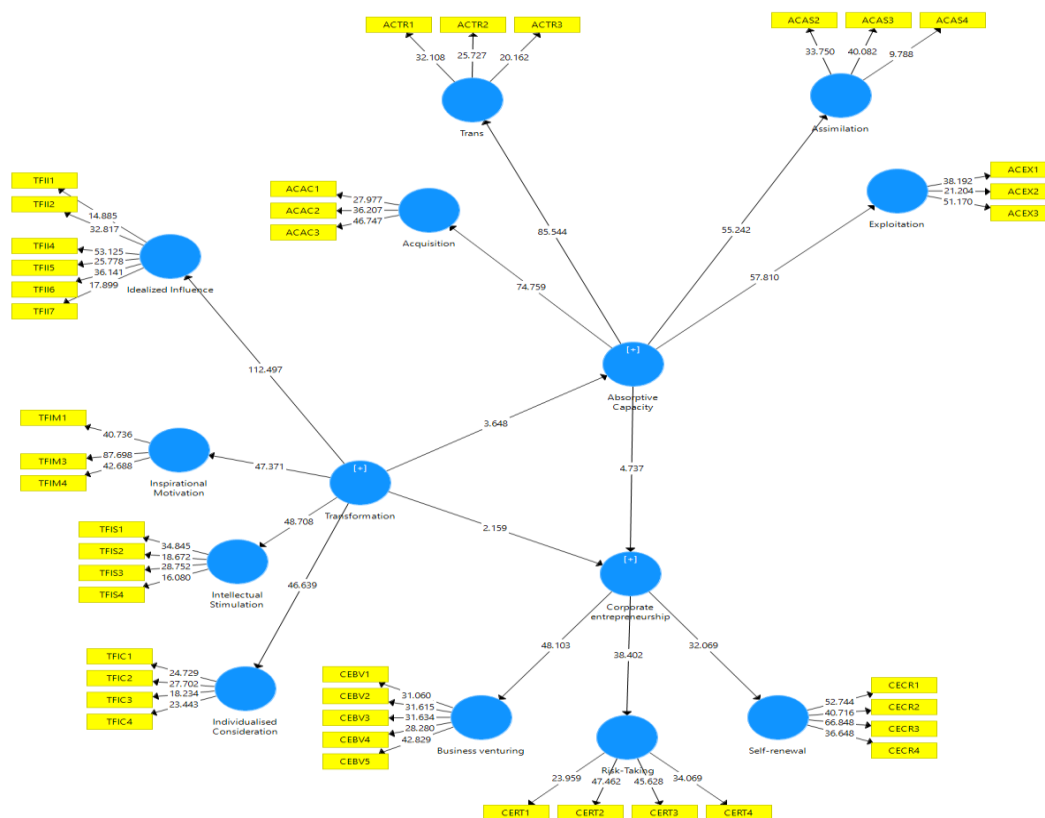
Following the suggestions of prior studies, the standard bootstrapping procedure, with 500 bootstrap replications, were performed to evaluate the significance of path coefficients in this study. Table 4 and Figure 1 present the obtained PLS-SEM results for the assessment of structural model.

Table 4: Assessment of structural model with moderating variable (full-model)

Path	Path Coefficient	S.E	t-value	p-value
Direct effect				
TF → CE	0.289	0.079	2.144	0.032
TF → AC	0.430	0.079	3.703	0.000
AC → CE	0.492	0.071	4.819	0.000
Indirect effect				
TF → AC → CE	0.229		3.227	0.001

Notes: TF denotes transformational leadership; CE denotes corporate entrepreneurship; AC denotes absorptive capacity; CA denotes organisational performance.

Figure 1: Measurement model



Firstly, the relationship between transformational leadership and corporate entrepreneurship of healthcare institutions was also found positive and significant ($\beta = 0.189, t = 2.144, p < 0.05$). In other words, H1 was accepted. Besides that, the linkage between transformational leadership and absorptive capacity of healthcare institutions was found positive and significant ($\beta = 0.330, t = 3.703, p < 0.001$). In other words, H2 was accepted. Last but not least, the relationship between absorptive capacity and corporate entrepreneurship of healthcare institutions was found positive and significant ($\beta = 0.392, t = 4.8, p < 0.001$). Thus, H3 was accepted.

Furthermore, this study also found evidence on the mediation effect of absorptive capacity on the relationship between transformational leadership and corporate entrepreneurship ($\beta = 0.129, p = 0.001$). Thus, H3a was supported.

Meanwhile, coefficient of determination (R^2) was used in this study to explain the total variance in dependent variable caused by independent variable. A higher R^2 reflects the predictive ability of the structural model, while the complexity of the model and types of discipline influence the strength of R^2 . For examples, R^2 for endogenous latent variables are evaluated as follows: 0.26 (substantial effect); 0.13 (moderate effect); 0.02 (weak effect), but in another study, R^2 of 0.10 and above is recommended to ensure adequate variance explained of a particular endogenous construct[39]. Based on the obtained results of PLS analysis, transformational leadership was found to explain 10.9% of total variance in absorptive capacity. Transformational leadership and absorptive capacity were found to explain 23.9% of total variance in corporate entrepreneurship, while transformational leadership and absorptive capacity, were found to explain 29.3% of total variance in corporate entrepreneurship. Moreover, the recorded R^2 values in this study were above the cut-off value of 0.02. In other words, the predictive power of the proposed model for organisational performance was deemed adequate.

DISCUSSION

This study examined the impact of transformational leadership and absorptive capacity on the corporate entrepreneurship of Thailand-based healthcare institutions. In this study, absorptive ability was evaluated as a mediator of the correlations between the studied constructs. This study revealed sufficient evidence to show the positive and substantial impact of transformational leadership on the corporate entrepreneurship of Thailand healthcare facilities. Clearly, organizations require transformational leaders in order to increase their corporate entrepreneurship. Transformational leadership is often based on a motivating process in which individuals are inspired to maximize their potential at work in order to improve the organization's performance[39]. This particular finding is consistent with the results of previous empirical research. In one study, transformational leadership was found to positively and significantly affect corporate entrepreneurship in terms of business venturing, innovation, and strategic renewal. In another study, transformational leadership was found to positively and significantly influence corporate entrepreneurship in terms of pro activeness, risk-taking, and innovation. It has been scientifically established that transformational leadership has a favourable and significant impact on innovation, new company ventures, initiative, and risk-taking. A transformational leader inspires the creativity of employees through beliefs, expectations, and standards, which adds to the organization's success in the form of new inventions. By involving employees in the decision-making process at the organizational level, top management can tap into employees' creative potential for self-renewal and new commercial ventures. Moreover, transformational leaders explain the organization's objective and vision in a manner that inspires and motivates personnel. This motivates individuals to be more proactive, so contributing to the proactive nature of the organization. Under transformational leadership, a higher level of risk-taking is unavoidable, as leaders take risks

based on the innovative ideas or concepts proposed by employees who are encouraged to take risks in order to be more creative. Widely reported are the positive and significant effects of transformative leadership on the individual and organizational levels of healthcare institutions. The results of this study indicated that managers see corporate entrepreneurship as a crucial antecedent of organizational performance in the healthcare sector. The value of this study to organizational success was underlined by this research. The consistency of these findings has bolstered the RBV in connection to organizational performance[40-42], which portrays corporate entrepreneurship as distinctive, valuable, difficult to mimic, and a poor substitute for entrepreneurial culture. RBV's emphasis on explaining the roles of resources in establishing and maintaining competitive advantage is deemed crucial. Therefore, organizations should establish their own procedures that reflect corporate entrepreneurship in order to select resources that can considerably boost their organization's performance. One of the most significant effects of RBV on organizational performance is the impact on organizational capabilities [17, 32, 43, 44]. Capabilities of an organization include skilled and competent human resources and specialists, knowledge, and particular methods for producing high-quality inventions. Corporate entrepreneurship entails a variety of procedures that are substantially tied to leadership and which contribute to the performance of an organization. Intriguingly, organizational competencies can augment the value of available resources and capabilities. [12, 45-47]This study indicated that absorptive capacity mediates the association between transformational leadership and corporate entrepreneurship. This study sheds light on the function of absorptive ability as a crucial organizational mechanism that influences the link between transformational leadership and corporate entrepreneurship. A transformational leader enhances the absorptive ability of employees, thereby empowering them. Through enhanced absorptive capacity, the challenges of knowledge transfer under transformational leadership can be effectively addressed, as transformational leaders transfer skills, know-hows, and knowledge for employees to acquire, translate, apply, and adopt new organizational practices and further enhance internal communication. Ultimately, absorptive aptitude increases the drive to exploit and integrate knowledge from external sources, which in turn promotes corporate entrepreneurship. Organisations with absorptive potential tend to produce fresh goods, processes, and networks, which are vital for their corporate entrepreneurship endeavors. The continual pursuit and exploitation of unique business possibilities (which exemplifies corporate entrepreneurship) incorporate new knowledge and resources from external sources into organizational processes.

Theoretical Implications

Constant innovation is required for organizations to improve and sustain their business performance in the 21st century, which includes the continuous integration and application of employees' knowledge, skills, and creativity. Clearly, transformational leadership is one of the crucial factors for organizations to achieve higher performance. In light of the fact that leadership behaviour can be learned and altered, healthcare institutions can foster entrepreneurial endeavours through absorbent capability and transformative leadership. Leaders of healthcare organizations with limited resources must recognize the importance of

knowledge acquisition and absorption ability in fostering continuous learning and entrepreneurial endeavours.

The influence of leadership on organizational performance has attracted a significant amount of research interest from academics and professionals. Researchers have been interested in the questions of whether leadership and development may increase organizational performance and if advancement and leadership influence prior success [17, 32, 43, 48]. A prerequisite for a visionary organization is a powerful leadership that shares the same organizational vision. Thus, transformational leadership is increasingly recognized as an effective development technique for enhancing organizational performance. However, the majority of earlier research had many shortcomings. First, the majority of this previous research concentrated on profitable organizations in the industrial and services sectors, whereas just a small number of studies examined the healthcare industry, particularly in the Middle East. Second, the majority of these previous studies evaluated the association between transformative leadership and organizational performance without examining the mechanism underlying this relationship.

Several other studies have addressed this gap by empirically assessing the inclusion of corporation entrepreneurship [30] (such as innovation capabilities, new business ventures, self-renewable, and risk-taking) in this direct link. However, the majority of these research focused on small- and large-sized businesses. The influence of transformational leadership on corporate entrepreneurship through absorptive ability in the context of healthcare has been understudied, particularly in the Thailand, which prompted the current study's focus [7, 10, 49-51]. This study established and evaluated a theoretical model to explain the relationship between transformational leadership, corporate entrepreneurship, and organizational performance in Thailand healthcare institutions. First, this study was one of the few to demonstrate the direct impact of unit-level transformational leadership on the pursuit of product innovation, new business initiatives, and strategy renewal efforts. These empirical findings reinforce the notion that (transformational) leadership research should differentiate between the unit and firm levels of analysis. This perspective on the integration of several levels of analysis is congruent with recommendations from previous research.

Secondly, although studies have proposed a connection between transformative leadership and the competency and efficacy of unit-level employees in terms of their job performance, this association remains unproven.

Xing, Poria [52], only a handful of research have investigated this link at the unit level of organizations. The current study indicated the positive effect of unit-level transformational leadership on employees' success in unit-level corporate entrepreneurship via their collective capacities and generosity. Consequently, the introduction of a functional mediator to explain the impact of transformational leaders on lower-level organizations has contributed to the contemporary leadership literature. This also extends earlier leadership research in the sense that the influence of transformational leaders at various levels on expanding phenomena at various levels of generalization is examined.

Thirdly, the current study experimentally demonstrated the moderating effect of absorptive capacity on the unit-level relationship between transformational leadership and corporate entrepreneurship. Evidently, transformational leaders at the unit level have the capacity to increase employees' absorptive capacity and consequently empower them. These leaders minimize the difficulties associated with transferring skills, know-hows, and knowledge for employees to acquire, translate, apply, and embrace new organizational practices and further enhance internal communication.

Managerial Implications

In essence, policymakers and relevant stakeholders in the Thailand should consider supporting corporate entrepreneurship in the healthcare industry[8] through professional education and leadership development. According to the study's findings, fostering corporate entrepreneurship through a management approach can improve the organizational performance of healthcare organizations. The current study revealed a number of important consequences for the top management of healthcare facilities' corporate entrepreneurship. Transformational leadership can encourage corporate entrepreneurship in the Thailand's healthcare facilities. Unquestionably essential for enhancing transformative leadership abilities are the education and training of healthcare facilities' key people. In addition to engaging talented and qualified employees, healthcare institutions can consider conducting frequent training sessions and workshops to enhance their transformational leadership skills and maintain effective transformational leadership practices at the organizational level. In addition, healthcare organizations might collaborate with training institutions to improve the managerial abilities of key management staff. In addition to its direct influence on corporate entrepreneurship, transformational leadership has a beneficial link with corporate entrepreneurship via absorptive ability. In this study, it appeared that the direct effect of absorptive capacity on corporate entrepreneurship was more significant than the direct effect of transformational leadership on corporate entrepreneurship and its dimensions. Transformational leadership can increase the absorptive capacity of organizations. In this study, the direct effect of absorptive capacity on innovation and risk-taking appeared to be more pronounced than that of transformational leadership, suggesting that organizations with the ability to create new innovations and take risks should emphasize absorptive capacity over transformational leadership. Transformational leadership also fosters initiative, self-renewal, and the creation of new businesses. A transformational leader has a greater direct impact on new business ventures. In other words, under the direction of a transformational leader, organizations that emphasize new business ventures can increase their absorbent capacity. According to the conclusions of this study, transformative leadership effects both absorptive capacity and corporate entrepreneurship, as well as its dimensions. In addition to other aspects of management, healthcare institutions should not overlook the significance of leadership training for their management staff.

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