

## INCREASING ORGANISATIONAL SUCCESS THROUGH MANAGEMENT STYLES OF MANAGERS IN HOUSING DEVELOPMENT INDUSTRY

การเพิ่มระดับความสำเร็จขององค์กรผ่านรูปแบบการจัดการของผู้นำในอุตสาหกรรมบ้านจัดสรร

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### Abstract

This paper investigates the relationship between management styles (Leadership Styles) of the managers and external factors (Political, Economic, Sociological, Technological, and International/Globalisational Impacts: *PEST+I/G*), and levels of success of the housing development firms in North-eastern of Thailand. 251 samples of housing development managers were participated in the survey questionnaire. Different statistical techniques were applied to analyse data including Descriptive Statistics and Multiple Regression Analysis. Findings indicate that Transformational and Transactional leadership styles are supportive to the greater levels of success of the firms. More importantly, results also indicate that there is the mediation effect between the relationship of the management styles and level of success of the firms whilst the *PEST+I/G* have been found as mediator. Suggestions and recommendations are discussed together with the limitation for the future research.

**Keywords:** Leadership Styles, Levels of Success, Management Styles, Organisational Performance

## บทคัดย่อ

งานวิจัยนี้ศึกษาความสัมพันธ์ระหว่างรูปแบบการจัดการของผู้จัดการอุตสาหกรรมบ้านจัดสรร โดยมุ่งเน้นไปที่ปัจจัยภายนอกที่ไม่สามารถควบคุมได้ ซึ่งประกอบด้วยผลกระทบ 5 ด้าน ได้แก่ 1. การเมืองการปกครอง 2. เศรษฐกิจ 3. สังคมและวัฒนธรรม 4. เทคโนโลยี 5. ระหว่างประเทศหรือโลกาภิวัตน์ และระดับความสำเร็จขององค์กร กลุ่มตัวอย่างประกอบไปด้วยผู้จัดการขององค์กรจำนวน 251 คน ซึ่งให้ความร่วมมือในการตอบแบบสอบถาม เครื่องมือทางสถิติได้ถูกนำมาประยุกต์ใช้เพื่อการวิเคราะห์ข้อมูล ได้แก่ สถิติเชิงพรรณนา และการวิเคราะห์สถิติเชิงทดสอบพหุคูณ ผลการศึกษาพบว่า รูปแบบการจัดการของผู้นำหรือรูปแบบภาวะผู้นำแห่งการเปลี่ยนแปลงและผู้นำแลกเปลี่ยนมีความสัมพันธ์เชิงบวกกับผลประกอบการ สิ่งสำคัญที่ค้นพบในการศึกษาค้นคว้าครั้งนี้คือ ความสัมพันธ์ระหว่างรูปแบบการจัดการของผู้นำและระดับความสำเร็จขององค์กรได้ถูกตัวแปรแทรก หรือปัจจัยภายนอกซึ่งส่งผลกระทบระหว่างความสัมพันธ์นี้ อีกทั้งข้อเสนอแนะและข้อจำกัดสำหรับงานวิจัยครั้งต่อไปได้ถูกกล่าวถึงในช่วงท้ายของบทความนี้

**คำสำคัญ:** รูปแบบภาวะผู้นำ ระดับความสำเร็จขององค์กร รูปแบบการจัดการ ผลประกอบการขององค์กร

## Background

Collaborating is the new trends of being survive in today business. In 2015, the ten countries have been collaborated to generate the new community known as 'ASEAN Economic Community; AEC' in the Southeast Asia. The aims of AEC are composed of 1. Single market and production base, 2. Competitive economic region, 3. Equitable economic development, 4. The integration of ASEAN in term of the globalised economy (Das, Severino & Shrestha, 2013). ASEAN Economic Community is also one of the emerging community comprising ten country members; Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam. In the near future, the members are getting larger since China, India, Japan, South Korea, New Zealand and Australia will soon take part in this community. This may indicate that the population of the AEC is also tremendous approximately larger than half of the entire

population in the world.

More considerably, Thailand is also one of the country member composed of 68 million people (Ministry of Social Development and Human Security, 2017). Thailand would definitely be influenced as one of the AEC member due to the increasing a number of population; especially, the expanding numbers of tourists and labours. Hence, the demands of the four necessity factors of living would then be increasing. The real estate sector is also one of the four factors. An individual needs to have one own place to live. Simultaneously, the annual government statement of expenditure in 2017 is approximately 2.73 trillion baht whilst the government has allocated the budget approximately 500,000 million baht (approximately 18% of the total annual government statement of expenditure in 2017) for the ministry of education which is one of the most important ministry in driving the key success of the country. In addition, the market capitalis-

tion of the real-estate sector is approximately 500,000 million baht in the stock market representing that this business sector is relatively massive regarding the amount of investment and it is important for the overall economic in the country (Department of Government Public Relations, 2017; Ministry of Finance, 2017).

Furthermore, the Northeast region is the most densely-populated area in Thailand; as well as, it is the gateway of Indo-China connecting to Cambodia, Laos, and Vietnam. All essential infrastructures have been building at the moment to fulfill the needs of the fast-growing cities in this region including hi-speed train, light rail train, internet connection, and so forth (Klungboonkrong, Jaensirisak & Satiennam, 2017).

### Research Question

- To what extents are there the correlation between management styles (leadership styles), external factors (PEST+I/G), and organisational performance in the housing development of North-eastern of Thailand?

### Research Objectives

- To study the association between management styles and organisational performance.

### Related Literatures

Different managers may possess a variation of management styles including a variety of leadership styles. Transformational leaders are considered to be an administrative approach capable of enthralling their employees to belief,

respect, and appreciate them by concentrating on idealised influence, individualised consideration and inspirational motivation, which in turn, indicates serving as a charismatic role model and expressing a vision generated. It also recommends a need for intellectual stimulation, defined as questioning old assumptions and the status quo (Bass, 1985; Zhu, Avolio & Walumbwa, 2009). This leadership style describes the managers who are likely to focus on higher motivation development and motivate the subordinate's motivation by inspiring vision of the future (Bass, 1990).

Next, Bass et al. (2003) established that transactional leadership can be recognised as the traditional management function of leading. There are three key dimensions making up transactional leadership namely contingent rewards, management by exception-active and management by exception-passive. Contingent rewards express the extents to which the leader sets up constructive transactions or exchanges with subordinates. Transactional leadership elucidates expectations and creates the rewards for overcoming these anticipations. Alternatively, management by exception-active is related to the managers observing subordinates' behaviour, predicting problems, and taking corrective actions before the behaviour might create complicated situations or problems. In contrast, management by exception-passive refers to the managers taking action when the behaviours of their subordinates have already created the problems (Pieterse et al., 2010).

The other styles of leadership found in

present business corporation is laissez-faire. Antonakis & House (2013) proposed that laissez-faire refers to managers neither task-oriented nor people-oriented. This kind of managers tend not to be involved into any activities required decision-making. Thus, this kind of managers are likely to allow their subordinates to figure out how to complete the tasks on their own. They tend not to make any decisions, often hesitate to take action and are likely to be inattentive when needed. It illustrates that they are not critically encouraged, their power only derives from their position in the firm but they tend not to accomplish their responsibilities. Unsurprisingly, laissez-faire leadership tends to bring about destructive outcomes for the entire process of working (Avolio et al., 2014).

Along with the findings of existing academic literatures, Chan & Chan (2005) evaluated transformational and transactional leadership styles among building professionals in construction industry. Findings suggested that five of the transformational factors and three of the transactional factors are significantly correlated with leadership outcomes of managers' effectiveness, extra effort by subordinates' satisfaction. Transformational and transactional leadership are demonstrated in the same individual building professionals, but to different degree and intensities. Furthermore, findings also suggested that in order to improve the professional paths, transformational leadership has been applied more frequency than transactional leadership.

It was concluded that Bass's transformational leadership theory has been applied in

the construction theory. It was suggested that transformational and transactional theories can be applied in industry but the transformational leadership model be a pro-development tool in optimising the relationship between leaders and subordinates.

Müller & Turner (2010) scrutinised the leadership competency profiles of successful project managers in different types of projects. The intellectual, managerial and emotional competences of project managers of successful project were studied. Findings indicated that one IQ sub-dimension (i.e. critical thinking) and three EQ sub-dimensions (i.e. influence, motivation and conscientiousness) were expressed in successful managers in all types of projects.

In addition, Bass & Avolio (2000) highlighted that different styles of leadership may be a predominant style at different situations. This suggests that different managers may apply different styles to manage their firms at different occasions. Moreover, Mirzakhani, Parsaamal & Golzar (2014) proposed that the manager of the firm is the one who is responsible for day-to-day decision-making, he or she must envisage the plan to be able to adapt the organisation to suit with the changing environment. In relation to uncontrollable factor, or external factor, or PEST+I/G, Frost (2003) endorsed that the abbreviation used for explaining the Political, Economic, Sociological, Technological, and International or Globalisational factors influencing the organisation. The external environments consist of variables opportunities and threats that are separate from the internal environment

of the organisation and it is or it may not be able to be controlled.

More specifically, existing academic studies found that there is a positive connection between different styles of leadership and external factors (Political, Economic, Sociological, Technological, and International/ Globalisation Impacts: *PEST+I/G*) in generating the increase organisational performance (See for example, Aldridge, 2008; Jenkins, 2005; Ryan, 2008). This indicates that different styles of leadership may have different approaches of dealing with different types of external factors. In particular, in the housing development industry, to increase

the performance of the organisation, Aksin & Masini (2008) emphasised that the managers must be assured to plan the strategic moves in accordance with the trends of the development model, by focusing on evaluating the external factors (*PEST+I/G*) in order to manage their firms to survive in the rapid-changing business environment, and to move from traditional to sustainable.

### Hypothesis

There will be no relationship between demographic profile, leadership styles, and organisational performance.

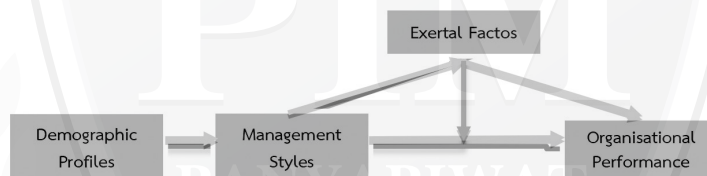


Figure 1 Theoretical Framework

From Figure 1, Theoretical Framework illustrates the relationship between independent variable and dependent variable including the association with the mediator. Firstly, the relationship between demographic profiles of respondents, management styles focusing on different styles of leadership, and organisational performance has been investigated. Secondly, the external factors or *PEST+I/G* has been added to investigate the association with the demographic profiles of respondents, leadership styles, and organisational performance.

### Research Methodology

This research is to investigate the particular situation of housing development in north-eastern of Thailand. A quantitative approach has been employed containing documentary statistical records and a survey questionnaire. The questionnaire included both multiple choices and closed questions, with open-ended questions at the end, and items on a six-point Likert Scale. The samples were randomly selected using stratified random sampling technique. This means that all samples were equally selected based on different locations in different provinces.

## Research samples

The samples included managers and proprietors of the housing development firms in the North-eastern of Thailand. 544 survey questionnaires were distributed to the managers of housing development firms. The return of 251 set of questionnaires were returned representing 46.139 per cent which is greater than a level of satisfactory for the response rate of return of the survey questionnaire as underlined by Ames (2003).

## Data Analysis

The obtained data from the questionnaires were analysed using descriptive statistics: frequency, percentage, mean and standard deviation and multiple regression analysis using SPSS.

## Findings

From survey results, the obtained data were analysed by applying multiple regression analysis. The findings, investigated the connection between management styles and organisational performance, can be summarised as follows:

**Table 1** Model Summary (Demographic of Respondents, Number of Employees, Leadership Styles, and PEST+I/G)

Model predictors	R <sup>2</sup>	Adjusted R <sup>2</sup>	Significant value
Model 1: Gender, Age, Levels of Education, Number of Employee, and Lengths of Experiences.	0.232	0.217	0.000
Model 2: + Transformational Leadership, Transactional Leadership, and Laissez-Faire Leadership.	0.646	0.635	0.000
Model 3: + PEST+I/G.	0.675	0.657	0.000

## Dependent Variable: Organisational Performance

Table 1 showed that Model 1, with: Age, Levels of Education, Number of Employee, Lengths of Experiences as independent variables, has R<sup>2</sup> equal to 0.232. This means that those independent variables could explain the dependent variable Organisational Performance approximately 23 percent. Subsequently, some independent variables are added to Model 2,

R<sup>2</sup> increases to 0.646. And lastly, Model 3 shows that once the innovation is added to the organisation, R<sup>2</sup> rise to 0.675. In addition, Hair et al. (2010) recommend that R<sup>2</sup> is the best standard to use when comparing regression models. Therefore, it can be concluded that the set of independent variables in Model 3 is the most accurate in predicting the dependent variable.



In addition, the result of the Adjusted  $R^2$  in Model 2 proposes that entering a set of Leadership styles could explain the variance of the dependent variable, approximately 0.635 or 63.5 percent, more precisely; and it is also clear that a set of Leadership Style significantly affects the variance of Organisational Performance. Once, Model 3, Adjusted  $R^2$  reported 0.657 or 65.7 percent, it could be concluded that a set of Leadership Styles is less impacted on Organisational Performance than a set of *PEST+I/G* predictor. More elaborately, the finding of the mediation effect has been investigated.

**Hypothesis 1: The relationship between demographics, leadership styles, and organisational performance are mediated by *PEST+I/G*.**

$H_0: \beta_1 = \beta_2 \dots = \beta_k = 0$ , there is no significant linear relationship between the set of predictors composed of Number of Employees, Age, Gender, Education, Experience, Transformational, Transactional, Laissez-faire Leadership, *PEST+I/G* and the dependent variable, Organisational Performance.

$H_1: \beta_i \neq 0, i = 1, 2 \dots k$ , there is a significant linear relationship between the set of predictors composed of Number of Employees, Age, Gender, Education, Experience, Transformational, Transactional, Laissez-faire Leadership, *PEST+I/G* and the dependent variable, Organisational Performance.

The results of ANOVA show a P value of 0.00 which is less than 0.05; therefore, the null hypothesis is rejected (see Table 1). It could

be concluded that Number of Employees, Demographics of Respondents, Leadership Styles, *PEST+I/G* have an impact on Organisational Performance. Once, a set of independent variables impact on a dependent variable, the prediction equation can be ascertained.

**Mediation Testing**

1<sup>st</sup> Equation: Organisational Performance =  $\alpha$  Number of Employees and Demographics of Respondents +  $\alpha$  Leadership Styles

2<sup>nd</sup> Equation: Organisational Performance =  $\alpha$  Number of Employees and Demographics of Respondents +  $\alpha$  Leadership Styles +  $\alpha$  *PEST+I/G*

Hair et al. (2010) strongly suggest the adjusted  $R^2$  in comparing models with different numbers of independent variables. The adjusted  $R^2$  is also useful in comparing models between different data sets because it will compensate for the different sample size. Hence, in this study, the adjusted  $R^2$  is considered for comparing between two equations. It was found the adjusted  $R^2$  for the second equation is 0.657, which is greater than the adjusted  $R^2$  of the first equation, which is 0.635. This indicates that the set of independent variables in the second equation explains the dependent variables more fully than the set of independent variables in the first equation. In addition, when adding the *PEST+I/G* variables into the equations, the Beta Coefficient values of the Leadership Styles variables change. Thus, this suggests that the effect of Leadership Styles on Organisational Performance mediated by *PEST+I/G*. Hence,

hypothesis 1 was accepted. It can be concluded that the relationship between demographics of

managers, leadership styles, and organisational performance are mediated by PEST+I/G.

**Table 2** Coefficient (Standardised Coefficients of 1<sup>st</sup> and 2<sup>nd</sup> Equation)

Variables	Standardised Coefficients (1 <sup>st</sup> Equation)			Standardised Coefficient (2 <sup>nd</sup> Equation)		
	Sig	R <sup>2</sup>	Adjusted R <sup>2</sup>	Sig	R <sup>2</sup>	Adjusted R <sup>2</sup>
	0.000	0.646	0.635	0.000	0.675	0.657
	Beta	Tolerance	VIF	Beta	Tolerance	VIF
Number of Employees	0.142	0.844	1.184	0.135	0.811	1.233
Age	0.033	0.819	1.221	0.025	0.768	1.302
Gender	- 0.055	0.918	1.089	- 0.041	0.902	1.108
Education	0.061	0.885	1.130	0.066	0.863	1.159
Experience	0.002	0.983	1.017	0.000	0.941	1.063
Transformational	0.690	0.630	1.587	0.642	0.444	2.254
Transactional	0.056	0.720	1.389	0.010	0.607	1.648
Laissez-faire	- 0.005	0.979	1.022	- 0.016	0.937	1.067
Political Impact	-	-	-	0.203	0.561	1.781
Economic Impact	-	-	-	0.137	0.494	2.024
Sociological Impact	-	-	-	0.016	0.446	2.243
Technological Impact	-	-	-	0.033	0.785	1.274
International/Globalisational Impact	-	-	-	0.107	0.330	3.034

## Discussions and Recommendations

The findings of the multiple regression analysis designated that the beta coefficient, the standardised unit of data, transformational leadership is the most powerful predictor of organisational performance. This means that the higher level of transformational leadership, the greater the level of organisational performance.

This is consistent with the findings of Colbert et al. (2008), who found a positive association between transformational leadership and organisational performance. Hence, the findings proposed that the managers who are capable of successfully creating vision and a learning environment in their organisation are likely to improve their employees' proficiency levels.



More elaborately, transformational leadership is composed of four different perspectives which are 1. Idealised influence is defined as having transformational leaders who behave in ways bringing about their being role models for their subordinates. These leaders are admired, respected and trusted (Northouse, 2001). This suggests that managers concentrating on idealised influenced may consider connecting the participation of subordinates by convincing all organisational members through the visions of the organisation such as explaining those visions deeply and clearly to understand on what are the anticipations of the organisation. For example, in 10 years from now on, the organisation is going to shift to serve the needs of all AEC country members in term of providing places to stay and the firm would be the one of the most distinguish firm in the Southeast Asia in term of housing development company. 2. Inspirational motivation refers to the leaders' or managers' ability to stimulate self-reliance, motivation and a sense of purpose in their subordinates. This kind of leaders or managers could articulate a clear vision for the future, communicate anticipations of the group and establish a commitment to the goals deliberated (Bass & Avolio, 2000).

This suggests that managers seeking to motivate organisational members through their inspirations may need to realise what are the most appropriate rewards to draw attention from the subordinates when considering the hierarchy of needs. Hence, some subordinates may require the basic necessities of living, some

may require greater levels of needs dependent upon needs of individuals. 3. Intellectual stimulation is related to the levels of encouraging the subordinates in developing new and different solutions to complete difficulties and find out new ways of accomplishing tasks. This kind of leaders or managers are likely to challenge the innovative ideas (Mumford et al., 2000). This may indicate that encouraging and supporting subordinates to have great opportunities to practice their capabilities and enhance skills are useful. For example, this kind of leaders or managers may need to consider supporting subordinates to develop their skills through on-the-job training and off-the-job training. More intricately, Müller & Turner (2010) found that IQ sub-dimension (i.e. critical thinking) and three EQ sub-dimensions (i.e. influence, motivation and conscientiousness) are supportive to the level of success of leadership. This is also consistent with the findings of this research that in order to influence subordinates to continue to learn, applying both IQ and EQ are relatively important to encourage and draw most of the subordinates' capacities to continue to learn and create productivity in the organisation. 4. Individualised consideration is the extent to which the managers appear to individuals' needs, act as mentors to the subordinates, and pay attention to the subordinates' concerns including admit the differences of all subordinates regarding the differences in term of cultures, genders, nationalities, norms, beliefs, traditions and so forth (Sharma, 2004). Hence, this is obvious that managers are called for developing

all aspects of the constituents of transformational leadership; idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Furthermore, transactional leadership is also found as variable which is positively correlated with the organisational performance. Transactional leadership composed of three different aspects which are 1. Contingent rewards refers to the managers who relate the organisational goals to rewards, explain anticipations, distribute essential resources, explain mutually agreed upon organisational goals, and provide wide variety of rewards for greater levels of performance. 2. Active management by exception relates to the managers actively observing the levels of performance of their subordinates, following the instruction of the procedure of work schedules. This kind of managers are likely to set the rewards to draw attention from the subordinates. 3. Passive management by exception is referred to as managers who are likely to be involved in the situation of the work which does not meet the criteria of the organisational goals. This kind of managers may punish the subordinates who could not complete assigned tasks or who cannot deliver the tasks to meet the standard. This is clear that all aspects of transactional leadership are imperative for all managers to keep in mind when dealing with day-to-day responsibilities in the organisation. More specifically, in the housing development industry, existing academic research found that both transformational and transactional leadership are positively correlated with the organisational

performance (Chan & Chan, 2005). They also suggested that transformational leadership tends to be applied in the professional path than transactional leadership.

In addition, findings also indicated that PEST+I/G variables have a positive correlation with organisational performance. This suggests that all aspects of external factors which are PEST+I/G predictors are essential to be considered in managing the housing development firms. More specifically, political, economic, and international or globalisational factors are the most influential predictors in the equation when compared with other variables in the set of external factors. This would then be assured that it is important for all managers to consider these two factors to cope with the rapid-changing business environment. More elaborately, for the political impact, it may be necessarily for the managers to be ready in advance for the political changes in term of political policies. For example, there may be some changes of the political policies such as the regulations on the amount of the partition of green space of the entire housing development project (García-Gutiérrez & Martínez-Borreguero, 2016). Thus, it is important for the managers to plan beforehand on how to handle these challenges. For the economic impact, it may be imperative for the managers to be cautious with the business situation. For example, some indicators may be useful to keep an eye on such as Gross Domestic Product: *GDP* growth rate, and rate of interests (Tshabalala & Rankhumise, 2011). Especially, for the *GDP* growth rate, this indicator

may indicate how fruitful the economic situation is. At the same time, the rate of interests for both deposit and loan accounts would also be obvious indicators to be observed on how the economic situation is changing. For the international or globalisational impact, since the world becomes smaller, new technologies and innovation make it possible for all countries to connect with each other (Zhang, Daim & Zhang, 2017). For example, the managers may need to be aware of selecting the high quality material to build the house which must be safe to the natural environment since creating pollution in one place would definitely affect another. For instance, the housing development may need to provide the rubbish bin in each house for housing development project. At the same time, it may be essential to decontaminate the waste water before releasing it to public. Hence, this is clear that the world is becoming borderless.

### Limitation and future research

Since this research method is mostly based

on the quantitative approach, it may be valuable for the future research to apply the mix-method approach to acquire the more insightful information. Furthermore, the respondents of the research are the managers of the housing development firms so that it would be more practical to extend the results of this study to probe with different positions of respondents such as customers or organisational members of the organisation to ascertain different deliberations. Last but not least, in term of cultural differences, the repetition of the findings may be useful to be assured by adopting the results of this study in different regions or countries to observe to what extents there may be the consistencies or inconsistencies in relation to the research findings.

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